

Council Goal Pre-meeting Questionnaire

Councilmember Individualized Goals

1. Why did you run for Council?	
1.1	What things should Council focus on for you to see action in areas that were important to you when you decided to run for office?
1.2	Are there any concrete steps that Council can take in these areas? Are any of these things listed as current Work Session topics?
1.3	How can we engage the public with this (these) items?

Citizen Feedback Led Goals

2. One Cent Survey Priorities	
2.1	After reviewing the one cent survey results, what do you think the City can do to support the citizens' prioritization of City functions?

3. Comprehensive Plan	
3.1	What goals in the current plan would you keep, change, or reprioritize? What would you add?

4. What items from constituents have you heard that need to be prioritized in the next two years?

4.1 How can the plan more clearly reflect the priorities you have heard expressed by your constituents?

4.2 Please explain any ideas you have as to how you think these could be addressed in the next two years.

4.3 How can we engage the public with this (these) items?

February 11, 2019

MEMO TO: J. Carter Napier, City Manager 

FROM: Jolene Martinez, Assistant to the City Manager
Fleur Tremel, Assistant to the City Manager

SUBJECT: Council Resources for Establishing 2019 Goals and Objectives

Meeting Type & Date:
Council Work Session
February 12, 2019

Recommendation:

That Council utilize city and state reports and plans as reference and guidance for establishing their 2019 goals and objectives.

Summary

Council will be developing goals and objectives for 2019. Much research and work has been put into various reports and plans produced for the City and the State: 2018 Citizen Optional One Percent Tax Survey; Generation Casper Comprehensive Plan; and ENDOW: Transforming Wyoming 20-Year Economic Diversification Strategy. Reviewing the information and recommendations in these reports and plans will give Council the advantage of utilizing and building on the work of others that included extensive input from citizens. Should Council decide to establish goals and objectives from information in these reports and plans, they will be building on and integrating their work with recent and relevant information from citizens. Additionally, should Council establish goals and objectives that build on strategies and recommendations of city and state reports and plans, it may open the City to the possibility of funding from State and private granting programs.

Financial Considerations

Establishing goals that are congruent with other goals and strategies established in other City and State plans may open the City to the possibility of funding from State and private granting programs.

Oversight/Project Responsibility

Carter Napier, City Manager

Attachments

2018 Optional One Percent Tax Survey City of Casper Priorities (printed)

Executive Summary of Generation Casper Comprehensive Plan (printed)

ENDOW: Executive Summary of Transforming Wyoming 20-Year Economic Diversification (printed)

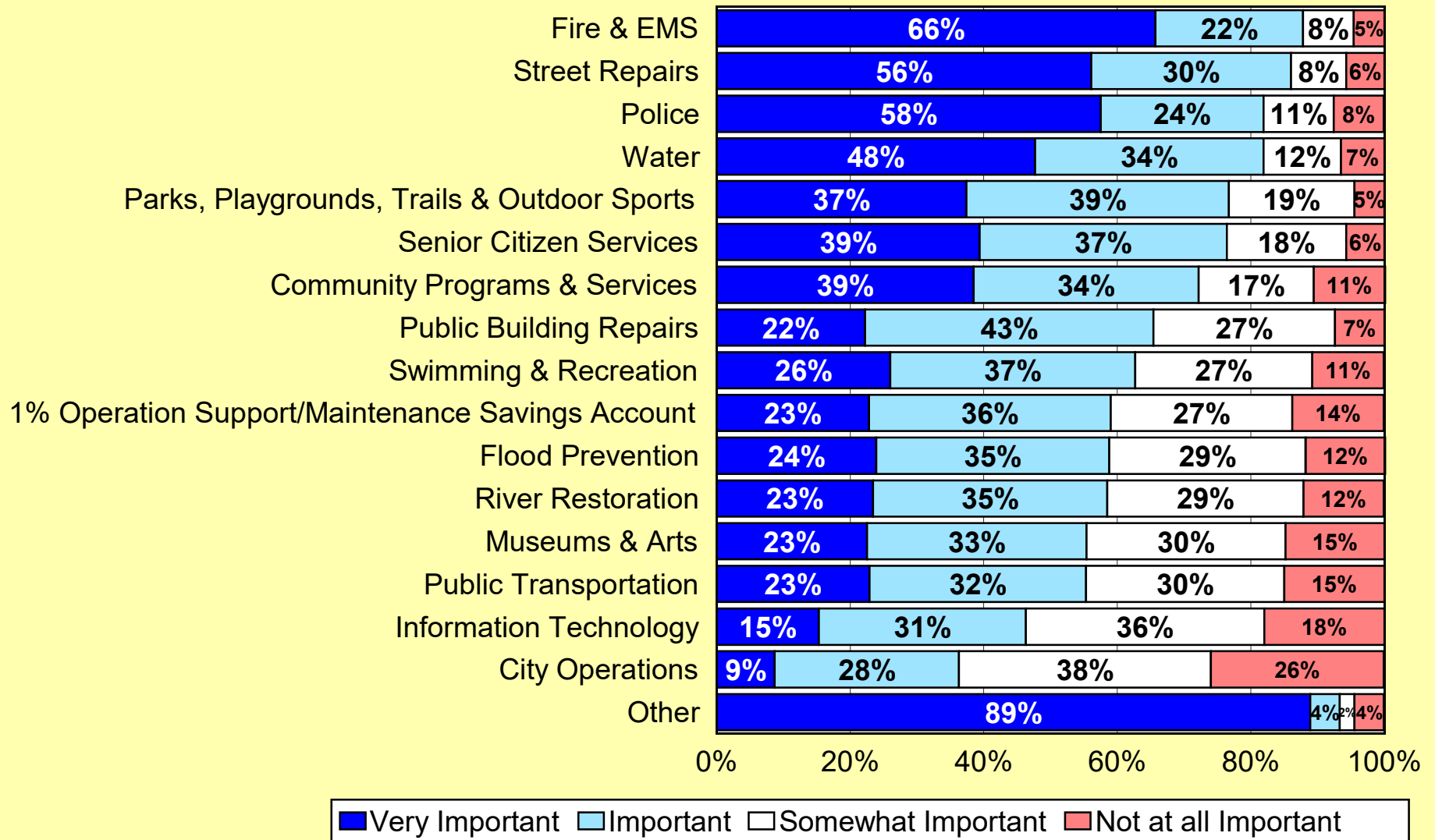
Summary 2018 Optional One Percent Tax Survey (full report sent electronically)

Generation Casper Comprehensive Plan (full report sent electronically)

ENDOW: Executive Summary of Transforming Wyoming 20-Year Economic Diversification (full report sent electronically)

Q1. Level of Importance of Various City Services Provided Through the 1% Sales Tax

by percentage of respondents who rated the item as a 1 to 4 on a 4-point scale (excluding don't knows)



Source: ETC Institute (2018)

EXECUTIVE SUMMARY

WHY PLAN?

Generation Casper is the City of Casper's revised and updated Comprehensive Land Use Plan and Transportation Plan. The Plan (or Generation Casper) serves as a guide for policy changes, land use and transportation planning, economic development forecasting, and capital improvement planning. It is essentially a land use policy document that will help to ensure efficient city services, adequate key infrastructure, and continued growth of Casper's unique quality of life.

The City's last comprehensive plan update was nearly a generation ago, primarily based on data from the 1990s. Economics, demographics, and the areas of growth in and around Casper have changed dramatically since its publication; it has become outdated and out of scope. Generation Casper revisits, reconfirms, and where necessary, re-envision the 2000 update. It is a living document intended to guide local decision makers, be a vision for community leaders, and serve as a policy document for developers.

The land use plan provides an overview of the City's obstacles and opportunities; outlines future land use and transportation visions, principles, and goals; and includes a monitoring program for both implementation and necessary amendments to reflect changing conditions and values.

Just as ancient civilizations and the earliest American cities laid out plans for settlement, the Generation Casper Comprehensive Plan devises a path forward, guiding the future of the City.

PLAN OVERVIEW & HIGHLIGHTS

VISION

The City has a duty to protect the health, safety, and welfare of the community through planning and management of future growth. A community-driven vision was set forth to guide investment in public infrastructure and private development; this vision is supported by six themes: Endless Character, Vibrant Urban Center, Distinctive Regional Hub, Enhanced Connectivity, Embracing the River, and Undiscovered Quality of Life.



ENDLESS CHARACTER

Casper will cultivate a dynamic, welcoming community with growth and redevelopment based in best practices and history that set the stage for a vibrant future.



VIBRANT URBAN CENTER

Casper will work to realize untapped potential and foster a vast network of entrepreneurs to support a thriving Downtown and Old Yellowstone District with unique character that anchors the community.



DISTINCTIVE REGIONAL HUB

Casper will embrace strong relationships between education and industry to retain talent, promote business-friendly policies, and cultivate incubators aimed at fostering fresh ideas and allowing small businesses to make their mark on Casper.

OUR VISION FOR CASPER

In 2030, Casper serves as an economically diverse, regional hub centered on lively commercial centers that embraces a strong and unique community identity through a world-class quality of life.

ENHANCED CONNECTIVITY

Casper will offer transportation choices through safe, reliable streets and a bike and pathway network that connect all residents to their destinations through a variety of traditional and emerging transportation modes.



EMBRACING THE RIVER

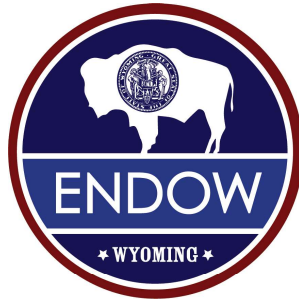
Casper will engage with the world-class North Platte River and a network of trails that are visually and physically linked to commercial centers to foster economic opportunities.



UNDISCOVERED QUALITY OF LIFE

Casper will be comprised of creative, safe, family-friendly neighborhoods and gathering areas where all residents and visitors can enjoy rich culture, stunning vistas, vast open spaces, recreational opportunities, and big city amenities.





Transforming Wyoming

ENDOW Economic Diversification Strategy Summary

The Economically Needed Diversity Options for Wyoming (ENDOW) Executive Council released their 20-year economic diversification strategy on August 22, 2018. The report was driven by thousands of engaged Wyoming citizens, hundreds of Wyoming businesses, multiple education and research institutions and countless industry and community leaders to establish a collaborative vision for economic diversification driven from the ground up.

The Report

The final report supports a shared mission to move Wyoming beyond the boom-and-bust cycles that have driven our collective fate for too long. The recommendations outlined support Wyoming's natural resource, tourism and recreation, and agriculture industries while growing additional sectors alongside, not in lieu of them.

Central to these recommendations is the premise that the private sector will be responsible for diversifying Wyoming's economy and achieving ENDOW's objectives. Businesses and their actions in the marketplace will define success, spur economic growth and create jobs. The government's role is not to interfere with that process, but foster, and where possible, accelerate it, particularly in terms of education, workforce training, infrastructure, and research and development.

This report does not contain every answer, nor will every recommendation succeed or be the right solution for Wyoming. However, each and every proposal is well researched, thoughtfully considered and an important piece of the puzzle in diversifying Wyoming's economy for future generations.

Aspirations: Wyoming 2038

- 100,000 + new jobs, 35% in rural communities
- 79% personal income growth
- 82% GDP growth
- 108,000 new residents
- Decrease youth outmigration to 30%

Our Future Will See Disruption

Embracing change means quickly identifying and capitalizing on services and technologies, which are quickly transforming the global marketplace. Disruptive technologies include artificial intelligence, cloud solutions, autonomous vehicles, advanced robotics, 5G mobile internet, and more. Strategy highlights include:

- Appoint a Chief Innovation Officer to develop strategies for the identification, adoption and deployment of disruptive technologies.
- Develop a platform that provides private-sector innovators the ability to test and evolve at state scale.
- Create space for deployment of disruptive technologies and creative solutions.

Bolstering our Building Blocks

For existing and emerging industries to perform at their highest level, Wyoming must strengthen the building blocks of our economy which includes education, healthcare, infrastructure, entrepreneurial ecosystem and state capabilities. Strategy highlights include:

- Promote and incentivize the creation of modern apprenticeship, internship and training programs for both new and seasoned workers.
- Develop portable and stackable credential programs that are recognized by employers and give workers access to more advanced jobs and wages.
- Significantly expand the University of Wyoming's footprint beyond Laramie to ensure Wyoming residents have physical and digital access to a wide range of bachelor and graduate degree programs.
- Invest in conservation, recreation, tourism, the arts, community amenities and infrastructure.
- Evaluate the development of additional transportation systems, including preparing for and facilitating bold and transformative systems.
- Work with power companies to create a new rate to attract and expand development.
- Enable shared infrastructure – including Federal and university laboratories – to facilitate productivity gains and enable companies to market new products at speed.
- Invest 2% of Wyoming's investment portfolio in home-grown companies.
- Ensure Wyoming has a presence, including appointing global ambassadors, in each major financial center in the U.S. to enable attraction of significant capital.
- Create business development and innovation zones where industry has access to research and development facilities, special permitting, and tax incentives.

Fueling Next Generation Engines

Next Generation Engines represent areas of opportunity based on Wyoming's strengths, business trends, and expertise. These areas include Natural Resources, Tourism and Recreation, Agriculture, Advanced Manufacturing, and Knowledge and Creative. Strategy highlights include:

- Establishing the University of Wyoming as a globally preeminent energy research university.
- Increasing wind energy generation by 10-fold, to a production level of 15 gigawatts.
- Developing policies and strategies to achieve the lowest cost power in the nation.
- Establishing a premier agriculture innovation and research/training center at the University of Wyoming.
- Promoting and incentivizing the advanced manufacturing industry to create modern apprenticeship and training programs.
- Significantly expanding the University of Wyoming's footprint beyond Laramie to ensure Wyoming residents have access to a wide range of bachelor and graduate degree programs.
- Evaluate development of healthcare and telemedicine medical education facilities to train physicians, physician's assistants, nurses, nurse aides, etc., with a focus on developing providers with expertise in rural healthcare, primary care, elder care, and telemedicine/telehealth.
- Creating a Creative-Ready Community Program that builds and funds local arts and culture spaces in Wyoming communities.
- Creating a collaboration fund to financially and technically support local outdoor recreation collaboratives to allow for information sharing and locally-based decision-making.

State Alignment

There exists a network of inter-related agencies responsible for enhancing economic prosperity in Wyoming. To advance ENDOW and its various initiatives, it's necessary to enhance alignment of functions, strategies and resources. Strategy highlights include:

- Appointment of a Chief Economic Diversification Officer and a Cabinet of Commission for Economic Diversification.
- Immediate implementation of the actions listed in the building blocks section of the report.
- Developing action plans for business development and innovation zones, including staffing, resources, funding and statutory changes.

Next Steps

After receiving guidance from the Governor on this strategy, ENDOW will develop 4-year action plans complete with policy recommendations and budget requests to implement the ENDOW vision.