



Manassas Economic Development Authority

Strategic Plan

June 2020



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Introduction

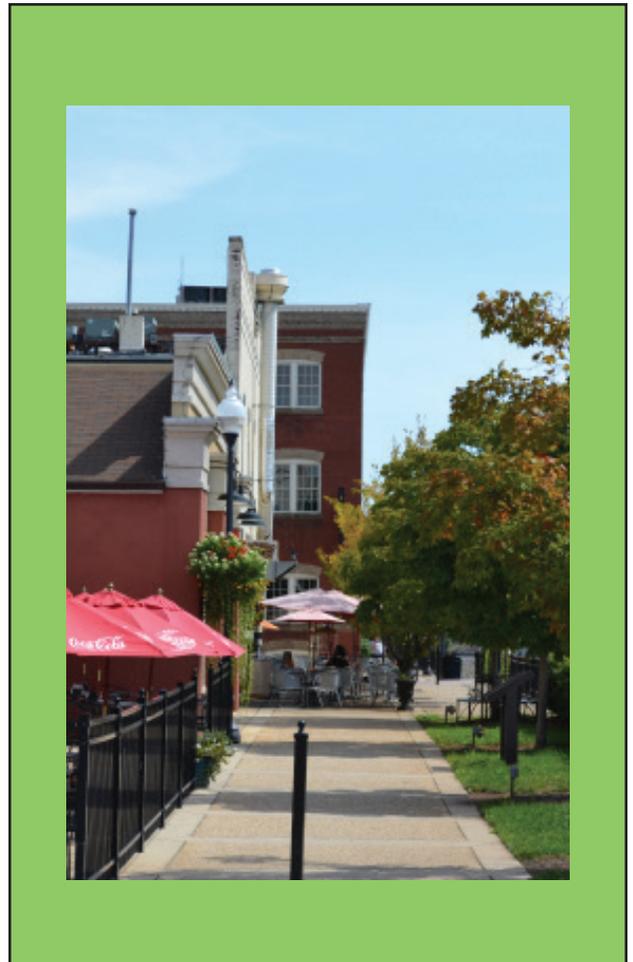
The purpose of this Strategic Plan is to establish broad policy goals for the Economic Development Authority of the City of Manassas, Virginia (EDA) through the next 3-5 years. This plan provides guidelines and context for making decisions regarding future activities of the EDA. The environment in which the EDA operates – including economic and market forces, technology, regulatory, and a host of other factors – may change in unanticipated ways. Therefore, it is essential that this plan be periodically updated and that it permits sufficient flexibility to adapt to changing conditions. Perhaps most importantly, the plan must align with the goals and aspirations of the Manassas City Council.

A. Need for a Strategic Plan

Strategic planning is a critical component of good management and governance. Planning helps assure that an organization remains relevant and responsive to the needs of its community, and contributes to organizational stability and growth. It provides a basis for monitoring progress, and for assessing results and impact. It facilitates new program development. It enables an organization to look into the future in an orderly and systematic way. From a governance perspective, it enables the setting of policies and goals to guide the organization, and provides a clear focus to the leadership and staff for organization management and program implementation.

A strategic plan is the formalized road map that describes how an organization executes a chosen strategy. A plan spells out where an organization is going over the next year or more and how it is going to get there. It is a management tool that:

- Helps build competitive advantage
- Communicates strategy to staff
- Prioritizes financial needs
- Provides focus and direction to move from plan to action.



B. How the Plan was Developed

The strategic planning process for the EDA began in July 2019 with the formation of the strategic planning team. The team began its process by reviewing the status of the EDA, including the market(s) being served, and identifying critical issues that will affect the activities of the EDA in the near future. The team had no preconceptions or any pre-determined outcome in mind: everything was “on the table” and as many points of view and options for future development that could be gathered were given full consideration. Key steps in the strategic planning process are briefly reviewed hereafter. These key steps included a data collection effort; review and refinement of organizational tenets (a value proposition and a vision statement); review and refinement of goals, along with strategies and tactics to achieve those goals; and finally, development of key findings and recommendations.

II. Values, Vision, and Mission

A. City of Manassas Values

- **Customer Service:** Our primary duty is to be accessible and responsible to the community that we serve. To that end we must maintain an organizational reputation for consistency, openness, transparency, understanding and active engagement with the stakeholders that we serve.
- **Honesty:** We must demonstrate the highest standards of being true to what we say and do and standing up for our beliefs so that our public activities inspire confidence and trust in our government.
- **Respect:** We honor diversity and individual rights in every interaction we have with another person. We look for balance between self, family, community and work.
- **Integrity:** The courage to be true to yourself and your position. We value integrity in ourselves and others as we work every day with staff, residents and visitors.
- **Stewardship:** We must be diligent to maintain an atmosphere where public resources are always used for the public good. Our organization constantly strives to provide the greatest possible efficiency and effectiveness in the delivery of public services.
- **Teamwork:** It takes teamwork to create success. We work as a team that encourages trust, cooperation and a commitment to communications within the organization. We use our professional judgment to meet customer needs and exceed customer expectations through behaviors consistent with our values.

B. City of Manassas Vision. *A community that takes pride in our authentic history, livable neighborhoods, quality schools, healthy economy and outstanding quality of life*

C. Economic Development Authority Mission Statement. Attract, retain, generate, and assist in the expansion of high-quality businesses, institutions of higher education, medical facilities, and non-profit organizations to ensure the continued existence of a vibrant, stable, and diverse economy within the City of Manassas and the Commonwealth of Virginia through financing, workforce solutions, collaboration with the city government agencies and real estate resources.



III. GOALS AND STRATEGIES

The GOST model stands for Goals, Objectives, Strategy and Tactics. There are a few important distinctions in the model. The first is outcomes versus activities; what versus how. A goal is a finite outcome and not a specific activity. The GOST model distinguishes between high level and low-level details. This provides both consistency of direction and flexibility to change direction as needed. The high-level detail provides a consistent general direction. The low-level details are specific and can change without altering the high-level general direction.

These distinctions are represented in the following diagram

	What	How
High Level	Goals	Strategy
Detail Level	Objectives	Tactics

A successful business plan should incorporate all four components: goals, objectives, strategies and tactics. These components are described as follows:

- **Goal.** A goal is a broad, intangible and abstract primary outcome. It is qualitative rather than quantitative in nature, and describes what an organization hopes to achieve. Goals can be short term or long term and focus on 'What' you want to achieve and not on 'How' you want to achieve it.
- **Objective.** An objective is a specific, tangible, and measurable step that further defines a goal. Objectives are targeted and number focused, unlike goals, which talk about the bigger picture. Objectives must be accomplishable and measurable in order to help determine whether we are making progress.
- **Strategy.** A strategy is the approach taken to achieve a goal. It is why an organization is doing something. The strategy is the plan that will help to achieve goals, and can also be the solution to a problem.
- **Tactic.** Tactics are the specific tools and techniques that are used in pursuing an objective associated with a strategy. Tactics are tricks and patterns developed to drive and support the strategy and to get closer to the objective.



EDA Strategic Plan

A. EDA Vision

The Economic Development Authority will implement policies and procedures that will result in a strong relationship with City Council and enable it to promote the economic wellbeing of the community.

B. Goals.

Goal 1. Documented/updated EDA policies and procedures. Policies and procedures are a fundamental part of excellence in operations. Sound policies help local governments function efficiently and maintain trust with both employees and community members. Effective policy and procedure management provide a means for offices to communicate clear goals and expectations, and ensure an organization is complying with laws, regulations, and best practices. When government agencies are running efficiently internally, they are better able to communicate openly with the community.

Goal 2. Strong relationship with the City Council. The primary purpose of the City of Manassas Economic Development Authority (EDA) is to work with the City Council and its Land Use Committee (LUC), to foster and stimulate economic development and redevelopment within the City that provides a strong commercial tax base, sustainable local jobs, and resources for residents. The LUC is a standing City Council committee composed of its members and empowered by them to review and discuss Land Use and Economic Development issues. Direct operational partnerships and collaborations between City offices and businesses can be a powerful way to promote growth and execute ambitious projects effectively. The key success factors for this model include: direct informal relationships; openness and transparency; long-term planning; and incentives and accountability

Goal 3: EDA-Initiated Real Estate Development. The City of Manassas EDA promotes the economic wellbeing of the community by overseeing economic development incentives, and leading outreach efforts to the business community. Successful development projects are focused on designing and building to meet the targeted needs of specific tenants.

C. Objectives and Strategies.

Goal 1. Documented/updated EDA policies and procedures. Policies and procedures are a fundamental part of excellence in operations. Sound policies help local governments function efficiently and maintain trust with both employees and community members. Effective policy and procedure management provide a means for offices to communicate clear goals and expectations, and ensure an organization is complying with laws, regulations, and best practices. When government agencies are running efficiently internally, they are better able to communicate openly with the community.

Objective 1. Draft/review policy/procedures for Economic Opportunity Fund (EOF) grants

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings
- Coordinate with EDA prior to submission to City Council/Land Use Committee

Objective 2. Draft/review policy/procedures for State grants

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings

Objective 3. Review/Update Grant scoring sheet

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings

Objective 4. Draft/review policy/procedures for EDA orientation for new City Council members

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings

Objective 5. Draft/review policy/procedures for EDA real estate initiatives

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings

Objective 6. Draft/review policy/procedures Repositioning City of Manassas properties

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings

Goal 2. Strong relationship with the City Council - The primary purpose of the City of Manassas Economic Development Authority (EDA) is to work with the City Council to foster and stimulate economic development and redevelopment within the City that provides a strong commercial tax base, sustainable local jobs, and resources for residents. Direct operational partnerships and collaborations between City offices and businesses can be a powerful way to promote growth and execute ambitious projects effectively. The key success factors for this model include: direct informal relationships; openness and transparency, education, long-term planning, and incentives and accountability

Objective 1. Increase visibility of EDA to City of Manassas and City Council

- Attend ribbon cuttings
- Present ceremonial check at ribbon cuttings
- Provide an annual EDA report/presentation to city council
- Attend annual EDA/Council meeting
- EDA Chair and Vice Chair provide EDA orientation to new Council members

Objective 2. Become a resource/source of information and advice for the City

- Provide a compilation of EDA meeting information to City Council
- New council member orientation (from EDA Chair & Vice Chair)
- Present Strategic Plan to Land Use/Council
- Increase EDA awareness of City Council activities
- Request City Council and Land Use Committee reports/updates at EDA meetings
- Facilitate a joint Annual Meeting between the MBC and LUC.

Objective 3. Develop a collaborative/executive relationship with the City Council Land Use Committee

- EDA attendance at Land Use Committee meetings
- Meet regularly with Land Use Committee
- Present Strategic Plan to Land Use/Council
- Regular Land use committee presentation to EDA

Objective 4. Develop a collaborative/executive relationship with the Manassas Business Council

- EDA attendance at Business Council meetings

Objective 5. Coordinate annual City funding for EDA incentives and real estate initiatives

- Request annual budget appropriation from City funds to the EDA
- Request a percentage of each transaction passed through the EDA

Goal 3. EDA-Initiated Real Estate Development - The City of Manassas EDA promotes the economic well-being of the community by overseeing economic development incentives, and leading outreach efforts to the business community. Successful development projects are focused on designing and building to meet the targeted needs of specific tenants or market demands.

Objective 1. Reposition existing real estate in developed blighted/sub-optimized properties

- Develop/draft policies and process (ref: Goal #1)
- Identify City needs, target industries, and long-term goals/desires
- Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)
- Review/align initiatives with Comprehensive Plan and zoning requirements
- Develop case study/projections for project and present to City Council
- Coordinate initiatives with City Council Committees
- Evaluate incentivizing existing owners of properties
- Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)
- Explore potential joint ventures with the private sector

Objective 2. Maximize property uses for allowed zoning (i.e., convert commercially zoned property being used for residential purposes to commercial use)

- Develop/draft policies and process (ref: Goal #1)
- Identify City needs, target industries, and long-term goals/desires
- Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)
- Review/align initiatives with Comprehensive Plan and zoning requirements
- Develop case study/projections for project and present to City Council
- Coordinate with City Council Committees
- Evaluate incentivizing existing owners of properties
- Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)
- Evaluate opportunities to support short-term rentals (less than 12 months).



IV. Environmental Scan

A. History

An Economic Development Authority, or EDA, is a political subdivision of the Commonwealth of Virginia created in order to “acquire, own, lease and dispose of properties to the end that such (authority) may be able to promote industry and develop trade by inducing manufacturing, industrial, governmental and commercial enterprises to locate in or remain in (the) Commonwealth and further the use of its agricultural products and natural resources...” An EDA has the authority and ability to issue bonds, make loans (and forgive such loans), accept public and private funds and property, lease property for fees, and convey property as appropriate. An EDA does not have the power of eminent domain.

EDAs were created in 1964 by the General Assembly in the Code of Virginia §15.2-4900. - §15.2-4920. The Manassas City Council established its Economic Development Authority (EDA) in 1977. The mission of the Manassas EDA is to attract, retain, generate, and assist in the expansion of high-quality businesses, institutions of higher education, medical facilities, and non-profit organizations to ensure the continued existence of a vibrant, stable, and diverse economy within the City of Manassas and the Commonwealth of Virginia through the use of Industrial Development Bond financing as well as loans and grants.

Industrial development revenue bond financing is a source of tax-exempt financing for manufacturing and other local support facilities. Financing is obtained through a financial institution or an underwriting process, usually backed by a commercial grade letter of credit. Industrial Development Revenue Bonds are issued through the EDA to assist businesses in acquiring land, constructing or expanding buildings, and purchasing equipment. The bonds are designed to provide capital for new or expanding manufacturing facilities and other local support facilities.

B. The External Environment

1. Local Situation and Trends. Since 1982, the Virginia Economic Developers Association (VEDA) has been increasing the effectiveness of those who practice economic, industrial, and community development in Virginia. VEDA is the voice in Virginia for shaping economic development public policy and a primary source of strong and effective education and networking for economic development professionals. VEDA is a non-profit, non-partisan membership organization for individuals with a professional interest in economic development in Virginia. VEDA's activities include:

- Advocating through public policy initiatives
- Educating through professional development programs
- Sharing best practices and innovative strategies
- Promoting the value of economic development
- Supporting the career path of the economic development professional

In addition to the work being done by VEDA, Virginia Tech conducts an annual two-day seminar that focuses on the foundations of IDAs/EDAs and the important role they play in economic and community development. The program is designed for directors and members from IDAs/EDAs, government administrators, and economic and community development professionals. Benefits of attending include:

- Learning from leading industry professionals
- Updating knowledge of the latest financing programs/techniques
- Understanding the legal considerations

- Learning new ways to package and market your community's assets
- Networking with economic development leaders from across the Commonwealth

2. Summary of Opportunities and Threats. Opportunities and threats generally relate to external factors that affect an organization and include the environment the organization operates in (political, economic, social, technological, legal, and environmental), its market, ecosystem, and all of the third parties involved.

Opportunities:

- A healthy underlying economy, historic district, close proximity to Washington D.C., yet not over developed
- Increasing the attraction of businesses that citizens would like to add to the community
- Business friendly with a proactive economic development authority encouraging business start-ups and growth to increase revenue
- Acquire real property from the City Council and sell it to foster development
- City and community support for the local business entrepreneurs that are growing in the City, particularly in the historic downtown
- Low commercial vacancies, low unemployment, high tech jobs, yet lower commercial rent, labor cost and housing cost compared to nearby locations
- Significant growth - Micron expansion, Boeing acquisition of Aurora Flight Services, airport development – potential to attract additional businesses and services and provide opportunity for differentiation
- Numerous opportunities for development: Mathis corridor, Prince William Street, Grant Avenue, Downtown

Threats:

- Ever changing City Council and population which impacts a unified vision for the City
- Competition with surrounding communities/counties
- Limited supply of housing for higher income employees to work and live in the City of Manassas
- Quality of public-school opportunities
- Road blocks that inhibit the city from reaching its full economic potential, e.g. downtown parking, zoning, traffic flow, lack of reverse VRE, etc.
- Potential downturn of the economy and lack of grants for new businesses
- The community depends on a few big businesses for jobs
- Tax uncertainty can adversely impact program planning and execution
- Prince William County controls gateway entrances to Manassas and the types of development the County allows affects Manassas City and its revenues

C. The Internal Organization

1. Governance. The Code of Virginia specifically defines the purpose and powers of the EDA. Additional guidance is contained in the EDA bylaws which may be amended from time-to-time. The EDA is legally an independent political subdivision of the Commonwealth of Virginia and operates with no oversight from the local governing body. The City Council appoints the seven Directors to staggered terms who then operate independently. However, as it is anticipated that the majority of funding for the EDA would be provided by the locality, the Council could maintain influence inasmuch as it utilizes its funding authority to guide priorities within the City.

2. Operating Model. An EDA's function of stimulating and promoting business and trade within the jurisdiction is carried out in a number of ways. The animating purpose of an EDA is to improve the community by stimulating and encouraging the development of industry within the City – in other words, economic development activities. This might include utilizing its ability to acquire, lease, and or convey facilities or properties. The secondary purpose of an EDA is to assist particular businesses, which can occur through numerous means. The EDA may issue bonds for public or private facilities, and such bonds do not constitute a debt of the City or of the Commonwealth. The EDA can also administer local loan programs for local businesses. In addition, while an EDA cannot directly rebate or reduce taxes, an EDA also has the authority to provide a "grant" to a business equal to a certain percentage or amount of taxes paid to the locality. This is a way for localities to directly compete with jurisdictions from other states that might be able to provide direct tax relief incentives, which are not permissible within Virginia.

The City of Manassas Economic Development Director is responsible for helping new businesses locate in the City, retaining current businesses and encouraging the expansion of existing businesses. Although the EDA is a separate entity from the City and its Department of Economic Development, they work closely to serve the City's business community. The Economic Development Authority's (EDA) mission is to attract, retain, generate, and assist in the expansion of high-quality businesses, institutions of higher education, medical facilities, and non-profit organizations to ensure the continued existence of a vibrant, stable, and diverse economy within the City of Manassas and the Commonwealth of Virginia through the use of Industrial Development Bond financing as well as loans and grants.

3. Scope of Activities. In order to obtain Industrial Revenue Bond financing, an individual or entity must accurately complete the EDA's Application Statement and provide supporting documentation, including a statutorily required fiscal impact statement. The applicant must pay a non-refundable application fee which varies depending upon the amount of industrial revenue bonds sought. The application can only be approved after a public hearing is held and notice of the Authority's intention to provide a specific amount of financing is published in a local newspaper once a week for two successive weeks. The EDA votes to approve or deny the application and adopts a resolution summarizing its findings and recommend acceptance by the City Council. The City Council will vote to either to approve or deny the proposed project within 60 calendar days.

4. Summary of Strengths and Weaknesses. Strengths and weaknesses generally relate to internal factors that affect an organization and should be evaluated in terms of how they compare to those of competitors. Strengths are internal characteristics of a company such as skills, resources, capabilities and brands. Weaknesses are internal characteristics such as such as sources of customer or employee dissatisfaction. The summary is a point in time analysis prior to the final development of the plan.

Strengths:

- Excellent staff and support from the City's Economic Development Department
- Knowledge of the community and history of economic development
- An experienced board that represents a cross-section of the local business community
- Good understanding of the businesses/opportunities that are available
- Passionate about growth and has active volunteer support
- Has some financial resources, other than the City budget
- Ability to grant public money to various sizes and type businesses
- Ability to address economic goals that cannot be achieved by the City
- History/legacy of supporting the local community
- Evolving board, would like to be more proactive
- Reputation of the EDA has improved
- Leverage City of Manassas branding (no need for separate branding strategy)

Weaknesses:

- Lack of an overarching vision and plan for moving forward which will be addressed by the Strategic Planning process
- In year's past there was a lack of consensus about what the EDA should be doing for the City
- Prior failures to think outside of "This is how we did it in the past" and develop new ideas
- Much of the local business community doesn't know about the EDA and the role it plays in economic development
- Low cash balance and lacks a healthy pipeline of revenue or positive cash flows
- Overly reliant on the City's Economic Development Department for developing any opportunities for a revenue pipeline
- Has some financial resources, but has not used any of those resources to directly support the city or local businesses
- Lack of understanding of how to use the financial opportunities available
- Needs to develop a strong relationship with city leadership, regional developers and other investors
- Current structure has benefits today, but personality based. If the Economic Development Director leaves, who picks it up?
- In the past, have lost opportunities, due to lack of the same type of support they get from City staff

APPENDIX A

DATA COLLECTION SOURCES

A. Interviews.

- Members of the EDA Board of Directors and Manassas City Government

B. SWOT Data Collection and Analysis. Data collected 29 July – 1 August 2019

- • Members of the EDA Board of Directors and Manassas City Government

C. Planning Sessions. Data collected in planning session conducted on 3 August 2019.

APPENDIX B

SURVEY QUESTIONS

An electronic survey link was e-mailed to eleven members of the EDA and/or Manassas City Government. Seven responses were received prior to the strategic planning session that occurred on 3 August 2019.

Survey Questions.

STRENGTHS: What do we do best; What unique knowledge, talent, or resources do we have; What advantages do we have; What do other people say we do well; What resources do we have available; What is our greatest achievement?

WEAKNESSES: What could we improve; What knowledge, talent, skills and/or resources are we lacking; What disadvantages do we have; What do other people say we don't do well; In what areas do we need more training; What customer complaints have we had about our service?

OPPORTUNITIES: How can we turn our strengths into opportunities; How can we turn our weaknesses into opportunities; Is there a need in our agency that no one is meeting; What could we do today that isn't being done; How is our field changing; How can we take advantage of those changes; Who could we support; How could we support them?

THREATS: What obstacles do we face; Could any of our weaknesses prevent us from meeting our goals; Who and/or what might cause us problems in the future; Are there any standards, policies, and/or legislation changing that might negatively impact us; Are we competing with others to provide service; Are there changes in our field or in technology that could threaten our success?

APPENDIX C

METRICS/SCORECARD

Goal #1: Documented/Updated EDA Policies and Procedures

Objective 1: Draft/review policy/procedures for Economic Opportunity Fund (EOF) grants	POC	Recurring	2019-2021	Long-Range
Assign POC and establish timeline				
Review, discuss, approve at regularly scheduled EDA meetings				
Coordinate with EDA prior to submission to City Council/Land Use Committee				
Objective 2: Draft/review policy/procedures for State grants	POC	Recurring	2019-2021	Long-Range
Assign POC and establish timeline				
Review, discuss, approve at regularly scheduled EDA meetings				
Objective 3: Review/Update Grant scoring sheet	POC	Recurring	2019-2021	Long-Range
Assign POC and establish timeline				
Review, discuss, approve at regularly scheduled EDA meetings				
Objective 4: Draft/review policy/procedures for EDA orientation for new City Council members	POC	Recurring	2019-2021	Long-Range
Assign POC and establish timeline				
Review, discuss, approve at regularly scheduled EDA meetings				
Objective 5: Draft/review policy/procedures for EDA real estate initiatives	POC	Recurring	2019-2021	Long-Range
Assign POC and establish timeline				
Review, discuss, approve at regularly scheduled EDA meetings				
Objective 6: Draft/review policy/procedures repositioning City of Manassas properties	POC	Recurring	2019-2021	Long-Range
Assign POC and establish timeline				
Review, discuss, approve at regularly scheduled EDA meetings				

Goal #2: Strong Relationship with the Manassas City Council

Objective 1: Increase visibility of EDA to City of Manassas and Manassas City Council	POC	Recurring	2019-2021	Long-Range
Attend ribbon cuttings		As needed		
Present ceremonial check at ribbon cuttings		As needed		
Provide an annual EDA report/presentation to city council		Date		
Attend annual EDA/Council meeting		Date		
EDA Chair and Vice Chair provide EDA orientation to new Council members		As needed		
Objective 2: Become a resource/source of information and advice for the City	POC	Recurring	2019-2021	Long-Range
Provide a compilation of EDA meeting information to City Council				
New council member orientation				
Present EDA Strategic Plan to City Council				
Increase EDA awareness of City Council activities				
Request City Council and Land Use Committee reports/updates at EDA meetings				
Facilitate a joint Annual Meeting between the MBC & LUC				
Objective 3: Develop a collaborative/executive relationship with the City Council Land Use Committee	POC	Recurring	2019-2021	Long-Range
EDA attendance at Land Use Committee meetings				
Meet regularly with Land Use Committee				
Present Strategic Plan to Land Use Committee				
Regular Land Use Committee presentations at EDA meetings				

Objective 4: Develop a collaborative/executive relationship with the City Council Business Committee	POC	Recurring	2019-2021	Long-Range
EDA attendance at Business Committee meetings				
Objective 5: Coordinate annual City funding for EDA real estate initiatives	POC	Recurring	2019-2021	Long-Range
Request annual budget appropriation from City funds to the EDA				
Request a percentage of each transaction passed through the EDA				
Goal #3: EDA-Initiated Real Estate Development				
Objective 1: Reposition existing real estate in developed blighted/sub-optimized properties	POC	Recurring	2019-2021	Long-Range
Develop/draft policies and process (ref: Goal #1)				
Identify City needs, target industries, and long-term goals/desires				
Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)				
Review/align initiatives with Comprehensive Plan and zoning requirements Develop case study/projections for project and present to City Council				
Coordinate initiatives with City Council Committees				
Evaluate incentivizing existing owners of properties				
Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)				
Explore potential joints ventures with the private sector				

Objective 2: Maximize property uses for allowed zoning (i.e., convert residential to office in B Zoning)	POC	Recurring	2019-2021	Long-Range
Develop/draft policies and process (ref: Goal #1)				
Identify City needs, target industries & long term goals/desires				
Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)				
Review/align initiatives with Comprehensive Plan and zoning requirements				
Develop case study/projections for project and present to City Council				
Coordinate with City Committees				
Evaluate incentivizing existing owners of properties				
Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)				
Evaluate opportunities to support short-term rentals (less than 12 months)				