



*Lincoln City*

# **COUNCIL RETREAT REPORT**



A person is silhouetted against a bright, hazy sky, standing on the edge of a dark, rocky cliff. The background is a vast, misty landscape with rolling hills and a body of water in the distance. The overall color palette is dominated by teal and dark blue tones, with a bright orange border framing the text.

# LINCOLN CITY COUNCIL RETREAT REPORT

The Lincoln City Council held a Strategic Visioning Retreat on March 1, 2023, to update and develop their strategic vision for the future of the city. The retreat was attended by the Council, the Mayor, the City Manager, and Department Directors. Dr. Mike Mowery, the President of Leadership Development for Strategic Government Resources (SGR) facilitated the retreat. This report is a summary of the key discussion items during the retreat. The strategic priorities identified by the Council are listed at the end of the report. SGR recommends that the Council formally adopt this as their strategic vision at an upcoming regular council meeting.

## OVERVIEW

The Council and the Management Team participated in the discussions throughout the day. The retreat followed a very simple format. The participants were presented with a strategic question to consider, and they discussed these questions in small groups. After having time to discuss the question, each group reported out to the large group about the key items in their discussion. This led to some discussion in the large group. The facilitator captured the most important parts of their report and wrote them on the white board. Each time a new question was presented, the groups were re-formed so that all of the participants were able to be in small groups at some point in the day with everyone. Below is a summary of the small group discussions on the strategic questions.

## REPUTATIONAL DRIVERS

Reputational Drivers answer the question, “What do we want to be known for?” The discussion was not based around what the group thinks the current reputation is, but rather, “What kind of reputation do we want to have as we move into the future?” This is a list of the things the participants listed.

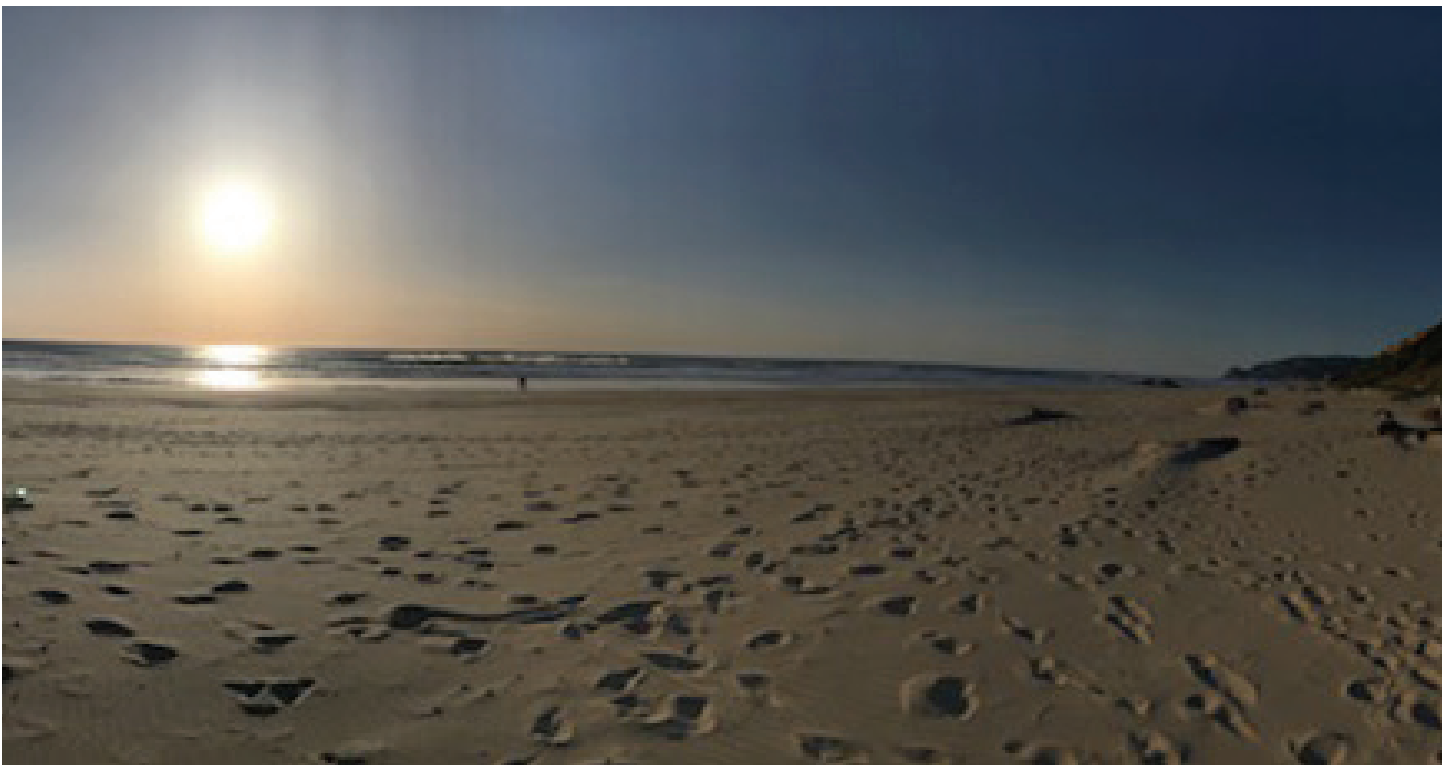
- Culture of Community.
- Trust and Transparency.
- Stewardship—Protecting the very things that draw people here.
- Professional well-run organization.
- Quality and efficient customer service.
- Functional transportation-all modes.
- High Commitment to Diversity, Equity, and Inclusivity.
- Accountable.
- Oasis—Atmosphere of Fun in an aesthetically pleasing place.
- Innovative and Progressive.
- High Quality of Life for both residents and tourists.
- Safe.
- Economic Diversity.
- Able to Resolve Housing Issues.
- Family-friendly indoor activities.
- Compassionate City.



# PRESSING NEEDS

The participants were asked to consider the pressing needs of the community. These pressing needs are things that are important needs for residents, tourists, and stakeholders now, as well as the pressing needs they will face in the future. Below is a summary of the items listed.

- Future water needs.
- Infrastructure.
- Education and vocational training.
- Mental health.
- Enforcement of narcotic laws.
- Alignment of vision.
- Housing for every population.
- Addressing visible and invisible homelessness.
- Equity and living wage jobs.
- Health and wellness.
- Emergency Preparedness.
- Recruitment of high-quality workforce.
- Transportation needs—including additional routes through the city and infrastructure for electric cars.
- Healthy financial reserves.
- Support for Children through daycare and early childhood education.
- Energy production.
- Erosion of Shoreline.
- Climate change.





# SWOT ANALYSIS

Participants were asked to identify the Strengths, Weaknesses, Opportunities, and Threats facing Lincoln City. Below is a list of the items they identified in each category.

## STRENGTHS

- Experienced Quality City Staff.
- Shared goals and priorities.
- Destination Location.
- Passion, compassion, and caring community.
- Resilience.
- Ability to partner with other entities.
- Ability to obtain grants.
- Natural resources.
- Tourism is strong and has been historically strong.

## WEAKNESSES

- Homeless resources.
- Welcome Center.
- Long-term revenue generator.
- City owned buildings in need of repair.
- Family wages.
- Business quality internet.
- Geographic isolation.
- Diversity in city staff is less than in the community.
- Communication to stakeholders.
- Opportunities for youth.
- No indoor waterpark.
- No indoor activities.
- Civic engagement is low.
- Older buildings on 101 in need renovation.
- Downtown.

# SWOT ANALYSIS *continued*

## OPPORTUNITIES

- Regular monthly events to drive year-round tourism—sponsored by the city.
- Youth internships with the city.
- Holistically bring about a sense of community.
- Protect infrastructure proactively.
- The time is right to start upgrading our infrastructure.
- Grants are available.
- Legislative lobbying.
- Improvement of quality of life would help in attracting quality talent.
- Buy land for positive uses.
- Develop currently owned land.
- More community education.
- Improve external messaging.

## THREATS

- Recruiting and retaining talent.
- Cyber-security issues.
- Not having enough money to buy land.
- Not having the right developers to manage and develop land.
- Inability to build taller structures.
- Tsunamis and earthquakes.
- National erosion of trust in law enforcement.
- Unfounded liabilities.
- Community health erosion.
- Scarcity of resources.
- Affordability.
- Recession causing a decline in tourism.
- Loss of nationwide civility.
- Inflation.



# STRATEGIC PRIORITIES

The Council identified six strategic priorities for Lincoln City as they focus on creating a future that will continue to provide a high quality of life for residents and other stakeholders. Under each strategic priority, the Council listed milestones that give some clarity and definition to what the Council desires. The City Staff, under the guidance of the City Manager, will now develop initiatives that support these priorities and milestones. The strategic priorities are listed below in no order.

## STRATEGIC PRIORITY: EMERGENCY MANAGEMENT PREPAREDNESS

### Milestones:

1. Evaluate our current plans and update them as required.
2. Develop an internal and external communication plan and action plan.
3. Implement the plan, including internal and external feedback loops.
4. Review lessons learned from previous emergencies with Council and Staff.

## STRATEGIC PRIORITY: FINANCIAL HEALTH

### Milestones:

1. Maintain reserve ratios.
2. Prioritize projects and identify funding needs.
3. Use utility rates to fund infrastructure maintenance.
4. Create revenue diversification for funding.
5. Utilize debt financing for CIPs.



# **STRATEGIC PRIORITIES** *continued*

## **STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT**

### **Milestones:**

1. Adopt the Urban Renewal Plan that will provide for a lite industrial park.
2. Do economic opportunities analysis and buildable land inventory.
3. Consider re-zoning areas to be planned industrial.
4. Seek funding for economic development tools.

## **STRATEGIC PRIORITY: HOUSING**

### **Milestones:**

1. Allow all housing types in all mixed use, residential, and commercial zones.
2. Eliminate conditional uses and make permitted uses with standards.
3. Create code language that establishes homeless shelter standards.
4. Phase out VRD from residential zoning and expand VR zone.
5. Eliminate lot size requirements, while keeping the same setback standards.

## **STRATEGIC PRIORITY: INFRASTRUCTURE**

### **Milestones:**

1. Create a master plan of facilities and assets so that they are all identified along with a list of their upgrade and maintenance needs.
2. Prioritize repairs that are needed.
3. Create a long-term schedule with possible funding mechanisms.
4. Communicate the needs creatively to the community.

## **STRATEGIC PRIORITY: ENVIRONMENT**

### **Milestones:**

1. Develop a climate action plan.
2. Begin implantation of climate action plan.
3. Create a plan to protect the watershed and Devil's Lake and other resources and assets that are not addressed by the climate action plan.







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This report was produced by

