Bryan Moyers, Councilmember
David Brundage, Councilmember
Holly Gray-Moore, Mayor Pro-Tem

Carl E. Gierisch, Jr., Mayor

Brian Darby, Councilmember
Hogan Page, Councilmember
David Thompson, Councilmember

ROANOKE CITY COUNCIL AGENDA
REGULAR MEETING

FEBRUARY 14, 2023
7:00 PM
500 S. OAK STREET
ROANOKE, TX 76262

A. **CALL CITY COUNCIL TO ORDER**

Invocation and Pledge of Allegiance

B. ANNOUNCEMENTS

C. **PUBLIC INPUT**

This item is available for citizens to address the City Council on any issues that are not the subject of a public hearing. No action by law may be taken on the topic. The presiding officer reserves the right to impose a time limit on this portion of the agenda. In order to provide the highest quality audio, all speakers need to speak at the podium.

D. PRESENTATION

1. Mayor Gierisch will swear in Clint Eustace as Assistant Chief of Police for the Roanoke Police Department.

2. Mayor Gierisch will swear in Chance Williams as an Honorary Police Officer for the Roanoke Police Department.

E. **CONSENT AGENDA**

All items listed below are considered routine and will be enacted with one motion. There will be no separate discussion of items unless a Councilmember or citizen so requests, in which event the item will be removed and considered separately.

1. Consider approval of the minutes from the regular City Council meeting held on January 24, 2023.

2. Consider acceptance of the FY2022-23 Quarterly Financial Report for the period ending December 31, 2022.

F. NEW BUSINESS

1. Consideration and action on acceptance of the City of Roanoke 2022 - 2027 Strategic Plan.

2. Consideration and action on approval of Ordinance No. 2023-101, establishing a Library and Museum Advisory Board.

3. Consideration and action on approval of Ordinance No. 2023-102, establishing a sinking fund for the funding of the City Manager's Employment Agreement.

G. EXECUTIVE SESSION

The City Council will hold a closed Executive Session meeting pursuant to the provisions of Chapter 551 of the Texas Government Code, in accordance with the authority contained in:

Section 551.074
To deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of the City Manager.

Section 551.087
To deliberate commercial or financial information the City has received from a business prospect, and to deliberate the offer of a financial or other incentive to a business prospect.

RECONVENE INTO REGULAR SESSION
The City Council will reconvene into Regular Session, pursuant to the provisions of Chapter 551 of the Texas Government Code, to take any action necessary regarding:

Section 551.074
To deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of the City Manager.

Section 551.087

To deliberate commercial or financial information the City has received from a business prospect, and to deliberate the offer of a financial or other incentive to a business prospect.

The City Council reserves the right to adjourn into Executive Session during the course of this meeting to discuss any item on the posted agenda as authorized by Chapter 551 of the Texas Government Code.

H. ADJOURNMENT

CERTIFICATION

I certify that the above notice was posted at City Hall, 500 South Oak Street, Roanoke, Texas, on Thursday, February 9, 2023, by 5:00 pm, in accordance with Chapter 551, Texas Government Code.

April S. Hill

April S. Hill, City Secretary

*Any person planning to attend this meeting that may require auxiliary aids or services should request accommodations two (2) days prior to the meeting by calling (817) 491-8152. **BRAILLE IS NOT AVAILABLE**.

A public wireless network is now available in the Council Chambers for use during meetings. It is available from 7am to 11pm Monday thru Friday. The name of the network is: City Hall Guests

AGENDA ITEM

TO: Honorable Mayor and City Council

SUBJECT: Mayor Gierisch will swear in Clint Eustace as Assistant Chief of Police for the Roanoke Police Department.

MEETING DATE: February 14, 2023

DEPARTMENT: Police

ITEM SUMMARY:
Clint Eustace has been appointed to Assistant Chief of Police for the Roanoke Police Department. He retired from the Keller Police Department and has been with the Roanoke Police Department since 2017. In Eustace's 26 years of law enforcement, he has served in various roles including Patrol Officer, Motor Officer, Patrol Sergeant, and Patrol Captain. Eustace has also been a SWAT operator for 23 years and most recently was the SWAT Commander. Clint Eustace has demonstrated our organization's values with passion and there is no doubt he will continue to excel in his new role.

INFORMATION:

STAFF RECOMMENDATION:

SPECIAL CONSIDERATION:

FINANCIAL CONSIDERATION:

ATTACHMENTS:
None

CITY COUNCIL AGENDA ITEM

TO: Mayor and City Council

SUBJECT: 01/24/2023 - CC Minutes

MEETING DATE: February 14, 2023

DEPARTMENT: City Secretary

ITEM SUMMARY:
Consider approval of the minutes from the regular City Council meeting held on January 24, 2023.

INFORMATION:

STAFF RECOMMENDATION:

SPECIAL CONSIDERATION:

FINANCIAL CONSIDERATION:

ATTACHMENTS:
1. CCMin 01-24-2023

Bryan Moyers, Council Member
David Brundage, Council Member
Holly Gray-Moore, Mayor Pro-Tem

Carl E. Gierisch, Jr., Mayor

Brian Darby, Council Member
Hogan Page, Council Member
David Thompson, Council Member

MINUTES
ROANOKE CITY COUNCIL
REGULAR MEETING
JANUARY 24, 2023
CITY HALL COUNCIL CHAMBERS
500 S. OAK STREET
7:00 P.M.

PRESENT: Mayor Carl E. "Scooter" Gierisch, Jr.; Mayor Pro Tem Holly Gray-Moore; Council Members: David Brundage, Bryan Moyers, David Thompson, Hogan Page, and Brian Darby; Interim City Manager Cody Petree, City Secretary April S. Hill, and City Attorney Jeff Moore.

DEPT. STAFF: Chief of Police Jeriahme Miller, Fire Chief Chris Addington, Chief Financial Officer Vicki Rodriquez, Public Works Director Shawn Wilkinson, Development Services Administrator J.R. Hames, and Library Manager Kelly Holt.

A. CALL CITY COUNCIL TO ORDER

City Council called to order at 7:00 p.m.
Invocation and Pledge of Allegiance given by Mayor Gierisch.

B. ANNOUNCEMENTS

There were no announcements.

C. PUBLIC INPUT

John Delin, Integrity Group, stated that he is in favor of Cody Petree being contracted for the City Manager position.

Richard E. Simmons and Kenneth W. Fambro, II with Integrated Real Estate Group sent a letter in support for Cody Petree to be named City Manager.

D. CONSENT AGENDA

All items listed below are considered routine and will be enacted with one motion. There will be no separate discussion of items unless a Councilmember or citizen so requests, in which event the item will be removed and considered separately.

1. Consider approval of the minutes from the regular City Council meeting held on January 10, 2023.

2. Consider approval of an Interlocal Agreement between the City of Roanoke and the Town of Trophy Club for the Administration of Court Services.

3. Consider approval of an agreement between the City of Roanoke and the Arts Council Northeast of Tarrant County for management services of the Evenings on Oak Concert Series 2023.

4. Consider approval of Resolution No. 2023-100R authorizing continued participation with the Steering Committee of Cities served by Oncor; and authorizing the payment of ten cents per capita to the Steering Committee to fund regulatory and legal proceedings and activities related to Oncor Electric Delivery Company, LLC.

   Motion made by Holly Gray-Moore second by David Thompson to approve Consent Agenda Items 1 through 4.

Motion carried unanimously.

E. <u>NEW BUSINESS</u>

1. Motion made by Holly Gray-Moore second by David Thompson to approve Ordinance No. 2023-100 ordering a General Election to be held on the 6th day of May 2023, for the purpose of electing three (3) City Council Members, one (1) per Ward, all for three (3) year terms.

Motion carried unanimously.

2. Motion made by Holly Gray-Moore second by David Thompson to approve the quotation and scope of work between the City of Roanoke and Draeger for the construction of the fire training facility.

Motion carried unanimously.

3. Motion made by Holly Gray-Moore second by Brian Darby to approve a site plan (SP 2023-01) request from Randy Primrose for live work use with upper floor residential units on lots 7R and 15R, Block 12 of the Original Town of Roanoke Addition, an addition to the City of Roanoke, Denton County, Texas. The property is generally located on the east side of N Hwy 377 between Main and Rusk Street.

Motion carried unanimously.

4. Motion made by Holly Gray-Moore second by David Thompson to approve a façade grant application from Cortney Lang of Wild Oak Studio at 400 S. Oak St. Suite 160 Roanoke, TX.

Motion carried unanimously.

5. Motion made by David Thompson second by Holly Gray-Moore to approve a façade grant application from Gary Cantrell, Partner, Glade Family LTD, of Roanoke Center at 610 Byron Nelson Blvd. Roanoke, TX.

Motion carried unanimously.

6. Motion made by Holly Gray-Moore second by Brian Darby to appoint Robert Balduc, David Thompson, and Helen Ward to the Roanoke Economic and Industrial Development Corporation Type A board for a term expiring January 2025.

Motion carried unanimously.

7. Motion made by Holly Gray-Moore second by Brian Darby to appoint Abigail Mayer and John Thompson to the Keep Roanoke Beautiful board for a term expiring January 2025.

Motion carried unanimously.

8. Presentation of the City of Roanoke's new brush truck has been postponed, due to weather conditions.

F. EXECUTIVE SESSION

The City Council will hold a closed Executive Session meeting pursuant to the provisions of Chapter 551 of the Texas Government Code, in accordance with the authority contained in:

CITY COUNCIL CONVENED INTO CLOSED SESSION AT 7:16 P.M.

Section 551.074
To deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of the City Manager.

Section 551.087
To deliberate commercial or financial information the City has received from a business prospect, and to deliberate the offer of a financial or other incentive to a business prospect.

RECONVENE INTO REGULAR SESSION

The City Council will reconvene into Regular Session, pursuant to the provisions of Chapter 551 of the Texas Government Code, to take any action necessary regarding:

CITY COUNCIL RECONVENED INTO REGULAR SESSION AT 9:30 P.M.

1. **Section 551.074 of the TEXAS GOVERNMENT CODE** To deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of the City Manager.

Motion made by Holly Gray-Moore second by David Thompson to authorize the City Attorney to prepare a City Manager contract with Cody Petree for consideration and action at the next City Council meeting, February 14, 2023, as discussed in executive session.

Motion carried unanimously.

2. **Section 551.087 of the TEXAS GOVERNMENT CODE** To deliberate commercial or financial information the City has received from a business prospect, and to deliberate the offer of a financial or other incentive to a business prospect.

No action taken.

G. ADJOURNMENT

Motion made by Holly Gray-Moore second by Brian Darby to adjourn the meeting at 9:31p.m.

Motion carried unanimously.

____
Carl E. "Scooter" Gierisch, Jr., Mayor

____
Sherry Gragg, Secretary

AGENDA ITEM

TO: Mayor and City Council

SUBJECT: FY2022-23 Quarterly Financial Report for the period ending 12/31/2022

MEETING DATE: February 14, 2023

DEPARTMENT: Finance

ITEM SUMMARY:
FY2022-23 Quarterly Financial Report for the period ending 12/31/2022

INFORMATION:
The Finance Department is required to present financial updates to the City Council on a quarterly basis.

STAFF RECOMMENDATION:
Staff recommends acceptance.

SPECIAL CONSIDERATION:
N/A

FINANCIAL CONSIDERATION:
Quarterly Financial Reports

ATTACHMENTS:
1. Quarterly Financial Report for the period ending 12-31-2022

City of Roanoke, Texas
Financial Summary as of 12/31/2022

Presented by<
Cody Petree, City Manager
Vicki Rodriquez, Chief Financial Officer

FY 2022 2023

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Roanoke

500 S. Oak Street • Roanoke, TX 76262 • www.roanoketexas.com

TO:	**Cody Petree** **City Manager**
FROM:	**Vicki Rodriquez** **Chief Financial Officer**
SUBJECT:	**FY 2022-2023 Financial Summary as of December 31, 2022**
DATE:	**February 14, 2023**

BACKGROUND

Quarterly financial reports are prepared for the General Fund, Debt Service Fund, Water and Wastewater Fund, Hotel/Motel Fund, Special Events, Crime Control and Prevention District, and the Roanoke Economic and Industrial Development Corporation. Summaries of revenues and expenditures for the current year as well as the previous year, and percentage of collected/used are presented.

Fund summaries and variances for the first quarter of FY2022-23 are reported. After 3 months of activity, those programs that operate on a normal cycle should be approximately 25% complete. When comparing the current percentage to the benchmark, please keep in mind that some revenues are collected either once a year, or primarily at certain times of the year. Therefore, some percentages may be below the benchmark. For example, the majority of property taxes are paid during the months of January thru March, the electric franchise payment is made only once a year and there are also seasonal revenues such as recreational fees and water purchases. The same can be true of expenditures as well.

GENERAL FUND

Total revenue collections in the General Fund for fiscal year 2023 are up $930,034 when compared to prior year. The majority of the increase is due to timing of property taxes collections. Property tax collections are exceeding prior year by $1,108,369 due to the timing of collections and the increase in overall appraised values. Sales tax collections are exceeding prior year by $133,113. Franchise taxes are lagging prior year prior year, down $49,675. This revenue source continues to drop due to changes in legislation. License/permit revenues increased $83,793 from prior year. Charges for services which includes recreation fees and ambulance fees, decreased slightly from prior year. Fines and Fees, which includes revenue derived from the Municipal Court operation, is up slightly from prior year by $21,365. Total General Fund Revenues are at $6,651,924 or 27.8% of budget. General Fund expenditures total $5,509,093, or 21.4% of budget.

DEBT SERVICE FUND

Revenue collections in the Debt Service Fund for fiscal year 2023 totaled $2,055,131, which includes revenues from bond issuance. Property tax collections greater than prior year by $888,705 due to the timing of collections in the current year. Expenditures to date totaled $110,852, which was a result of the bond issuance mentioned above. Actual principal and interest payments are paid on a semi-annual basis in February and August.

WATER AND WASTEWATER FUND

The Water and Wastewater Fund revenues totaled $2,014,837 and represents 25.4% of the annual budget. This amount is $205,705 greater than prior year. The majority of this revenue is collected during the late spring and summer months.

Expenditures for the Water and Wastewater Fund totaled $1,514,829 and represents 17.5% of the annual budget.

HOTEL/MOTEL FUND

Hotel/Motel Fund revenue of $9,040 or 6.5% of budget. These payments are made on a quarterly basis. While this industry has suffered the last few years, we continue to see improvement in this area.

Total expenditures in the Hotel/Motel fund equal $17,500 which is equal to 12.7% of budget. The majority of these expenditures are related to the special events aimed at increased tourism within the city as well as expenses associated with the Roanoke Visitor's Center and Museum.

SPECIAL EVENTS (NEW FUND THIS YEAR)

The Special events fund was created in FY2022-23 and therefore has no prior year data to compare to. Revenue in this fund is derived from transfers, sponsorships, and vendor fees. Revenue year-to-date totals $932,468 and includes a $750,000 transfer for the downtown electric project.

Total expenditures in the Special events fund equals $344,374 which is equal to 23.5% of budget. These expenditures are related to the special events including Celebrate Roanoke, Roanoke Roundup, Hometown Holidays, and the July 3rd Independence Celebration.

CRIME CONTROL AND PREVENTION DISTRCT (NEW FUND THIS YEAR)

The Crime Control and Prevention District (CCPD) fund was created in FY2022-23 and therefore has no prior data to compare to. Revenue in this fund is derived from a ½ cent sales tax authorized by Roanoke citizens in May 2022. Revenue year-to-date totals $1,674,725.

Total expenditures in the CCPD fund equals $689,019 which is equal to 20.6% of budget. These expenditures are used to fund public safety personnel and programs in the police department. A portion of these funds will also be used to support debt issuance related to the new police and courts facility which is currently under design.

ROANOKE ECONOMIC AND INDUSTRIAL DEVELOPMENT CORPORATION

Total revenue collections in the REIDC for fiscal year 2023 are up $160,419 when compared to prior year. This increase is due to an increase in sales tax collections.

Total expenditures in the REIDC fund equal $2,525,102 which is equal to 37.7% of budget. The majority of these expenditures are related to incentive agreements, recreation activities, special events, and debt.

I hope this information will enhance your decision-making process. As always, I am available to address any questions you may have.

CITY OF ROANOKE
COMBINED REVENUE & EXPENDITURE REPORT
FOR THE THREE MONTH PERIOD ENDING DECEMBER 31, 2022

	Current Year Budget FY22-23	Current FYTD Actual	% Used/ Collected	Prior Year Budget FY21-22	Prior FYTD Actual	% Used/ Collected	Changes from Last Year
GENERAL FUND							
Revenues:							
Property taxes	$ 6,067,377	2,244,491	37.0%	$ 5,366,540	1,136,122	21.2%	$ 1,108,369
Sales and use taxes	$ 11,000,000	3,161,011	28.7%	$ 9,454,511	3,027,899	32.0%	$ 133,113
General & Admin Fees	$ 536,715	77,215	14.4%	$ 514,793	126,760	24.6%	$ (49,545)
Franchise/Liquor taxes	$ 1,618,152	84,858	5.2%	$ 1,533,231	134,533	8.8%	$ (49,675)
Licenses and permits	$ 556,800	144,638	26.0%	$ 611,000	60,845	10.0%	$ 83,793
Charges for services	$ 1,496,077	218,688	14.6%	$ 1,340,250	221,480	16.5%	$ (2,792)
Grants and awards	$ 1,787,875	445,000	24.9%	$ 3,578,142	846,250	23.7%	$ (401,250)
Fines and forfeitures	$ 683,000	155,193	22.7%	$ 701,000	133,828	19.1%	$ 21,365
Investment income	$ 15,000	80,391	535.9%	$ 10,000	604	6.0%	$ 79,787
Donations	$ -	10	0.00%	$ -	13	0.00%	$ (2)
Miscellaneous	$ 75,000	22,930	30.6%	$ 75,000	16,058	21.4%	$ 6,872
Transfers from other funds	$ 70,000	17,500	25.0%	$ 70,000	17,500	25.0%	$ -
Total Revenues	**$ 23,905,996**	**6,651,924**	**27.8%**	**$ 23,254,467**	**5,721,890**	**24.6%**	**$ 930,034**
Expenditures:							
Non-departmental	$ 2,355,100	130,971	5.6%	$ 1,928,935	144,209	7.5%	$ (13,238)
Administration	$ 2,623,942	400,053	15.2%	$ 1,797,738	351,192	19.5%	$ 48,861
City Secretary's Office	$ 184,323	39,022	21.2%	$ 181,710	44,748	24.6%	$ (5,726)
Marketing/Special Events	$ 708,863	106,462	15.0%	$ 492,793	93,547	19.0%	$ 12,915
Information Services	$ 1,406,816	256,995	18.3%	$ 870,368	254,010	29.2%	$ 2,985
Building Inspection/Code	$ 779,661	155,316	19.9%	$ 806,683	129,668	16.1%	$ 25,648
Human Resources	$ 196,613	27,218	13.8%	$ 177,202	22,091	12.5%	$ 5,127
Fire and EMS	$ 6,269,873	1,417,024	22.6%	$ 4,654,187	1,174,559	25.2%	$ 242,465
Municipal court	$ 472,647	113,674	24.1%	$ 473,497	107,411	22.7%	$ 6,263
Streets	$ 1,304,222	284,555	21.8%	$ 1,304,074	295,191	22.6%	$ (10,636)
Police	$ 5,016,307	1,476,381	29.4%	$ 6,982,729	1,895,857	27.2%	$ (419,477)
Library	$ 812,594	188,731	23.2%	$ 736,466	173,537	23.6%	$ 15,194
Visitor Center and Museum	$ 300,288	63,533	21.2%	$ 322,407	73,956	22.9%	$ (10,423)
Parks and Recreation	$ 2,042,720	570,227	27.9%	$ 1,956,236	367,531	18.8%	$ 202,696
Parks Maintenance	$ 1,228,210	278,935	22.7%	$ 1,064,773	238,415	22.4%	$ 40,520
Total Expenditures	**$ 25,702,179**	**5,509,093**	**21.4%**	**$ 23,749,798**	**5,365,921**	**22.6%**	**$ 143,172**

CITY OF ROANOKE
COMBINED REVENUE & EXPENDITURE REPORT
FOR THE THREE MONTH PERIOD ENDING DECEMBER 31, 2022

	Current Year Budget FY22-23	Current FYTD Actual	% Used/ Collected	Prior Year Budget FY21-22	Prior FYTD Actual	% Used/ Collected	Changes from Last Year
DEBT SERVICE FUND							
Revenues:							
Property taxes	$ 5,132,658	1,936,865	37.7%	$ 4,827,647	1,048,159	21.7%	$ 888,705
Investment income	$ 5,000	2,743	54.9%	$ 5,000	15	0.3%	$ 2,728
Transfer from Other Funds	$ 567,150	-	0.0%	$ 285,350	71,338	25.0%	$ (71,338)
Bond Proceeds	$ -	115,523	n/a	$ -	3,050,078	n/a	$ (2,934,555)
Total Revenues	**$ 5,704,808**	**2,055,131**	**36.0%**	**$ 5,117,997**	**4,169,590**	**81.5%**	**$ (2,114,459)**
Expenses:							
Principal	$ 3,901,722	-	0.0%	$ 3,901,722	-	0.0%	$ -
Interest	$ 1,333,466	-	0.0%	$ 1,333,466	-	0.0%	$ -
Paying Agent Fees	$ 7,800	3,900	50.0%	$ 7,800	5,380	69.0%	$ (1,480)
Issuance Cost	$ -	106,952	n/a	$ -	170,085	n/a	$ (63,133)
Payment to Escrow Agent	$ -	-	n/a	$ -	2,870,719	n/a	$ (2,870,719)
Total Expenses	**$ 5,242,988**	**110,852**	**2.1%**	**$ 5,242,988**	**3,046,184**	**58.1%**	**$ (2,935,332)**
WATER & WASTEWATER FUND							
Revenues:							
Water sales	$ 4,736,312	1,196,236	25.3%	$ 4,483,904	1,087,700	24.3%	$ 108,536
Wastewater service	$ 2,866,495	721,476	25.2%	$ 2,693,829	674,210	25.0%	$ 47,266
Penalties	$ 50,000	15,898	31.8%	$ 50,000	17,393	34.8%	$ (1,495)
Interest Income	$ 10,000	47,777	477.8%	$ 5,000	452	9.0%	$ 47,325
Tap and reconnection fees	$ 31,500	900	2.9%	$ 18,125	750	4.1%	$ 150
Tower Rental	$ 77,000	20,032	26.0%	$ 77,000	19,021	24.7%	$ 1,010
Miscellaneous	$ 50,000	10,189	20.4%	$ 50,000	5,295	10.6%	$ 4,894
Impact Fees	$ 100,000	2,329	2.3%	$ 100,000	4,311	4.3%	$ (1,982)
Total Revenues	**$ 7,921,307**	**2,014,837**	**25.4%**	**$ 7,477,858**	**1,809,132**	**24.2%**	**$ 205,705**
Expenses:							
Public Works	$ 7,783,408	1,412,336	18.1%	$ 7,650,523	1,349,251	17.6%	$ 63,085
Utility Billing	$ 537,616	102,493	19.1%	$ 7,650,523	1,349,251	17.6%	$ (1,246,758)
Debt Service	$ 334,859	-	0.0%	$ 335,859	-	0.0%	$ -
Total Expenses	**$ 8,655,883**	**1,514,829**	**17.5%**	**$ 15,636,905**	**2,698,502**	**17.3%**	**$ (1,183,673)**

CITY OF ROANOKE
COMBINED REVENUE & EXPENDITURE REPORT
FOR THE THREE MONTH PERIOD ENDING DECEMBER 31, 2022

	Current Year Budget FY22-23	Current FYTD Actual	% Used/ Collected	Prior Year Budget FY21-22	Prior FYTD Actual	% Used/ Collected	Changes from Last Year
HOTEL/MOTEL FUND							
Total Revenues	$ 139,150	9,040	6.5%	$ 135,500	9,749	7.2%	$ (709)
Total Expenses	$ 138,100	17,500	12.7%	$ 134,100	28,400	21.2%	$ (10,900)
SPECIAL EVENTS							
Total Revenues	$ 1,552,500	932,468	60.1%	$ -	-	0.0%	$ 932,468
Total Expenses	$ 1,462,888	344,374	23.5%	$ -	-	0.0%	$ 344,374
CRIME CONTROL							
Total Revenues	$ 5,501,000	1,674,725	30.4%	$ -	-	0.0%	$ 1,674,725
Total Expenses	$ 3,338,014	689,019	20.6%	$ -	-	0.0%	$ 689,019
REIDC - Type A							
Total Revenues	$ 5,630,000	1,674,725	29.7%	$ 4,857,256	1,514,306	31.2%	$ 160,419
Total Expenses	$ 6,705,340	2,525,102	37.7%	$ 2,747,125	741,042	27.0%	$ 1,784,060

City of Roanoke
Monthly Sales Tax Receipts

CITYWIDE TOTALS

	2022-23					2021-22			2020-21		
	MONTHLY	CUMULATIVE	AVG CUMULATIVE %	FORECAST *	Mo % Chg PY	MONTHLY	CUMULATIVE	CUMULATIVE %	MONTHLY	CUMULATIVE	CUMULATIVE %
October	2,110,975.90	2,110,975.90	7.59%	27,803,070	28.91%	1,637,521.60	1,637,521.60	6.86%	1,424,676.92	1,424,676.92	6.92%
November	2,285,722.48	4,396,698.38	16.21%	27,116,846	6.57%	2,144,756.58	3,782,278.18	15.84%	2,109,844.90	3,534,521.82	17.18%
December	1,899,955.64	6,296,654.02	25.74%	24,465,573	-16.43%	2,273,519.01	6,055,797.19	25.36%	1,998,989.11	5,533,510.93	26.90%
January	1,813,823.27	8,110,477.29	32.76%	24,753,631	8.79%	1,667,297.97	7,723,095.16	32.34%	1,336,194.53	6,869,705.46	33.39%
February	2,029,826.84	10,140,304.13	41.63%	24,356,848	-21.47%	2,584,935.11	10,308,030.27	43.17%	1,659,956.86	8,529,662.32	41.46%
March		-	-	-	-	1,798,842.53	12,106,872.80	50.70%	1,347,077.98	9,876,740.30	48.01%
April		-	-	-	-	1,709,080.03	13,815,952.83	57.86%	1,275,113.91	11,151,854.21	54.20%
May		-	-	-	-	2,330,860.70	16,146,813.53	67.62%	2,119,817.90	13,271,672.11	64.51%
June		-	-	-	-	1,984,767.01	18,131,580.54	75.93%	1,945,162.84	15,216,834.95	73.96%
July		-	-	-	-	1,864,191.04	19,995,771.58	83.74%	1,551,555.85	16,768,390.80	81.50%
August		-	-	-	-	1,960,554.59	21,956,326.17	91.95%	1,959,188.94	18,727,579.74	91.03%
September		-	-	-	-	1,922,421.63	23,878,747.80	100.00%	1,846,205.32	20,573,785.06	100.00%
TOTAL	10,140,304.13					23,878,747.80			20,573,785.06		
Accrual Method										20,821,541	

GENERAL FUND

	2022-23					2021-22			2020-21		
	Monthly	CUMULATIVE	AVG CUMULATIVE %	FORECAST *	Mo % Chg PY	Monthly	CUMULATIVE	% *	Monthly	CUMULATIVE	% *
October	1,055,487.95	1,055,487.95	7.88%	13,388,498	28.91%	818,760.80	818,760.80	7.88%	712,338.46	712,338.46	7.75%
November	1,142,861.24	2,198,349.19	16.70%	13,161,015	6.57%	1,072,378.29	1,891,139.09	16.70%	1,054,922.45	1,767,260.91	16.64%
December	962,662.11	3,161,011.30	24.51%	12,899,090	-15.32%	1,136,759.51	3,027,898.60	24.51%	999,494.56	2,766,755.47	24.21%
January	920,633.15	4,081,644.45	31.87%	12,808,830	10.43%	833,648.99	3,861,547.58	31.87%	668,097.27	3,434,852.73	31.46%
February	1,034,446.06	5,116,090.51	41.51%	12,324,542	-19.96%	1,292,467.56	5,154,015.14	41.51%	829,978.43	4,264,831.16	41.67%
March	-	-	-	-	-	899,421.27	6,053,436.40	49.56%	673,538.99	4,938,370.15	49.78%
April	-	-	-	-	-	854,540.02	6,907,976.42	58.00%	637,556.96	5,575,927.11	57.57%
May	-	-	-	-	-	1,165,430.35	8,073,406.77	66.96%	1,059,908.95	6,635,836.06	66.93%
June	-	-	-	-	-	992,383.51	9,065,790.27	74.43%	972,581.42	7,608,417.48	74.26%
July	-	-	-	-	-	932,095.52	9,997,885.79	82.66%	775,777.93	8,384,195.40	82.07%
August	-	-	-	-	-	980,277.30	10,978,163.09	91.91%	979,594.47	9,363,789.87	91.55%
September	-	-	-	-	-	961,210.82	11,939,373.90	100.00%	923,102.66	10,286,892.53	100.00%
TOTAL	5,116,090.51					11,939,373.90			10,286,892.53		

City of Roanoke
Monthly Sales Tax Receipts

Type A - ECONOMIC INDUSTRIAL DEVELOPMENT CORP.

	2022-23					2021-22			2020-21		
	Monthly	CUMULATIVE	AVG CUMULATIVE %	FORECAST *	Mo % Chg PY	Monthly	CUMULATIVE	% *	Monthly	CUMULATIVE	% *
October	527,743.98	527,743.98	7.41%	7,118,568	28.91%	409,380.40	409,380.40	7.41%	356,169.23	356,169.23	7.46%
November	571,430.62	1,099,174.60	15.92%	6,903,451	6.57%	536,189.15	945,569.55	15.92%	527,461.23	883,630.46	16.15%
December	481,331.06	1,580,505.65	23.10%	6,842,076	-15.32%	568,379.75	1,513,949.30	23.10%	499,747.28	1,383,377.73	23.34%
January	460,316.57	2,040,822.23	29.71%	6,870,080	10.43%	416,824.49	1,930,773.79	29.71%	334,048.63	1,717,426.37	30.11%
February	517,223.03	2,558,045.26	39.00%	6,559,510	-19.96%	646,233.78	2,577,007.57	39.00%	414,989.22	2,132,415.58	40.10%
March	-	-	-	-	-	449,710.63	3,026,718.20	46.48%	336,769.50	2,469,185.08	47.85%
April	-	-	-	-	-	427,270.01	3,453,988.21	53.89%	318,778.48	2,787,963.55	55.00%
May	-	-	-	-	-	582,715.18	4,036,703.38	62.79%	529,954.48	3,317,918.03	64.33%
June	-	-	-	-	-	496,191.75	4,532,895.14	69.65%	486,290.71	3,804,208.74	71.28%
July	-	-	-	-	-	466,047.76	4,998,942.90	77.31%	387,888.96	4,192,097.70	78.72%
August	-	-	-	-	-	490,138.65	5,489,081.54	86.26%	489,797.24	4,681,894.94	88.02%
September	-	-	-	-	-	480,605.41	5,969,686.95	94.11%	461,551.33	5,143,446.27	96.32%
TOTAL	2,558,045.26					5,969,686.95			5,143,446.27		

Type B - COMMUNITY ECONOMIC DEVELOPMENT CORP.

	2022-23					2021-22			2020-21		
	Monthly	CUMULATIVE	AVG CUMULATIVE %	FORECAST *	Mo % Chg PY	Monthly	CUMULATIVE	% *	Monthly	CUMULATIVE	% *
October	527,743.98	527,743.98	7.41%	7,118,568	28.91%	409,380.40	409,380.40	7.41%	356,169.23	356,169.23	7.46%
November	571,430.62	1,099,174.60	15.92%	6,903,451	6.57%	536,189.15	945,569.55	15.92%	527,461.23	883,630.46	16.15%
December	-	-	-	-	-	568,379.75	1,513,949.30	23.10%	499,747.28	1,383,377.73	23.34%
January	-	-	-	-	-	416,824.49	1,930,773.79	29.71%	334,048.63	1,717,426.37	30.11%
February	-	-	-	-	-	646,233.78	2,577,007.57	39.00%	414,989.22	2,132,415.58	40.10%
March	-	-	-	-	-	449,710.63	3,026,718.20	46.48%	336,769.50	2,469,185.08	47.85%
April	-	-	-	-	-	427,270.01	3,453,988.21	53.89%	318,778.48	2,787,963.55	55.00%
May	-	-	-	-	-	582,715.18	4,036,703.38	62.79%	529,954.48	3,317,918.03	64.33%
June	-	-	-	-	-	496,191.75	4,532,895.14	69.65%	486,290.71	3,804,208.74	71.28%
July	-	-	-	-	-	466,047.76	4,998,942.90	77.31%	387,888.96	4,192,097.70	78.72%
August	-	-	-	-	-	490,138.65	5,489,081.54	86.26%	489,797.24	4,681,894.94	88.02%
September	-	-	-	-	-	480,605.41	5,969,686.95	94.11%	461,551.33	5,143,446.27	96.32%
TOTAL	1,099,174.60					5,969,686.95			5,143,446.27		

City of Roanoke
Monthly Sales Tax Receipts

CCPD - CRIME CONTROL AND PREVENTION DISTRICT

	Monthly										
	Monthly	CUMULATIVE	AVG CUMULATIVE %	FORECAST *	Mo % Chg PY	Monthly	CUMULATIVE	% *	Monthly	CUMULATIVE	% *
October	-	-	-	-	0.00%	-	-	-	-	-	-
November	-	-	-	-	-	-	-	-	-	-	-
December	455,962.47	455,962.47	23.10%	1,973,881	100.00%	-	-	-	-	-	-
January	432,873.55	888,836.02	29.71%	2,992,115	100.00%	-	-	-	-	-	-
February	478,157.75	1,366,993.77	39.00%	3,505,337	100.00%	-	-	-	-	-	-
March	-	-	-	-	100.00%	-	-	-	-	-	-
April	-	-	-	-	100.00%	-	-	-	-	-	-
May	-	-	-	-	100.00%	-	-	-	-	-	-
June	-	-	-	-	100.00%	-	-	-	-	-	-
July	-	-	-	-	100.00%	-	-	-	-	-	-
August	-	-	-	-	100.00%	-	-	-	-	-	-
September	-	-	-	-	100.00%	-	-	-	-	-	-
TOTAL	1,366,993.77					-			-		

City of Roanoke
Investment Pools
December 31, 2022

OPERATING		**FUND**	**TX-01-0923-0001**	**Purchases**	**Withdrawals**	**TexClass Int**	**$81,809.44**	
TEXCLASS	0.0692%	General Fund	$5,070,310.32	$5,069,586.97	$0.00	45.52%	$37,241.40	$10,177,138.69
TEXCLASS	0.0692%	Debt Service Fund	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Facility CIP	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Street CIP	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Parks CIP	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	W&WW Fund	$4,056,251.93	$0.00	$0.00	18.21%	$14,897.64	$4,071,149.57
TEXCLASS	0.0692%	W&WW CIP	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Hotel/Motel	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Vehicle Replacement	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Fire Grant	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Computer Replacement	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Briarwyck PID	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Grants (ARPA)	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Police Grants	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Police Seizure	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	Park Donation Fund	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS	0.0692%	REIDC	$8,078,506.59	$0.00	$0.00	36.27%	$29,670.41	$8,108,177.00
TEXCLASS	0.0692%	RCEDC	$5,069,586.97	$0.00	($5,069,586.97)	0.00%	$0.00	$10,139,173.94
TEXCLASS	0.0692%	Slaughter Park Foundation	$0.00	$0.00	$0.00	0.00%	$0.00	$0.00
TEXCLASS		**subtotal**	**$22,274,655.81**	**$5,069,586.97**	**($5,069,586.97)**	**100.00%**	**$81,809.44**	**$32,495,639.19**

ARPA FUNDS			**TX-01-0923-0002**			**TexClass Int**	**$4,331.90**	
TEXCLASS	0.0692%	Grants (ARPA)	$1,179,467.95	$0.00	$0.00	100.00%	$4,331.90	$1,183,799.85
TEXCLASS		**subtotal**	**$1,179,467.95**	**$0.00**	**$0.00**	**100.00%**	**$4,331.90**	**$1,183,799.85**
TEXCLASS		**TOTAL**	**$23,454,123.76**	**$5,069,586.97**	**($5,069,586.97)**		**$86,141.34**	**$33,679,439.04**

CD's						**CD Int**		
Prosperity Bank	0.0000%	General Fund	$449,270.81	$0.00	$0.00	95.74%	$0.00	$449,270.81
Prosperity Bank	0.0000%	W&WW Fund	$20,000.00	$0.00	$0.00	4.26%	$0.00	$20,000.00
CD's		**TOTAL**	**$469,270.81**	**$0.00**	**$0.00**	**100.00%**	**$0.00**	**$469,270.81**

AGENDA ITEM

TO: Mayor & City Council

SUBJECT: 5 year strategic plan

MEETING DATE: February 14, 2023

DEPARTMENT: City Manager

ITEM SUMMARY:
Consideration and action on acceptance of the City of Roanoke 2022 - 2027 Strategic Plan.

INFORMATION:
This Strategic Plan provides a set of top priorities for action by the City of Roanoke over the next five years. It also includes criteria and other decision-making tools that can be used to evaluate new ideas and proposals that may arise during this time. The consultant compiled the information discussed during the strategic planning workshops to complete the proposed 5 year strategic plan. As previously mentioned, the 5 year strategic plan will define the direction in which the City is headed and aid in establishing objectives and goals that are in line with our City's vision and mission. It will serve as a roadmap and guide staff to prioritize and complete the set objectives.

STAFF RECOMMENDATION:
Approve

SPECIAL CONSIDERATION:

FINANCIAL CONSIDERATION:

ATTACHMENTS:
1. Roanoke Strategic Plan - Draft Report
2. Roanoke Strategic Plan Executive Summary Draft
3. Roanoke Strategic Plan Draft Online Survey

City of Roanoke
Strategic Plan, 2022 – 2027

DRAFT

January 26, 2023

Table of Contents

List of Exhibits

Purpose of a Strategic Plan

A Strategic Plan is an essential document for the effective and efficient operation of a local government. It ensures that the community's longer-term vision or plan is implemented through the government's annual budgets, capital investments and policy decisions. The City of Roanoke, Texas has a history of successful strategic planning and action to carry out its plans. This new Strategic Plan builds on this past success and provides the city government and the Roanoke community with a set of priorities and decision-making criteria so it can continue effectively serving its residents, businesses and property owners.

Strategic Plan Preparation

Roanoke's most recent Strategic Plan was adopted in 2015. It was intended to be a five-year plan, and almost all the identified projects were actually completed within that time frame. An update was originally expected in 2020, but issues related to the COVID-19 pandemic and economic downturn delayed this process. It was instead begun in 2022.

The process used to update Roanoke's Strategic Plan involved several steps, which are discussed below:

- First, an online survey of City Council members was conducted to understand the current perspectives and priorities of these City leaders.
- Second, all Council members and the City Manager were interviewed individually to follow up on issues identified through the survey.
- Third, a series of three strategic planning workshops were held so the City Council and key City staff members could collaborate on recommendations for the plan.
- Fourth, a draft Strategic Plan was developed by the consultant and reviewed by City staff.
- Finally, the City Council considered the draft Strategic Plan, made revisions and adopted it on [insert date and any other discussion after Council action]

This Roanoke Strategic Plan is the result of the update process begun in the summer of 2022. It will be used by the City of Roanoke to communicate priorities, maintain focus and monitor progress.

Online Survey

An online survey was conducted in July 2022. Its 27 questions asked Council members about resident perspectives on the city, recent successes and challenges, and the effectiveness of the policies and direction of the last Strategic Plan. It also included questions about future issues that may affect Roanoke, new and existing programs and opportunities for partnership with other organizations and agencies. Multiple choice and open-ended questions were used to obtain the most useful information on each topic. The survey was delivered using the SurveyMonkey online tool and was available to Council members from July 11th through July 19th. Of the Mayor and six Council members, five completed the survey. The survey itself is found in Appendix 1.

The analysis of survey results is presented in Appendix 2. They reflect a sense that Roanoke residents are generally satisfied with the community's character, quality of life and direction. They show a very high level of agreement among Council members that the current Strategic Principles have been effective. All Council members agreed that these principles should continue to be followed; none of the respondents felt the need to review or reconsider them. This is notable, particularly since four of the six Council members were not on Council when the last Strategic Plan was created[1].

There was also strong agreement that the City has been effective in achieving its primary objectives of:

- Maintaining financial integrity
- Employing high-quality, professional personnel
- Providing public safety and health services to the community
- Providing quality leisure opportunities
- Instilling a "sense of community" in residents
- Promoting quality infrastructure improvements

Council members were also positive about the City's communication with its residents and the City staff's communication with Council. Members felt that they spend about the right amount of time on most of the important aspects of their roles with the City.

Fifteen global and national trends were identified in the survey. Of these, a majority of the Council members agreed that four would be beneficial to Roanoke's desired future. Another five trends were found to be somewhat important to Roanoke. Exhibit 1 shows the trends that a majority of Council members thought would be beneficial or somewhat important to Roanoke.

Exhibit 1: Global and National Trends Affecting Roanoke

Trend	Somewhat important to us	Beneficial to our desired future
Interest in having mobility choices in addition to autos	0.0%	80.0%
People choosing to work virtually all or much of the time	20.0%	60.0%
Retail change to reinvent itself every five to ten years	0.0%	60.0%
An increasingly diverse population	0.0%	60.0%
Continual change in smart technology for buildings, vehicles and communication	60.0%	40.0%

[1] Mayor Gierisch, Mayor Pro Tem Moore and Council member Darby participated in creating the 2015 Strategic Plan; Council members Brundage, Moyers, Page and Thompson have been elected since then.

Trend	Somewhat important to us	Beneficial to our desired future
A larger share of the population is elderly	80.0%	0.0%
Younger generations having different values and expectations from those of earlier generations	80.0%	0.0%
Increasing cost to rehabilitate aging public facilities and infrastructure	60.0%	0.0%
More severe storms and extreme weather patterns	60.0%	0.0%

Interviews

Interviews were held with each City Council member and with the City Manager in late July 2022. Seven interviews were conducted in person at City Hall; the interview with Council member Moyers was conducted by phone because of scheduling issues.

The interviews were used to follow up on the results of the survey and to gain insights into the projects and issues that are of greatest interest to each Council member. Many Council members had similar comments about the priorities for Downtown: addressing the hotel/convention center project, adding parking, and continuing support for businesses in the area. Several members described programs used during COVID-19 for small business support; they viewed them as examples of programs that could become longer-term initiatives to attract and retain new retail, restaurant and service businesses. Council members noted the investments the City has made in the Marshall Creek area; the need for a small park or gathering space in this neighborhood was mentioned in several interviews. A number of possible major capital projects were identified, such as a new Public Works building, senior center or aquatics facility. Support was strong for completion of the bike and pedestrian trails network throughout the city.

Based on the interview discussions and the results of the online survey, three major topics were identified – Downtown; capital investments; and programs and collaborations. These three topics became the subjects of the three strategic planning workshops. The details of the interview discussions were used to design and focus the three workshop sessions.

Strategic Planning Workshops

The Roanoke City Council held three strategic planning workshops in September and October 2022. These sessions were intended to:

1. Provide an opportunity to focus on selected issues, internal & external, that may not receive thorough discussion during regular meetings.
2. Evaluate the results of the City's last strategic plan.
3. Discuss strategic issues facing Roanoke today and in the near future.
4. Discuss and reach agreement on a set of goals and priorities for action by the City during the next five years (or so).

All sessions were held in the Community Room at Roanoke City Hall. Participants included the Mayor and City Council members, the City Manager and key members of the City staff. The sessions were designed and managed by Karen Walz FAICP, Principal of Strategic Community Solutions LLC.

The first workshop focused on **Downtown's Next Successes**. Downtown was one of two geographic priority areas defined in the last Strategic Plan. A major accomplishment since then has been the construction of the new City Hall. Adoption of a design overlay, new business attraction and other capital improvements have also been completed. In this workshop, participants were divided into three teams. Team 1 addressed questions related to mobility. Team 2 considered successful businesses and services. Team 3 considered ways to attract more visitors. The team's recommendations were then presented to the entire group. Discussion by all participants led to agreement on priorities for future action related to Downtown. These priorities are listed in Exhibit 2. Appendix 3 provides the presentation materials used for this workshop and Appendix 4 provides the worksheets with recommendations from each of the three teams.

The second workshop addressed **Continuing Capital Investment**. The workshop began with staff presentations about infrastructure system plans, recent capital projects, and currently-planned projects. Stations for four categories of capital improvement were located around the room, with lists of the currently-planned projects at each station. These were: General Facilities; Streets & Drainage; Parks & Recreation; and Water & Wastewater. Participants reviewed the lists of planned projects and added their own ideas for future capital investment. Appendix 5 provides the presentation used at this workshop and Appendix 6 is the handout with information on the infrastructure systems and projects; the lists of projects in this appendix were posted at the four stations. Appendix 7 presents the notes made at each of the four stations.

All participants reviewed the comments and additional projects suggested at each station. This discussion led to general agreement that the planned capital projects should remain priorities. City staff also described the results expected from the Facilities Master Plan study, a process beginning early in fiscal year 2022-23. Staff and Council

Exhibit 2: Workshop 1 Direction on Downtown

Team 1: Mobility
- The app is already underway!
- Make trails a priority
- Talk to DCTA about the electric shuttle idea
- Parking requirements: we should review both the number of spaces and the width of spaces

Team 2: Supporting Businesses and Services
- We like the idea of 380-type agreements scaled for smaller businesses
- We need to do more the get the word out to businesses about the assistance we offer
- We should expand the geographic area for which façade grants are available. Focus on Byron Nelson – it's not a good first impression for the city
- Get back the momentum we had before COVID
- Murals and art are good, but we need to be thoughtful about the parameters of the program. Encourage them to focus on Roanoke history

Team 3: Attracting Visitors
- Use the old City Hall site for retail, green space
- Look into the option of a retail incubator
- This is the only location for a major central open space
- We need at least one two-day event – need to get the businesses on board
- Look at the chalk event
- Do 'table events' and pop-ups
- Look for something that involves activity as well as food – like an escape room or arcade – but one that isn't already being done by nearby communities
- We need unique events

recognized that some capital improvement priorities will be revised based on the results of this master plan. During this discussion, several general comments were also made about the way capital project information is communicated with Council and the community. Council members would like to see these practices followed in the future:

- The City needs to put a list on the web of everything we've accomplished already!
- This information for the public should also include the project costs and the fact that no new taxes were needed to fund these projects.
- We will need to refine the capital project list depending on results of the County bond program.
- Throughout the city, we took care of all related infrastructure needs when we did the street projects (drainage, etc.).
- Council would like to see the information on facility needs, projects and costs in advance.
- Where is street lighting needed? We need the information on existing lights and criteria for providing them in order to decide where new lights are needed.

- We have addressed the most basic and urgent infrastructure needs that many communities struggle to provide. We are blessed to be looking at the sorts of projects we are!

The final workshop considered **Programs and Collaborations**. These are initiatives that are not primarily related to capital investment and that affect areas outside Downtown or are relevant citywide. For this workshop, three broad topics were identified: Public Art and Roanoke History; Marshall Creek; and Business Support. For each of these areas, the staff provided a brief presentation about recent efforts. Keypad polling was used to gauge interest in new action items that build on those efforts. Action items with the greatest interest were discussed first, and this discussion refined the action recommendations for the future. Appendix 8 provides the presentation used for this workshop, including the keypad polling slides reflecting the voting results.

Appendix 9 contains the charts listing the possible action items and the level of interest in each reflected in the keypad polling results. Following each of these charts are the flipchart notes of the group discussion and preferred approach to action.

Draft Strategic Plan

The discussion and direction from all three workshops were reviewed after the last session. The areas for strategic plan focus were developed from this review, and specific action items were also drafted. City staff reviewed the discussion of capital investments and updated the priority rankings for these future projects.

On November 8, 2022, Denton County held a bond election which included a proposition to provide County funds for local street projects. This bond election passed. Capital projects that are candidates for this new County bond funding were also identified in this Strategic Plan’s list of capital improvement projects.

Discussions with consultant and staff refined the draft document for consideration by City Council.

Strategic Principles for Roanoke

The City of Roanoke intends to use a set of six strategic principles, listed below, to direct its future public investments and other actions to implement this strategic plan. These strategic principles were approved in the 2015 Strategic Plan. The City Council agreed that they have been effective in guiding Roanoke's development since then. As a result, the Council unanimously chose to continue using the same set of strategic principles in this Strategic Plan.

The City of Roanoke will:

1. Maintain the community's "hometown feel" and "small town character" even as growth continues.
2. Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.
3. Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.
4. Use its improvements, programs and partnerships to maintain and enhance Downtown's appeal as a destination for residents and visitors.
5. Invest to continue the vitality and appeal of its neighborhoods.
6. Provide adequate parking at major destinations, including City facilities and Downtown.

Strategic Action Priorities

Roanoke will use its capital funding, annual budget and programming to achieve its desired outcomes for the seven strategic priority areas listed in Exhibit 3.

Exhibit 3: Strategic Priority Areas

A. Enhanced Communication
B. "Unique" Roanoke Identity
C. Business Support and Partnership
D. Citywide Infrastructure Investment
E. Mobility Throughout Roanoke
F. Coordinated Major Facilities
G. *Key Downtown Sites*

A. Enhanced Communication

Communication with residents, businesses, property owners and potential investors is important so Roanoke can maintain or enhance its image as a great place to live and do business. During this strategic planning process, the many communication tools the City already uses were discussed. For the most part, these tools were felt to be effective. Their use should be continued. The planning process also identified areas for additional communication and interaction with Roanoke community members. During the next five years, Roanoke will add these tools to its existing communications approaches.

A1. Experiment with new forms of in-person communication.
  a. Through small pop-up events ("garage gabs")
A2. Use QR codes on signs and facilities to provide more information.
  a. About notable places, people and organizations
  b. About the details of historical events
A3. Enhance the Roanoke app's communication in three areas.
  a. With businesses about support programs and incentives the City offers
  b. With residents about businesses, events and activities
  c. To encourage people to 'buy local' in shopping and services as well as eating out
A4. Utilize opt-in text messaging sparingly to maintain its impact.
  a. From the City for important alerts and emergency messages
  b. To businesses as well as residents

B. "Unique" Roanoke Identity

Roanoke has created a distinctive identity for itself with its "Unique Dining Capital" theme. This success is the foundation for additional efforts to recognize other aspects of Roanoke's past that are special, to support a wider range of existing businesses that offer unique products and services, and to create new improvements and initiatives that will add unique character to the community in the future.

B1. Accomplish the current Art and History Trail project – identify the route, the stops along the way, the information to be shared, and get it completed!

B2. Use the Roanoke Art and History Trail Committee as the foundation for a continuing citizen advisory group to advise about future arts and culture initiatives.

B3. Expand the initial Art and History Trail to all parts of Roanoke.

B4. Construct Gateway monuments.

a. Develop designs
b. Construct major monuments at the north and south ends of Oak Street and at Byron Nelson
c. Add smaller monuments or way-finding signs at other roadway entrances to Roanoke
d. Add pedestrian scale signs at entrances to Roanoke along trails

B5. Develop and approve criteria and a review process to support appropriate future public and private art projects (murals, memorials, sculptures, etc.).

B6. Share Roanoke's history of accomplishment.

a. Inclusion of Marshall Creek into Roanoke and the City investments that have been made in this neighborhood, consistent with the City's commitments to residents and property owners at the time of annexation
b. Extent of community investment based on previous strategic plan, including locations throughout the city, amounts invested and the fact that no new taxes were used

B7. Expand Roanoke's special events to include at least one multi-day event, and to combine eating/restaurant-focused events with additional unique activities.

C. Business Support and Partnership

Business attraction and retention have been among Roanoke's strengths for many years. The challenges faced by businesses during the COVID-19 pandemic led Roanoke to carry out new initiatives to help local businesses survive. These experiences identified some areas where the City could fine-tune its business support activities and its communication to businesses so more of them take advantage of available City support. Refinements to the use of 380 agreements and façade grants should expand these efforts and make them even more effective.

C1. Refine the City's approach to 380 agreements to include smaller or local businesses, and to ensure that they produce results in terms of job creation or increased tax base.

a. Review the past use of 380 agreements and their results, and engage City Boards and Roanoke businesses in this dialogue

   b. Include special focus on the potential for a 'scaled-down' version of these agreements for small and local businesses
   c. Based on this review, update (if appropriate) the criteria for use of 380 agreements and the City's expectations about results to be achieved if they are granted
   d. Inform the community, businesses, Boards and others about the new program, process and criteria once they are approved
   e. Track and report on the results of all 380 agreements

C2. Update the façade grant program to increase the range of qualifying projects.
   a. Evaluate options to increase the geographic scope of projects that qualify for façade grants
   b. Create a special fund so façade grant resources can be available year after year
   c. Seek input on other improvements to this program
   d. Based on this review, refine the façade grant program as appropriate
   e. Inform the community, businesses, Boards and others about changes to this grant program
   f. Track and report on the results of all façade grants

C3. Maintain flexibility to respond to new or unexpected opportunities to attract or support businesses that meet Roanoke's vision for its community economic development.

D. Citywide Infrastructure Investment

Roanoke has been successful in planning and carrying out infrastructure projects over time. These successes include projects in Downtown, improvements identified at the time of Marshall Creek annexation, and investments throughout the city based on a prioritized list of street (and related) improvement projects. A major reason for these successes is the City's use of a decision-making process that establishes criteria for investment, sets priorities among projects and then constructs projects based on plans and project priority schedules. For the next five years, this approach to Downtown and streets should continue. It should also be applied to three additional systems that serve the community – street lighting, safety and local parks.

D1. Install street lighting throughout the City based on specific, citywide criteria.
   a. Study where streetlights exist now
   b. Identify criteria for locations needing streetlights – near trail access from apartment complexes, at entrances to parks, in community gathering spaces, etc.

   c. Based on criteria, develop a 5 to 10-year plan for addressing any areas where these criteria indicate streetlights are needed
   d. Carry out this plan

D2. Continue making street improvements based on a multi-year priority listing.
   a. Complete street condition analysis
   b. Evaluate other criteria for needed street projects
   c. Update the existing street improvement project list based on results of County bond election to maximize benefit to Roanoke
   d. Continue to include related infrastructure (drainage, water, sewer, curb, gutter, sidewalk, etc.) in street projects
   e. Based on criteria, develop a 5 to 10-year plan for addressing any areas where this evaluation indicates street improvements are needed
   f. Carry out this plan

D3. Build in safety features for community members and effective response to emergencies.
   a. Determine additional safety features needed or desired by community members (signage, pedestrian-level lighting, etc.)
   b. Identify any facility needs to respond to future emergency situations
   c. Include these safety improvements in the 5 to 10-year capital improvement plan
   d. Carry out this plan

D4. Use pocket parks and gathering spaces to provide all residents with ready access to open spaces.
   a. Update the parks plan to analyze gaps in current system and identify any areas where residents are not within a short walk of a park or open space
   b. Identify places where pocket parks and neighborhood gathering spaces can support neighborhood identity and a sense of community for all Roanoke residents
   c. Include these neighborhood-scale parks improvements in the 5 to 10-year capital improvement plan
   d. Carry out this plan

E. Mobility Throughout Roanoke

In the past, much of Roanoke's transportation focus has been on vehicles – on local streets, collectors and major thoroughfares that make it easy for people in cars and trucks to reach their destinations. Today, Roanoke recognizes that there are additional mobility investments that add value for residents and businesses, and that also reduce demand on heavily-congested roadways. A multi-modal approach to mobility throughout the community will help achieve the City's objectives.

Additionally, the provision of adequate parking is a continuing topic for evaluation. While some parts of Downtown are perceived to have inadequate parking, new developments in other parts of the city struggle to provide the amount of parking required by the City's regulations, standards which were established at a time when walkability and human-scaled urban design were lower priorities.

These factors support an effort to broaden the approach Roanoke takes to mobility. The action items below represent the next steps to improve multi-modal mobility and to balance the amount of space used for driving or parking cars with the amount of space used to create memorable people-oriented places.

E1. Expand the bike and pedestrian network.
   a. Complete the planned bike and pedestrian system
   b. Identify any additions to the system so all Roanoke residents can get to school, parks, business centers and Downtown without driving a vehicle
   c. Identify any additions so Roanoke's trails and paths are linked to regional North Texas networks
   d. Include these planned and newly-identified bike and pedestrian improvements in the 5 to 10-year capital improvement plan
   e. Carry out this plan

E2. Explore the role for shuttle services within Roanoke.
   a. Evaluate the feasibility of an electric shuttle system within Roanoke
   b. Investigate a potential partnership with DCTA for this service
   c. Conduct a pilot service for Downtown
   d. If successful, expand to serve other Roanoke destinations and neighborhoods

E3. Provide for vehicle parking that is adequate but not excessive.
   a. Ensure that parking is adequate and easily-found in Downtown, other commercial areas and neighborhoods
   b. Re-evaluate the City's parking requirements for new and existing uses so these standards are not excessive for current patterns of parking demand
   c. Provide parking in locations that are convenient to major destinations and allow residents and visitors to 'park only once to enjoy many destinations'
   d. Develop a design and funding plan for Downtown public parking facilities (garage and/or lots)
   e. Include these parking facilities in the 5 to 10-year capital improvement plan
   f. Carry out this plan

F. Coordinated Major Facilities

During the past five years, the new City Hall was the focus of investment in major citywide facilities. As it neared completion, Roanoke began planning and design work for the next major facility – the Public Safety building. The process for constructing that building is well underway. As Roanoke looks ahead to the next five years, several potential major facilities could be developed. A Master Facility Plan is being developed now and should be complete during 2023. That plan should evaluate the range of potential facilities that have been suggested. It should establish criteria for investment and priorities among these projects.

F1. Use the Master Facility Plan process to evaluate potential demand for new recreational facilities (such as pickleball) and expansion or update of existing facilities (for lifelong swimming and fitness, for example).
F2. Use the Master Facility Plan to identify facilities that improve the City's ability to provide public safety services and effective municipal operations, maintenance and storage.
F3. Develop a capital plan for coordinated facility addition and expansion to maximize the use of City land and resources.
F4. Carry out this Master Facility Plan.

G. Key Downtown Sites

Roanoke's successes Downtown are an important aspect of the character and appeal of this community. Several key sites Downtown still need further attention and investment. During the next five years, the City's focus should be on achieving the maximum benefit for the community's future through the use of properties the City already owns or controls in Downtown. The experience with current public-private partnerships also demonstrates the need to look ahead and create policies to guide when and how the City should undertake future partnerships.

G1. Repurpose the old City Hall site.
   a. Evaluate potential uses for this site that take advantage of its unique location in downtown, such as a major open space, a grocery store or other anchor retail, or a 'retail/restaurant' incubator
   b. Seek input from Roanoke residents, businesses and visitors about these opportunities

G2. Complete the hotel/convention center project.
   a. Continue to pursue opportunities on this site that offer maximum benefit to Roanoke

G3. Maximize benefits from other City properties in Downtown.
   a. Evaluate their potential use for parking, open space, public-private partnership

G4. Develop and adopt a policy guiding the City's investments and private partnerships for these Downtown properties.

Capital Investment Priorities

Capital Project Timing and Priority

The City of Roanoke will continue to follow a set of general concepts adopted in the 2015 Strategic Plan that guide the timing and priority of individual capital investment projects. These concepts are:

- The City should emphasize coordination among projects to be cost-effective and to reduce the disruption caused by construction. Key opportunities include coordination between city transportation projects and water/sewer projects; coordination with utility providers (such as phone and cable); and coordination with other transportation agencies (Tarrant County, NCTCOG and TXDOT).
- The City should maintain a list of capital projects to be constructed in the next five years. This list should be extended by one year during each annual budget cycle so it always covers five years into the future.
- A Master Facilities Plan should be followed so buildings and facilities can be designed and built to serve the needs of multiple departments and make efficient use of City lands and capital resources.

Identified Capital Projects

The City of Roanoke successfully completed the capital investments identified in its last Strategic Plan. This new list will enable Roanoke to continue supporting growth and community vitality. It will also help Roanoke to secure funds and schedule projects. The list of capital projects for completion during the next five years (from fiscal year 2022-23 through 2026-27) is presented in Exhibit 4. Potential projects for later years are listed in Exhibit 5. The costs and timing for these later projects have not yet been determined.

Exhibit 4: Capital Projects through 2027

PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	COST	EXPLANATION
1	2023	2 Million Gallon Ground Storage Tank (design only)	$760,000	Water system improvements
2	2023	Police & Courts Facility (design and land)	$6,951,000	New police & courts project
3	2023	Denton, Houston	$2,380,000	Concrete street
4	2023	Multiple street overlays	$150,000	Asphalt overlay
5	2023	Water meter replacement program	$100,000	Purchase and install new water meters

PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	COST	EXPLANATION
6	2023	Waterline improvement program	$50,000	Replace substandard waterlines by City staff
7	2023	Conference Center	$30,000,000	Construct new conference center with hotel project
8	2024	Waterline improvement program	$50,000	Replace substandard waterlines by City staff
9	2024	Water meter replacement program	$100,000	Purchase and install new water meters
10	2024	Multiple street overlays	$150,000	Asphalt overlay
11	2024	Dorman (design only)	$330,000	Concrete street design - County bonds may move project up
12	2024	Bristol (design only)	$710,000	Concrete street design
13	2024	Mesa Butte	$900,000	Asphalt overlay
14	2024	Ashley (design only)	$395,000	Asphalt overlay
15	2024	Design and construction of trails (phase 2)	$3,000,000	Park trail construction
16	2024	Recreation Center expansion (design only)	$360,000	Expand recreation center design
17	2024	2 Million Gallon Ground Storage Tank	$3,654,950	Water system improvements
18	2025	Recreation Center expansion	$4,500,000	Expand recreation center
19	2025	Waterline Improvement Program	$50,000	Replace substandard waterlines by City staff
20	2025	Water meter replacement program	$100,000	Purchase and install new water meters
21	2025	Police & Courts Facility	$38,000,000	New police & courts project construction
22	2025	Multiple street overlays	$150,000	Asphalt overlay
23	2025	Dorman	$1,750,000	Concrete street – County bonds may move project up
24	2025	Bristol	$3,800,000	Concrete street
25	2025	Blythe Bridge (design only)	$400,000	Concrete street
26	2025	Ashley	$2,650,000	Concrete street
27	2025	Alyse (design only)	$300,000	Asphalt overlay
28	2025	Penny (design only)	$300,000	Asphalt overlay
29	2025	Turf fields (design only)	$450,000	Design new turf soccer fields

PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	COST	EXPLANATION
30	2026	Multiple street overlays	$150,000	Asphalt overlay
31	2026	Blythe Bridge	2,300,00	Concrete street
32	2026	Howe (design only)	$710,000	Concrete street – County bonds may move project up
33	2026	Alyse	$2,250,000	Asphalt overlay
34	2026	Penny	$2,250,000	Asphalt overlay
35	2026	Sheri (design only)	$300,000	Asphalt overlay
36	2026	Randy (design only)	$300,000	Asphalt overlay
37	2026	Turf fields	$4,000,000	Turf soccer fields
38	2026	Waterline Improvement Program	$50,000	Replace substandard waterlines by City staff
39	2026	Water meter replacement program	$100,000	Purchase and install new water meters
40	2027	Multiple street overlays	$150,000	Asphalt overlay
41	2027	Howe	$4,737,000	Concrete street – County bonds may move project up
42	2027	Sheri	$2,250,000	Asphalt overlay
43	2027	Randy	$2,250,000	Asphalt overlay
44	2027	Darrell (design only)	$300,000	Asphalt overlay
45	2027	Richy (design only)	$300,000	Asphalt overlay
		TOTAL	**$20,117,000**	

Exhibit 5: Potential Future Capital Projects

DESCRIPTION	EXPLANATION
Public Works Department Facility	Expansion and/or upgrade
Parks Department Facility	Expansion and/or upgrade
Other City Facilities outlined in the facility needs assessment	Expansion and/or upgrade as recommended by the Master Facilities Plan
Park Trails	Connect neighborhoods
Parking Garage	Add parking garage Downtown
North Oak Street	Estimated cost is $3.8 million. County bonds may move project up.
North Walnut Street	Estimated cost is $3.6 million. County bonds may move project up.

Investment Criteria

Over time, the City will need to consider new projects and update its list of capital projects. There may well be more projects than the City can fund or construct in any particular-five year period. For this reason, investment priorities must be determined. A set of criteria should be used to set investment priorities among the many necessary and desirable capital projects the City may consider.

The investment criteria chosen by the City of Roanoke, in order of importance, are:

- Will the project play a role as a catalyst, leading to additional desired development and investment?
- Will investment now help stage this project in relation to other capital projects and new development?
- Does the project address a health or safety issue?
- Does it achieve multiple objectives?
- Is the investment located in an area targeted for specific initiatives and investments?
- Does it enable Roanoke to secure matching funds from other entities?

Communication and Tracking Progress

This Strategic Plan provides a set of top priority recommendations for action by the City of Roanoke over the next five years. It also includes criteria and other decision-making tools that can be used to evaluate new ideas and proposals that may arise during this time.

Having a set of priorities is important. But it is also vital to let people know that the City's decisions are not arbitrary, but in fact are being made based on these priorities. Clear and regular communication with the citizens, taxpayers and other stakeholders about the progress in addressing these priorities will assure them that limited public funds are used wisely and provide a good return on investment. In order to communicate these priorities, the City should share this Strategic Plan with the community after it has been finalized. Some of the communication approaches that should be used include posting the approved Strategic Plan on the City website, including information and links on the City's social media platforms, providing copies at the library and City Hall, and referencing these priorities in City documents and presentations.

At least once a year, City staff should review these Strategic Plan priorities and evaluate the progress that has been made. A report should be provided to City Council and the community that explains the results and accomplishments of the past year. The report should also discuss any items that did not proceed as expected. In these cases, it should propose alternative recommendations if changing conditions warrant. Based on this report, the City Council can consider any needed additions, modifications or refinements to the Strategic Plan.

City of Roanoke Strategic Plan, 2022 – 2027
Executive Summary

January 26, 2023 Draft

Strategic Principles for Roanoke

The City of Roanoke will:

1. Maintain the community's "hometown feel" and "small town character" even as growth continues.
2. Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.
3. Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.
4. Use its improvements, programs and partnerships to maintain and enhance Downtown's appeal as a destination for residents and visitors.
5. Invest to continue the vitality and appeal of its neighborhoods.
6. Provide adequate parking at major destinations, including City facilities and Downtown.

Strategic Action Priorities

Roanoke will use its capital funding, annual budget and programming to achieve its desired outcomes for these seven strategic areas. The Strategic Plan includes specific action items for each area.

A. Enhanced Communication
B. "Unique" Roanoke Identity
C. Business Support and Partnership
D. Citywide Infrastructure Investment
E. Mobility Throughout Roanoke
F. Coordinated Major Facilities
G. Key Downtown Sites

Capital Investment Priorities

The list of capital projects for completion during the next five years (from fiscal year 2022-23 through 2026-27) is presented in Exhibit 1. Potential projects for later years are listed in Exhibit 2. The costs and timing for these later projects have not yet been determined.

Exhibit 1: Capital Projects Through 2027

PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	COST	EXPLANATION
1	2023	2 Million Gallon Ground Storage Tank (design only)	$760,000	Water system improvements
2	2023	Police & Courts Facility (design and land)	$6,951,000	New police & courts project
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		TOTAL	**$20,117,000**	

Exhibit 2: Potential Future Capital Projects

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Park Trails	Connect neighborhoods
Parking Garage	Add parking garage Downtown
North Oak Street	Estimated cost is $3.8 million. County bonds may move project up.
North Walnut Street	Estimated cost is $3.6 million. County bonds may move project up.

For future capital projects, the investment criteria chosen by the City of Roanoke, in order of importance, are:

- Will the project play a role as a catalyst, leading to additional desired development and investment?
- Will investment now help stage this project in relation to other capital projects and new development?
- Does the project address a health or safety issue?
- Does it achieve multiple objectives?
- Is the investment located in an area targeted for specific initiatives and investments?
- Does it enable Roanoke to secure matching funds from other entities?

Communication and Tracking Progress

This Strategic Plan provides a set of top priorities for action by the City of Roanoke over the next five years. It also includes criteria and other decision-making tools that can be used to evaluate new ideas and proposals that may arise during this time.

The City should share this Strategic Plan with the community after it has been finalized. At least once a year, City staff should review these Strategic Plan priorities and provide a report to City Council and the community that explains the results and accomplishments of the past year and the next steps to carry out the Strategic Plan.

Appendix 1: City Council Online Survey

Roanoke City Council Survey 2022

1. Roanoke and its Residents

Please share your sense of how Roanoke residents, businesses and property owners view their city.

1. What are the main reasons people choose to live in Roanoke?

2. What are the main reasons people decide to move out of Roanoke?

3. What are the main reasons businesses give for deciding to locate in Roanoke?

4. What are the main reasons businesses give for deciding to leave Roanoke?

5. What are the strongest reasons for someone to choose to invest in property in Roanoke?

Roanoke City Council Survey 2022

2. Recent Successes and Challenges

The last few years have included unexpected challenges for communities, businesses and families. What were the areas of success, challenge and change for Roanoke in the years since the last Strategic Plan was adopted in 2015?

6. What were the most significant accomplishments for Roanoke since 2015?

7. The COVID-19 pandemic made sudden changes to many aspects of life and the transition to a 'new normal' may mean further change. What lessons and new ways of doing things should Roanoke take from its experience with the pandemic?

8. What were the greatest challenges (other than the pandemic) for Roanoke since 2015?

9. What one event, project or experience since 2015 best captures the spirit of the Roanoke community?

10. Is there a project you would have liked the City to take on since 2015, but that hasn't happened yet?

Roanoke City Council Survey 2022

3. Anticipating a Changing Future

Roanoke -- and the world around it -- will be different in 2027 than it is in 2022. How should the City respond to these changes?

11. How would these potential global or national trends affect Roanoke?

	Detrimental to our desired future	Little impact on us	Somewhat important to us	Beneficial to our desired future	Don't think this is the trend	I'm not sure
More severe storms and extreme weather patterns	○	○	○	○	○	○
Continual change in smart technology for buildings, vehicles and communication	○	○	○	○	○	○
People choosing to work virtually all or much of the time	○	○	○	○	○	○
Increasing income disparity	○	○	○	○	○	○
A larger share of the population is elderly	○	○	○	○	○	○
Younger generations having different values and expectations from those of earlier generations	○	○	○	○	○	○
Ability of businesses and workers to locate anywhere in the world	○	○	○	○	○	○
Increasing need for resilience in responding to unanticipated changes	○	○	○	○	○	○
More people renting because home ownership is less important or not attainable	○	○	○	○	○	○
Interest in having mobility choices in addition to autos	○	○	○	○	○	○
An increasingly diverse population	○	○	○	○	○	○
Retail change to reinvent itself every five to ten years	○	○	○	○	○	○
Increasing cost to rehabilitate aging public facilities and infrastructure	○	○	○	○	○	○

Ability to generate electricity near the point of consumption through solar or wind power	○	○	○	○	○	○
Increasing polarization of communities and elected officials	○	○	○	○	○	○

Please add other comments if you'd like.

12. How do you expect 2027 to be different from 2022, in terms of the issues or opportunities that will face the City of Roanoke?

13. By 2027, most of the land in Roanoke will probably be developed for residential, commercial or industrial uses. How should the City's focus, programs and investments change as it approaches 'build-out'?

Roanoke City Council Survey 2022

4. Strategic Direction and Priorities

The current Strategic Plan identifies six strategic principles to guide Roanoke's investments and actions:

1. **Maintain the community’s “hometown feel” and “small town character” even as growth continues.**
2. **Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.**
3. **Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.**
4. **Use its improvements, programs and partnerships to maintain and enhance Downtown’s appeal as a destination for residents and visitors.**

5. **Invest to continue the vitality and appeal of its neighborhoods.**
6. **Provide adequate parking at major destinations, including City facilities and Downtown.**

Please share your perspective about these strategic principles and other key objectives for Roanoke.

14. How effective have these principles been in guiding Roanoke since 2015?

- ◯ Very effective
- ◯ Somewhat effective
- ◯ Average
- ◯ Somewhat ineffective
- ◯ Very ineffective
- ◯ I'm not sure

Please add other comments if you'd like.

15. Should we consider changes or refinements to these strategic principles as part of the Strategic Plan update?

	Continue this principle as stated	Consider changes or refinements to this principle	No longer needed as a strategic principle
Maintain the community’s “hometown feel” and “small town character” even as growth continues.	◯	◯	◯
Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.	◯	◯	◯
Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.	◯	◯	◯
Use its improvements, programs and partnerships to maintain and enhance Downtown’s appeal as a destination for residents and visitors.	◯	◯	◯
Invest to continue the vitality and appeal of its neighborhoods.	◯	◯	◯
Provide adequate parking at major destinations, including City facilities and Downtown.	◯	◯	◯

Should other topics be covered by new strategic principles? If so, explain them here.

16. These investment criteria help set priorities among potential capital improvement projects. Use the drop-down menus to rank them so the most important criteria to you is first and the least important one to you is last.

- Does the project address a health or safety issue?
- Will the project play a role as a catalyst, leading to additional desired development and investment?
- Does it enable Roanoke to secure matching funds from other entities?
- Is the investment located in an area targeted for specific initiatives and investments?
- Does it achieve multiple objectives?
- Will investment now help stage this project in relation to other capital projects and new development?

17. How effective is the City currently in achieving these primary objectives?

	Very ineffective						Very effective	N/A
Maintaining financial integrity	○	○	○	○	○	○	○	○
Providing public safety and health services to the community	○	○	○	○	○	○	○	○
Employing high-quality, professional personnel	○	○	○	○	○	○	○	○
Promoting quality infrastructure improvements	○	○	○	○	○	○	○	○
Providing quality leisure opportunities	○	○	○	○	○	○	○	○
Instilling a "sense of community" in residents	○	○	○	○	○	○	○	○

Other comments?

5. City Government Operations and Investments

Please share your perspectives about how Roanoke should carry out its programs and use its time and resources in the future.

18. Should we consider changes or refinements to these priority programs for Downtown as part of the Strategic Plan update?

	Continue this program as is	Add more effort or investment	Change how we address this issue	We've accomplished this
Provision of parking	◯	◯	◯	◯
Incentive program for Oak Street retail	◯	◯	◯	◯
Expansion of the overlay district	◯	◯	◯	◯
Expansion of downtown special events	◯	◯	◯	◯

Should other actions take priority in Downtown? If so, explain them here.

19. Should we consider changes or refinements to these priority programs for Marshall Creek as part of the Strategic Plan update?

	Continue this program as is	Add more effort or investment	Change how we address this issue	We've accomplished this
Encouragement for owners to clean up property, followed by code services involvement	◯	◯	◯	◯
Incentives to support neighborhood vitality	◯	◯	◯	◯
Re-evaluation of the area's zoning	◯	◯	◯	◯
Enhancing parks and walkability	◯	◯	◯	◯

Should other actions take priority in Marshall Creek? If so, explain them here.

20. Are there new partnerships with other organizations or agencies that Roanoke should seek to create? Current partnerships that could be enhanced or expanded? Please note new or enhanced partnership opportunities here.

21. Should the strategic planning workshops focus on changes or enhancements to these aspects of City operations?

	Our current approach works well.	Refinements could be useful.	Major changes are needed.	I'm not sure.
Using better internal communications	○	○	○	○
Further empowering employees	○	○	○	○
Strengthening collaboration across departments	○	○	○	○
Strengthening collaboration with other organizations	○	○	○	○
Enhancing communication between staff and elected/appointed officials	○	○	○	○
Having the Council provide more detailed direction to staff	○	○	○	○
Offering more professional development training	○	○	○	○
Providing more flexibility in how jobs are performed	○	○	○	○
Creating more incentives for innovation within the City organization	○	○	○	○
Creating incentives that encourage innovation in the Roanoke community	○	○	○	○
Retaining the expertise of current employees	○	○	○	○
Hiring employees with expertise in new areas	○	○	○	○
Reducing time spent	○	○	○	○

on bureaucratic requirements	○	○	○	○
Reducing Council involvement in day-to-day issues and operations	○	○	○	○

Please add other comments if you'd like.

22. Please indicate how well you believe the Council's time is allocated among these activities.

	We spend too much time on this		Time spent is about right		We don't spend enough time on this	N/A
Dealing with day-to-day management	○	○	○	○	○	○
Responding to citizen questions, comments or complaints	○	○	○	○	○	○
Securing new investment in the community	○	○	○	○	○	○
Playing a role in regional or state issues and decisions	○	○	○	○	○	○
Establishing direction on specific policies, programs or topics	○	○	○	○	○	○
Addressing issues that could affect the City's future	○	○	○	○	○	○
Creating a vision for the City's long-term success	○	○	○	○	○	○
Exploring innovative approaches to City issues	○	○	○	○	○	○
Positioning ourselves for future growth and development	○	○	○	○	○	○
Learning about the implications of global or strategic trends for Roanoke	○	○	○	○	○	○
Sharing the City's programs and initiatives with current residents	○	○	○	○	○	○
Sharing the City's						

programs and initiatives with current businesses and property owners	◯	◯	◯	◯	◯	◯
Ensuring that major employers stay in this community	◯	◯	◯	◯	◯	◯
Maintaining existing assets (neighborhoods and public facilities)	◯	◯	◯	◯	◯	◯
Securing reuse and revitalization of areas that need change	◯	◯	◯	◯	◯	◯

Please add other comments if you'd like.

Roanoke City Council Survey 2022

6. Communication

How effective is the City in sharing information and ideas? These questions address communication between the City Council and staff as well as communication between the City and the larger Roanoke community.

23. How effective is the City staff in communicating with the City Council?

	Very ineffective						Very effective	N/A
About on-going programs and projects	◯	◯	◯	◯	◯	◯	◯	◯
About new ideas and initiatives	◯	◯	◯	◯	◯	◯	◯	◯
About things that turn out better than expected	◯	◯	◯	◯	◯	◯	◯	◯
About things that turn out worse than expected	◯	◯	◯	◯	◯	◯	◯	◯
About responses to citizen requests	◯	◯	◯	◯	◯	◯	◯	◯
About things that may become controversial	◯	◯	◯	◯	◯	◯	◯	◯

Please add other comments if you'd like.

24. What actions by City staff are most valuable in helping you communicate effectively with citizens and other Roanoke stakeholders?

25. How does social media affect the way you function as a Council member and/or the way the Council functions as a group?

7. Final Questions

Please help us understand your perspective on the upcoming City Council strategic planning workshops.

26. How important are these aspects of the City Council strategic planning workshops to you?

	Very unimportant	Somewhat unimportant	Somewhat important	Very important	Not relevant
Team-building	◯	◯	◯	◯	◯
In-depth communication	◯	◯	◯	◯	◯
Collaboration on longer-range issues	◯	◯	◯	◯	◯
Decisions about current issues	◯	◯	◯	◯	◯
Dialogue about innovative change	◯	◯	◯	◯	◯
Learning and discussion about new ideas	◯	◯	◯	◯	◯
Problem-solving	◯	◯	◯	◯	◯
Understanding the perspectives and concerns of Council colleagues	◯	◯	◯	◯	◯
Creating a shared direction for staff	◯	◯	◯	◯	◯
Deciding on changes to City processes and procedures	◯	◯	◯	◯	◯

Please add other comments if you'd like.

27. If there are any specific policy issues or substantive topics you want to be sure are covered during the strategic planning workshops, please share those here.

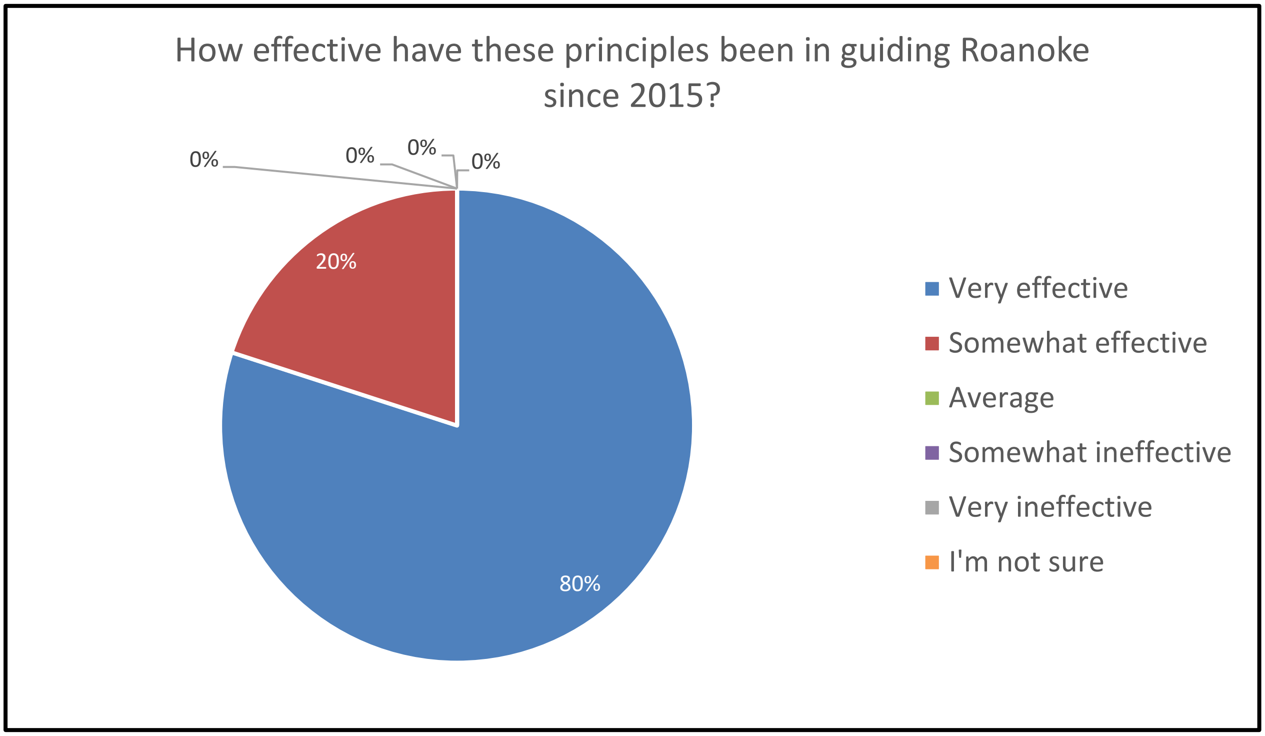
Appendix 2: Online Survey Results

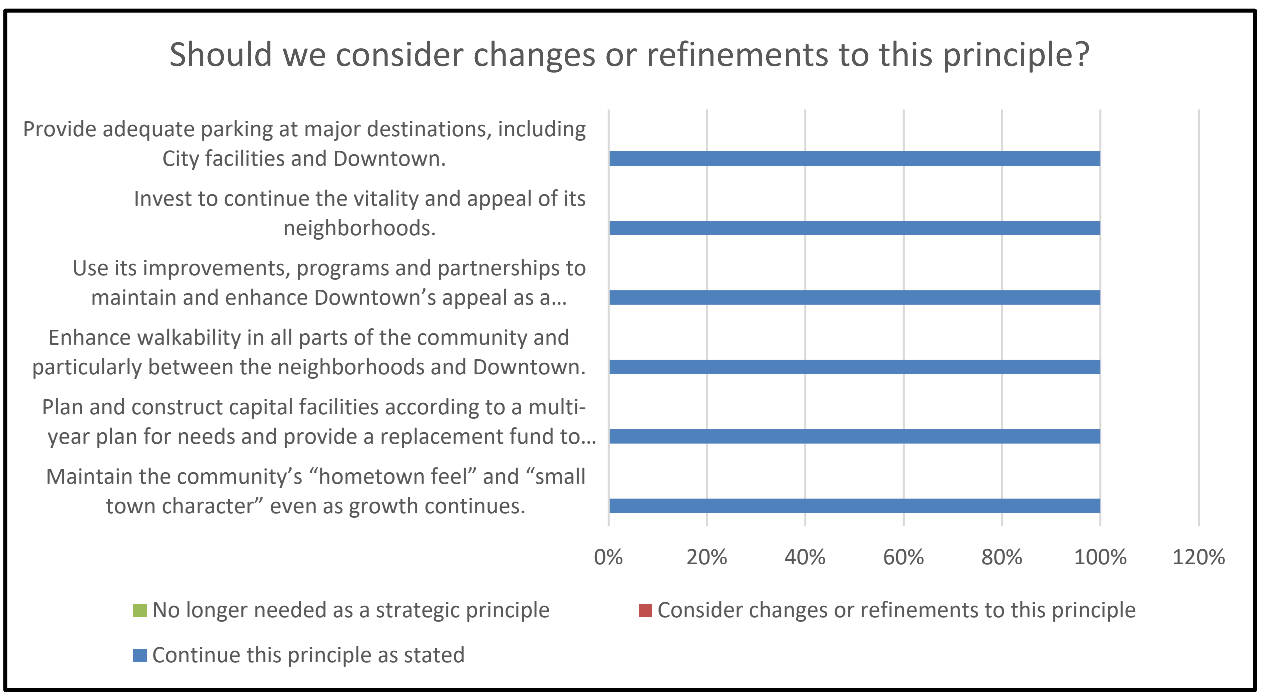
Q1. What are the main reasons people choose to live in Roanoke?
The main reasons people choose to live in Roanoke is 1. Big city amenities with a small town feel, 2. Low tax rates, 3. Roanoke's central location in DFW, and 4. NISD schools.
Close to the metroplex and still has small town feel
It's such an amazing place. We have almost everything we need and if not, it's a quick drive to a neighboring town. Also, our close proximity to DFW airport.
Affordable housing with a lower tax base than surrounding cities. Small town feel close the the big cities.
Affordability of City taxes & utility cost relative to other cities, Unique Dining Capital of Texas, City citizen amenities (facilities & events)
Q2. What are the main reasons people decide to move out of Roanoke?
I feel there is only a couple of reasons people move out of Roanoke and that would be due to a work relocation or the recent traffic congestion which unfortunately is out of our immediate control.
Taxes and people make a lot of money selling
Job relocation, mostly. Although the traffic has increased exponentially in the past 13 years (how long I've lived here).
I have not heard of anyone leaving Roanoke due to negative issues. It is usually relocation due to job location or choosing a new home in a nearby city for availability.
New jobs or transfers
Q3. What are the main reasons businesses give for deciding to locate in Roanoke?
Growth opportunities and incentives to come here.
Growing area, lots of daytime traffic
Our "unique" style as well as the helpfulness of our city staff.
Very business friendly environment, low taxes, centrally located to draw customers from surrounding areas.
Incentives & business friendly development mindedness relative to other cities
Q4. What are the main reasons businesses give for deciding to leave Roanoke?
Retail struggles in downtown mainly due to parking limitations and foot traffic
Cost
I honestly have never spoken to anyone who has left.
The business slowdown due to the pandemic caused a few to close their doors. Again, I have not heard of anyone leaving Roanoke due to negative Roanoke specific issues.
Unsuccessful business

Q5. What are the strongest reasons for someone to choose to invest in property in Roanoke?
Roanoke is a city trending in the right direction in many different ways. The leaderships vision for Roanoke is clear and offers a good balance of quality of life for Roanoke residents as well as simultaneously growing and attracting new business.
Great community to raise a family
Because of the appreciation.
Tremendous growth rate due to proximity to surrounding Fortune 500 businesses and expected continued growth related to Hwy 377 and 114 expansion.
High valuation acceleration
Q6. What were the most significant accomplishments for Roanoke since 2015?
Growing Oak street
The improvements to Oak St.
Oak street development and expansion, maintaining same tax rate for 20+ years. Attracting the Peabody Hotel project.
New City Hall, Library renovations, begin trails network
Q7. The COVID-19 pandemic made sudden changes to many aspects of life and the transition to a 'new normal' may mean further change. What lessons and new ways of doing things should Roanoke take from its experience with the pandemic?
To work more closely with our businesses to ensure their ability to stay open
Continue to listen to the Community and let them know their voices are heard.
Roanoke weathered the pandemic fairly well.
This is a continuing evolution for changes to the new normal. We can learn from how we budgeted available funds and staff (from my perspective, we did very well with this).
Q8. What were the greatest challenges (other than the pandemic) for Roanoke since 2015?
One of the greatest challenges is one we are currently enduring and that is the TXDOT project with the 114 flyover and the more frustrating Byron Nelson underpass.
Dealing with Peabody
Traffic remains to be a big problem. Hopefully things will improve once TXDOT finishes the two major projects.
Adjusting services for the growth rate.
Maintaining services (all departments) attempting to keep pace with the growing population
Q9. What one event, project or experience since 2015 best captures the spirit of the Roanoke community?
The July 3rd celebration
City Hall and the Christmas Parade/Party 2020
City Hall
Celebrate Roanoke events.
New City Hall

Q10. Is there a project you would have liked the City to take on since 2015, but that hasn't happened yet?
Continued evaluation of improvements to the lower rent areas.
No
More trails network designed & constructed and more downtown parking development with willing partners
Q12. How do you expect 2027 to be different from 2022, in terms of the issues or opportunities that will face the City of Roanoke?
Citizens will expect more and better services and communication
Peabody Hotel completing will energize Oak Street businesses
As build out occurs, adjusting to maintaining our businesses to remain in the City
Q13. By 2027, most of the land in Roanoke will probably be developed for residential, commercial or industrial uses. How should the City's focus, programs and investments change as it approaches 'build-out'?
I would like to see a focus on more green space, parks, and walking paths.
Making sure the businesses are long term and stable and by requiring high quality homes
Most residents I talk to are not interested in seeing Roanoke expand it's borders. The city should focus on citizen quality of life and maximizing use of current space, especially along the 377 and 114 corridors.
See previous answer
Q20. Are there new partnerships with other organizations or agencies that Roanoke should seek to create? Current partnerships that could be enhanced or expanded? Please note new or enhanced partnership opportunities here.
No responses
Q24. What actions by City staff are most valuable in helping you communicate effectively with citizens and other Roanoke stakeholders?
Text and email
Seeking staff advice on how to respond.
Scott is extremely communicative with the Council. He and his staff do an excellent job of handling issues and bringing them to the Council when necessary.
We receive timely updates on the good and the bad to keep us educated on the issues that City staff typically hear about first.
Q25. How does social media affect the way you function as a Council member and/or the way the Council functions as a group?
Don’t use social media for Council at all!!
Social Media definitely keeps us more involved in what’s going on.
Opportunities to be a "fly on the wall" observing communication and issues between residents.
I myself do not use it but the other Council members who I am aware that do use it appear to go through great efforts simply attempting to clarify facts. This makes me sad.
Q27. If there are any specific policy issues or substantive topics you want to be sure are covered during the strategic planning workshops, please share those here.
No responses

The current Strategic Plan identifies six strategic principles to guide Roanoke's investments and actions:
1. Maintain the community's "hometown feel" and "small town character" even as growth continues.
2. Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.
3. Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.
4. Use its improvements, programs and partnerships to maintain and enhance Downtown's appeal as a destination for residents and visitors.
5. Invest to continue the vitality and appeal of its neighborhoods.
6. Provide adequate parking at major destinations, including City facilities and Downtown.





Q11. How would these potential global or national trends affect Roanoke?						
	Detrimental to our desired future	Little impact on us	Somewhat important to us	Beneficial to our desired future	Don't think this is the trend	I'm not sure
Interest in having mobility choices in addition to autos	0%	20%	0%	80%	0%	0%
People choosing to work virtually all or much of the time	0%	20%	20%	60%	0%	0%
Retail change to reinvent itself every five to ten years	20%	0%	0%	60%	20%	0%
An increasingly diverse population	0%	40%	0%	60%	0%	0%
Continual change in smart technology for buildings, vehicles and communication	0%	0%	60%	40%	0%	0%
Increasing need for resilience in responding to unanticipated changes	20%	20%	20%	40%	0%	0%
Ability of businesses and workers to locate anywhere in the world	20%	40%	0%	40%	0%	0%
A larger share of the population is elderly	0%	0%	80%	0%	20%	0%
Younger generations having different values and expectations from those of earlier generations	0%	20%	80%	0%	0%	0%
Increasing cost to rehabilitate aging public facilities and infrastructure	40%	0%	60%	0%	0%	0%
More severe storms and extreme weather patterns	0%	40%	60%	0%	0%	0%
More people renting because home ownership is less important or not attainable	20%	20%	40%	0%	20%	0%
Increasing income disparity	0%	60%	40%	0%	0%	0%
Increasing polarization of communities and elected officials	40%	40%	20%	0%	0%	0%
Ability to generate electricity near the point of consumption through solar or wind power	0%	80%	20%	0%	0%	0%

Q16. These investment criteria help set priorities among potential capital improvement projects. Use the drop-down menus to rank them so the most important criteria to you is first and the least important one to you is last.

	1	2	3	4	5	6	Score
Will the project play a role as a catalyst, leading to additional desired development and investment?	40%	40%	20%	0%	0%	0%	5.2
Will investment now help stage this project in relation to other capital projects and new development?	20%	20%	20%	40%	0%	0%	4.2
Does the project address a health or safety issue?	40%	0%	20%	0%	40%	0%	4.0
Does it achieve multiple objectives?	0%	20%	20%	40%	20%	0%	3.4
Is the investment located in an area targeted for specific initiatives and investments?	0%	20%	20%	20%	20%	20%	3.0
Does it enable Roanoke to secure matching funds from other entities?	0%	0%	0%	0%	20%	80%	1.2

Q17. How effective is the City currently in achieving these primary objectives?

	Very ineffective	2	3	4	5	6	Very effective	N/A
Maintaining financial integrity	20%	0%	0%	0%	0%	0%	80%	0%
Employing high-quality, professional personnel	20%	0%	0%	0%	0%	0%	80%	0%
Providing public safety and health services to the community	20%	0%	0%	0%	0%	20%	60%	0%
Providing quality leisure opportunities	20%	0%	0%	0%	20%	20%	40%	0%
Instilling a "sense of community" in residents	0%	0%	20%	0%	0%	40%	40%	0%
Promoting quality infrastructure improvements	0%	20%	0%	0%	0%	60%	20%	0%

Q23. How effective is the City staff in communicating with the City Council?

	Very ineffective	2	3	4	5	6	Very effective	N/A
About responses to citizen requests	40%	0%	0%	0%	0%	0%	60%	0%
About on-going programs and projects	40%	0%	0%	0%	20%	0%	40%	0%
About new ideas and initiatives	40%	0%	0%	0%	20%	0%	40%	0%
About things that turn out better than expected	20%	20%	0%	0%	0%	20%	40%	0%
About things that turn out worse than expected	40%	0%	0%	0%	0%	20%	40%	0%
About things that may become controversial	40%	0%	0%	0%	0%	20%	40%	0%

Q18. Should we consider changes or refinements to these priority programs for Downtown as part of the Strategic Plan update?

	Continue this program as is	Add more effort or investment	Change how we address this issue	We've accomplished this
Provision of parking	20%	80%	0%	0%
Expansion of downtown special events	40%	40%	0%	20%
Incentive program for Oak Street retail	20%	40%	20%	20%
Expansion of the overlay district	75%	0%	0%	25%

Should other actions take priority in Downtown? If so, explain them here.

I feel that we should really focus on the retail aspect of downtown. We need more foot traffic

Addressing the parking issue will affect advancing all the programs

Q19. Should we consider changes or refinements to these priority programs for Marshall Creek as part of the Strategic Plan update?

	Continue this program as is	Add more effort or investment	Change how we address this issue	We've accomplished this
Encouragement for owners to clean up property, followed by code services involvement	40%	60%	0%	0%
Incentives to support neighborhood vitality	40%	60%	0%	0%
Enhancing parks and walkability	40%	60%	0%	0%
Re-evaluation of the area's zoning	60%	40%	0%	0%

Should other actions take priority in Marshall Creek? If so, explain them here.

Marshall Creek is the most underserved and least desirable are in Roanoke. Cleaning up properties and enforcing code compliance is essential to moving forward.

Q21. Should the strategic planning workshops focus on changes or enhancements to these aspects of City operations?

	Our current approach works well.	Refinements could be useful.	Major changes are needed.	I'm not sure.
Further empowering employees	80%	20%	0%	0%
Enhancing communication between staff and elected/appointed officials	80%	20%	0%	0%
Having the Council provide more detailed direction to staff	80%	20%	0%	0%
Reducing time spent on bureaucratic requirements	80%	20%	0%	0%
Reducing Council involvement in day-to-day issues and operations	80%	0%	0%	20%
Strengthening collaboration with other organizations	60%	20%	0%	20%
Providing more flexibility in how jobs are performed	60%	20%	0%	20%
Retaining the expertise of current employees	60%	20%	0%	20%
Hiring employees with expertise in new areas	60%	20%	0%	20%
Strengthening collaboration across departments	40%	40%	0%	20%
Offering more professional development training	40%	40%	0%	20%
Creating more incentives for innovation within the City organization	40%	40%	0%	20%
Using better internal communications	20%	40%	0%	40%
Creating incentives that encourage innovation in the Roanoke community	0%	80%	0%	20%

Please add other comments if you'd like.

There is always room for improvement for any operation.

To clarify the 2 issues above, it is my belief that while Council should continue to be aware of day to day issues and providing feedback on staff appropriately, Council is not regularly "boots on the ground" and should be mindful of that.

Q22. Please indicate how well you believe the Council's time is allocated among these activities.						
	We spend too much time on this	2	Time spent is about right	4	We don't spend enough time on this	N/A
Dealing with day-to-day management	0%	0%	80%	20%	0%	0%
Responding to citizen questions, comments or complaints	0%	0%	80%	20%	0%	0%
Establishing direction on specific policies, programs or topics	0%	0%	80%	20%	0%	0%
Addressing issues that could affect the City's future	0%	0%	80%	20%	0%	0%
Ensuring that major employers stay in this community	0%	0%	80%	20%	0%	0%
Maintaining existing assets (neighborhoods and public facilities)	0%	0%	80%	20%	0%	0%
Securing new investment in the community	0%	0%	60%	40%	0%	0%
Creating a vision for the City's long-term success	0%	0%	60%	40%	0%	0%
Positioning ourselves for future growth and development	0%	0%	60%	40%	0%	0%
Sharing the City's programs and initiatives with current residents	0%	0%	60%	40%	0%	0%
Playing a role in regional or state issues and decisions	0%	0%	60%	20%	20%	0%
Sharing the City's programs and initiatives with current businesses and property owners	0%	0%	40%	60%	0%	0%
Exploring innovative approaches to City issues	0%	0%	40%	40%	20%	0%
Securing reuse and revitalization of areas that need change	0%	0%	20%	60%	20%	0%
Learning about the implications of global or strategic trends for Roanoke	0%	0%	20%	60%	0%	20%
Please add other comments if you'd like.						
Again, there is always room for improvement, but I do not feel we are greatly lacking in any area.						

Q26. How important are these aspects of the City Council strategic planning workshops to you?					
	Very unimportant	Somewhat unimportant	Somewhat important	Very important	Not relevant
Learning and discussion about new ideas	20%	0%	0%	80%	0%
Understanding the perspectives and concerns of Council colleagues	0%	20%	0%	80%	0%
Team-building	0%	20%	20%	60%	0%
In-depth communication	20%	0%	20%	60%	0%
Decisions about current issues	20%	0%	20%	60%	0%
Problem-solving	20%	0%	20%	60%	0%
Creating a shared direction for staff	20%	0%	20%	60%	0%
Collaboration on longer-range issues	20%	0%	40%	40%	0%
Dialogue about innovative change	0%	20%	40%	40%	0%
Deciding on changes to City processes and procedures	0%	20%	40%	40%	0%

Appendix 3: Presentation from Workshop #1

STRATEGIC PLANNING WORKSHOP #1

CITY OF ROANOKE, TEXAS

SEPTEMBER 20, 2022

ROANOKE STRATEGIC PLANNING WORKSHOP 1

1

INTRODUCTION AND OVERVIEW

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

2

WELCOME

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

3

COUNCIL AGREEMENT ON EXISTING STRATEGIC PRINCIPLES

1. Maintain the community's "hometown feel" and "small town character" even as growth continues.
2. Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.
3. Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.
4. Use its improvements, programs and partnerships to maintain and enhance Downtown's appeal as a destination for residents and visitors.
5. Invest to continue the vitality and appeal of its neighborhoods.
6. Provide adequate parking at major destinations, including City facilities and Downtown.

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

4

OBJECTIVES FOR THE THREE WORKSHOP SESSIONS

- Build on the results of the last strategic plan.
- Discuss three sets of strategic issues facing Roanoke today and in the near future:
  - Downtown's Next Successes
  - Continuing Capital Investment
  - Programs and Collaborations
- Reach agreement on priorities and programs for action over the next five years.
- Draft a brief strategic plan document that communicates these priorities and helps monitor progress.

5

OBJECTIVES FOR TONIGHT

- Focus on the first of three major issues: Downtown's Next Successes
- Discuss issues, opportunities and alternatives
- Reach tentative agreement on direction for the next five years

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AGENDA

- Introduction and Overview
  - Agenda and Objectives
  - Ice-Breaker
  - Downtown Background and Updates
- Team Exercise
  - Three Downtown Topics
- Group Discussion
  - Reports from Teams
  - Agreement on Team Topics
- Wrap Up

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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GROUND RULES – PARTICIPANTS

- Share your own perspective, ideas & concerns
  - What is the current situation, from your vantage point?
  - What are your concerns/positions?
  - What interests are behind these positions?
- Seek to understand others' perspectives
  - Listen to one another
  - Respect other views
  - What interests are behind their concerns/positions?
- Look for shared interests
- Disagree without being disagreeable
- Work together to reach agreement
- At a practical level:
  - Speak concisely so everyone has time to be heard
  - Turn off cell phones

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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GROUND RULES – FACILITATOR

- Neutral and objective – focus is on a successful discussion
- Be sure everyone's ideas are part of the discussion
- Ensure each participant has an equal voice
- Monitor time
- Assist participants in reaching agreement

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ICE BREAKER

- Your name
- Your role with the City of Roanoke
- Tell us what city's downtown you've visited recently (other than Roanoke) and **one** thing you loved about it.

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DOWNTOWN BACKGROUND & UPDATES

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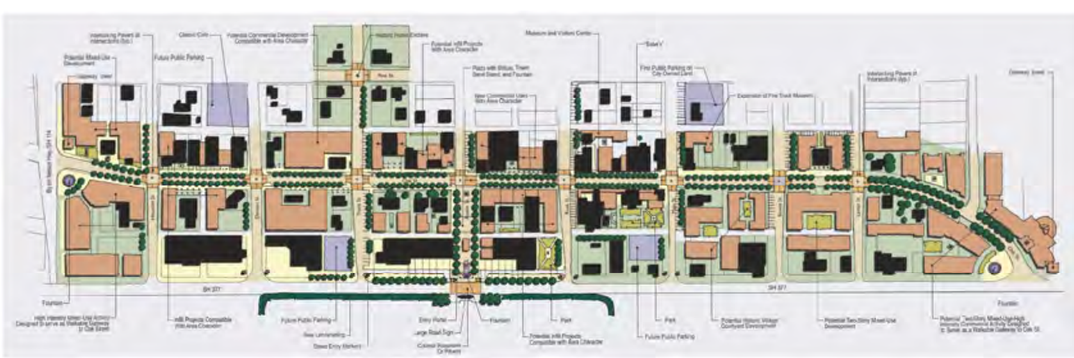
DOWNTOWN MAP



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PARKING

- Parking study completed August 2019
- Parking Inventory identified 1,702 existing spaces
  - On-Street: 261 spaces
  - Off-Street Public: 1,046 spaces
  - Off-Street Private: 395 spaces
- Recommendations
  - Locations for Parking, including Potential Garage
  - Public/Private Partnership
  - Valet Operation
  - Shuttle Operation
  - Promote Rideshare/hailing

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Peak Occupancy – March 1, 7pm

47%	56%	46%
On-Street	Off-Street Public	Off-Street Private

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Future Demand

Macro Area

Supply 2,476

Current Demand 819

Future Demand 1,780

Adequacy (123)

Micro Area

Supply 1,883

Current Demand 754

Future Demand 1,617

Adequacy (488)

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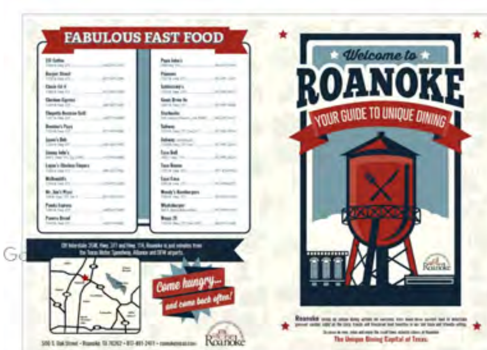
BUSINESSES & SERVICES



ROANOKE STRATEGIC PLANNING WORKSHOP 1

September 20, 2022

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ATTRACTING VISITORS

- Annual Events
  - Roanoke Roundup
  - Celebrate Roanoke
  - Shop Small Saturday Sip & Shop
  - Roanoke Hometown Holiday
- More Frequent Events
  - Farmers Market
  - Evening on Oak Street Concerts

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TEAM EXERCISE

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TEAM DISCUSSION TOPICS

1. Mobility
   - How can we make travel easy, efficient and enjoyable both to Downtown and to multiple destinations within Downtown?
2. Successful Businesses and Services
   - What should the City do to support the shops, restaurants, service businesses and non-profits that choose to locate Downtown?
3. Attracting Visitors – Hotel, Convention Center & Events
   - What are the most important next steps to bring people to Downtown for longer stays?

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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TEAM ASSIGNMENTS

- Team 1: Mobility
  - Chris Addington
  - Brian Darby
  - Holly Gray-Moore
  - Shawn Wilkinson
- Team 2: Successful Businesses and Services
  - April Hill
  - Bryan Moyers
  - Hogan Page
  - Cody Petree
- Team 3: Attracting Visitors – Hotel, Convention Center & Events
  - Ronnie Angel
  - Scooter Gierisch
  - Jeriahme Miller
  - Vicki Rodriquez
  - David Thompson

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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TEAM INSTRUCTIONS

- Each team has a worksheet with discussion questions for its topic
- Begin by reviewing these questions and taking a few minutes to note down your own thoughts on your topic
- Discuss each question as a team
- Seek to reach agreement among all team members on your response to the question
- Write down that consensus response on the team worksheet
- You have **30 minutes** for your discussion
- After the team discussions:
  - Each team will report to the full group
  - We will seek to build consensus on the question among everyone
  - We will identify research needs and follow-up discussion topics if appropriate

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TEAM 1: MOBILITY

- What changes to signage, apps, maps or other things will make it easier for people to find their destinations and nearby parking?
- What changes would make it easier for people to reach Downtown without bringing their cars?
- What changes would make it easier for people to park just once in Downtown and then go to multiple destinations?
- It's important that people who drive to Downtown can find a place to park their cars once they arrive. What are the next steps to address parking?
- If your team has additional comments about mobility options in Downtown, please write those here.

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TEAM 2: SUCCESSFUL BUSINESSES & SERVICES

- What could the City do to get the word out about these businesses and services to …
  - Roanoke residents?
  - People from outside Roanoke?
- How could the "Unique Dining Capital" brand be expanded to support …
  - Other Downtown retail businesses?
  - Service companies or non-profits in Downtown?
- What existing City marketing efforts, incentives, or assistance could be expanded or broadened to support these Downtown businesses and services?
  - Programs and initiatives developed during COVID?
  - Incentives for building or site improvements?
  - Communications like directories, magazines or online listings?
  - Other existing initiatives?
- What other tools could the City use to support these businesses and services?
  - Encouraging business-to-business support & collaboration?
  - Encouraging 'shop local' – type programs?
  - Removing regulatory barriers?
  - Changing economic development priorities?
  - Something else?
- Now review the ideas you've noted above. List the 5 that are most important to pursue.
- If your team has additional comments about businesses and services in Downtown, please write those here.

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TEAM 3: ATTRACTING VISITORS

- What are the next steps for action on the property next to City Hall?
  - To create a hotel?
  - To build a convention center?
  - To provide parking?
  - To find a new private partner?
- How should the old City Hall site be used in the future?
- How could expanded or new special events bring people to Downtown?
  - Annual events and festivals?
  - Monthly or weekly events?
  - Events focused on particular populations?
- What enhancements or additions would make it more likely that people coming for lunch or dinner decide to add more Downtown activities to their trip?
  - Things to do in the afternoon or pre-dinner?
  - Things to do after dinner?
  - Other ideas?
- What enhancements or additions would make it more likely that people would extend their Downtown trip beyond one day?
  - Lodgings or other tourist businesses?
  - Unique shops, restaurants or activities?
  - Multi-day events?
  - Something else?
- Now review the ideas you've noted above. List the 5 that are most important to pursue.
- If your team has additional comments about attracting more visitors to Downtown, please write those here.

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GROUP DISCUSSION

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REPORT FROM TEAM 1

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AGREEMENT ON MOBILITY

ROANOKE STRATEGIC PLANNING WORKSHOP 1
September 20, 2022

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REPORT FROM TEAM 2

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AGREEMENT ON SUCCESSFUL BUSINESSES & SERVICES

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REPORT FROM TEAM 3

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AGREEMENT ON ATTRACTING VISITORS

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WRAP UP

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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RECAP OF TONIGHT'S DIRECTION

- Mobility
- Successful Businesses & Services
- Attracting Visitors

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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NEXT STEPS FOR STRATEGIC PLANNING

- Consultant will draft Downtown segments based on tonight's decisions
- Any additional investigations related to Downtown will be completed by staff
- Workshop 2: October 11
  - Topic: Continuing Capital Investment
- Workshop 3: October 18
  - Topic: Programs and Collaborations
- Results of all workshops will be combined into a draft Strategic Plan
- Council will review and adopt the Strategic Plan

ROANOKE STRATEGIC PLANNING WORKSHOP 1 September 20, 2022

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Appendix 4: Team Worksheets from Workshop #1

How can we make travel easy, efficient and enjoyable both to Downtown and to multiple destinations within Downtown?	
What changes to signage, apps, maps or other things will make it easier for people to find their destinations and nearby parking?	Bigger, different sinage Bette website - need map work to App Utilize alley more efficiently, more + improve utilities Better lighting
What changes would make it easier for people to reach Downtown without bringing their cars?	Electric Car (Bastrop) Trails without getting on Hwy from each neighborhood
What changes would make it easier for people to park just once in Downtown and then go to multiple destinations?	Electric Cars

It's important that people who drive to Downtown can find a place to park their cars once they arrive. What are the next steps to address parking?	
The City's 2019 parking study showed a future demand for about 1,780 additional parking spaces based on known development plans. Development of other vacant parcels could generate additional need. On the other hand, some current trends suggest that less parking will be needed in the future since people are choosing options other than driving their own car for all trips. How should Roanoke plan for the future and remain flexible if behavior changes?	
What are the top priorities to meet parking demand in southern Downtown (south of Main)?	Getting garage built
What are the top priorities to meet parking demand in northern Downtown (north of Main)?	Use latest technology when building
What 'triggers' determine when the City should build a multi-story garage on its Downtown property?	We are triggered!!!
What changes (if any) to the parking requirements for new development should be evaluated?	Cart parking alley parking Stick to parking requirments
How should the overflow parking demand at peak times be met?	Electric Cars Shuttle incentives, gift cards, free rides
If your team has additional comments about mobility options in Downtown, please write those here.	

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STRATEGIC COMMUNITY SOLUTIONS

What should the City do to support the shops, restaurants, service businesses and non-profits that choose to locate Downtown?	
What could the City do to get the word out about these businesses and services to …	
Roanoke residents?	Social Media, Signage, Mail, Print media
People from outside Roanoke?	Radio/TV advertising, Social Media, Word of Mouth, Visitors Bureau, Billboards
How could the "Unique Dining Capital" brand be expanded to support …	
Other Downtown retail businesses?	- Cross promotion w/ GC swaps / "Buy here, get something free here" - Expanding on events like Love of BBQ
Service companies or non-profits in Downtown?	- Campaigns / Events that focus on raising money for non-profits
What existing City marketing efforts, incentives, or assistance could be expanded or broadened to support these Downtown businesses and services?	
Programs and initiatives developed during COVID?	- Covid Grants for those that applied (Type A) - Voucher program
Incentives for building or site improvements?	- Parking incentives - Facade grants -- expanding by promoting to businesses - Publically promote 'facelift' of Byron Nelson
Communications like directories, magazines or online listings?	- Dining Guide Release more frequent - Interactive phone application - Digital boards promoting events
Other existing initiatives?	

Roanoke

STRATEGIC COMMUNITY SOLUTIONS

What other tools could the City use to support these businesses and services?	
Encouraging business-to-business support & collaboration?	~~[illegible]~~ Regular/Scheduled meetings for biz owners
Encouraging 'shop local' – type programs?	- Expand on current programs
Removing regulatory barriers?	- Yes
Changing economic development priorities?	- Proactive on attracting more retail
Something else?	- Festive/Ambiance Lighting - Music - Public areas, public seating, Green space
Now review the ideas you've noted above. List the 5 that are most important to pursue.	1. Focus on incentive programs to attract Retail shops/businesses 2. Expand the Facade Grant Budget, promote that more to businesses -- w/ focus on improving Byron Nelson 3. Pop up events, music, festive lighting to attract & keep people downtown 4. ~~[illegible]~~ Finalize a solution to the parking deficit 5. Add more Art -- & focus on history of our City
If your team has additional comments about businesses and services in Downtown, please write those here.	

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STRATEGIC COMMUNITY SOLUTIONS

What are the most important next steps to bring people to Downtown for longer stays?	
What are the next steps for action on the property next to City Hall?	
To create a hotel? To build a convention center? To provide parking? To find a new private partner?	Continue with Plan "A" or at least Plan "B" due to "qualified city" status. Must remain hotel/conference. Parking garage on surface lot along Front St. wrapped with Retail to hide garage.
How should the old City Hall site be used in the future?	Review retail options, public or private. retail incubator
How could expanded or new special events bring people to Downtown?	
Annual events and festivals? Monthly or weekly events? Events focused on particular populations?	Possibly 1 (2) day event Taste of Roanoke - advertise unique dining History / Food Tours Entertainment monthly movie nights (spring / fall) outdoor concerts on the plaza all-inclusive

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STRATEGIC COMMUNITY SOLUTIONS

What enhancements or additions would make it more likely that people coming for lunch or dinner decide to add more Downtown activities to their trip?	
Things to do in the afternoon or pre-dinner?	Shopping / music
Things to do after dinner?	ice cream shop / wine / music bars / unique music
Other ideas?	
What enhancements or additions would make it more likely that people would extend their Downtown trip beyond one day?	
Lodgings or other tourist businesses?	Geotracking / geofencing -
Unique shops, restaurants or activities?	Retail (Boutiques) indoor music establishment
Multi-day events? Something else?	Extend events to 2 days
Now review the ideas you've noted above. List the 5 that are most important to pursue.	1. Hotel / convention 2. Parking 3. retail / music facilities 4. additional family events monthly 5. Repurpose old city hall
If your team has additional comments about attracting more visitors to Downtown, please write those here.	

Appendix 5: Presentation from Workshop #2

STRATEGIC PLANNING WORKSHOP #2

CITY OF ROANOKE, TEXAS

OCTOBER 11, 2022

ROANOKE STRATEGIC PLANNING WORKSHOP 2 | October 11, 2022

1

WELCOME

ROANOKE STRATEGIC PLANNING WORKSHOP 2 | October 11, 2022

2

INTRODUCTION AND OVERVIEW

3

OBJECTIVES FOR THE THREE WORKSHOP SESSIONS

- Build on the results of the last strategic plan.
- Discuss three sets of strategic issues facing Roanoke today and in the near future:
  - Downtown's Next Successes
  - Continuing Capital Investment
  - Programs and Collaborations
- Reach agreement on priorities and programs for action over the next five years.
- Draft a brief strategic plan document that communicates these priorities and helps monitor progress.

4

OBJECTIVES FOR TONIGHT

- Focus on the second of three major issues: Continuing Capital Investment
- Review current system plans and future projects
- Identify potential additional capital investments
- Reach tentative agreement on projects and priorities for the next five years

ROANOKE STRATEGIC PLANNING WORKSHOP 2 October 11, 2022

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AGENDA

- Introduction and Overview
  - Agenda and Objectives
  - Presentations
- Additional Capital Projects?
  - Use stations for Capital Systems
- Group Discussion
  - Agreement on Projects and Priorities
  - Discussion of Facility Master Plan
- Wrap Up

ROANOKE STRATEGIC PLANNING WORKSHOP 2 October 11, 2022

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PRESENTATION:
STATUS OF CAPITAL INVESTMENTS

ROANOKE STRATEGIC PLANNING WORKSHOP 2 | October 11, 2022

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CAPITAL PROJECT PRIORITIES IDENTIFIED IN 2015

PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	STATUS
1	2015	Oak Street extension	Complete
2	2015	Marshall Creek (phase IV) Birch, Elm, Hackberry, Ash Asphalt Reconstruction	Complete
3	2015	SCADA System Upgrade	Complete
4	2015	Waterline Improvement Program	Complete
5	2015	VacStar Vacuum Trailer	Complete
6	2015	TRA Private Crossing	Not Complete
7	2016	City Hall	Complete
8	2016	Waterline Improvement Program	Complete
9	2017	Eleven Straight	Complete
10	2017	Pecan, Dallas Concrete Reconstruction	Complete
11	2017	Waterline Improvement Program	Complete
12	2018	James, Crosby Asphalt Overlay	Complete
13	2018	Neighborhood Vitality Phase III (Lois St. Water Tower screening)	Complete
14	2018	Waterline Improvement Program	Complete
15	2018	Lamar, Bowie Concrete Reconstruction	Complete
16	2019	Helen, W. Lois, Linda, Inez Asphalt Overlay	Complete
17	2019	Waterline Improvement Program	Complete
18	2019	Main (US377 to Oak), Rusk	Complete
19	2020	Ashley	Not Complete
20	2020	Waterline Improvement Program	Complete
21	2020	Austin, Travis	Under Construction

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PRESENTATION: INFRASTRUCTURE SYSTEM HIGHLIGHTS

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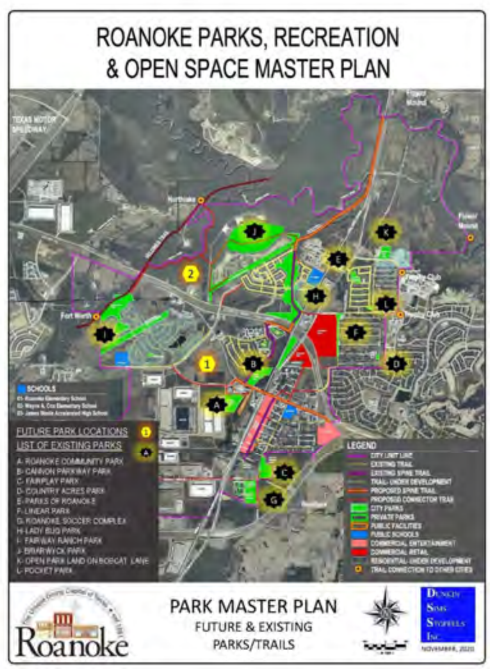
PARKS AND TRAILS MASTER PLAN



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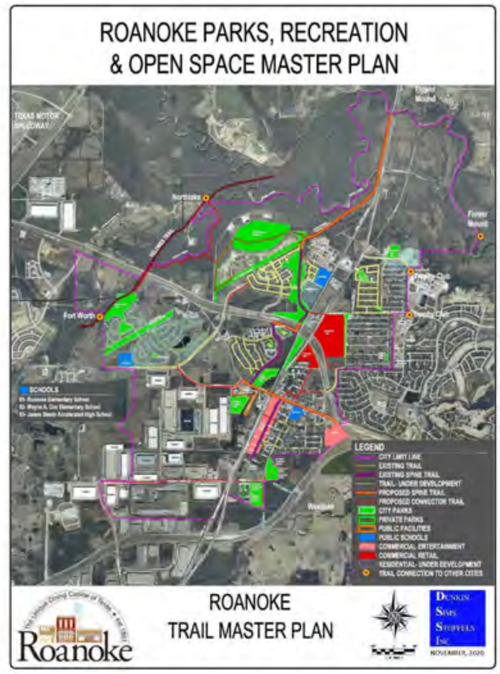
TRAIL MASTER PLAN



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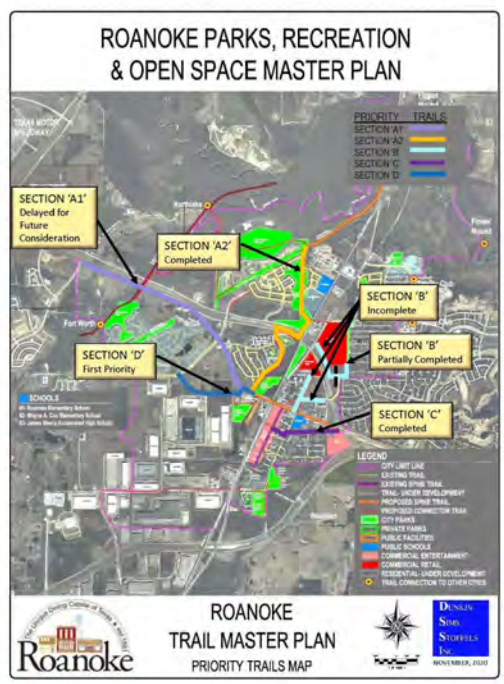
PRIORITY TRAIL MAP



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WATER AND WASTEWATER SYSTEM MAPS

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WATER AND WASTEWATER SYSTEM MAPS

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PRESENTATION:
PROPOSED FUTURE PROJECTS

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FACILITY / GENERAL PROJECTS

PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
Roanoke City Hall - Design and Construction	$ 18,345,000	$ -	$ -	$ -	$ -	$ -	$ 18,345,000
Roanoke Police and Courts - Design and Construction	$ 2,639,000	$ 4,312,000	$ -	$ 38,000,000	$ -	$ -	$ 44,951,000
Roanoke Conference Center - Design and Construction	$ 30,000,000	$ -	$ -	$ -	$ -	$ -	$ 30,000,000
FACILITY/GENERAL TOTAL	$ 50,984,000	$ 4,312,000	$ -	$ 38,000,000	$ -	$ -	$ 93,296,000

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STREETS AND DRAINAGE PROJECTS

PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
Concrete Street Improvements - Rusk/Austin	$ 1,611,984	$ -	$ -	$ -	$ -	$ -	$ 1,611,984
Concrete Street Improvements - Austin/Travis	$ 2,340,000	$ -	$ -	$ -	$ -	$ -	$ 2,340,000
Concrete Street Improvements - Denton/Houston	$ 280,000	$ 2,100,000	$ -	$ -	$ -	$ -	$ 2,380,000
Street Overlays - Multiple Street Overlays	$ 910,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 1,660,000
TRA Railroad Crossing Improvements	$ 50,000	$ -	$ 500,000	$ -	$ -	$ -	$ 550,000
Concrete Street Improvements - Howe Road	$ -	$ -			$ 710,000	$ 4,737,000	$ 5,447,000
Concrete Street Improvements - Dorman Road	$ -	$ -	$ 330,000	$ 1,750,000		$ -	$ 2,080,000
Concrete Street Improvements - Bristol Road	$ -	$ -	$ 710,000	$ 3,737,000		$ -	$ 4,447,000
Concrete Street Improvements - Blythe Bridge Road	$ -	$ -		$ 400,000	$ 2,300,000	$ -	$ 2,700,000
Street Overlays - Mesa Butte	$ -	$ -	$ 900,000	$ -		$ -	$ 900,000
Street Overlays - Ashley Road	$ -	$ -	$ 395,000	$ 2,650,000		$ -	$ 3,045,000
Street Overlays - Alyse Court/Alyse Road	$ -	$ -	$ -	$ 300,000	$ 2,250,000		$ 2,550,000
Street Overlays - Penny Lane	$ -	$ -	$ -	$ 300,000	$ 2,250,000		$ 2,550,000
Street Overlays - Sheri Lane	$ -	$ -	$ -	$ -	$ 300,000	$ 2,250,000	$ 2,550,000
Street Overlays - Randy Road	$ -	$ -	$ -	$ -	$ 300,000	$ 2,250,000	$ 2,550,000
Street Overlays - Darrell Road	$ -	$ -	$ -	$ -	$ -	$ 300,000	$ 300,000
Street Overlays - Richy Road	$ -	$ -	$ -	$ -	$ -	$ 300,000	$ 300,000
STREETS AND DRAINAGE TOTAL	$ 5,191,984	$ 2,250,000	$ 2,985,000	$ 9,287,000	$ 8,260,000	$ 9,987,000	$ 37,960,984

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PARKS AND RECREATION PROJECTS

PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
Design and Construction of Trail Phase II	$ 350,000	$ -	$ 3,000,000	$ -	$ -	$ -	$ 3,350,000
Expansion of the Recreation Center	$ -	$ -	$ 360,000	$ 4,500,000	$ -	$ -	$ 4,860,000
Turf Fields	$ -	$ -	$ -	$ 450,000	$ 4,000,000	$ -	$ 4,450,000
PARKS AND RECREATION TOTAL	$ 350,000	$ -	$ 3,360,000	$ 4,950,000	$ 4,000,000	$ -	$ 12,660,000

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October 11, 2022

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WATER AND WASTEWATER PROJECTS

PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
Water Meter Replacement Program	$ 745,832	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 1,245,832
Waterline Improvement Program	$ 245,779	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 495,779
2 Million Gallon Ground Storage Tank	$ -	$ 760,000	$ 3,654,950	$ -	$ -	$ -	$ 4,414,950
WATER AND WASTEWATER TOTAL	$ 991,611	$ 910,000	$ 3,804,950	$ 150,000	$ 150,000	$ 150,000	$ 6,156,561

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ADDITIONAL CAPITAL PROJECTS?

USE STATIONS FOR CAPITAL SYSTEMS

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INPUT AT STATIONS

- Stations focus on:
  - General Facilities
  - Streets & Drainage
  - Parks & Recreation
  - Water & Wastewater
- Each station lists currently-planned projects
- Use the flipchart to comment on projects' timing or details
- Use the flipchart to add potential new projects
- We'll have about 25 minutes for this segment of the workshop

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GROUP DISCUSSION

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AGREEMENT ON PROJECTS AND PRIORITIES

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DISCUSSION OF STATION INPUT

- General Facilities
- Streets & Drainage
- Parks & Recreation
- Water & Wastewater

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FACILITY MASTER PLAN

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FACILITY MASTER PLAN PROPOSED SCOPE

- Phase 1: Facility Condition Assessment
  - Public Works Facility
  - Fire Stations 1 & 2
  - Community/Senior Center and Recreation Center
  - Parks Maintenance Barn
  - Library
- Phase 2: Space Needs Assessment
- Phase 3: City Government-Wide Facility Master Plan

ROANOKE STRATEGIC PLANNING WORKSHOP 2 October 11, 2022

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WRAP UP

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NEXT STEPS FOR STRATEGIC PLANNING

- Consultant will draft capital improvements segments based on tonight's decisions
- Any additional investigations related to capital improvements will be completed by staff
- Workshop 3: October 18
  - Topic: Programs and Collaborations
- Results of all workshops will be combined into a draft Strategic Plan
- Council will review and adopt the Strategic Plan

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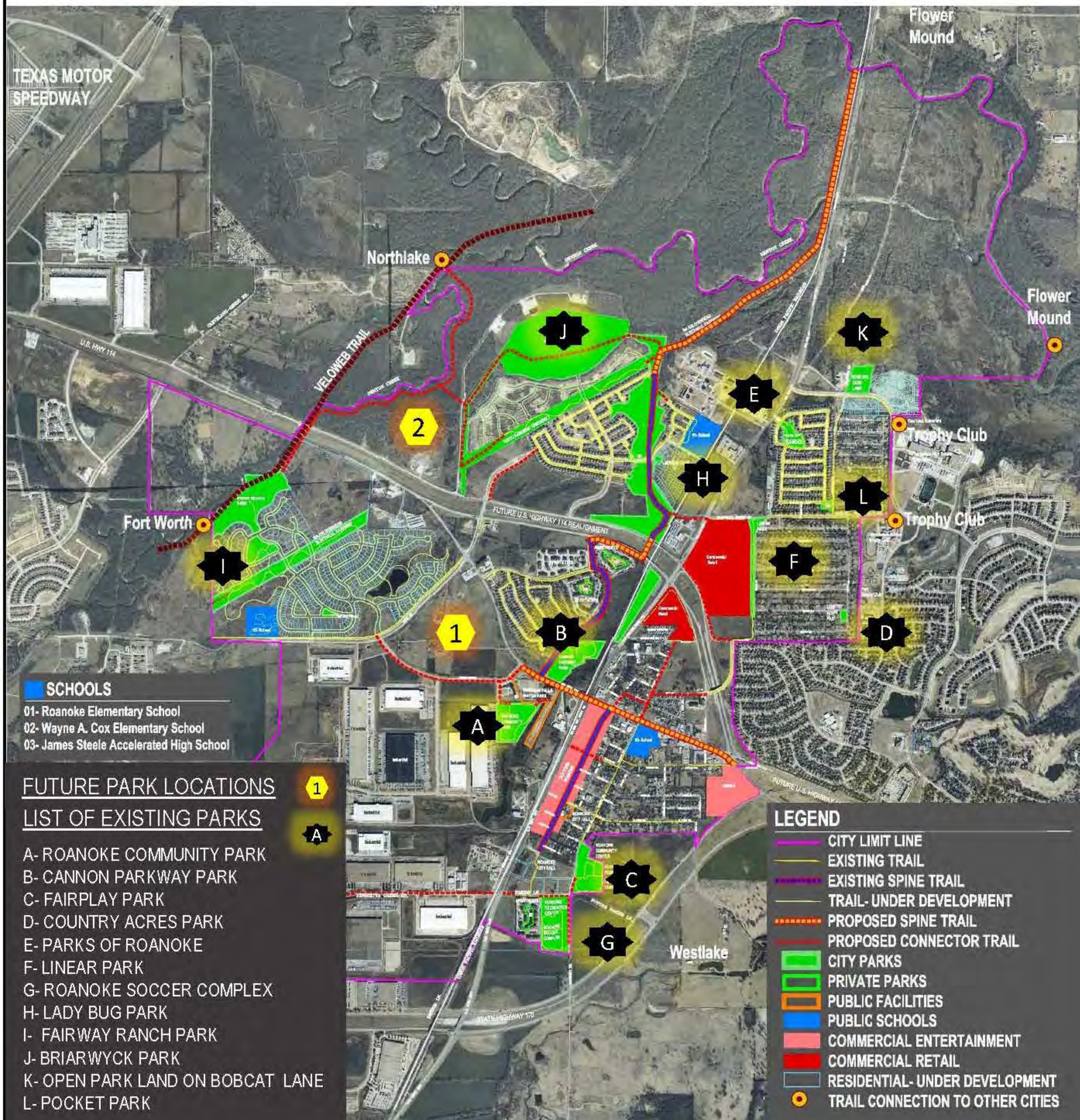
Appendix 6: Handout from Workshop #2

ROANOKE PARKS, RECREATION & OPEN SPACE MASTER PLAN



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Roanoke

PARK MASTER PLAN

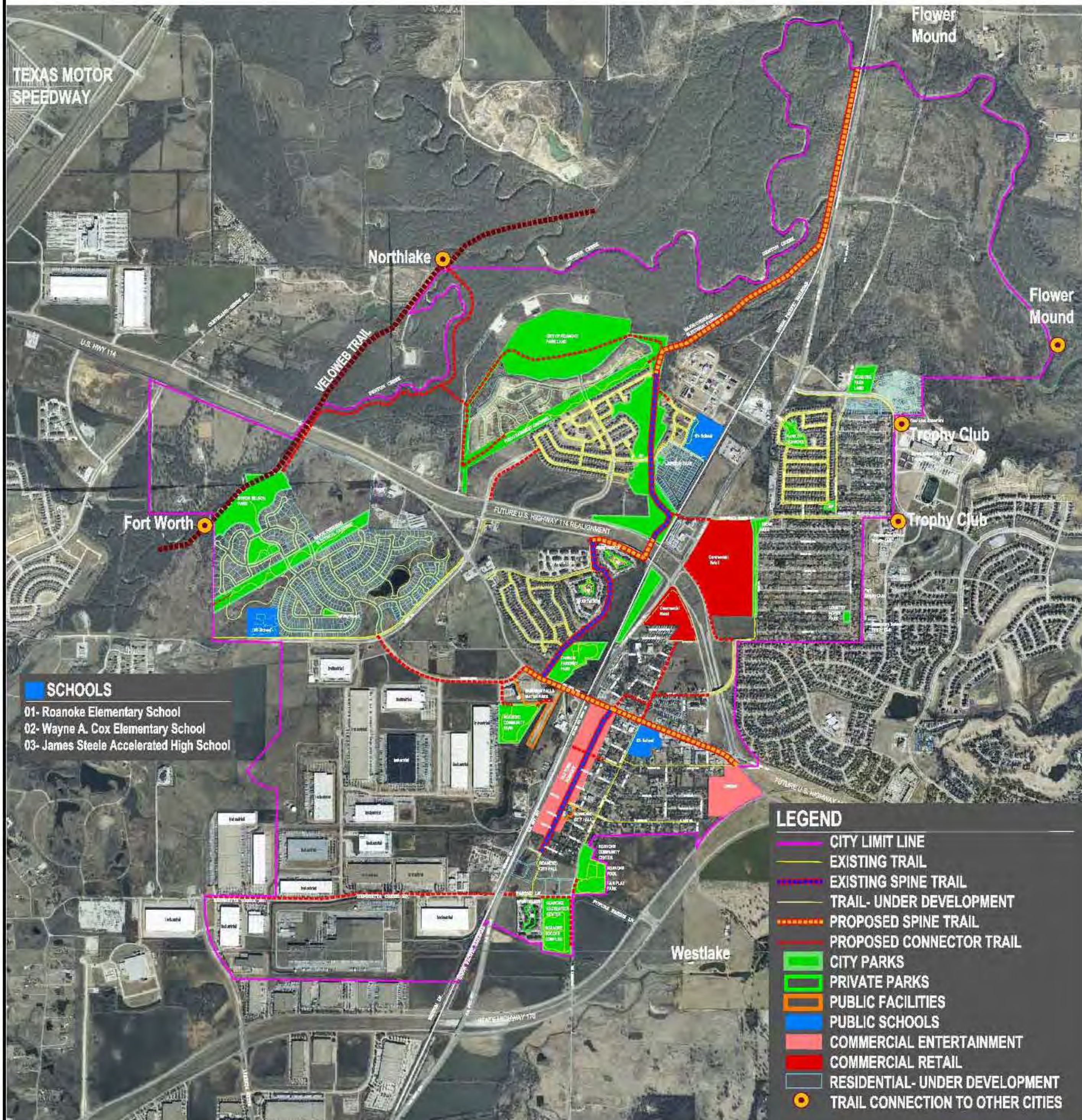
FUTURE & EXISTING
PARKS/TRAILS

(IN FEET)

DUNKIN SIMS STOFFELS INC.

NOVEMBER, 2020

ROANOKE PARKS, RECREATION & OPEN SPACE MASTER PLAN



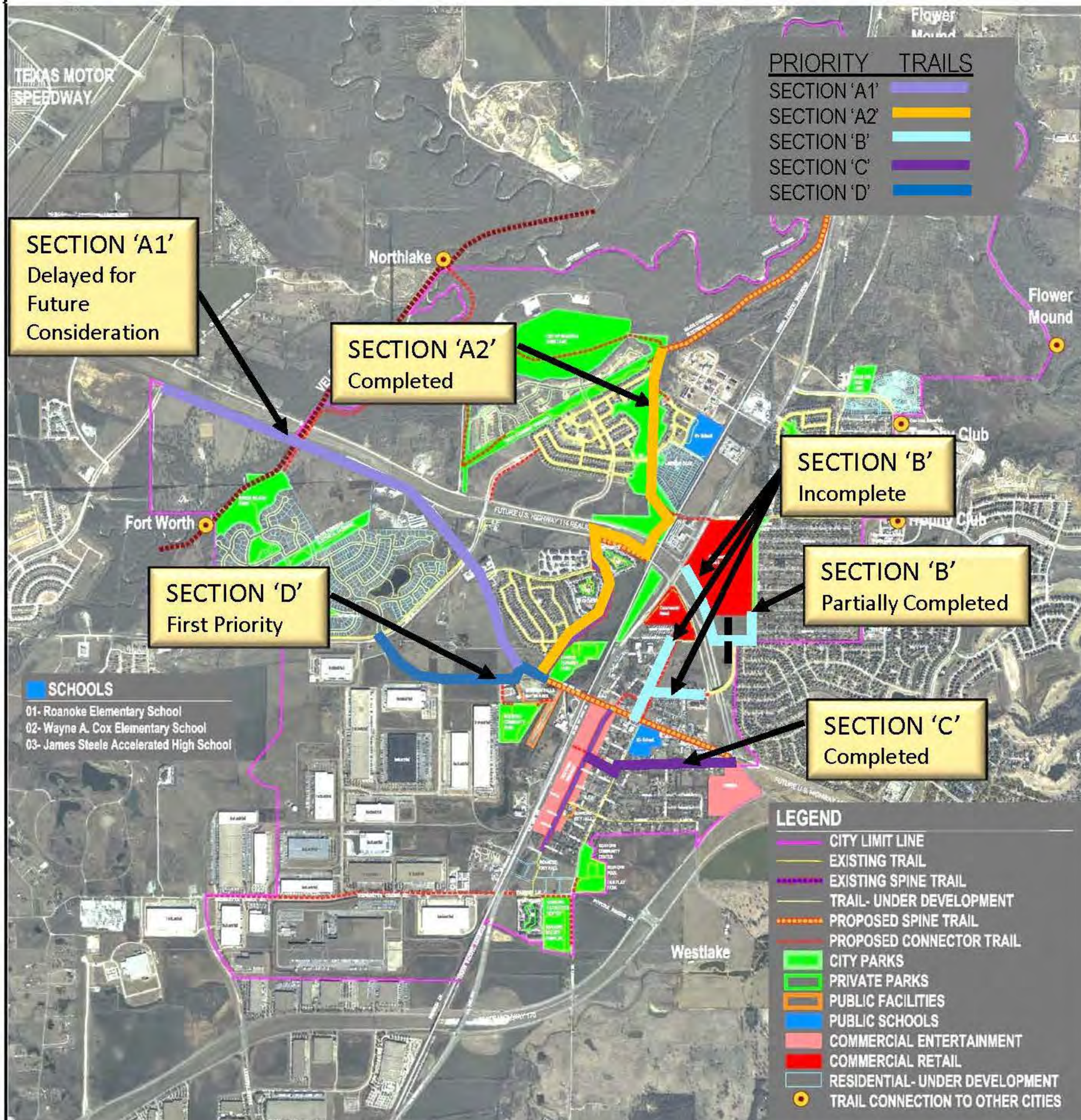
The Unique Dining Capital of Texas ★ est. 1881
Roanoke

ROANOKE
TRAIL MASTER PLAN

DUNKIN SIMS STOFFELS INC.

NOVEMBER, 2020

ROANOKE PARKS, RECREATION & OPEN SPACE MASTER PLAN



The Unique Dining Capital of Texas ★ est. 1881 Roanoke

ROANOKE TRAIL MASTER PLAN

PRIORITY TRAILS MAP

DUNKIN SIMS STOFFELS INC.

NOVEMBER, 2020

CITY OF ROANOKE
EXISTING WATER SYSTEM

N

0 350 700 1,400 Feet

Legend

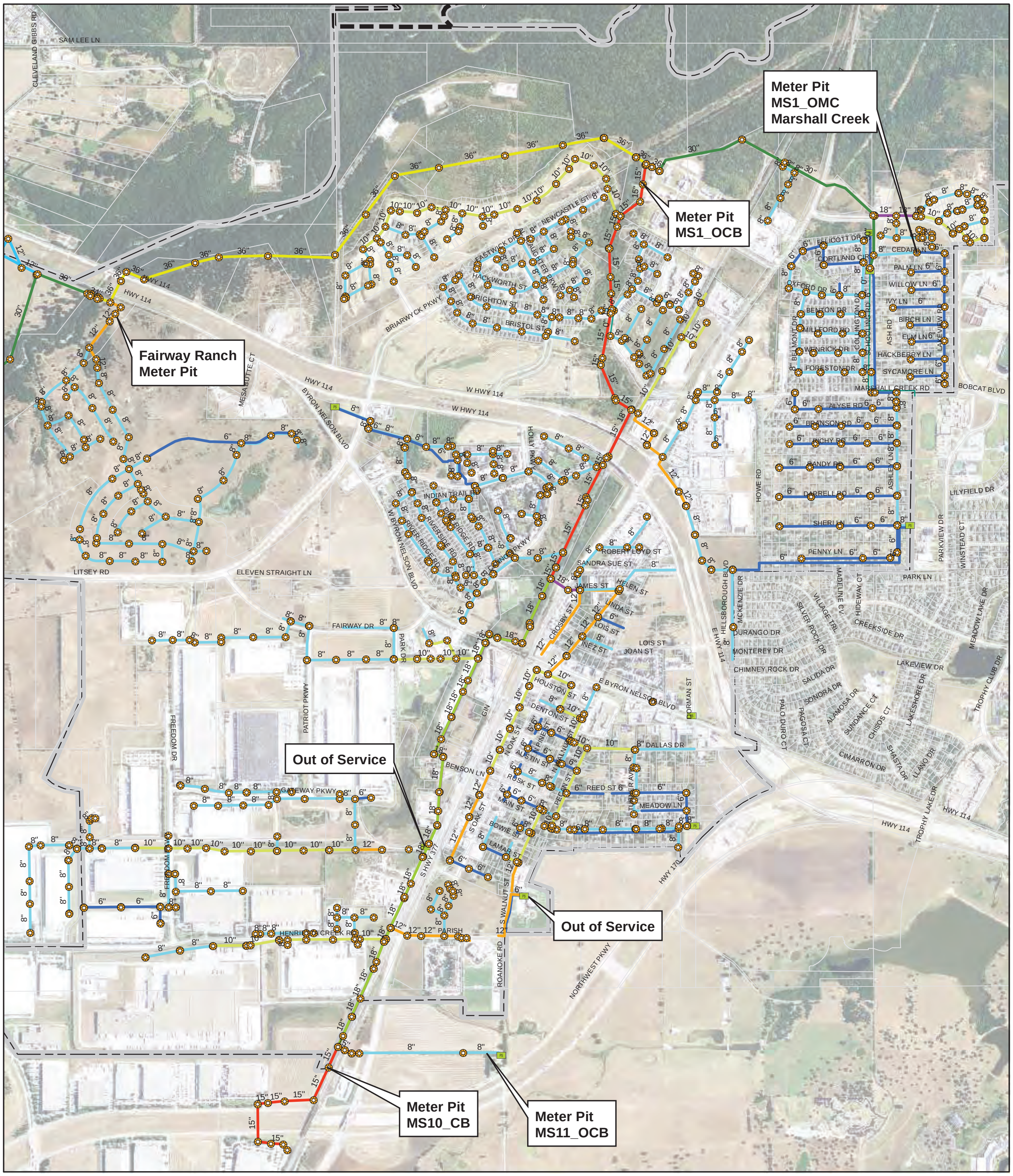
- Parcels2
- Water_Manholes
- Water_Meters
- Water_Tanks
- Water_Valves
- Water_Vaults

Water Main Pipe Diameter (in)

- 6
- 8
- 10
- 12
- 16
- 18
- 20
- 21
- 24

City of Roanoke

Denton County, Texas



Overall Sanitary Sewer System

Legend

- Sanitary Lift Stations
- Sanitary Manhole

Pipe Diameter

- 6-inch
- 8-inch
- 10-inch
- 12-inch
- 15-inch
- 18-inch
- 24-inch
- 30-inch
- 36-inch

N
W E
S

0 750 1,500 3,000 Feet

WADE TRIM

105C North Oak Street, Roanoke, TX 76262
682.237.7718
www.wadetrim.com
July 2016

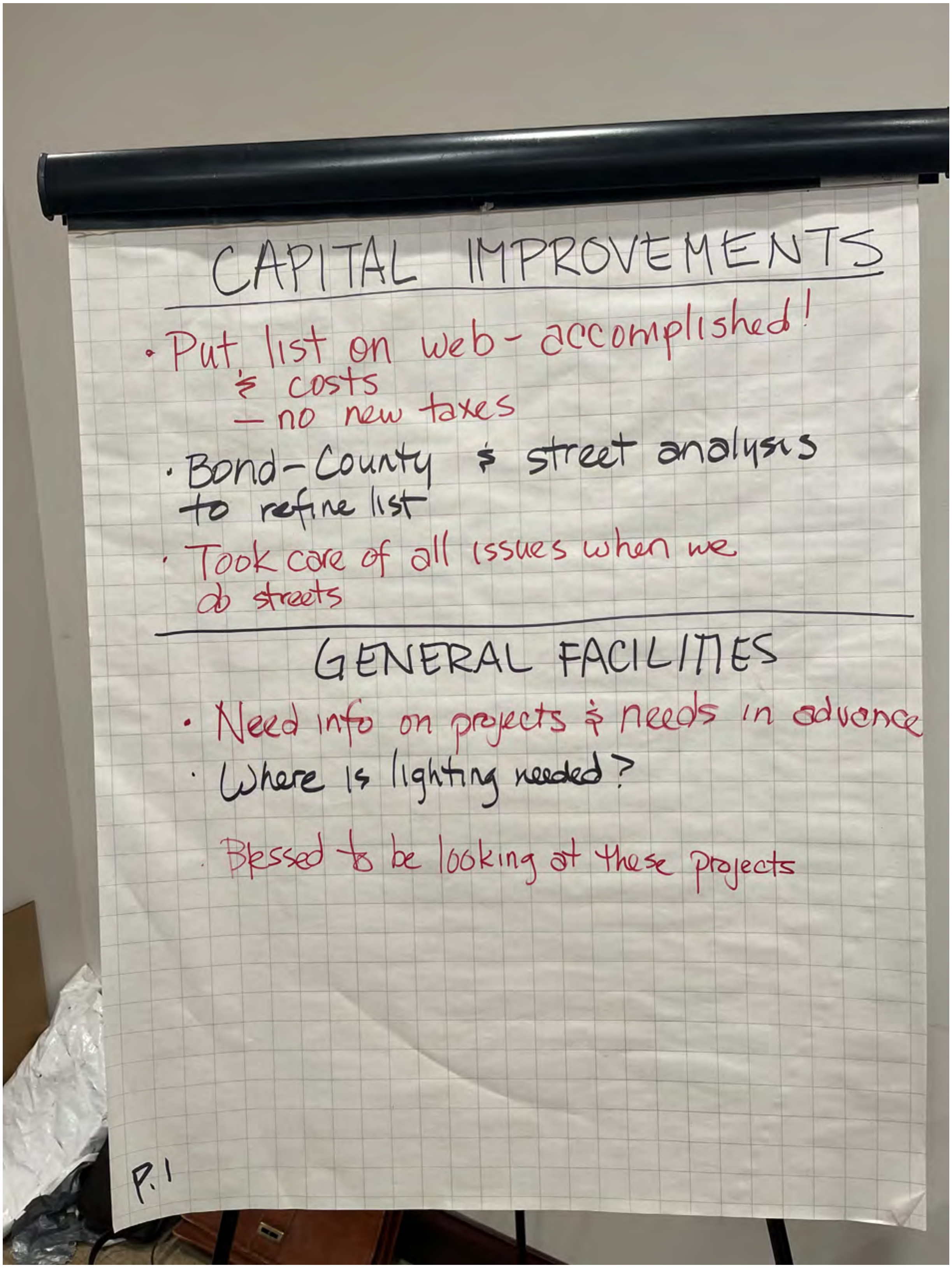
CAPITAL IMPROVEMENTS PROGRAM SUMMARY

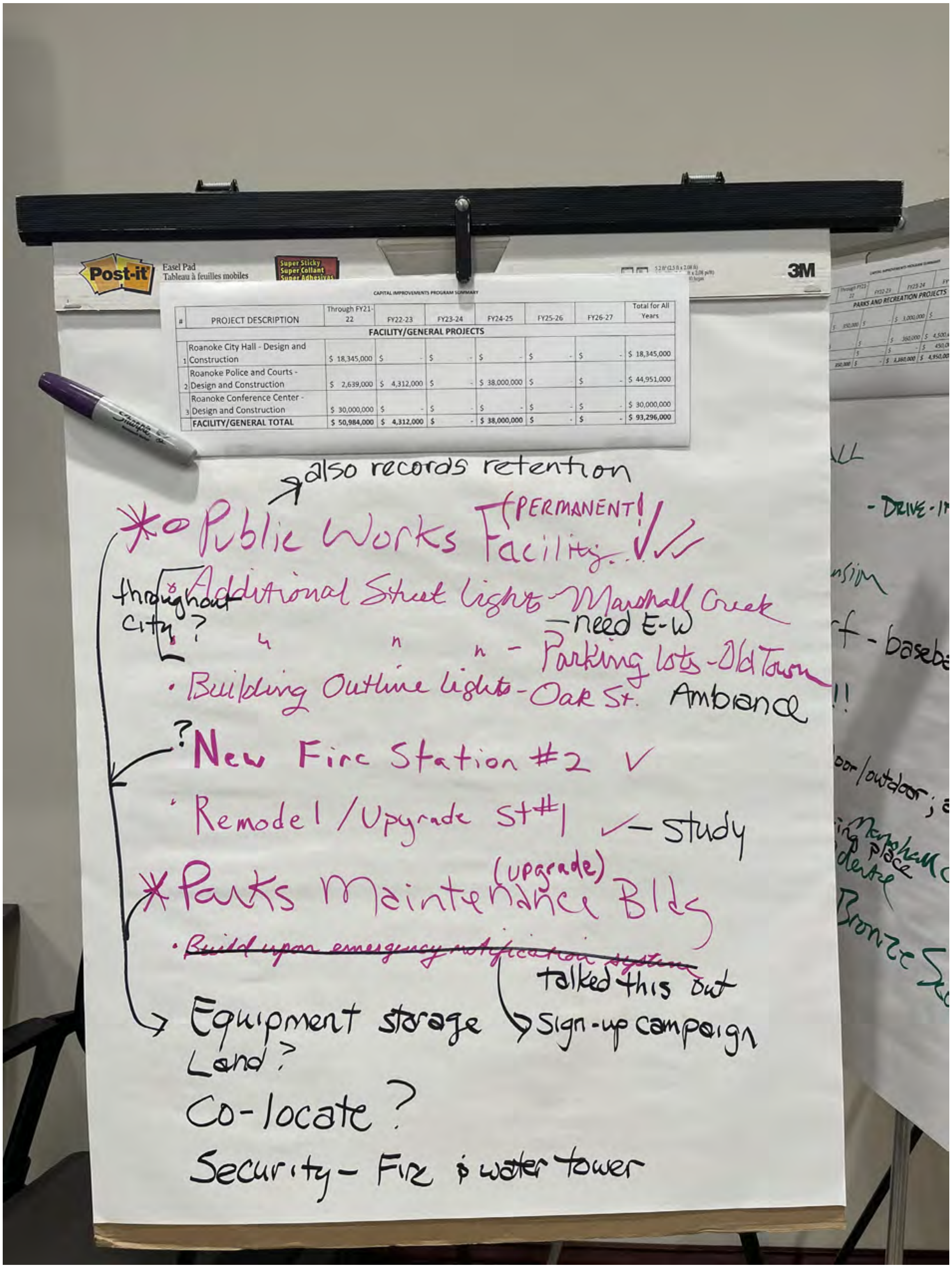
PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
FACILITY/GENERAL PROJECTS							
Roanoke City Hall - Design and Construction	$ 18,345,000	$ -	$ -	$ -	$ -	$ -	$ 18,345,000
Roanoke Police and Courts - Design and Construction	$ 2,639,000	$ 4,312,000	$ -	$ 38,000,000	$ -	$ -	$ 44,951,000
Roanoke Conference Center - Design and Construction	$ 30,000,000	$ -	$ -	$ -	$ -	$ -	$ 30,000,000
FACILITY/GENERAL TOTAL	**$ 50,984,000**	**$ 4,312,000**	**$ -**	**$ 38,000,000**	**$ -**	**$ -**	**$ 93,296,000**
STREETS AND DRAINAGE PROJECTS							
Concrete Street Improvements - Rusk/Austin	$ 1,611,984	$ -	$ -	$ -	$ -	$ -	$ 1,611,984
Concrete Street Improvements - Austin/Travis	$ 2,340,000	$ -	$ -	$ -	$ -	$ -	$ 2,340,000
Concrete Street Improvements - Denton/Houston	$ 280,000	$ 2,100,000	$ -	$ -	$ -	$ -	$ 2,380,000
Street Overlays - Multiple Street Overlays	$ 910,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 1,660,000
TRA Railroad Crossing Improvements	$ 50,000	$ -	$ 500,000	$ -	$ -	$ -	$ 550,000
Concrete Street Improvements - Howe Road	$ -	$ -			$ 710,000	$ 4,737,000	$ 5,447,000
Concrete Street Improvements - Dorman Road	$ -	$ -	$ 330,000	$ 1,750,000		$ -	$ 2,080,000
Concrete Street Improvements - Bristol Road	$ -	$ -	$ 710,000	$ 3,737,000		$ -	$ 4,447,000
Concrete Street Improvements - Blythe Bridge Road	$ -	$ -		$ 400,000	$ 2,300,000	$ -	$ 2,700,000
Street Overlays - Mesa Butte	$ -	$ -	$ 900,000	$ -		$ -	$ 900,000
Street Overlays - Ashley Road	$ -	$ -	$ 395,000	$ 2,650,000		$ -	$ 3,045,000
Street Overlays - Alyse Court/Alyse Road	$ -	$ -	$ -	$ 300,000	$ 2,250,000		$ 2,550,000
Street Overlays - Penny Lane	$ -	$ -	$ -	$ 300,000	$ 2,250,000		$ 2,550,000

CAPITAL IMPROVEMENTS PROGRAM SUMMARY

PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
STREETS AND DRAINAGE PROJECTS (CONTINUED)							
Street Overlays - Sheri Lane	$ -	$ -	$ -	$ -	$ 300,000	$ 2,250,000	$ 2,550,000
Street Overlays - Randy Road	$ -	$ -	$ -	$ -	$ 300,000	$ 2,250,000	$ 2,550,000
Street Overlays - Darrell Road	$ -	$ -	$ -	$ -	$ -	$ 300,000	$ 300,000
Street Overlays - Richy Road	$ -	$ -	$ -	$ -	$ -	$ 300,000	$ 300,000
STREETS AND DRAINAGE TOTAL	**$ 5,191,984**	**$ 2,250,000**	**$ 2,985,000**	**$ 9,287,000**	**$ 8,260,000**	**$ 9,987,000**	**$ 37,960,984**
PARKS AND RECREATION PROJECTS							
Design and Construction of Trail Phase II	$ 350,000	$ -	$ 3,000,000	$ -	$ -	$ -	$ 3,350,000
Expansion of the Recreation Center	$ -	$ -	$ 360,000	$ 4,500,000	$ -	$ -	$ 4,860,000
Turf Fields	$ -	$ -	$ -	$ 450,000	$ 4,000,000	$ -	$ 4,450,000
PARKS AND RECREATION TOTAL	**$ 350,000**	**$ -**	**$ 3,360,000**	**$ 4,950,000**	**$ 4,000,000**	**$ -**	**$ 12,660,000**
WATER AND WASTEWATER PROJECTS							
Water Meter Replacement Program	$ 745,832	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 1,245,832
Waterline Improvement Program	$ 245,779	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 495,779
2 Million Gallon Ground Storage Tank	$ -	$ 760,000	$ 3,654,950	$ -	$ -	$ -	$ 4,414,950
WATER AND WASTEWATER TOTAL	**$ 991,611**	**$ 910,000**	**$ 3,804,950**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 6,156,561**

Appendix 7: Flip Chart Notes from Workshop #2


CAPITAL IMPROVEMENTS
• Put list on web - accomplished!
& costs
– no new taxes
• Bond - County & street analysis
to refine list
• Took care of all issues when we
do streets
GENERAL FACILITIES
• Need info on projects & needs in advance
• Where is lighting needed?
• Blessed to be looking at these projects
P. 1


CAPITAL IMPROVEMENTS PROGRAM SUMMARY
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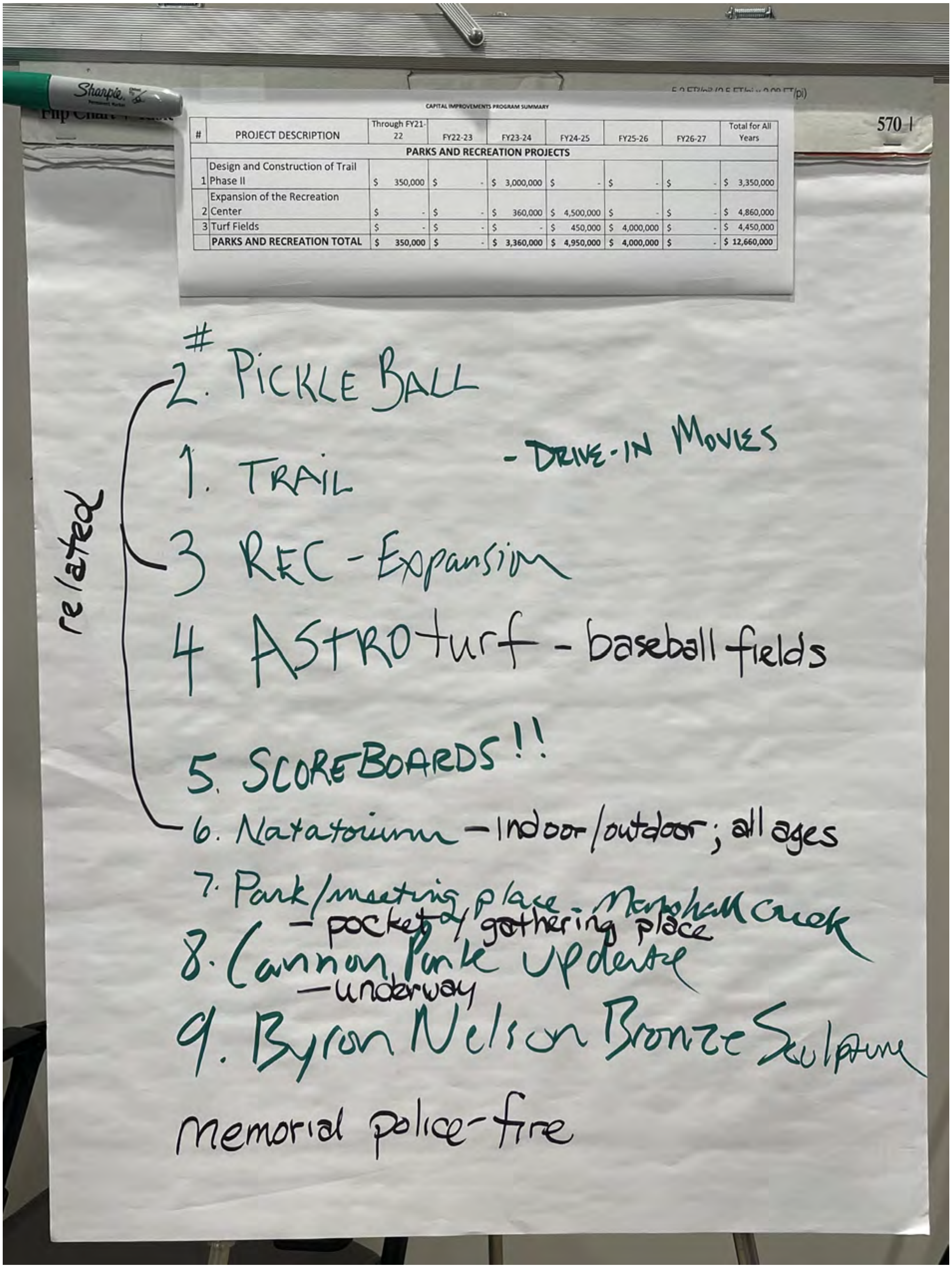
2 Roanoke Police and Courts - Design and Construction $ 2,639,000 $ 4,312,000 $ - $ 38,000,000 $ - $ - $ 44,951,000
3 Roanoke Conference Center - Design and Construction $ 30,000,000 $ - $ - $ - $ - $ - $ 30,000,000
FACILITY/GENERAL TOTAL $ 50,984,000 $ 4,312,000 $ - $ 38,000,000 $ - $ - $ 93,296,000
also records retention
* Public Works Facility (PERMANENT!)
throughout city? Additional Street lights - Marshall Creek
- need E-W
" " " - Parking lots - Old Town
• Building Outline lights - Oak St. Ambiance
? New Fire Station #2
• Remodel / Upgrade St#1 - study
* Parks Maintenance Bldg (upgrade)
• ~~Build upon emergency notification system~~
talked this out
Sign-up campaign
Equipment storage
Land?
Co-locate?
Security - Fire & water tower

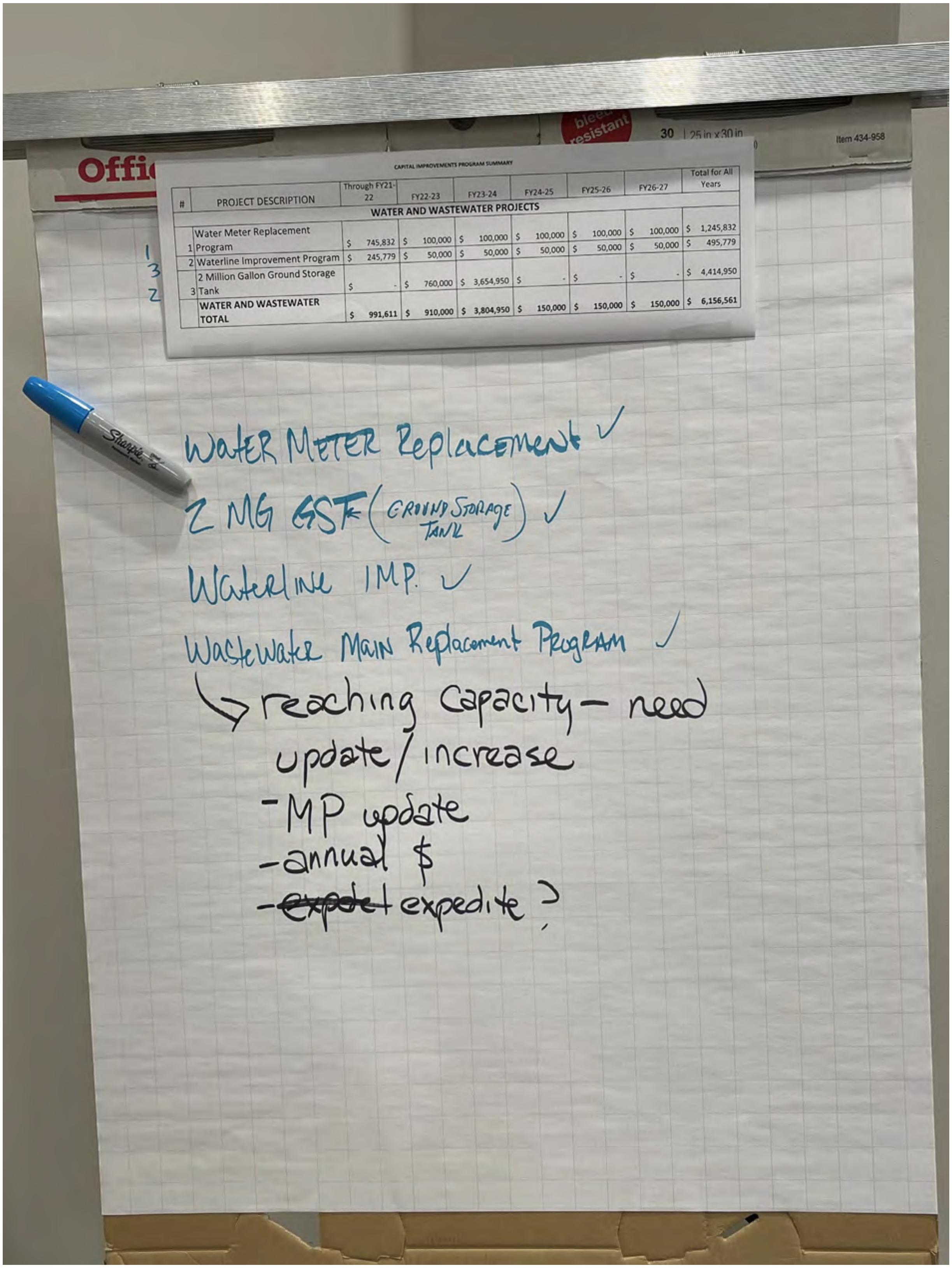
Appendix 7: Roanoke Strategic Planning Workshop 2



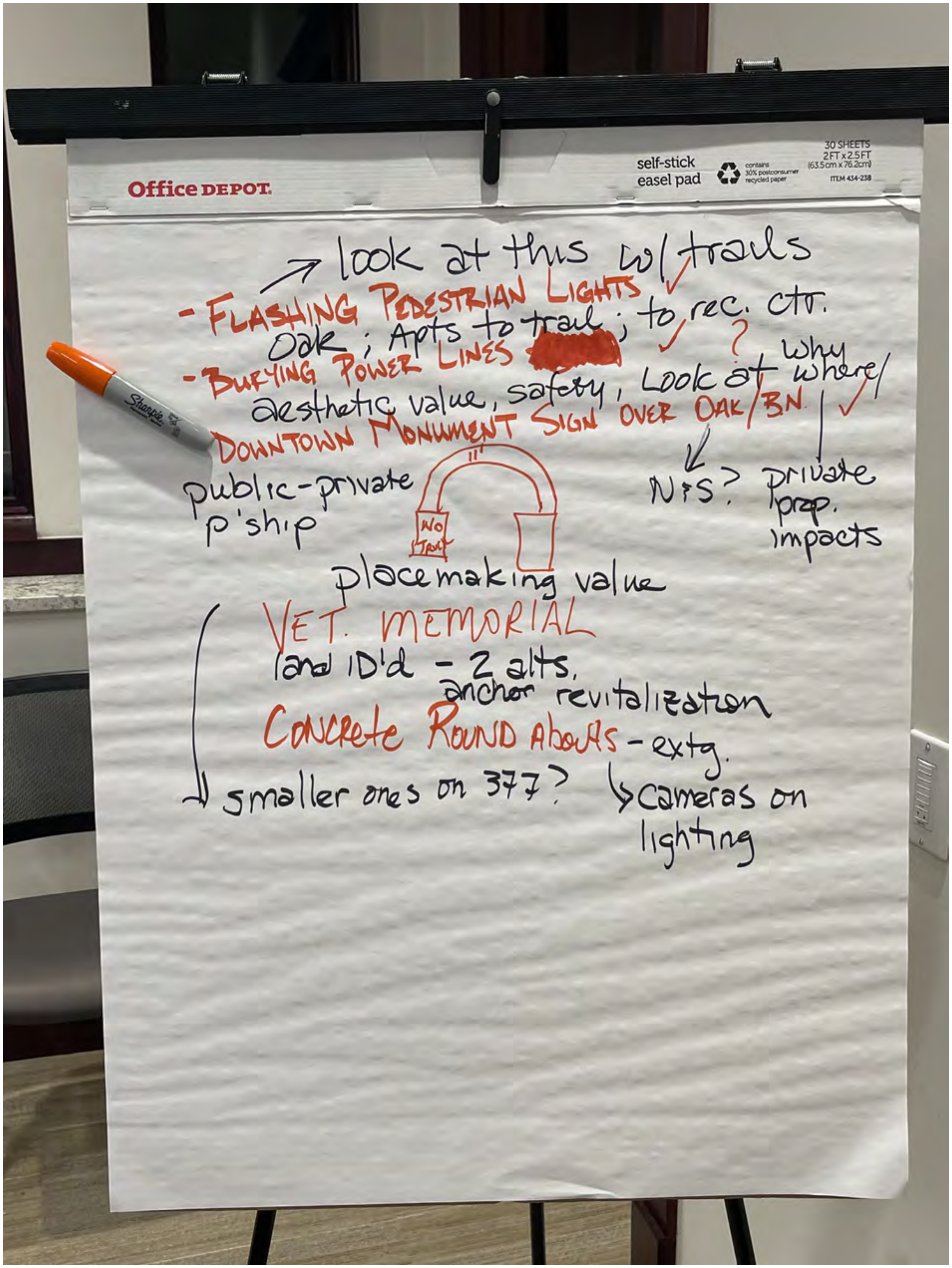
CAPITAL IMPROVEMENTS PROGRAM SUMMARY

#	PROJECT DESCRIPTION	Through FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	Total for All Years
	PARKS AND RECREATION PROJECTS							
1	Design and Construction of Trail Phase II	$ 350,000	$ -	$ 3,000,000	$ -	$ -	$ -	$ 3,350,000
2	Expansion of the Recreation Center	$ -	$ -	$ 360,000	$ 4,500,000	$ -	$ -	$ 4,860,000
3	Turf Fields	$ -	$ -	$ -	$ 450,000	$ 4,000,000	$ -	$ 4,450,000
	PARKS AND RECREATION TOTAL	$ 350,000	$ -	$ 3,360,000	$ 4,950,000	$ 4,000,000	$ -	$ 12,660,000

Appendix 7: Roanoke Strategic Planning Workshop 2



Appendix 7: Roanoke Strategic Planning Workshop 2



Appendix 8: Presentation from Workshop #3

STRATEGIC PLANNING WORKSHOP #3

CITY OF ROANOKE, TEXAS

OCTOBER 18, 2022

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

1

WELCOME

October 18, 2022

2

INTRODUCTION AND OVERVIEW

ROANOKE STRATEGIC PLANNING WORKSHOP 3

October 18, 2022

3

COUNCIL AGREEMENT ON EXISTING STRATEGIC PRINCIPLES

1. Maintain the community's "hometown feel" and "small town character" even as growth continues.
2. Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.
3. Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.
4. Use its improvements, programs and partnerships to maintain and enhance Downtown's appeal as a destination for residents and visitors.
5. Invest to continue the vitality and appeal of its neighborhoods.
6. Provide adequate parking at major destinations, including City facilities and Downtown.

ROANOKE STRATEGIC PLANNING WORKSHOP 1

September 20, 2022

4

OBJECTIVES FOR THE THREE WORKSHOP SESSIONS

- Build on the results of the last strategic plan.
- Discuss three sets of strategic issues facing Roanoke today and in the near future:
  - Downtown's Next Successes
  - Continuing Capital Investment
  - Programs and Collaborations
- Reach agreement on priorities and programs for action over the next five years.
- Draft a brief strategic plan document that communicates these priorities and helps monitor progress.

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

5

OBJECTIVES FOR TONIGHT

- Focus on the third of three major issues: Programs and Collaboration
- Review current initiatives
- Consider potential future programs and collaborations
- Reach tentative agreement on priorities for the activities

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

6

AGENDA

- Introduction and Overview
  - Agenda and Objectives
- Public Art and Roanoke History
  - Presentation
  - Keypad Polling
  - Agreement on Priorities
- Marshall Creek (same activities)
- Business Support (same activities)
- Wrap Up

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

7

WHY KEYPAD POLLING?

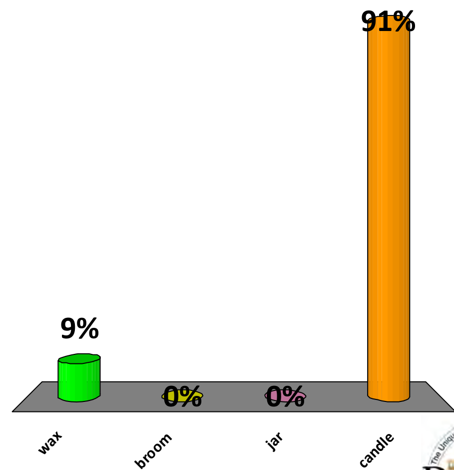
- Provides feedback from all individuals participating in the session
- Everyone responds to the same set of questions
- It's anonymous
- Shows results immediately
- Allows more detailed analysis after the session

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

8

FILAMENT : LIGHT BULB :: WICK :

1. wax
2. broom
3. jar
4. candle



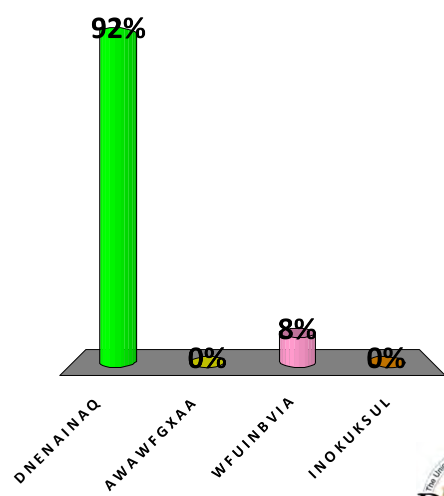
ROANOKE STRATEGIC PLANNING WORKSHOP 3

October 18, 2022

9

U_I_U_ _I_I_G C_P_T_L

1. D N E N A I N A Q
2. A W A W F G X A A
3. W F U I N B V I A
4. I N O K U K S U L



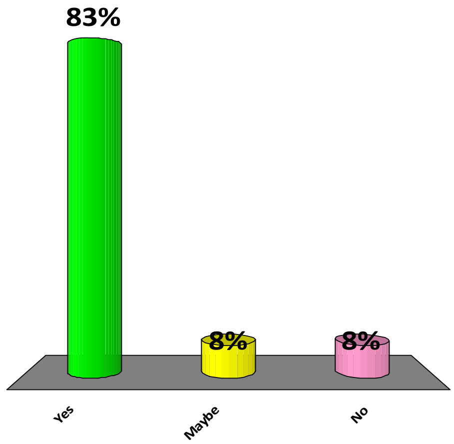
ROANOKE STRATEGIC PLANNING WORKSHOP 3

October 18, 2022

10

SHOULD WE TAKE ON NEW 'UNIQUE DINING' PROGRAMS IN THE NEXT FIVE YEARS?

1. Yes
2. Maybe
3. No



ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

11

PUBLIC ART AND ROANOKE HISTORY

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

12

Art & History Trail

13

THE PATH TO A PUBLIC ART MASTER PLAN

- Stakeholder input – Create a Public Art Committee (appointed according to city bylaws) to hold brainstorming sessions and also review other municipal art plans
- Public input – Open house meeting for general public to discuss types, styles, mediums, artists, locations, etc. as well as issues, concerns, and desires
- Values/issues/needs identification – From all previous steps
- Vision/goals/strategy development – From all previous steps as well as city staff input
- Public art program – Directions and procedural requirements to secure, document, and maintain the program
- Public art project plan/implementation – Identify specific projects and provide guidelines for moving forward

14

NEXT STEPS FOR ROANOKE

The old fire station

15

PRESENTATION: CURRENT INITIATIVES

- Roanoke Art and History Trail Committee formed this year
- Work underway on first mural in Downtown

16

WHAT DO YOU THINK?

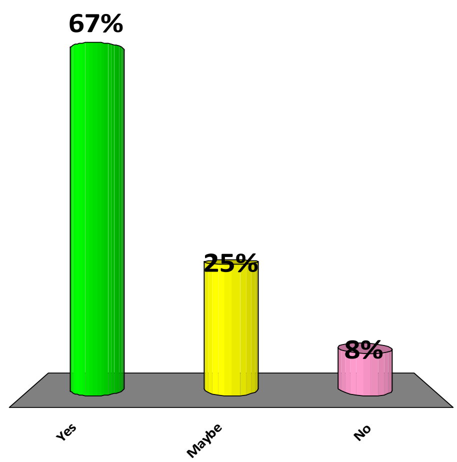
- Should we take on this program or collaboration in the next five years?

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

17

EXPAND THE ART AND HISTORY TRAIL?

1. Yes
2. Maybe
3. No

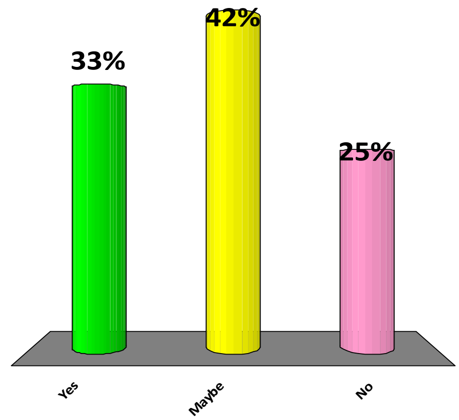


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

18

ADD SCULPTURES CELEBRATING PEOPLE FROM ROANOKE'S PAST?

1. Yes
2. Maybe
3. No

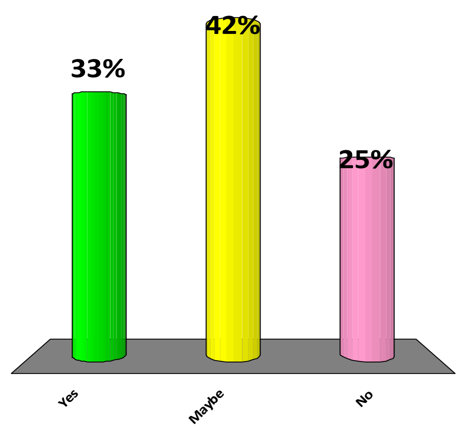


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

19

CREATE INCENTIVES FOR PROPERTY OWNERS TO DO MURALS?

1. Yes
2. Maybe
3. No

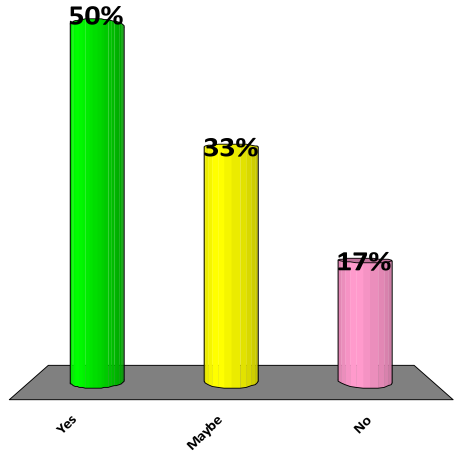


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

20

ADD QR CODE – LINKED INFORMATION ABOUT ROANOKE HISTORY?

1. Yes
2. Maybe
3. No

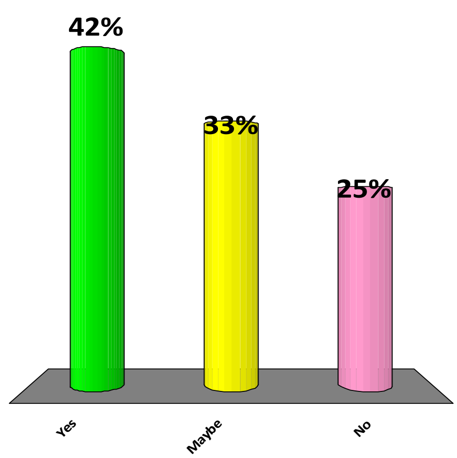


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

21

DEVELOP PUBLIC ART TEMPLATES FOR NEIGHBORHOODS TO USE?

1. Yes
2. Maybe
3. No

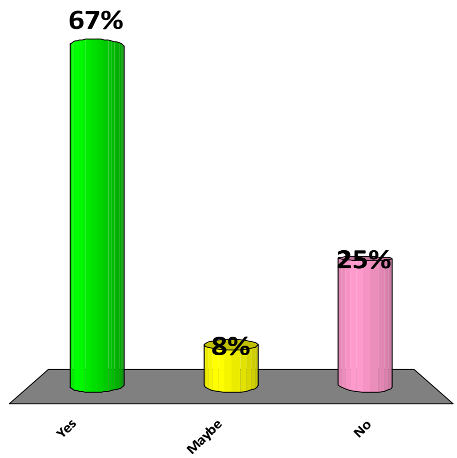


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

22

PLACE PUBLIC ART AT SITES THROUGHOUT ROANOKE?

1. Yes
2. Maybe
3. No

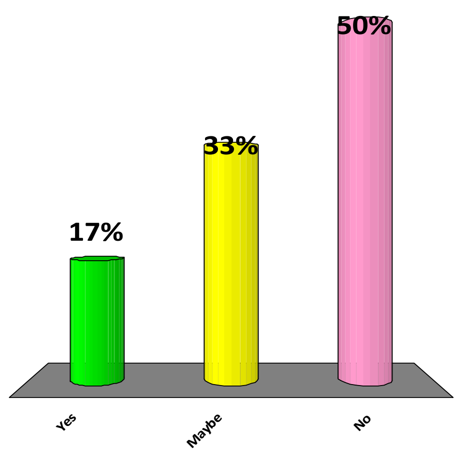


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

23

CREATE CONFERENCES OR EVENTS TIED TO ROANOKE'S HISTORY?

1. Yes
2. Maybe
3. No

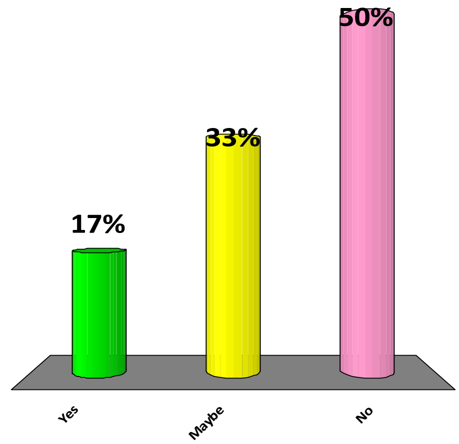


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

24

USE ART TO SHOWCASE DIVERSE PEOPLE AND EVENTS IN ROANOKE?

1. Yes
2. Maybe
3. No

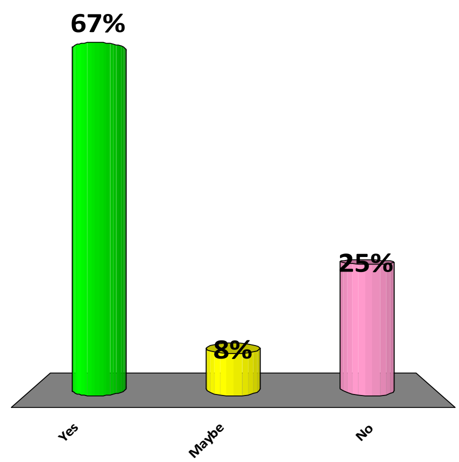


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

25

ADD 'GATEWAY' MONUMENTS AT KEY CITY ENTRANCES?

1. Yes
2. Maybe
3. No



ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

26

PRIORITIES FOR FUTURE ACTION: PUBLIC ART AND ROANOKE HISTORY

- Expand the Art & History Trail
- Add sculptures celebrating people from Roanoke's past
- Create incentives for property owners to do murals
- Add more QR code-linked information about places where notable events happened in Roanoke and the people who were involved
- Develop public art initiative templates for neighborhoods to use
- Place public art at sites throughout Roanoke
- Create conferences or events tied to Roanoke's history
- Use art to showcase diverse people and events in Roanoke
- Add 'gateway' monuments at key City entrances

27

MARSHALL CREEK

28

PRESENTATION: CURRENT INITIATIVES

Project	Years	Budget	Details
Street Improvements	2009 - 13	$4,089,495	Reconstruction of Schooling, Cedar, Sycamore, Lakeview, Palm, Willow, Hackberry, Birch, Elm, Ivy and Ash. Improvements upgrade from a two-lane gravel road to two-lane asphalt with drainage ditch improvements. Funded through Certificates of Obligations.
Subdivision Waterlines	2010 - 14	$325,000	Replaces Marshall Creek subdivision waterlines. Funded through ORCA grant.

- Zoning requirements changed to allow 50' x 100' lots as a result of the Strategic Plan approved in 2015. Since then, 34 new homes have been completed and 7 more are under construction.
- Residential Construction Incentives effective March 2022. Waive city fees for a minimum of 10 houses (2,000 square feet) with minimum value of $300,000 build by March 21, 2024.
- Five homes are under construction now.

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

29

WHAT DO YOU THINK?

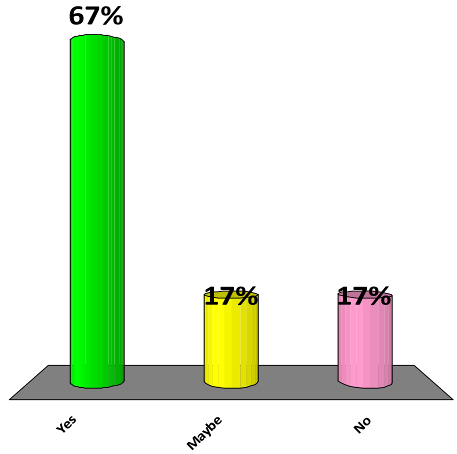
- Should we take on this program or collaboration in the next five years?

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

30

CREATE A SMALL PARK OR GATHERING PLACE?

1. Yes
2. Maybe
3. No

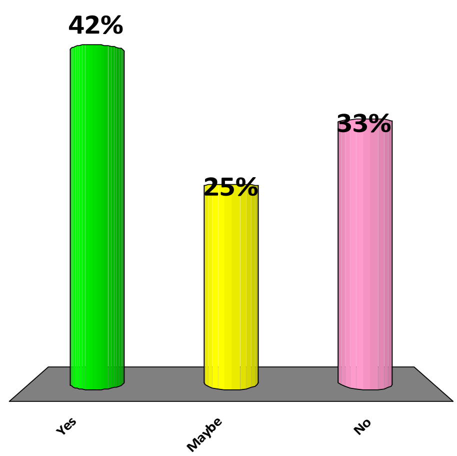


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

31

PARTNER WITH NON-PROFITS TO PROVIDE HOMEOWNER ASSISTANCE ON HOME/PROPERTY MAINTENANCE?

1. Yes
2. Maybe
3. No

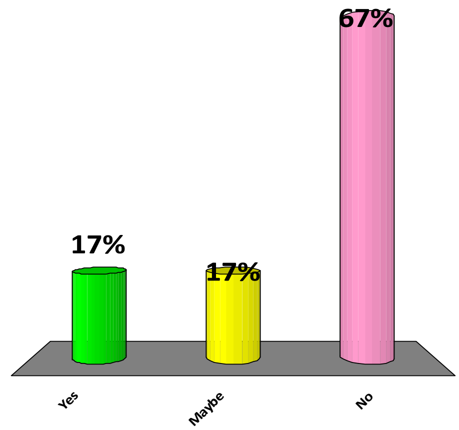


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

32

HELP RESIDENTS FORM A NEIGHBORHOOD ASSOCIATION?

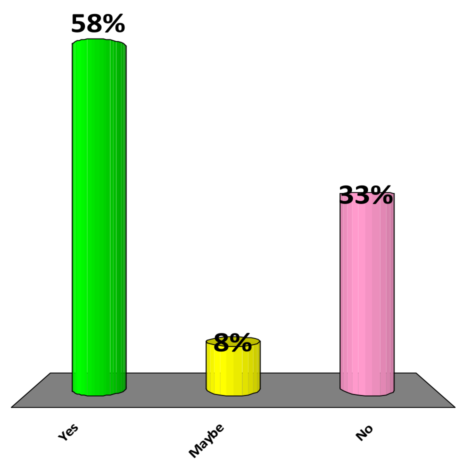
1. Yes
2. Maybe
3. No



33

SHARE MARSHALL CREEK HISTORY AS PART OF THE ROANOKE STORY?

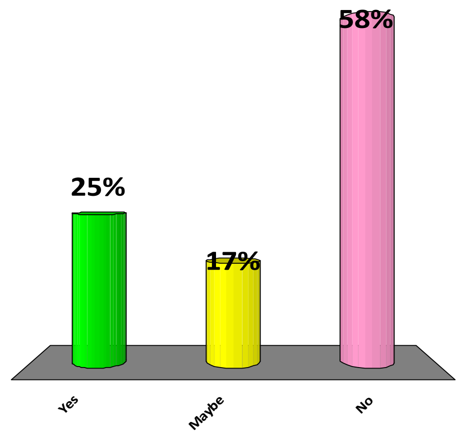
1. Yes
2. Maybe
3. No



34

GIVE EXTRA PRIORITY TO MARSHALL CREEK FOR STREETS, SIDEWALKS, CURBS, GUTTERS AND OTHER INFRASTRUCTURE?

1. Yes
2. Maybe
3. No

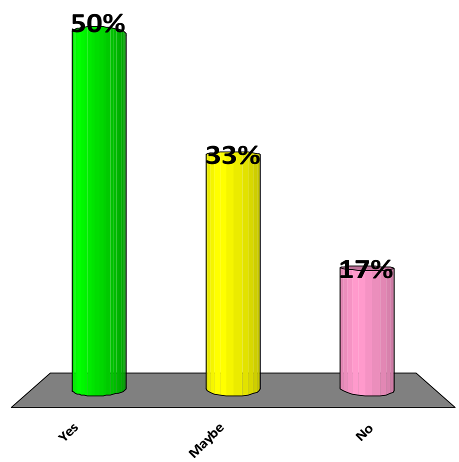


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

35

PROVIDE MORE STREET LIGHTING HERE?

1. Yes
2. Maybe
3. No

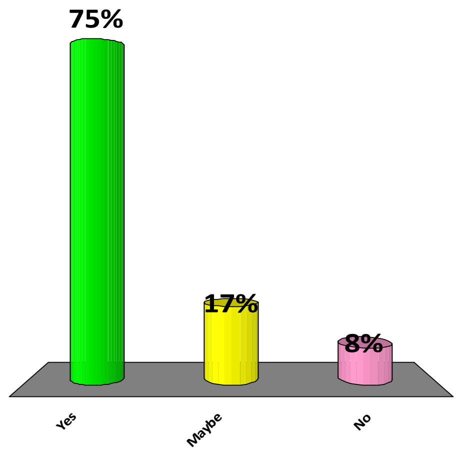


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

36

PUT MORE EFFORT INTO CODE COMPLIANCE?

1. Yes
2. Maybe
3. No

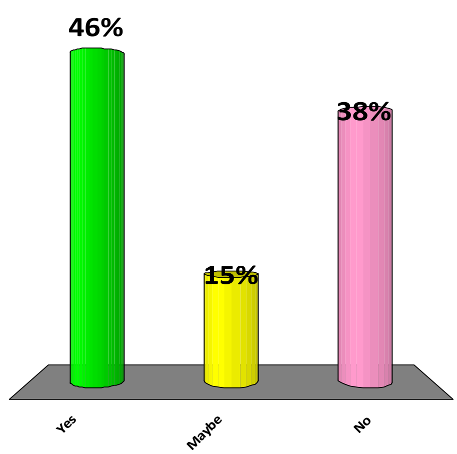


ROANOKE STRATEGIC PLANNING WORKSHOP 3
October 18, 2022
Roanoke

37

RE-EVALUATE CURRENT DEVELOPMENT INCENTIVES FOR THIS AREA?

1. Yes
2. Maybe
3. No



ROANOKE STRATEGIC PLANNING WORKSHOP 3
October 18, 2022
Roanoke

38

PRIORITIES FOR FUTURE ACTION: MARSHALL CREEK

- Create a small park or gathering place
- Partner with non-profits to provide homeowner assistance on home/property maintenance
- Help residents form a neighborhood association
- Share Marshall Creek history as part of the Roanoke story
- Give extra priority to Marshall Creek for streets, sidewalks, curbs, gutters and other infrastructure
- Provide more street lighting here
- Put more effort into code compliance
- Re-evaluate current development incentives for this area

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

39

BUSINESS SUPPORT

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

40

PRESENTATION: CURRENT INITIATIVES

- Façade Grant Program
  - Began in January 2005
  - Matching grants to Oak Street Corridor and Byron Nelson Boulevard businesses and building owners
  - Grant up to 50% of acceptable construction costs up to $15,000
  - Used on exterior portions of building/site visible to the public
  - Historical plaques can be funded when criteria met
- Results to Date
  - 75 grants have been approved
  - Grants total $417,100

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

41

PRESENTATION: CURRENT INITIATIVES

- Chapter 380 Economic Development Agreements
  - Marshall Creek Residential Construction Incentive
  - W.W. Grainger, Inc. – through 2030
    - $300,000 facility improvement and $8,000,000 facility upgrade
    - 330 full-time equivalent employees
    - Sales & use tax reimbursement; property tax abatement
  - Baseball Complex (114 Development Group LLC) – through 2025 with two 10-year extensions possible
    - $56,000,000 project
    - 15 full-time equivalent employees
    - 10 – 20 acres for future City amenity
    - City contribution of $555,000; of this, $250,000 is refundable

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

42

WHAT DO YOU THINK?

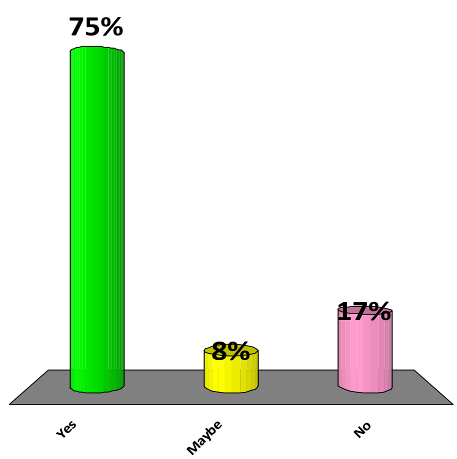
- Should we take on this program or collaboration in the next five years?

ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

43

EXPAND THE FAÇADE ENHANCEMENT PROGRAM BEYOND DOWNTOWN & BYRON NELSON?

1. Yes
2. Maybe
3. No

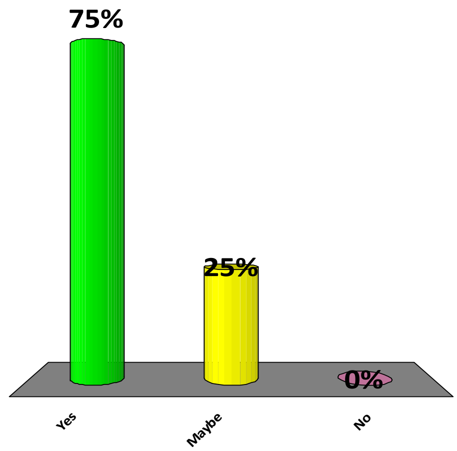


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

44

CREATE A PERFORMANCE-BASED PROGRAM FOR INVESTMENTS OTHER THAN FAÇADES?

1. Yes
2. Maybe
3. No

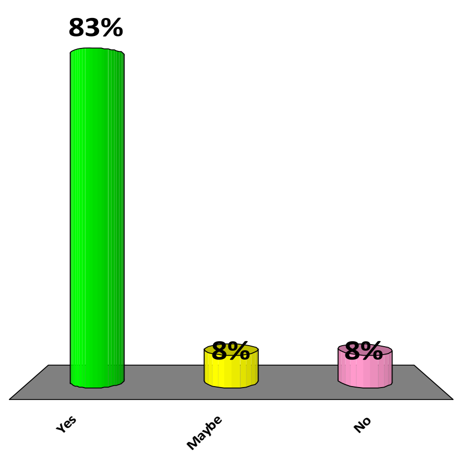


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

45

CREATE A BUSINESS ASSISTANCE PROGRAM LIKE 380'S BUT SCALED TO SMALL BUSINESSES?

1. Yes
2. Maybe
3. No

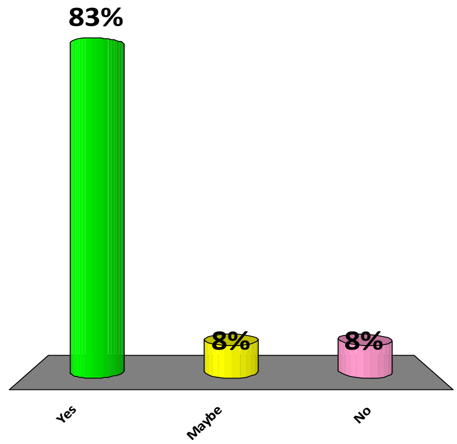


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

46

ADD ROANOKE RETAIL AND SERVICE BUSINESSES TO THE CURRENT RESTAURANT APP?

1. Yes
2. Maybe
3. No

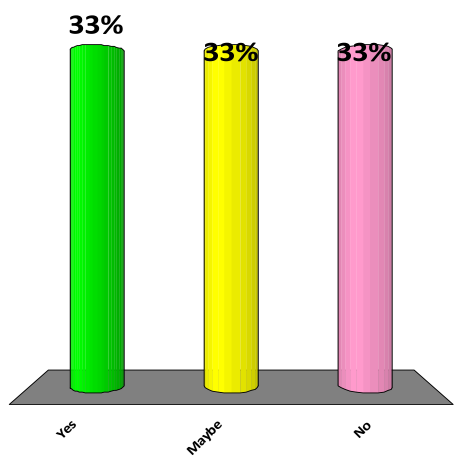


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

47

CREATE A "DOWNTOWN PASS" COUPON BOOK PROGRAM THAT INCLUDES ALL DOWNTOWN BUSINESSES?

1. Yes
2. Maybe
3. No

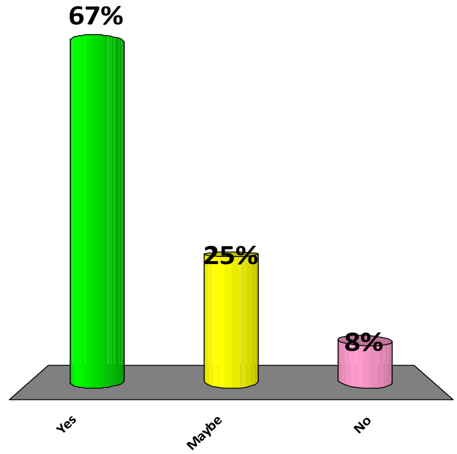


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

48

CREATE ASSISTANCE/INCENTIVE PROGRAMS FOR BUSINESSES IN SPECIFIC COMMERCIAL AREAS (OTHER THAN DOWNTOWN)?

1. Yes
2. Maybe
3. No

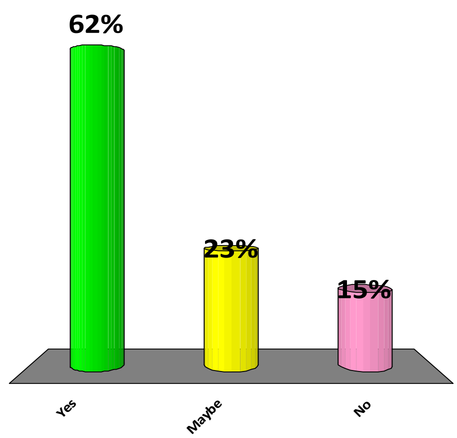


ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

49

EXPAND "OPT-IN TEXT MESSAGING" PROGRAM TO INCLUDE ROANOKE BUSINESSES?

1. Yes
2. Maybe
3. No



ROANOKE STRATEGIC PLANNING WORKSHOP 3 October 18, 2022

50

PRIORITIES FOR FUTURE ACTION: BUSINESS SUPPORT

- Expand the façade enhancement program beyond Downtown & Byron Nelson
- Create a performance-based assistance program for investments other than façades
- Create a business assistance program like the 380 agreements but scaled to small businesses
- Add Roanoke retail and service businesses to the current restaurant app
- Create a "Downtown Pass" coupon book program that includes all Downtown businesses
- Create assistance/incentive programs for businesses in specific commercial areas (besides Downtown)
- Expand "opt-in text messaging" program to include Roanoke businesses

51

WRAP UP

52

NEXT STEPS FOR STRATEGIC PLANNING

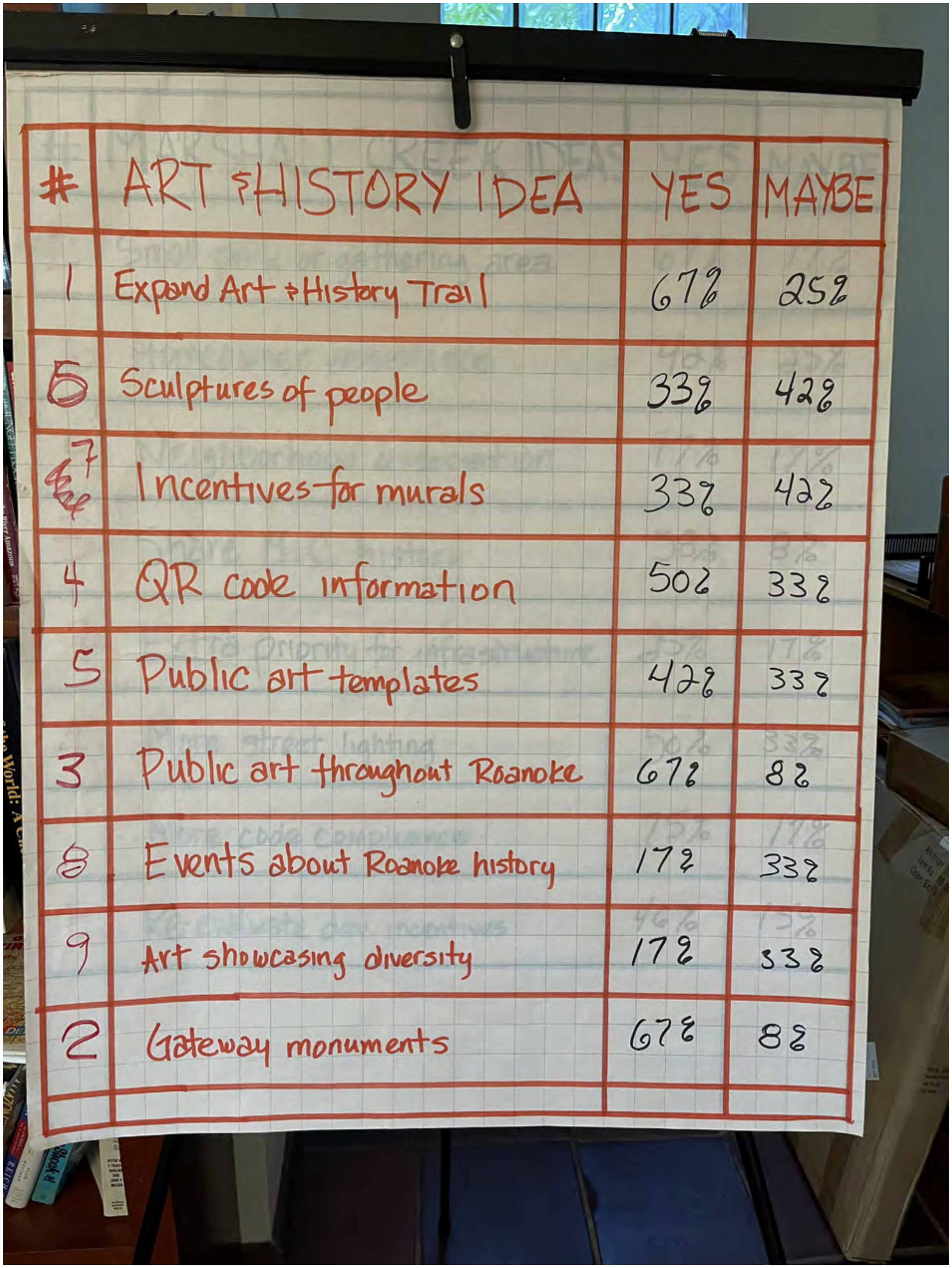
- Consultant will provide draft Strategic Plan to City staff in October/November
- Staff will review during November/December
- Revisions will be made in early December
- Council will consider the proposed Strategic Plan and adopt the Plan (with any desired revisions) in December

53

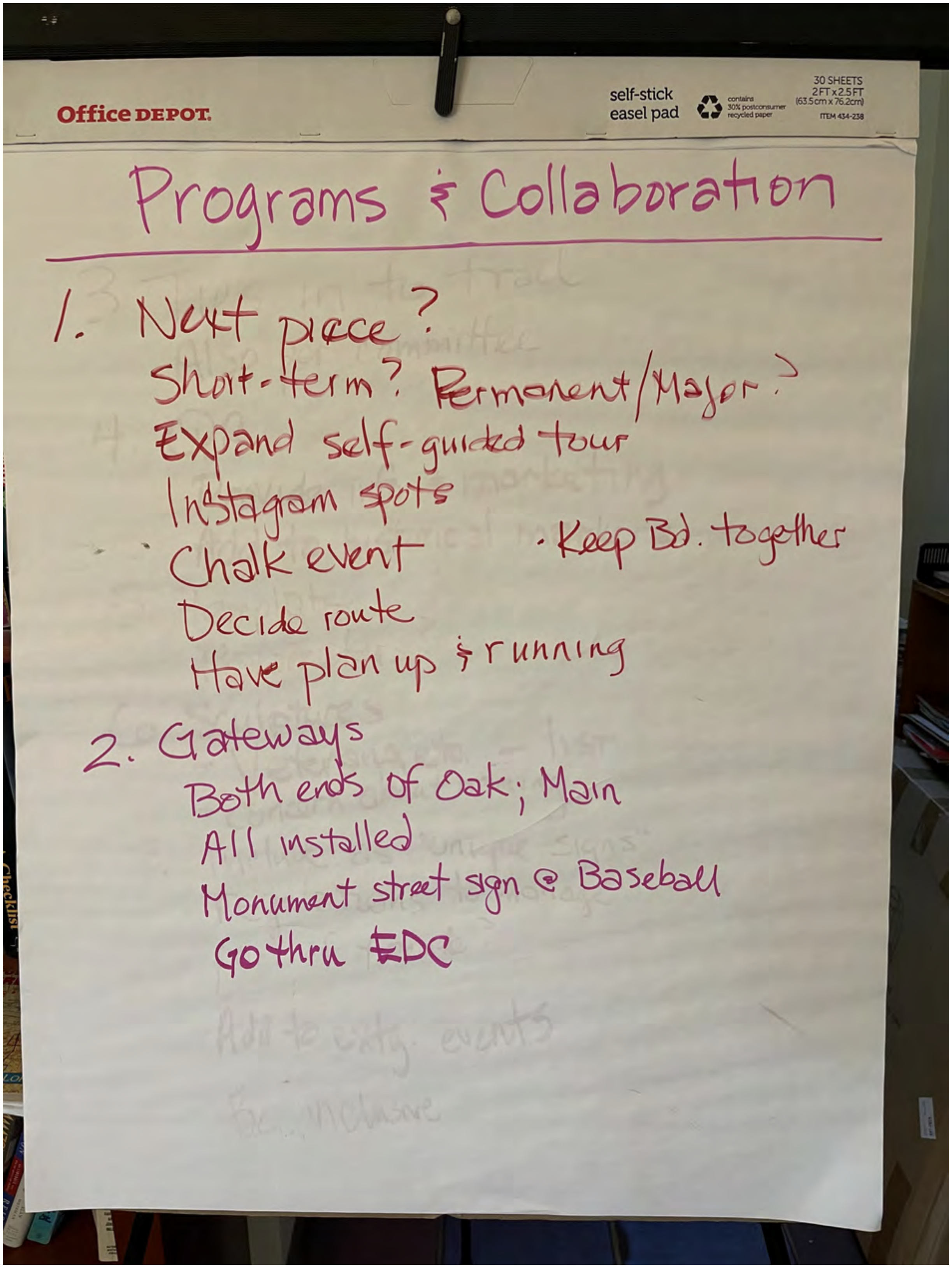
WE'RE ADJOURNED!

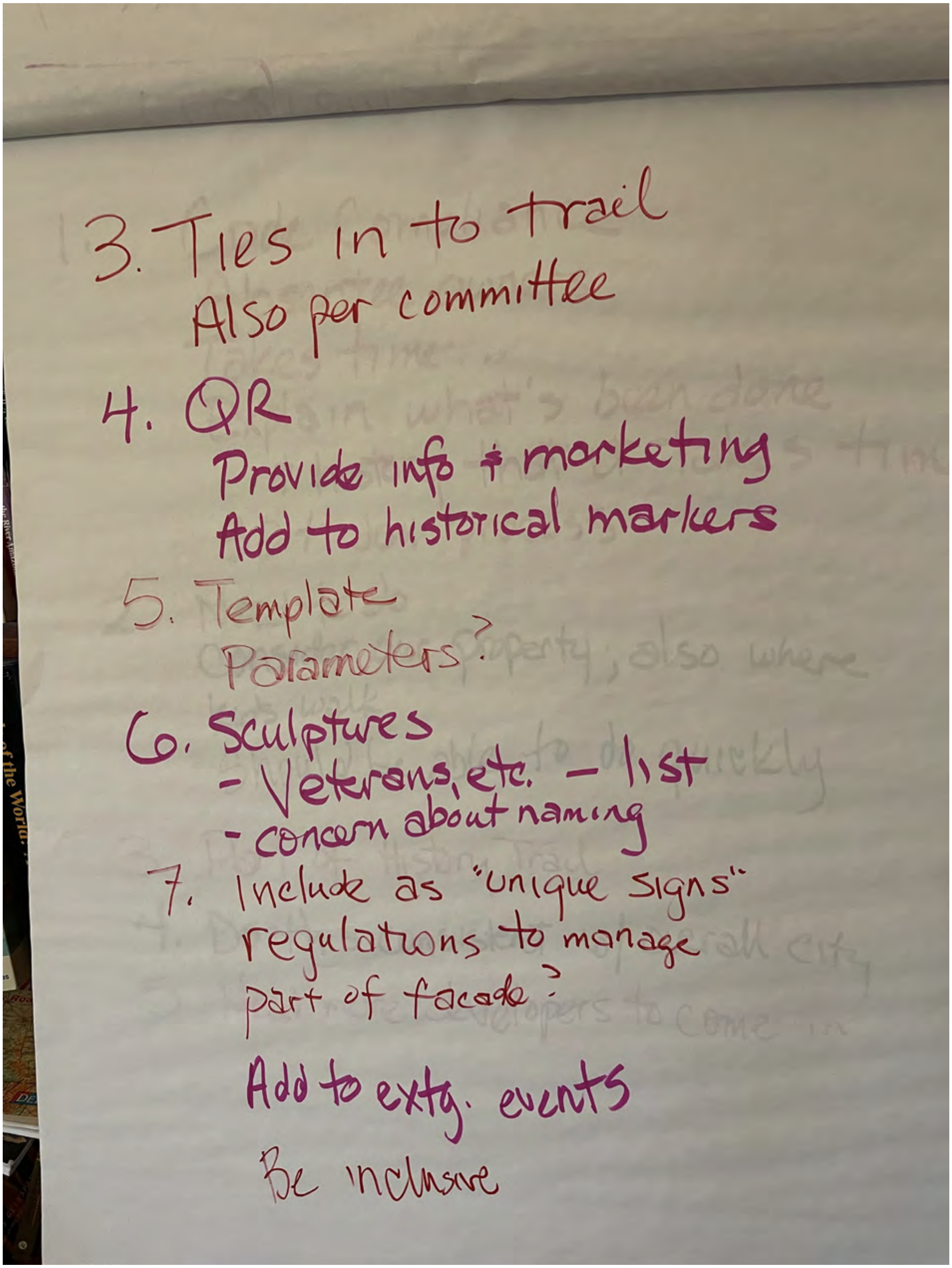
54

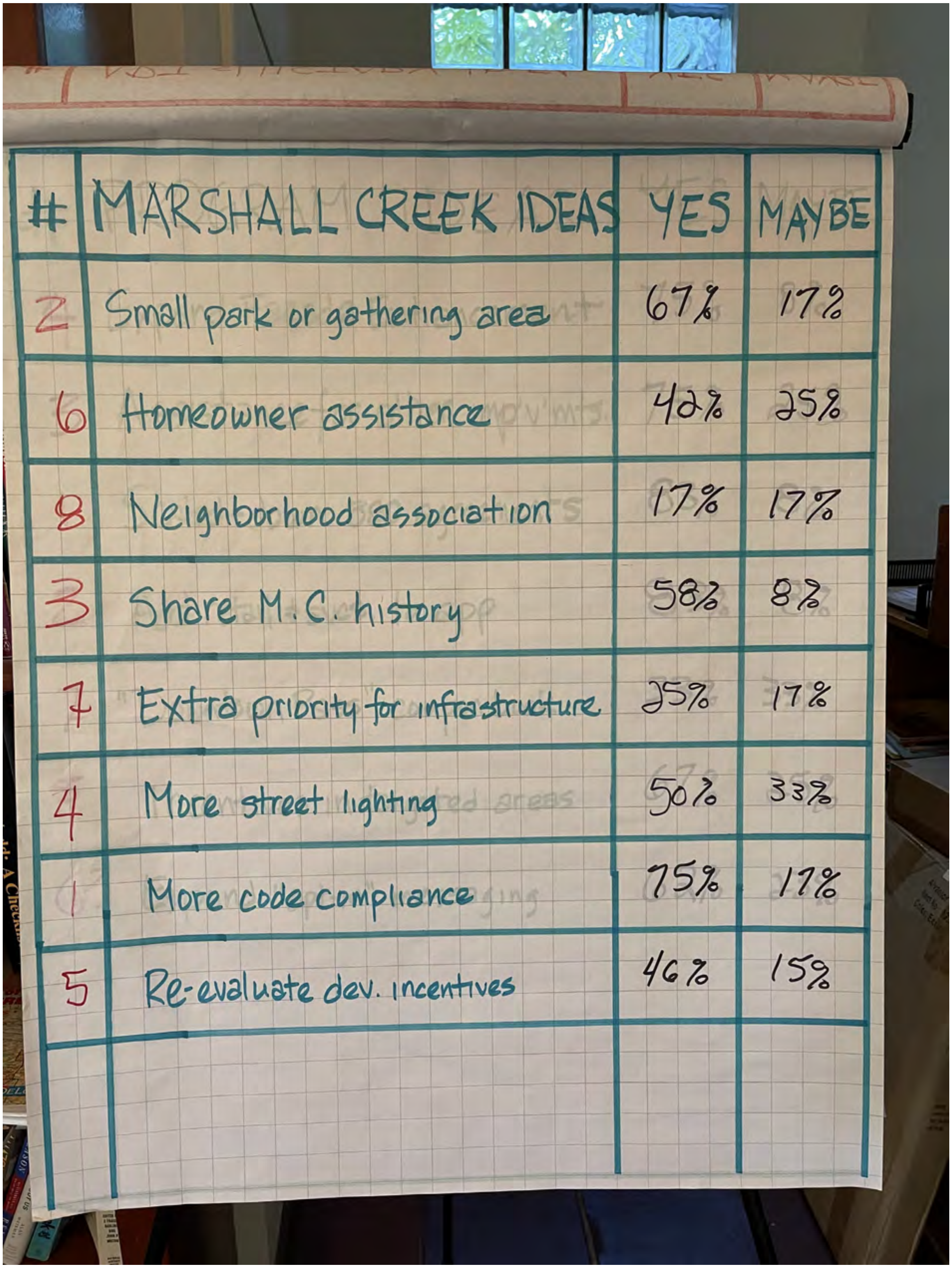
Appendix 9: Flip Chart Notes from Workshop #3



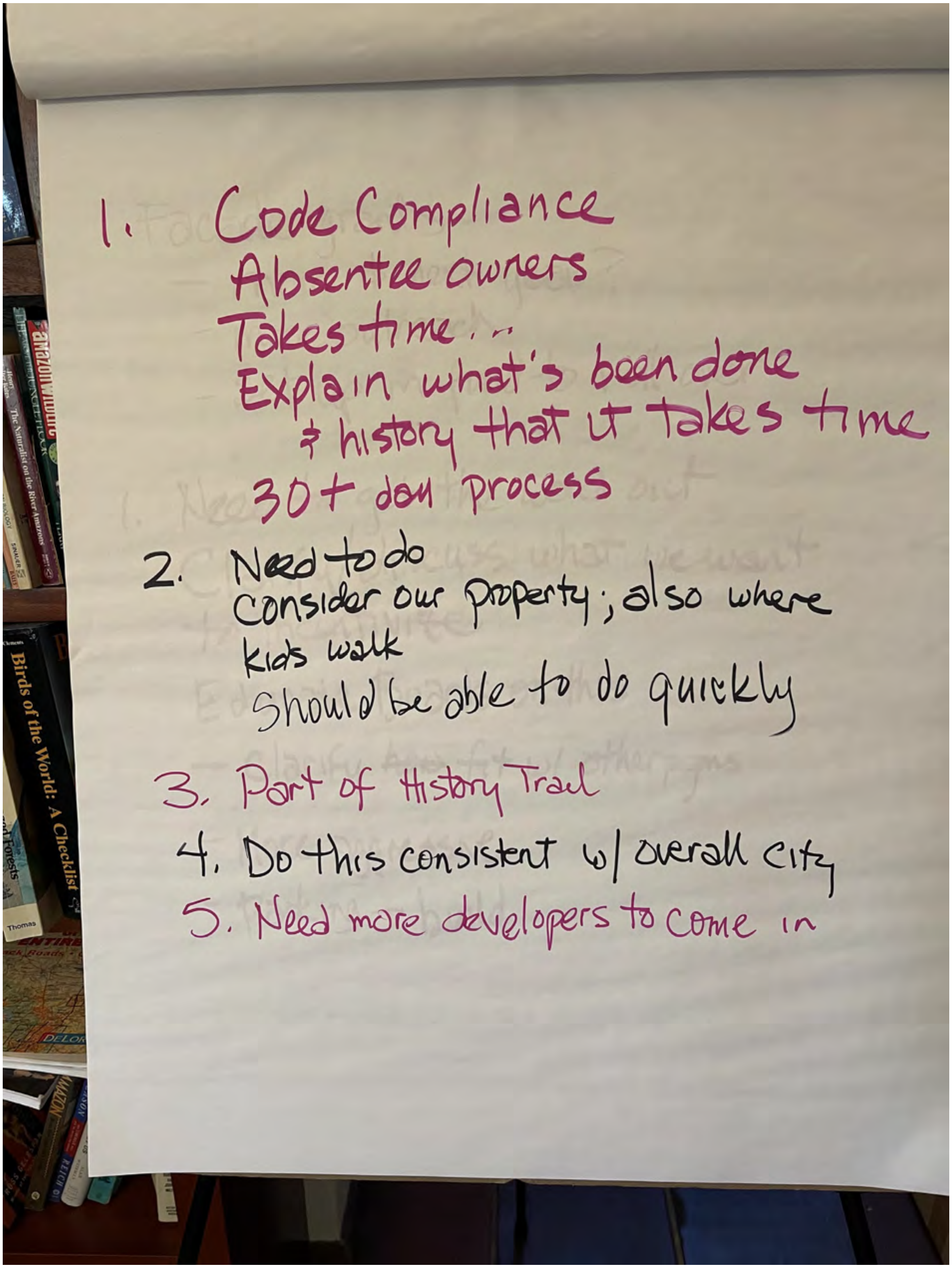
#	ART & HISTORY IDEA	YES	MAYBE
1	Expand Art & History Trail	67%	25%
6	Sculptures of people	33%	42%
7	Incentives for murals	33%	42%
4	QR code information	50%	33%
5	Public art templates	42%	33%
3	Public art throughout Roanoke	67%	8%
8	Events about Roanoke history	17%	33%
9	Art showcasing diversity	17%	33%
2	Gateway monuments	67%	8%


Office DEPOT
self-stick easel pad
30 SHEETS 2FT x 2.5FT (63.5cm x 76.2cm)
ITEM 434-238
Programs & Collaboration
1. Next piece?
Short-term? Permanent/Major?
Expand self-guided tour
Instagram spots
Chalk event
· Keep Bd. together
Decide route
Have plan up & running
2. Gateways
Both ends of Oak; Main
All installed
Monument street sign @ Baseball
Go thru EDC


3. Ties in to trail
Also per committee
4. QR
Provide info & marketing
Add to historical markers
5. Template
Parameters?
6. Sculptures
- Veterans, etc. - list
- concern about naming
7. Include as "unique signs"
regulations to manage
part of facade?
Add to extg. events
Be inclusive

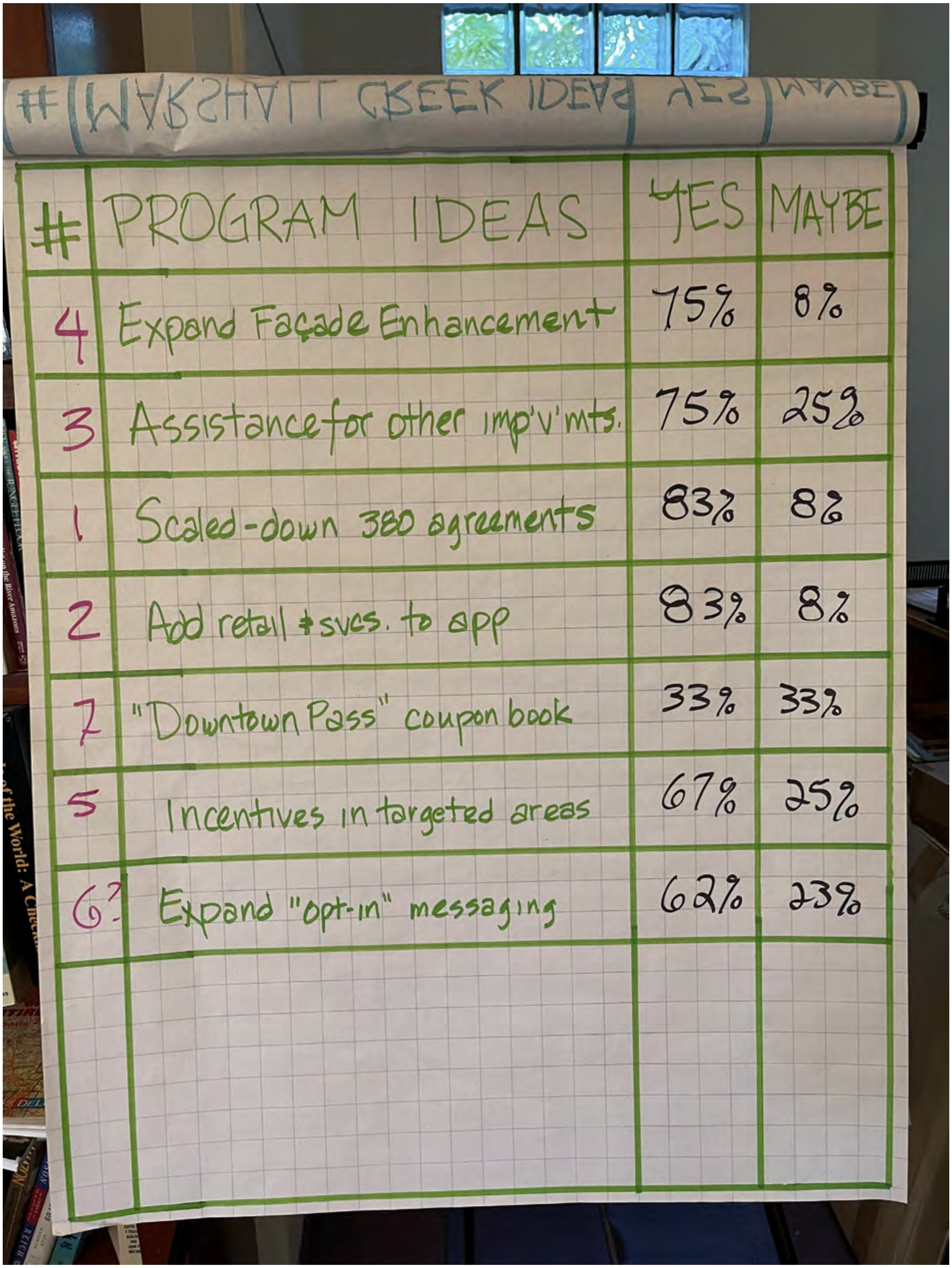


#	MARSHALL CREEK IDEAS	YES	MAYBE
2	Small park or gathering area	67%	17%
6	Homeowner assistance	42%	25%
8	Neighborhood association	17%	17%
3	Share M.C. history	58%	8%
7	Extra priority for infrastructure	25%	17%
4	More street lighting	50%	33%
1	More code compliance	75%	17%
5	Re-evaluate dev. incentives	46%	15%



1. Code Compliance
   Absentee owners
   Takes time...
   Explain what's been done
   & history that it takes time
   30+ day process
2. Need to do
   consider our property; also where
   kids walk
   Should be able to do quickly
3. Part of History Trail
4. Do this consistent w/ overall city
5. Need more developers to come in

Appendix 9: Roanoke Strategic Planning Workshop 3



#	PROGRAM IDEAS	YES	MAYBE
4	Expand Façade Enhancement	75%	8%
3	Assistance for other imp'v'mts.	75%	25%
1	Scaled-down 380 agreements	83%	8%
2	Add retail & svcs. to app	83%	8%
7	"Downtown Pass" coupon book	33%	33%
5	Incentives in targeted areas	67%	25%
6?	Expand "opt-in" messaging	62%	23%

Facade grants
- more $ next year?
- more outreach
- set up in fund to roll over

1. Need to get the word out
Clarify/discuss what we want to incentivize
Educate Boards on this
- Clarify ~~how~~ fit w/ other pgms
- More aggressive
- Parking - build

2. All businesses included

3 & 4 → covered w/ #1

5. grocery store
pro-incentive anywhere when the right bus. comes
Don't limit yourself / walk away if doesn't make sense

6. focus on app

Small pop-up town halls

AGENDA ITEM

TO: Honorable Mayor and City Council

SUBJECT: Ordinance No. 2023-101, establishing a Library and Museum Advisory Board

MEETING DATE: February 14, 2023

DEPARTMENT: Library

ITEM SUMMARY:
Consider approval of Ordinance No. 2023-101 to establish a Library and Museum Advisory Board.

INFORMATION:
This ordinance will establish a Library and Museum Advisory Board with five members, appointed by Council, in staggered, two-year terms.

STAFF RECOMMENDATION:
Staff recommends approval.

SPECIAL CONSIDERATION:

FINANCIAL CONSIDERATION:

ATTACHMENTS:
1. Roanoke - Ord - Library and Museum Advisory Board - jlm draft redline - 011923
2. Roanoke - Ord - Library and Museum Advisory Board - jlm draft clean - 011923

ORDINANCE No. 2023-~~xxx~~101

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ROANOKE, TEXAS, REPEALING CHAPTER 8, ARTICLE 8.500 OF THE CODE OF ORDINANCES OF THE CITY OF ROANOKE, TEXAS, ENTITLED "LIBRARY DEPARTMENT AND ADVISORY BOARD", AND REPLACING IT WITH A NEW CHAPTER 8, ARTICLE, 8.500, SECTION 8.501, ENTITLED "LIBRARY DEPARTMENT AND LIBRARY AND MUSEUM ADVISORY BOARD" BY PROVIDING FOR A FIVE (5) MEMBER LIBRARY AND MUSEUM ADVISORY BOARD; PROVIDING A SEVERABILITY CLAUSE; PROVIDING A REPEALER CLAUSE; AND PROVIDING FOR AN EFFCTIVE DATE.

WHEREAS, the City Council of the City of Roanoke, Texas, finds and determines it is in the best interest of the City of Roanoke, Texas, to repeal the current Chapter 8, Article 8.500 and replace it with a new Chapter 8, Article 8.500, Section 8.501 of the Code of Ordinances to address the Library and Museum Advisory Board.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROANOKE, TEXAS:

Section 1. FINDINGS INCORPORATED
The findings set forth above are incorporated into the body of this Ordinance as if fully set forth herein.

Section 2. That Chapter 8, Article 8.500 of the Code of Ordinances, City of Roanoke, Texas, entitled "Library Department and Advisory Board" is hereby repealed in its entirety, and is hereby replace with a new Chapter 8, Article 8.500, Section 8.501, entitled "Library Department and Library and Museum Advisory Board" which shall read as follows:

"ARTICLE 8.500 - LIBRARY DEPARTMENT AND LIBRARY AND MUSEUM ADVISORY BOARD

Sec. 8.501. Library Department and Library and Museum Advisory Board.

(a) There is hereby created a library department for the City of Roanoke Texas. The department shall be ultimately responsible to the City Council of the City of Roanoke.

(b) There is hereby created a ~~City~~ Library and Museum Advisory Board. The board shall consist of five (5)~~three~~ members appointed by the City Council for staggered two (2) year terms. The said board shall be advisory only and all final decisions shall be made by the City Council."

Section 3. SEVERABILITY CLAUSE
It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs and sections of this Ordinance are severable, and if any phrase, clause, sentence, paragraph or section of this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this Ordinance, since the

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same would have been enacted by the City Council without the incorporation of this Ordinance of any such unconstitutional phrase, clause, sentence, paragraph or section.

Section 4. **REPEALER CLAUSE**
Any provision of any prior ordinance of the City whether codified or uncodified, which are in conflict with any provision of this Ordinance, are hereby repealed to the extent of the conflict, but all other provisions of the ordinances of the City whether codified or uncodified, which are not in conflict with the provisions of this Ordinance, shall remain in full force and effect.

Section 5. **EFFECTIVE DATE**
This Ordinance shall become effective immediately upon its passage.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Roanoke, Texas, on this the ___ day of _________________, 2023.

APPROVED:

____
Carl E. Gierisch, Jr., Mayor

ATTEST:

____
April S. Hill, City Secretary

APPROVED AS TO FORM:

____
Jeff Moore, City Attorney

ORDINANCE No. 2023-101

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ROANOKE, TEXAS, REPEALING CHAPTER 8, ARTICLE 8.500 OF THE CODE OF ORDINANCES OF THE CITY OF ROANOKE, TEXAS, ENTITLED "LIBRARY DEPARTMENT AND ADVISORY BOARD", AND REPLACING IT WITH A NEW CHAPTER 8, ARTICLE, 8.500, SECTION 8.501, ENTITLED "LIBRARY DEPARTMENT AND LIBRARY AND MUSEUM ADVISORY BOARD" BY PROVIDING FOR A FIVE (5) MEMBER LIBRARY AND MUSEUM ADVISORY BOARD; PROVIDING A SEVERABILITY CLAUSE; PROVIDING A REPEALER CLAUSE; AND PROVIDING FOR AN EFFCTIVE DATE.

WHEREAS, the City Council of the City of Roanoke, Texas, finds and determines it is in the best interest of the City of Roanoke, Texas, to repeal the current Chapter 8, Article 8.500 and replace it with a new Chapter 8, Article 8.500, Section 8.501 of the Code of Ordinances to address the Library and Museum Advisory Board.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROANOKE, TEXAS:

Section 1. FINDINGS INCORPORATED
The findings set forth above are incorporated into the body of this Ordinance as if fully set forth herein.

Section 2. That Chapter 8, Article 8.500 of the Code of Ordinances, City of Roanoke, Texas, entitled "Library Department and Advisory Board" is hereby repealed in its entirety, and is hereby replace with a new Chapter 8, Article 8.500, Section 8.501, entitled "Library Department and Library and Museum Advisory Board" which shall read as follows:

"ARTICLE 8.500 - LIBRARY DEPARTMENT AND LIBRARY AND MUSEUM ADVISORY BOARD

Sec. 8.501. Library Department and Library and Museum Advisory Board.

(a) There is hereby created a library department for the City of Roanoke Texas. The department shall be ultimately responsible to the City Council of the City of Roanoke.

(b) There is hereby created a Library and Museum Advisory Board. The board shall consist of five (5) members appointed by the City Council for staggered two (2) year terms. The said board shall be advisory only and all final decisions shall be made by the City Council."

Section 3. SEVERABILITY CLAUSE
It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs and sections of this Ordinance are severable, and if any phrase, clause, sentence, paragraph or section of this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs and sections of this Ordinance, since the same would have been enacted by the City Council without the incorporation of this Ordinance of any such unconstitutional phrase, clause, sentence, paragraph or section.

Section 4. **REPEALER CLAUSE**
Any provision of any prior ordinance of the City whether codified or uncodified, which are in conflict with any provision of this Ordinance, are hereby repealed to the extent of the conflict, but all other provisions of the ordinances of the City whether codified or uncodified, which are not in conflict with the provisions of this Ordinance, shall remain in full force and effect.

Section 5. **EFFECTIVE DATE**
This Ordinance shall become effective immediately upon its passage.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Roanoke, Texas, on this the 14th day of February, 2023.

APPROVED:

____
Carl E. Gierisch, Jr., Mayor

ATTEST:

____
April S. Hill, City Secretary

APPROVED AS TO FORM:

____
Jeff Moore, City Attorney

AGENDA ITEM

TO: Mayor and City Council

SUBJECT: ORD NO 2023-102 - Sinking Fund City Manager Employment Agreement

MEETING DATE: February 14, 2023

DEPARTMENT: City Manager

ITEM SUMMARY:
Consideration and action on approval of Ordinance No. 2023-102, establishing a sinking fund for the funding of the City Manager's Employment Agreement.

INFORMATION:
This is the required ordinance establishing a sinking fund related to the City Manager's employment contract.

STAFF RECOMMENDATION:
Recommend approval as presented

SPECIAL CONSIDERATION:

FINANCIAL CONSIDERATION:
The sinking fund is a requirement for an employment contract that includes a stated severace component.

ATTACHMENTS:

1. ORD NO 2023-102 - Interest and Sinking Fund (C. Petree's Employment Agreement)

CITY OF ROANOKE, TEXAS

ORDINANCE NO. 2023-102

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ROANOKE, TEXAS, ESTABLISHING A SINKING FUND FOR THE FUNDING OF THE CITY MANAGER'S EMPLOYMENT AGREEMENT; PROVIDING FOR THE LEVYING AND COLLECTION OF A SUFFICIENT TAX TO PAY THE INTEREST ON SUCH OBLIGATION; PLEDGING SUCH FOR THE PAYMENT OF SAID AMOUNT; CONTAINING OTHER INCIDENTAL AND RELATED MATTERS; PROVIDING A SEVERABILITY CLAUSE; REPEALING ALL CONFLICTING ORDINANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Roanoke, Texas (hereinafter referred to as the "City"), desires to retain the services of Cody Petree (hereinafter referred to as "Mr. Petree") as City Manager for the City, subject to the provisions of state law and the City's Code of Ordinances; and

WHEREAS, it also is the desire of the City Council to provide certain benefits and to establish certain conditions of employment for Mr. Petree; and

WHEREAS, on or about February 14, 2023, the City approved an Employment Agreement with Mr. Petree relative to his services as City Manager; and

WHEREAS, the term of that Employment Agreement extends beyond the current (2022-2023) fiscal year, and terminates during the 2024-2025 fiscal year on February 14, 2025; and

WHEREAS, Mr. Petree and the City acknowledge that, pursuant to the provisions contained in Article XI, Sections 5 and 7 of the Texas Constitution, the City may not enter into unfunded debt, *i.e.*, debt beyond the current fiscal year, for any purpose without creating a sinking fund of at least two percent (2%) of the amount of such debt for the payment of said debt; and

WHEREAS, Mr. Petree and the City further acknowledge at the time long-term debt is created, the City must provide for the assessment and collection on an annual basis of a sufficient sum of money for payments accruing during any subsequent budget year.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROANOKE, TEXAS, THAT:

SECTION 1

All the above premises are hereby found to be true and correct and are hereby approved and incorporated into the body of this Ordinance as if copied in their entirety.

SECTION 2

From and after the effective date of this Ordinance, the City's Chief Financial Officer is hereby directed to create and maintain, through **February 14, 2025**, unless said Employment Agreement is terminated pursuant to its terms before such date, a Sinking Fund for the payment of the debt created by such Employment Agreement. The Sinking Fund shall consist of two percent (2%) of the gross base salary due and owing Mr. Petree through **February 14, 2025**, as reflected in Section 4 of the Employment Agreement.

SECTION 3

The proceeds placed into the Sinking Fund, for the current fiscal year (2022-2023) and succeeding fiscal years shall be from the City's ad valorem tax and there shall be annually assessed and collected in due time, form and manner, a direct and continuing ad valorem tax on all taxable property within the corporate limits of the City at a rate from year to year, within the limitations prescribed by law, on each one hundred dollars' valuation of taxable property as will be sufficient to provide funds to satisfy any obligations under the Employment Agreement during any budget year.

SECTION 4

The City's Chief Financial Officer shall keep and maintain all records relating to the Sinking Fund and all such other related documentation and accounts, and is hereby authorized and instructed to maintain all funds necessary in the Sinking Fund to prevent the creation, at any time, of an unconstitutional debt in the terms, conditions, or administration of the Employment Agreement.

SECTION 5

All ordinances, orders or resolutions heretofore passed and adopted by the City Council of the City of Roanoke, Texas, are hereby repealed to the extent that said ordinances, orders or resolutions, or parts thereof, are in conflict herewith.

SECTION 6

If any section, article, paragraph, sentence, clause, phrase or word in this Ordinance is held invalid or unconstitutional by a court of competent jurisdiction, such holding shall not affect the validity of the remaining portions of this Ordinance; and the City Council hereby declares it would have passed such remaining portions of this Ordinance despite such invalidity, and further declares that such remaining portions shall remain in full force and effect.

SECTION 7

This Ordinance shall take effect and be in full force from and after its passage, as provided by state statute and the Code of Ordinances of the City of Roanoke, Texas.

PASSED, APPROVED AND ADOPTED THIS THE 14rd DAY OF FEBRUARY, 2023.

____
Carl E. Gierisch, Jr., Mayor

ATTEST:

____
April S. Hill, City Secretary

APPROVED AS TO FORM:

____
Jeff Moore, City Attorney