

An aerial photograph of a city area, overlaid with a planning map. The map is divided into numerous colored zones, each labeled with a two-letter code. The colors include shades of green, yellow, orange, red, purple, blue, and grey. A prominent blue line, likely representing a water body or a specific boundary, runs across the map. In the upper right quadrant, there is a text box with a light grey background containing the text "Lake Level 520.05 ft 0 ft / 13 mins ago". The text "Planning Department Business Plan 2023" is centered over the map in a large, bold, black font.

**Planning Department
Business Plan
2023**

Lake Level
520.05 ft
0 ft / 13 mins ago

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Introduction

This plan is intended to provide direction to the department on both internal functions and assist with prioritizing expected workloads. The clear and consistent prioritization of tasks will be welcome as it will help staff make better choices with time management. This will also make clear resources needed to complete desired tasks. The plan was developed using existing documents including:

- The Strength Weakness, Opportunity, and Threat (SWOT) Assessment from the 2022-2023 budget
- Established goals for the department
- Established expectations of staff
- The Lewisville 2025 Plan Update
- Adopted Small Area Plans
- Other adopted long-range plans

The SWOT assessment from the 2022-2023 budget were review by staff before inclusion in that document. The Established goals for the department and expectations of staff were developed over the past two years with the Planning Technician, Planners and Planning Manager to ensure all needed roles in the department were covered and backups for all these roles were understood. These documents are reviewed every 3 to 6 months to ensure any process updates are captured.

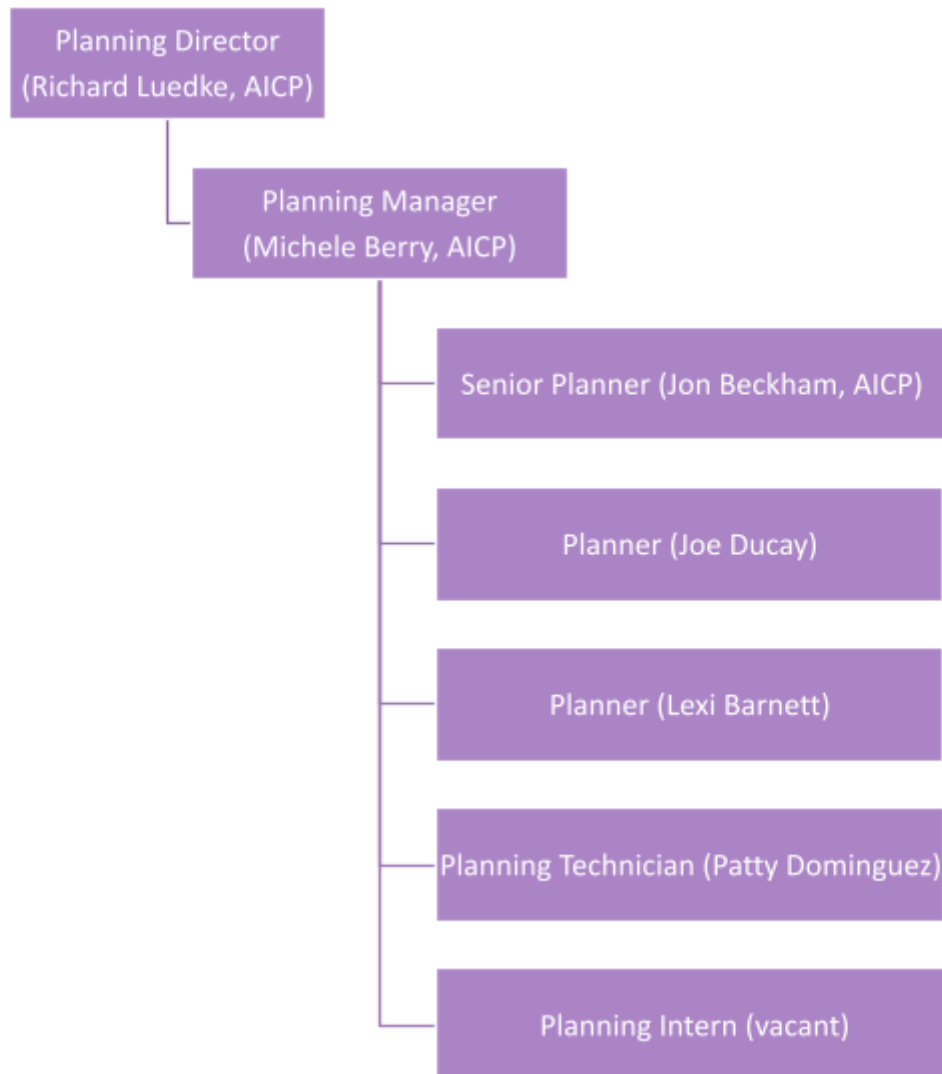
In addition, all department staff were involved in discussions on the vision creation and updating goals and strategies. Staff had three meetings and access to a google doc version of the plan to add their ideas. Members of staff were particularly excited to work on implementation and follow through of plans. They expressed work on these plans was regularly interrupted by current planning reviews, inquiries and meetings. Specific items were development of 121 Business Corridor Enhancement Strategies and updating the Old Town master Plan, especially those areas not included in the TOD Update currently underway.

Departmental Overview

The Planning department has traditionally been a small department focused on development review and for a while was combined with Economic Development. Since the adoption of the Lewisville 2025 Plan in 2014 the department focus has changed significantly. Adoption of new ordinances by Council to better implement the vision has led to more complex processes, such as Special Use permits. Development review has become more complex with a view to ensuring quality redevelopment, particularly along the IH-35E corridor and in Old Town. In addition to development review, the Planning Department now regularly oversees or participates in ordinance amendments, policy adoptions, long range plan development and implementation activities.

To help address the increased complexity and desire for proactive planning, an intern has been added to the organizational chart for the current year. The intern assisted with special projects and participated in daily operations and plan reviews. The intern position is currently vacant. Interviews are scheduled and it is anticipated the intern will join the team by the end of May 2023.

Organizational Chart



Day to day

The daily work of the planning department centers around current development. This includes fielding questions from potential developers on projects, running development review committee meetings to provide answers, reviewing submittals for compliance with ordinances, communicating back to the applicant, preparing memos and reports for decision making bodies, organizing and running meetings with the Planning and Zoning Commission, Old Town Design Review Committee, Overlay District Board, and Zoning Board of Adjustment, and coordinating with other departments through the construction and permitting process.

In addition, Planning handles long range planning and special projects. These projects are often placed on the back burner as current planning timelines force prioritization of current plan review. However, having established plans in the process of being implemented helps prevent issues that commonly arise with current planning, such as inappropriate uses being able to develop by right and associated legal challenges.

Department SWOT (Strengths, Weakness, Opportunities and Threats Assessment)

Value People	Strengths	<p>Planning staff's enthusiasm for planning</p> <p>Reputation in the development community of being reasonable and eager to "think outside of the box" when solving problems</p>	
	Weaknesses	Two fifths of the professional planning staff have less than 2 years' experience. This lack of experience requires mentorship and training.	
	Opportunities	<p>New staff can help create a new sense of teamwork.</p> <p>An additional planner allows to staff to more evenly distribute workload and give the department the ability to manage long range and special projects</p>	
	Threats	Potential for staff to leave after they develop skills can find promotions in other communities or the private sector.	
Serve Everyday	Strengths	<p>Online tools provide greater efficiency and reliability in the delivery of service for our customers</p> <p>Equity is a focus in service delivery and the department has more resources to provide better guidance to the development community, minority citizens and customers from other cultures.</p>	
	Weaknesses	Website and published materials are not as clear as they could be.	
	Opportunities	<p>To go out into the community more for input on the 121 Business Plan, 9% tax credit projects, etc.</p> <p>Recommendations of Mayor Commission – Listen, Learn, Lead provides additional tools to promote diversity and equity in our delivery of service.</p> <p>Code Overhaul will help to bring consistency between regulations and long-range plans.</p>	
		Threats	Quality control due to speed of processes and younger staffing.
	Build Our Future	Strengths	<p>New Unified Development Code</p> <p>Our collection of plans that compose our comprehensive plan provides a future vision for all areas of the City</p> <p>Small department size allows us to be nimble and adaptive</p>
Weaknesses			Follow through and implementations of Small Area Plans and the 121 Assessment.
Opportunities			<p>New federal infrastructure bills could translate to funding for new projects</p> <p>Old Town Transit-Oriented Developments</p> <p>Additional small area plans could be developed based on needs and guidance from Lewisville 2025 update</p>
		Threats	<p>Abundance of Light Industrial zoning can amplify negative impacts of heavy-intensity development on surrounding neighborhoods and create developments inconsistent with adopted long-range plans. Inappropriate development being allowed by right in certain areas, especially in the Transit-Oriented Development area and Light Industrial zoned areas adjacent to the highway and residential.</p> <p>Current and future state laws continue to limit city's ability to regulate development.</p>

Vision

To be a forward-thinking innovative department that promotes the physical, economic and social wellbeing of all community members through long range and current planning activities with conscious focus on equity, sustainability, practical solutions, and collaboration. Our vision is for a continuously improving Lewisville where new developments and projects exceed expectations of Lewisville residents.

Mission

To ensure development and redevelopment in Lewisville reflects the Community's values and promotes a high quality of life and wellbeing for all citizens, visitors and businesses.

To achieve this we must:

- Be a nimble planning department that can quickly respond to changing conditions and priorities.
- Balance pushing for the best possible development while maintaining a development friendly atmosphere. Being development friendly is not saying yes, it is providing clear concise comments back by code and provided in a timely manner and helping to find solutions when they are available.
- Ensure all team members feel support and are able to develop professionally.
- Develop and implement long range plans to ensure redevelopment and city projects serve their respective communities.

Staff Expectations

Our expectations of our staff are that they support our vision and mission through regularly practicing the following actions.

- Excellence in Daily Responsibilities
 - Clear, consistent, thorough, and timely reviews.
 - Be knowledgeable about your cases and able to answer questions.
 - Look for ways to make projects better based on City goals and clearly indicate these suggestions to the applicants.
 - Take ownership of projects assigned.
- Bring your Best to the Table
 - Act with integrity; take ownership of mistakes, be honest and forthright.
 - Show consideration for all viewpoints and tailor communication based on the situation.
 - Attend professional development events to help expand knowledge and skills.
 - Engage experts from other departments and outside the city.
 - Ask questions to ensure and further understanding.
- Teamwork
 - All tasks important to maintaining the workflow, all tasks valued!
 - Cross-train and support.
 - Share ideas with the team, all ideas are valued – even if they are not adopted they contribute to constructive conversation and implementation.
 - Ask questions.
 - Communication – Over communicate, especially with virtual meetings. Copy all parties on emails, let everyone know.
 - Be willing to assist with positive attitude, leaving ego at the door.
- Handle diverse and challenging workload
 - Set personal deadlines and meet all department process-oriented deadlines without sacrificing quality. Current Planning state mandated deadlines always first.
 - Be clear on what you are able to accomplish and timelines and ask for help if needed.
 - If conflicts arise, prioritize assignments, or speak with supervisor about priorities and deadlines.
- Communication
 - Administrative Internal with team – arriving late and other procedural items, text or email, let whole team know.
 - Open door policy.
 - External customers – respond within 24 hours. Ok to say I need more time to research and issue. Be thorough and precise.
 - Colleagues – all on the same team.
 - If you have any concerns share them before an issue is created.

Goals

GOAL 1: To be Exceptional in Providing Development Services and Recognized as a Reliable and Desirable Place to do Business.

This goal means that staff should be reviewing for compliance with ordinances in a timely and accurate manner. Staff should also encourage developers to make improvements that benefit the city wherever possible. Information should be easily accessible, and processes should be consistent and transparent. Future projects include updates to MGO, our permit and project submission and tracking system.

Goal 2: To Develop Long Range Plans that Capture the Desires of Citizens and Ensure Those Visions Come to Fruition

This goal means that the City is regularly and appropriately preparing and updating long range plans and small area plans. The regular updating processes ensure plans are responding to changing conditions and reflecting current community values. Small Area Plans should take a detailed look to gather resident input throughout the city, so the best possible decisions can be made. Future Projects include an update to the 2003 Old Town Master Plan and the State Highway 121 Business Corridor Plan.

Goal 3: To Unite Long Range and Current Planning Through Implementation of Adopted Plans

Adopted plans should have a consistent implementation process that is reflected in current planning reviews. Implementation of long range and small area plans may be through capital projects, code updates and current plan reviews. This goal means that staff should always be looking for win-win solutions that support plan objectives. Our recommendations on entitlement requests should be solidly based on the goals and objectives in adopted plans and best available data on potential impacts. Codes, guidelines, and ordinances should be amended to promote plan goals. Future projects include a contract with UTA's Institute of Urban Studies for a homeowner's guide to permit, finance and build Backyard Cottages and "pre-approved designs".

Goal 4: To Provide a Great Atmosphere in Which Staff Is Respected, Supported and Has Opportunity for Professional Growth.

This goal speaks to the Lewisville Way in valuing people and building our future. We desire current staff to stay and develop professionally. This will best assist in plan implementation and consistency in development review.

Strategies & Tasks

GOAL 1: TO BE EXCEPTIONAL IN PROVIDING DEVELOPMENT SERVICES AND RECOGNIZED AS A RELIABLE AND DESIRABLE PLACE TO DO BUSINESS.

- 1. Continue to provide timely and quality current development services, including plan reviews.**

Timeliness of plan reviews is not just a requirement of state law but a way to build trust with the development community and help the city succeed economically.

 - *Evaluate Staffing needs.* Staffing levels are sufficient for current planning and most special projects become backburnered. Staff needs to evaluate how workloads have increased based on more complex code, code areas now reviewed by planning, and desire for more long-range planning. The evaluation should also include analysis of staffing and workload metrics from comparison cities.
 - *Update Plan Review checklists.* Plan review checklists are helpful tools for both the development community and staff. It helps provide an efficient development process where plans are being review for substantive issues rather than checklist type items. These review checklists need to be updated as codes change and annually reviewed to see if any other information would be helpful.
- 2. Regularly review development procedures and processes to ensure they are thorough and efficient.**
 - *Inventory and reach out to properties impacted by the IH-35E widening.* Initial outreach will be by letter and followed-up with one-on-one meeting. Code enforcement will be engaged when needed for non-conformities.
 - *Update MGO processes.* New roll-outs for MGO and the code overhaul provide a unique opportunity to streamline process in MGO for current development processes and needs.
- 3. Be a data driven planning department**
 - *Ensure plans are upheld.* In each review for zoning changes or discretionary approvals ensure that all plans are being reviewed.
 - *Use best available resources and data to support recommendations.* In each review for zoning changes or discretionary approvals ensure that all plans are being reviewed. Impacts of projects should be assess with specific data where available.
 - *Attend trainings and be engaged professionally to be aware of Best Practices.*
 - *Maintain data updates on populations and trends.* Annual reports from NCTCOG and the census are currently used to track population. As the City grows toward build-out, tracking this internally would help support more targeted operations and specific data as census and NCTCOG data do not always capture those nuances. This is a long-term goal as it would involve a new regular procedure.
- 4. Clearly Communicate Develop Processes and Expectations to all**
 - *Update the Planning Department and Boards and Commissions websites.* In collaboration with our communications team update Board and Commission websites as we move meetings onto the Granicus platform.
 - *Revise the Development Activity Report.* With updates to MGO, revise the DAR report to ensure compatibility, partner with ITS. Ensure staff is trained on procedures to keep information up to date.

- *Update development guides and ensure clear access on website.* After adoption of the new UDC update development guides and post to the website.
- 5. Work with other departments to ensure all resources are made available to homeowners, developers, and business owners**
- *Quarterly scheduled check-ins* with departments to ensure any programs that could benefit developers or homeowners; for example Economic Development grants, Parks programs, Library programs, Sustainability refunds, Neighborhood Services programs, and Stormwater fee reductions based on BMPs. These check-ins may also be a good time to ensure any code amendments are understood and implemented.
 - *Departmental trainings.* After Code Overhaul is adopted schedule trainings with all departments on the changes that may impact their customers the most.
- 6. Partner with local universities on a design and policy center.** One of the functions of this center would be to help homeowners and small business owners through the design and development process by suggesting design solutions to current problems. This would promote a problem-solving approach and provide additional design resources to the community. This would be limited to homeowners, primarily, and small business owners, occasionally.
- *Identify space and funding needs.* Reach out to UTA and UNT to gauge interested and cost associated.
 - *Identify potential resources.* Resources may be of space or funding needs including partnerships and grants.

GOAL 2: TO DEVELOP LONG RANGE PLANS THAT CAPTURE THE DESIRES OF CITIZENS AND ENSURE THOSE VISIONS COME TO FRUITION

- 1. Evaluate Existing Plans and Prioritize Updates and New Plan Activities.** Plans need to be reevaluated periodically as they are implemented, economic realities change, policies change, and priorities of the communities change.
- *Annual assessment of plans.* At the end of each fiscal or calendar year staff should briefly review and prioritize planning activities needed in the next five years. Those should then be updated in this business plan.
- 2. Create small area plans for each area of the City.**
- *Define boundaries of neighborhoods to inform Small Area Plan selections.* The bulk of these work was done prior to the Small Area Plans, however, these boundaries should be reaffirmed through a public engagement process.
 - *New Small Area Plan.* Every 3-4 years complete a new Small Area Plan. The Small Area Plan process should be 6 to 9 months followed by a 2-to-3-year focus on implementation of the plans. This process should also engage all relevant city department to create buy-in and promote implementation of the adopted plans.
- 3. Update existing plans as needed based on evaluations.**
- *Old Town Transit Oriented Development Plan Update with infrastructure study.* Based on recent development in Old Town, now is the time to review updates. This process is currently underway.
 - *Old Town Master Plan Update.* The Old Town Master Plan was adopted in 2003 and hasn't been updated since. There has been a shift in attitude towards preserving the

character of residential neighborhoods and a conflicting increase in development pressures in these areas. Once the Transit Oriented Development plan update is adopted staff should evaluate the rest of Old Town and bring forward an update.

GOAL 3: TO UNITE LONG RANGE AND CURRENT PLANNING THROUGH IMPLEMENTATION OF ADOPTED PLANS

1. Regularly review development and zoning ordinances to ensure they meet goals of the City.

On an annual basis significant section of code needs to be thoroughly reviewed to ensure they are still meeting goals and objectives of the City Council and reflecting best practices, new methods, and new technologies.

- *Evaluate zoning and design standards in old town to be sure they reflect the goals of the adopted plans.* Recent projects have brought to light some of the uses permitted do not reflect the desires. Most of this has been addressed in the Code Overhaul but it is a good time to review standards as well, especially in light of Council direction to be more flexible for projects further away from the center of Old Town.
- *IH-35E Corridor Overlay Assessment and Updates.* The IH35E Overlay was a transformational code change for Lewisville. However, some sections are overly complex and difficult in their application and enforcement. In addition, the core subdistrict areas are overly large based on foreseeable development. The ordinance should be thoroughly reviewed for the scope of the core subdistricts, regulating framework plans, and street requirements for redevelopment.
- *Evaluate zoning and development standards at transit nodes including the three DCTA stations and four nodes on IH-35E and update as needed.* Possibly in conjunction with the strategy above for Old Town we need to review the potential for new and redevelopment near the transit stations and perhaps update regulations to permit the desired level of density.
- *Adopt new Unified Development Code.* The unified development code has been in progress for over 3 years. Adoption of this code is crucial for updating development practices.

2. Implement Long Range Plans. Plans don't mean a thing if they are not consistently implemented.

- *121 Business Corridor Strategic Plan.* This plan needs to be finalized, adopted, and implemented.
- *Perform a Jobs Housing Balance Review.* This is to ensure housing options align with employment opportunities provided. It should be future focused considering trends in housing, cost forecasting, trends in employments and new developments anticipated in Lewisville.
- *Adopt Complete Street Policy.* The Complete street policy has been through numerous reviewed with multiple departments and needs final formatting as a policy. Once adopted it will help guide new and redevelopment of streets.
- *The Hamptons.* Work with developers to plan and sell the 25 acres at the southwest corner of 35 and 407.

3. Small Area Plan Implementation – with major pushes following plan adoptions

- Coordinate with Parks and streets to implement green ribbon project in Southwest Lewisville.
- Engage stakeholders to implement the Creative Mix area in Old Town North.
- Create request for Proposals for planning identity enhancements at gateways and focal points that incorporate community participation.
- Provide bi-annual updates to Planning and Zoning Commission on the status of Plan Implementation.
- Develop and adopt design guides for certain public corridors.
- College Street Design Overlay.
- Revise Single-Family Residential Zoning Districts to allow more incremental and appropriate density, this is incorporated into the new Unified Development Code.
- Create Community Garden at a permanent location.
- Round Grove Design Overlay for redevelopment and new development.
- Develop policy to reclaim gas well sites.

4. Partner with nearby Universities for a Design/Policy Center – See Goal 1, Strategy 6.

GOAL 4: TO PROVIDE A GREAT ATMOSPHERE IN WHICH STAFF IS RESPECTED, SUPPORTED AND HAS OPPORTUNITY FOR PROFESSIONAL GROWTH.

1. Coordinate and collaborate with all departments in the City as it relates to planning and development activities.

- Assist with Healthy Infrastructure Plan.
- Assist with Thoroughfare Plan.
- City Vision Plan (Currently 2025 Plan) - Update every 5 years.
- *Land Use Assumptions* – Coordinate with Public Services for an assessment every 5 years and update as needed based on changes in land use policies.
- *Weekly development review committee meeting.* Coordinate with Engineering, Building Services, Fire Prevention, Sustainability, Public Services, and Parks. Be sure to reach out to other departments as may be needed depending on project specifics.

2. Maintain Planning Excellence recognition.

- *Annually apply and received award.* Ensure minimum point count through established system.
- *Annually review and, if needed, update at minimum one section of development code.* This will ensure the code is in step with best practices.
- *Every third year, update or adopt a new long-range plan.* This will be an opportunity for all staff to be involved. Lead roles will be given to different staff members based on passion and skill. This will promote development of staff members and buy in for the projects.

3. Ensure staff has access to relevant training.

- *Attend Conferences.* Continue to send staff to state and national conferences annually, alternate which staff attend which events. This will ensure staff is up to date on current trends and practices and support maintaining the planning excellence recognition.

- *Local relevant trainings.* Attend local training as made available and seek out training opportunities on issues of relevance.
- *Increase AICP certification percentage.* Ensure all staff that qualify apply for American Institute of Certified Planners certification and membership. List AICP certification as a preference in hiring.
- *American Planning Association Membership.* Maintain American Planning Association memberships for staff, City Council and the Planning and Zoning Commission to continue to receive resources, including legislative updates and PAS reports.

Implementation Matrix

<i>Task</i>	<i>Task owner</i>	<i>Target date</i>	<i>Additional financial resources</i>	<i>Additional time resources</i>
<i>GOAL 1: To be exceptional in providing development services and recognized as a reliable and desirable place to do business.</i>				
1. Continue to provide timely and quality current development services, including plan reviews				
○ Evaluate Staffing needs	MB	Annual		10 hours staff time
○ Update Plan Review checklists	JB	Annual		40 hours staff time
○ Reach out proactively to properties impacted by the IH-35E widening to ensure they are informed of the IH-35E Overlay and other relevant development regulations.	MB/JG	2023		
2. Regularly review development procedures and processes to ensure they are thorough and efficient				
○ Update Development Guides	JB	2023	Intern	160 hours staff time
○ Update MGO processes for current development review	JB	2022		40 hours staff time
3. Be a Data Driven Planning Department				
○ Ensure plans are implemented and track accomplishments through google sheets and Trello.	ALL	Ongoing		Within current
○ Use best available resources and data to support recommendations	ALL	Ongoing		Within current

○ Update City Limit Boundary and coordinate with adjacent Cities as required for clear and consistent boundaries	MB	2023-2024		Within Current
Task	Task owner	Target date	Additional financial resources	Additional time resources
○ Attend training and be engaged professionally to be aware of best practices	ALL	ongoing	Training fees	Within current
○ Establish system and then maintain data updates on populations and trends	MB	2023		52 hours staff time
○ Jobs-housing balance review with Neighborhood Services	MB			
○ Update land use assumptions every five years to inform CIP processes	RL			
4. Clearly Communicate Development Process and Expectations to All				
○ Update website	MB	2022 Ongoing		40 hours staff time
○ Maintain DAR	ALL	Ongoing		3 hours weekly
○ Update development guides and ensure clear access on website	JB	2022 -Ongoing		20 hours staff time
5. Work with other departments to ensure all resources are made available to citizens and the development community				
○ Quarterly check-ins with Planning staff to identify process improvements	MB	2023		40 hours
○ Departmental trainings for Code Overhaul	MB	2022-2023		16 hours
6. Partner with Local Universities on a Design and Policy center				

o Backyard Cottage Project with UTA	MB	2023		5 hours
Task	Task owner	Target date	Additional financial resources	Additional time resources
o Future Projects as needed and opportunity arises	MB	2024 - ongoing		15 hours
GOAL 2: To develop long range plans that capture the desires of citizens and ensure those visions come to fruition				
1. Evaluate Existing Plans and Prioritize Updates and New Plan Activities.				
o Schedule an Annual Assessment of Plans	ALL	Annual		24 hours
2. Create small area plans, which may include corridor or other plan types, for each area of the City where concerns are identified. Implementation needs to be staggered so that plans are implemented before the next plan is begun. Existing plan requiring implementation are the Southwest Lewisville Small Area Plan, the Old Town North Small Area Plan, the ULI Triangle Study. The next plan will be the State Highway 121 Business Corridor Plan.				
o Define boundaries of neighborhoods and inform Small Area Plan selections	MB	2023		80 hours staff time
o New Small Area Plan – Every 3-4 years	RL	2024 +	Consultant	160 hours (80 hours staff time)
3. Update existing plans as needed based on evaluations				
o Old Town TOD Update with infrastructure study	RL	2022-2023	Consultant	
o Old Town Master Plan Update	RL	2023		
GOAL 3: To unite long range and current planning through implementation of adopted plans				

1. Regularly review development and zoning ordinances to ensure they meet goals of the City.				
○ Evaluate zoning and design standards in old town to be sure they reflect the goals of the adopted plans.	JB	2023	Consultant	
Task	Task owner	Target date	Additional financial resources	Additional time resources
○ IH-35E Corridor Overlay Assessment and Updates	RL	2023	Consultant	
○ Evaluate zoning and development standards at transit nodes including the three DCTA stations and four nodes on IH-35E and update as needed.	MB	2024	Consultant	
○ Continually assess newly Adopted Unified Development Code and bring forward updates annually or more frequently, as needed.	MB	2022	Consultant Final Review	100 hours
2. Implement Long Range Plans				
○ State Highway 121 Business Corridor Plan	MB	2023	Consultant	
○ Perform a jobs housing balance review to ensure housing options align with employment opportunities provided in coordination with Neighborhood Services	MB	2025	Consultant	
○ Adopt Complete Streets Policy	JB	2022		10 hours
○ Work with developers to refined the Planned Development and sell the 25 acres at the SWC of 35 and 407.	RL	2022-2023		
3. Small Area Plan Implementation – with major pushes following plan adoptions. Plans with				
○ Coordinate with Parks and streets to implement a green ribbon project in Southwest Lewisville.	MB	2023	Consultant for design	

○ Engage stakeholders to implement the Creative Mix area in Old Town North and develop a strategy to kickstart the process.	MB	2024	Funds for Outreach and Placemaking	
Task	Task owner	Target date	Additional financial resources	Additional time resources
○ Create Request for Proposal for planning identity enhancements at gateways and focal point that incorporates community participation in coordination with Community Relations and Tourism.	RL	2026	Consultant and Funds to Implement	
○ Provide bi-annual updates to P&Z on the status of Plan Implementation.	MB	2023 Ongoing		20 hours
○ Develop and adopt design guides for certain public corridors	RL	2025	Consultant	
○ College Street Design Overlay	MB	2024	Consultant	
○ Revise Single Family Residential Districts to allow more incremental and appropriate density	MB	2022	With code overhaul	
○ Promote Additional Community Gardens with support from partner organizations and other city departments.	RL	2026	Land and Funds to Start	180 hours
○ Round Grove Design Overlay for redevelopment and new development	MB	2023	Drafted, adopt	60 hours
○ Develop policy to reclaim gas well sites	JB	2024	Consultant	
GOAL 4: To provide a great atmosphere in which staff is respected, supported and has opportunity for professional growth.				
1. Coordinate and collaborate with all department in the City as relates to planning and development activities.				
○ Assist with Healthy Infrastructure Plan	RL	2022-2023		40 hours

○ Assist with Mobility Plan	JB	2023		unknown
○ City Vision Plan (Currently 2025 Plan) - Update every 5 years	RL	2025		varies
Task	Task owner	Target date	Additional financial resources	Additional time resources
○ Land Use Assumptions – Assess every 5 years	MB	2023		20 hours
○ Run weekly development review committee	JB	2022 - continuously		750 hours
2. Maintain Planning Excellence recognition				
○ Annually apply and received award.	RL	Annual	Application fee	4 hours
○ Annual update (at minimum) one section of development code	MB	Annual		40 hours
○ Every Third Year, as plans are implemented adopt or update a long-range plan	RL	ongoing	Consultant	
3. Ensure staff has access to relevant training				
○ Attend conferences	RL	Annual	Travel and registration funding	108 hours
○ Local relevant trainings	RL	Annual	Possible training cost	48 hours
○ Increase AICP certification percentage	RL	Annual	Membership fees, test costs	

○ American Planning Association Membership	RL	Annual	Membership fees	
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