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CITY COUNCIL GOALS SESSION

Monday, February 9, 2015
Dinner: 5:30 pm
Meeting: 6:00 pm
Greenhaven Golf Course – East Room

Purpose: 2014 City Accomplishments
Setting Goals for 2015-2016

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Tim Cruikshank
City Manager

CITY OF ANOKA
2015-2016
GOALS SESSION
February 9, 2015

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"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

~ Andrew Carnegie

2014 CITY COUNCIL GOALS

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RE/DEVELOPMENT	➢ Anoka Station/CRTV/West of 4th ➢ South Ferry Street TIF District ➢ Historic Rum River District ➢ Properties north of 116 ➢ River-related uses for Feed store ➢ Review industrial sites available	➢ Promote sale of developable properties ➢ Study/plan for single family homes revitalization; Highland Park area ➢ Examine other communities rail-side apartments
FINANCE/ ORGANIZATION	➢ Continue 0% or decreased levy ➢ Sell city-owned properties/parcels ➢ Continue search for efficiencies of out-sourcing and /or service sharing	➢ Manage dept. leadership transitions seamlessly ➢ Ensure elected/admin. officials maintain responsive, ethical, etc. discharge of duties
PARKS/TRAILS/ RIVER	➢ Implement construction of trail from dam to amphitheater ➢ Evaluate city parks ➢ Study walks & trails	➢ Promote recreational activities (boat parade, canoe/bike rental) ➢ Re-examine river boat concept ➢ License sellers of fuel, food, supplies
TRANSPORTATION	➢ Study/implement local transportation concepts	➢ Identify cut-thru streets
OTHER	➢ Finish 2013 projects ➢ Reduce new projects	➢ Address homelessness/shelters, ctrs. (Milk Factory, Riverplace) ➢ Improve weed control on city property

2014
Development Highlights

RUM RIVER SHORES

44 single family home subdivision

$400K - $800K values

26 homes currently under construction

HOMESTEAD AT ANOKA – PHASE II

65 Senior Apartments and 24 Memory Care Beds

Broke ground in Dec.

$25 million+ project

MAIN MOTORS

New express lube, service facility and expanded showroom and parking

Completion Spring 2015

2014
Development Highlights *cont'd*

ANOKA TOWNHOMES

Two eight-unit buildings

Underground parking

Included removal of two dilapidated houses

Located at 1028 and 1046 Lincoln Street

ROUND LAKE COMMONS

3201 Round Lake Blvd

1,800 sq. ft. retail bldg.

4,000 sq. ft. tunnel car wash

Construction underway

MAD HATTER TEA ROOM

Opened in April

National Register Property

Rehab of interior and exterior

Parking next to property on site-owned lot

Enhances gateway into Anoka

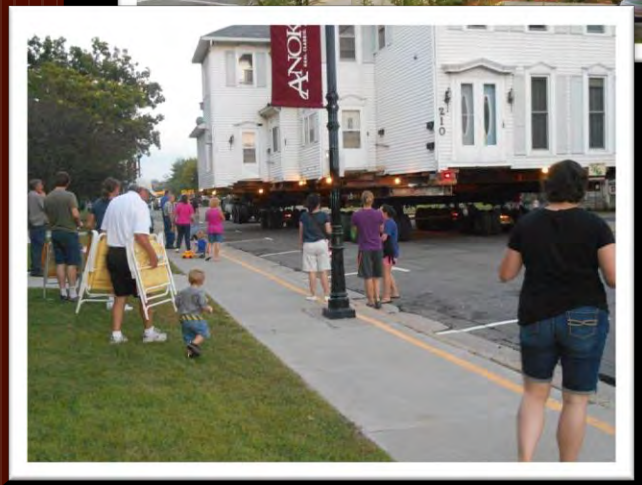
2014
Development Highlights *cont'd*

210 MONROE STREET HOUSE RELOCATION

HRA purchased in Aug. 2012 for redevelopment/SCBD

Request for Proposal resulted in one submission

January 2014 property sold and house moved to 314 Monroe in August



2014
Development Highlights *cont'd*

Industrial Expansions

Poly-Cam

RMS Surgical

Pentair

Federal Premium

2014
Public Improvements

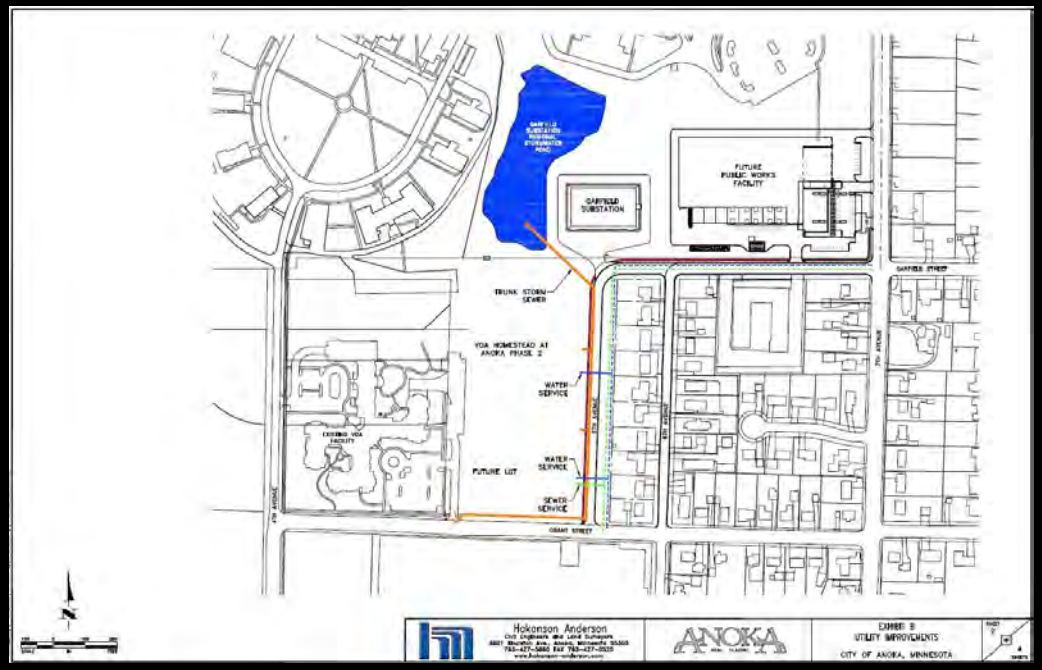
- ✓ CSAH 116 / Castle Field Boulevard Project
- ✓ River Front Park Trail Way
- ✓ Castle Field – Phase II Project
- ✓ Street Renewal Program: E. of 9th/Main St /Jefferson
- ✓ Kings Island Channel Restoration Project
- ✓ Anoka Station Parking Facility
- ✓ Woodbury House Restoration

2015
Public Improvements

GARFIELD STREET EXTENSION/5TH AVE PROJECT

Will serve VOA Phase II Development, and Rum River Shores Development

Total Project Cost: $1.13M



2015
Public Improvements *cont'd*

STREET RENEWAL PROGRAM - Monroe St.

0.80 miles of street

Replacement of all neighborhood infrastructure

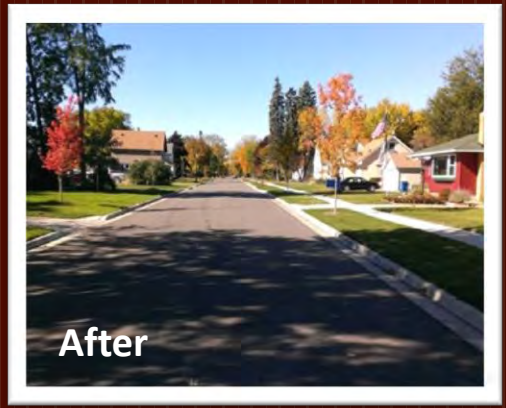
Total Project Cost: $1.64M

STREET RENEWAL PROGRAM - Slab Town

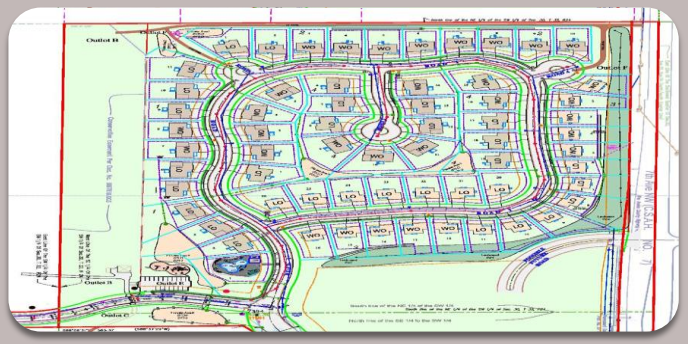
South of railroad tracks, west of 47
1.95 miles of street

Replacement of all neighborhood infrastructure

Total Project Cost: $3.63M



2015
Development Projects



RUM RIVER SHORES NORTH

Spring 2015 project

67 single family lots

Ryland Group and Landmark of Anoka acting as developers

Homes $335k-$500k

GLADSTONE COOPERATIVE

59-Unit Senior Cooperative by Hearth Development

Located in the Historic Rum River District

Construction in spring/summer 2015

2015
Development Projects *cont'd*

WALKER PLAZA II

The HRA is redeveloping the old River Way Clinic and Goodrich Pharmacy sites in downtown Anoka.

It is likely that Walker Methodist will build approx. 70-units of senior housing with a mix of assisted living, memory care, and care suites.

Groundbreaking is anticipated for early summer once approved by the City Council and Planning Commission.

2015
Development Projects *cont'd*

Madison/Jefferson Residential Project

City demolished former Volunteers of America nursing home

Creation of four single family lots where nursing home was located

Tollberg Homes selected as builder for the lots

Construction to begin in May

City's continued success with infill housing development

2015
Development Projects *cont'd*

COTTAGES PROJECT

To provide veteran housing in vacant buildings 2, 3, & 4

Analyzing financial and construction feasibility

Interest by private developers

Housing needs to include veteran services

Construction & Public Improvement Values

2014 Construction Values = $28,203,207

2014 Public Improvement Values = $20,912,000

2015 Construction Values (approx.) = $76,000,000

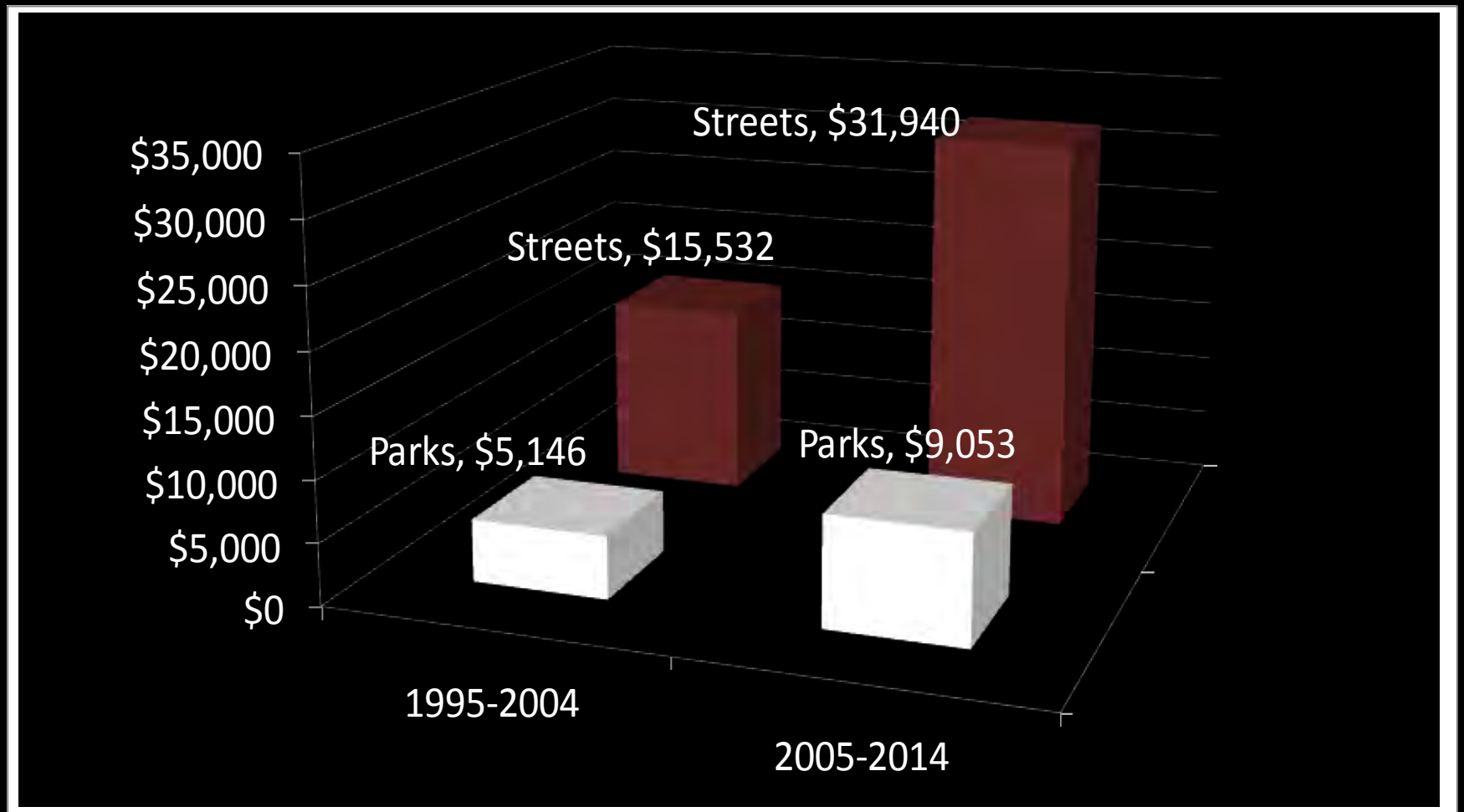
2015 Public Improvement Values = $10,679,000

Planned Development

Location	Residential Units	Office Sq. Ft.	Commercial Acres	Industrial Sq. Ft.	Retail Sq. Ft.
Greens of Anoka	489				
Anoka Station	831	255,000		68,000	36,000
Anoka Enterprise Park				906,500	
So. of Anoka High School	80				
11th Ave/Sunny Acres	45				
No. of CSAH 116	111		12.5		
Historic Rum River District	120	5,000	2.44		18,000
TOTAL	1,676	260,000	14.94	974,500	54,000

LOOKING BACK

COMPARISONS
Capital Spending (adjusted for inflation)

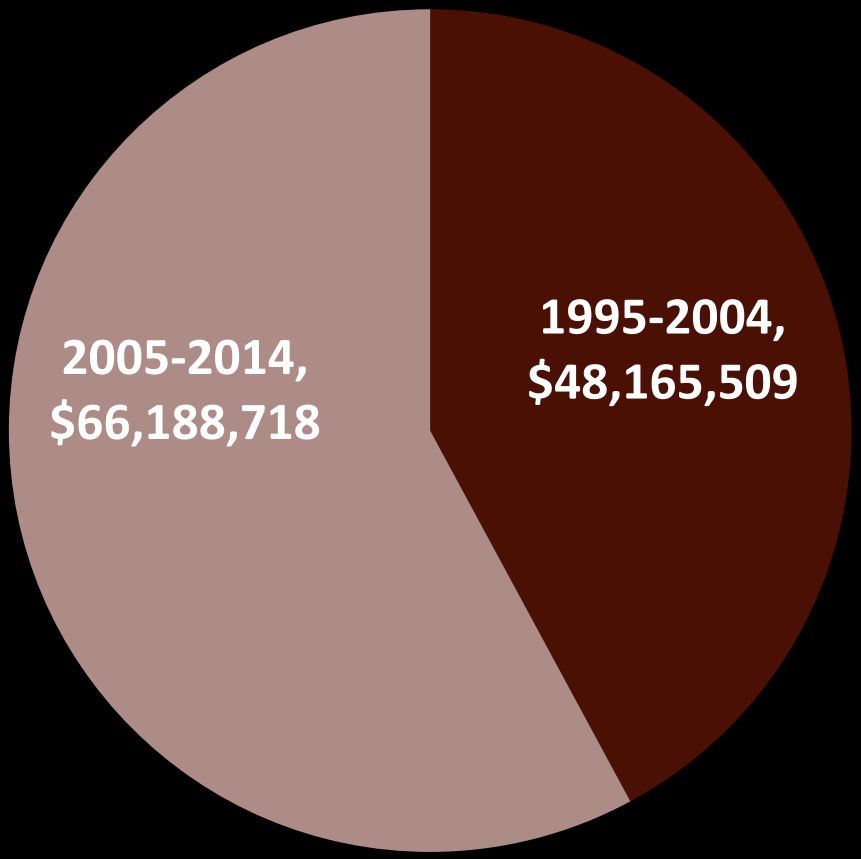


The city increased spending by approx. $390,000 a year for park capital improvements in the most recent ten year period. The city increased spending by $1.6 million a year for street improvements in the most recent ten year period.

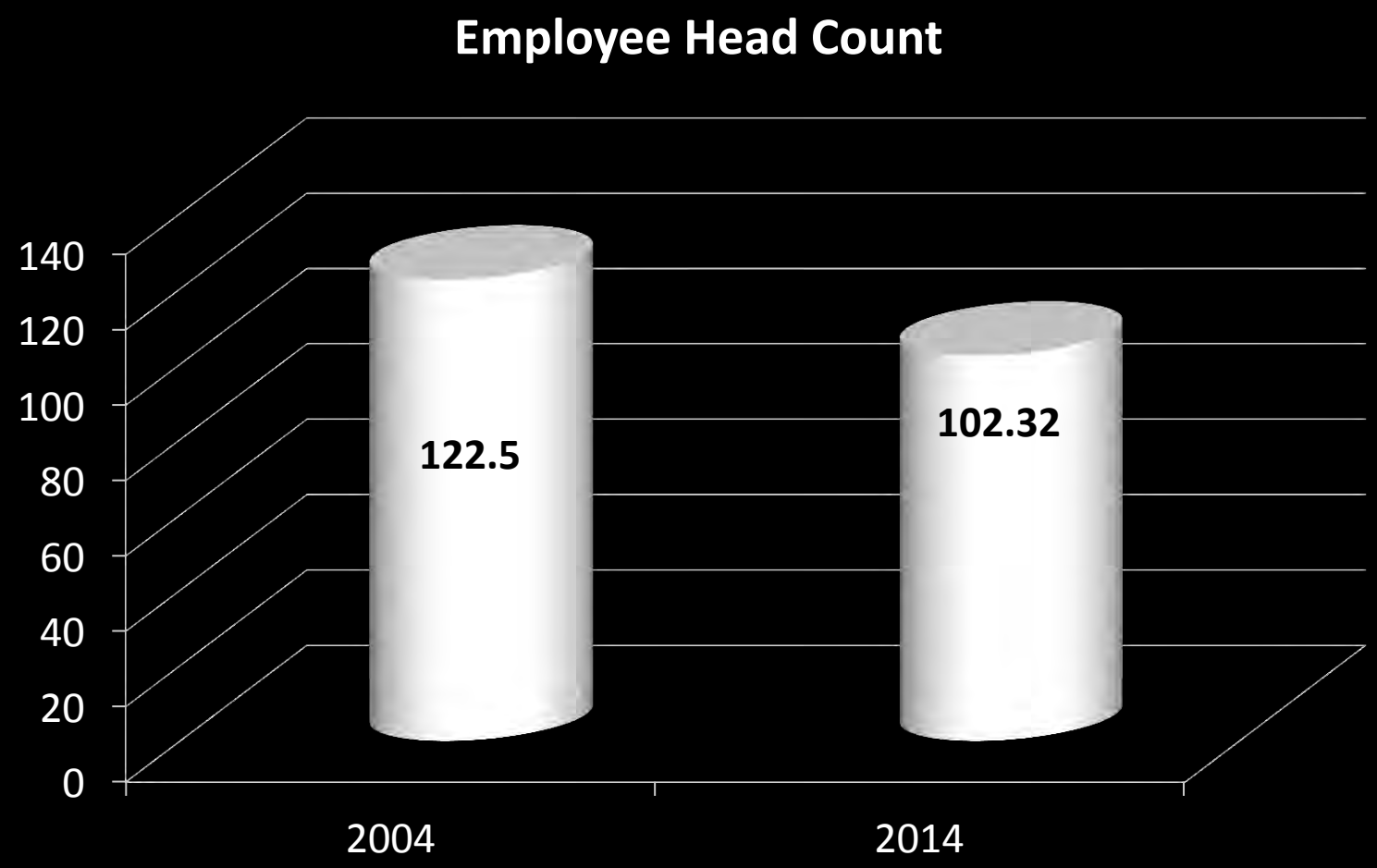
COMPARISONS

All Capital Improvements & Infrastructure

(actual dollars)

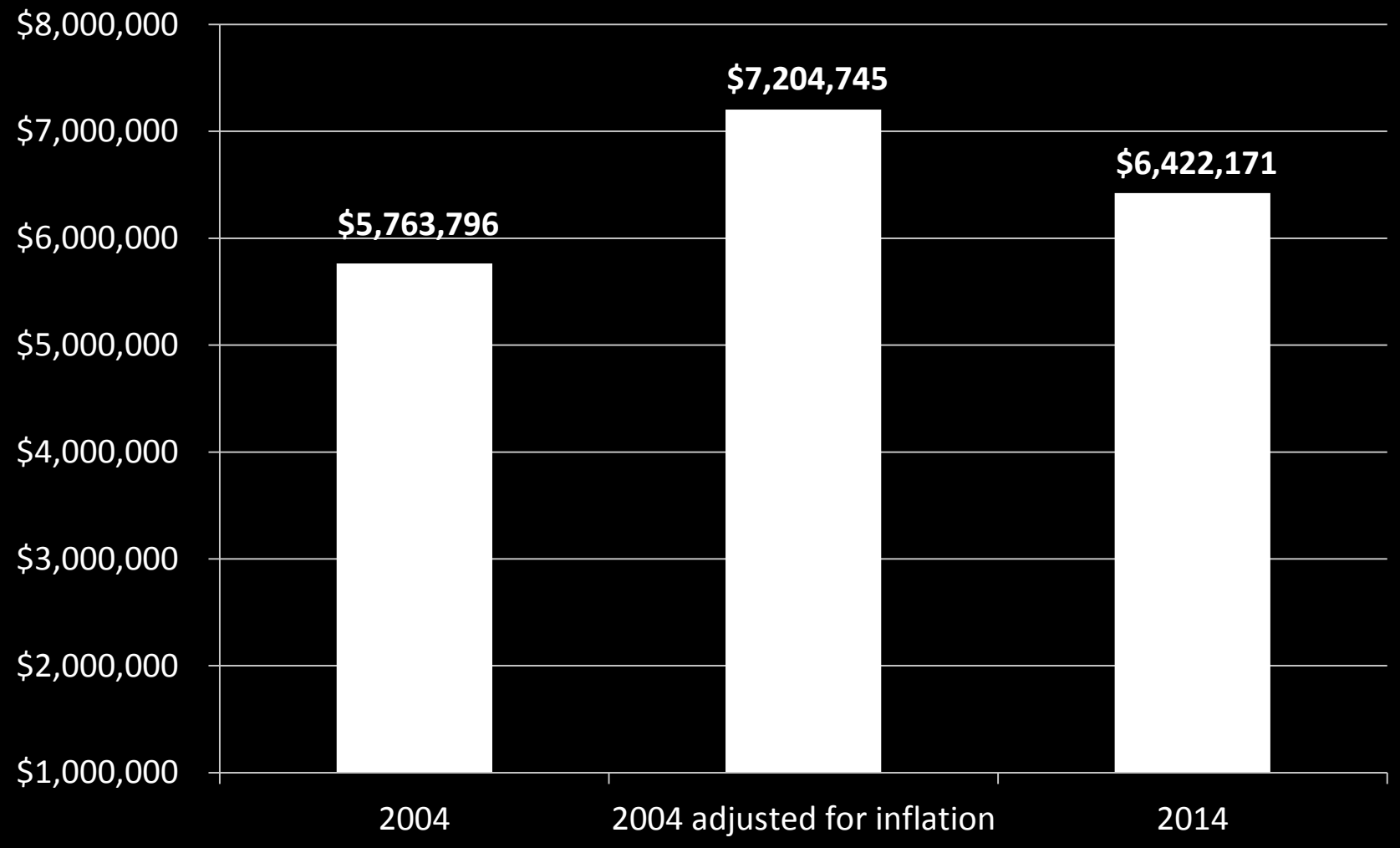


COMPARISONS
Number of Employees



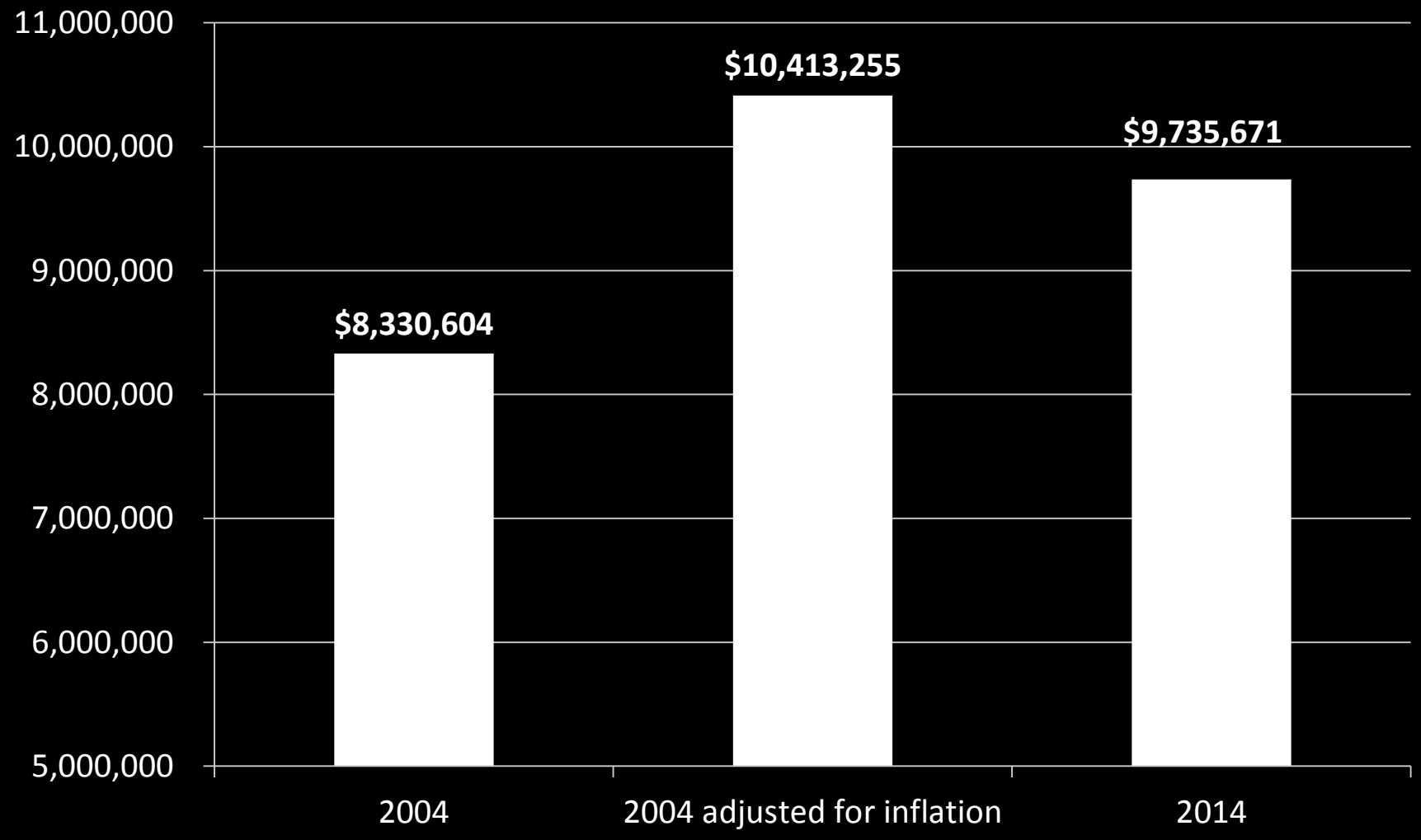
COMPARISONS

General Fund – Salary & Benefits



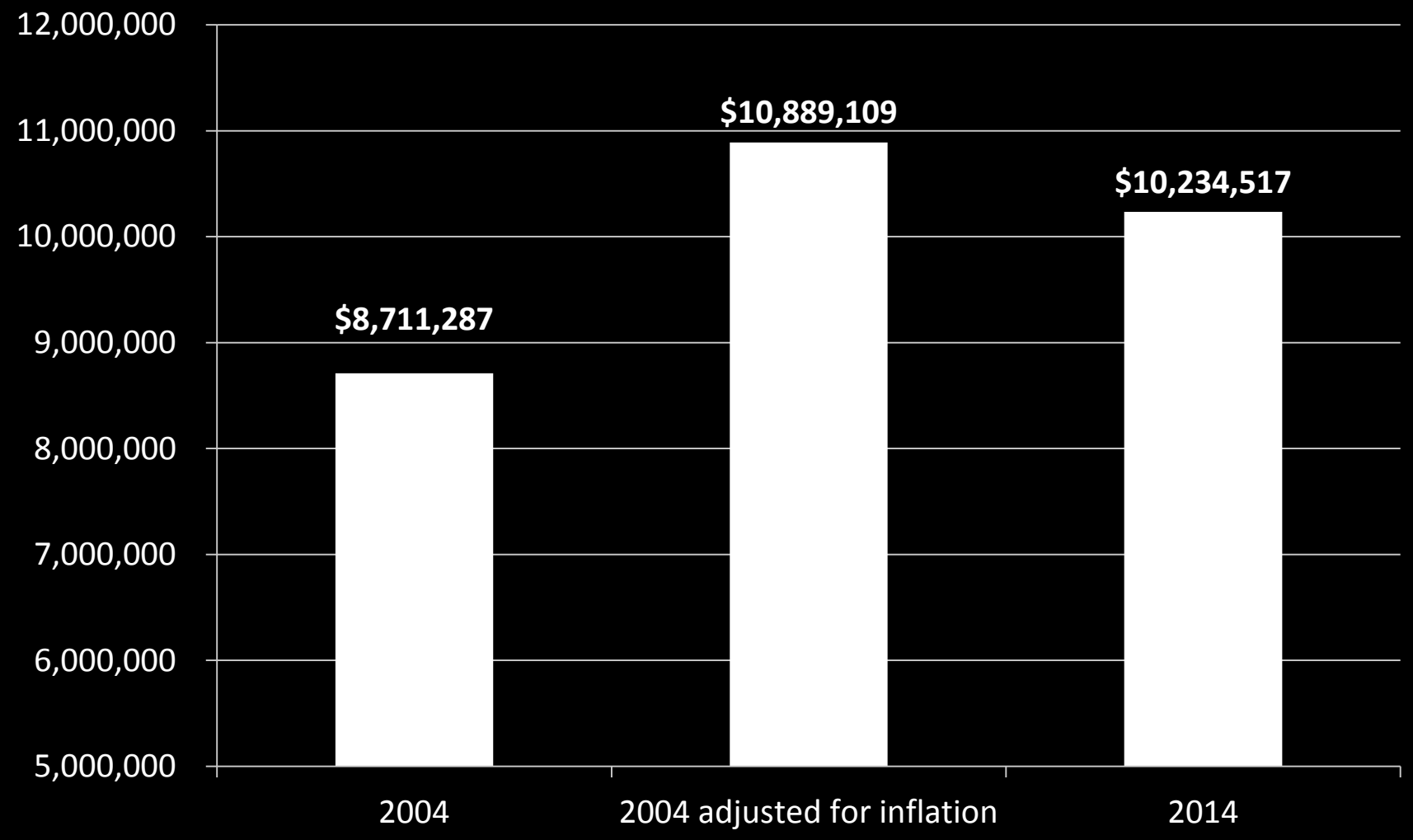
COMPARISONS

General Fund Expenditures *(excluding transfers out)*



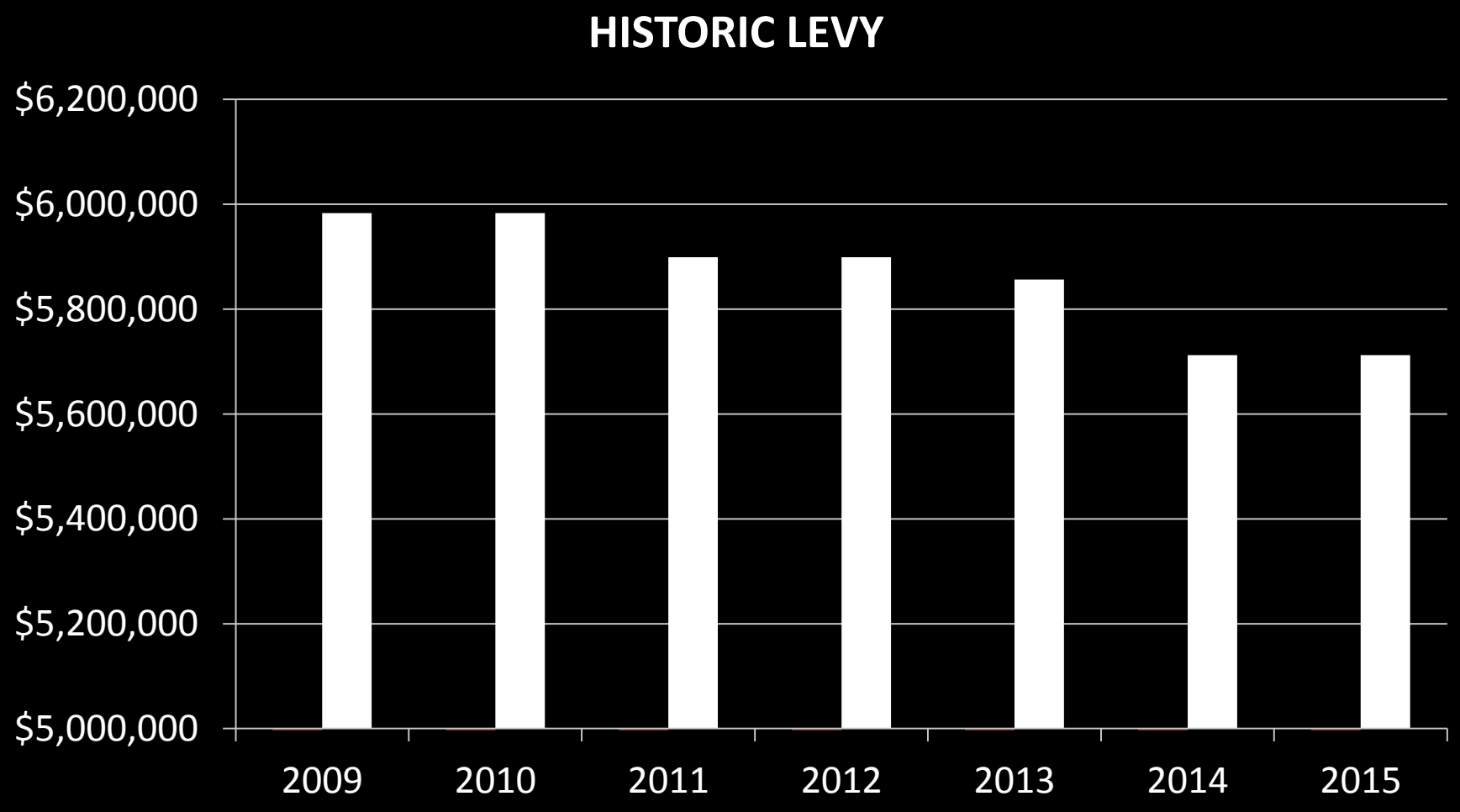
COMPARISONS

General Fund Revenue *(excluding transfers in)*



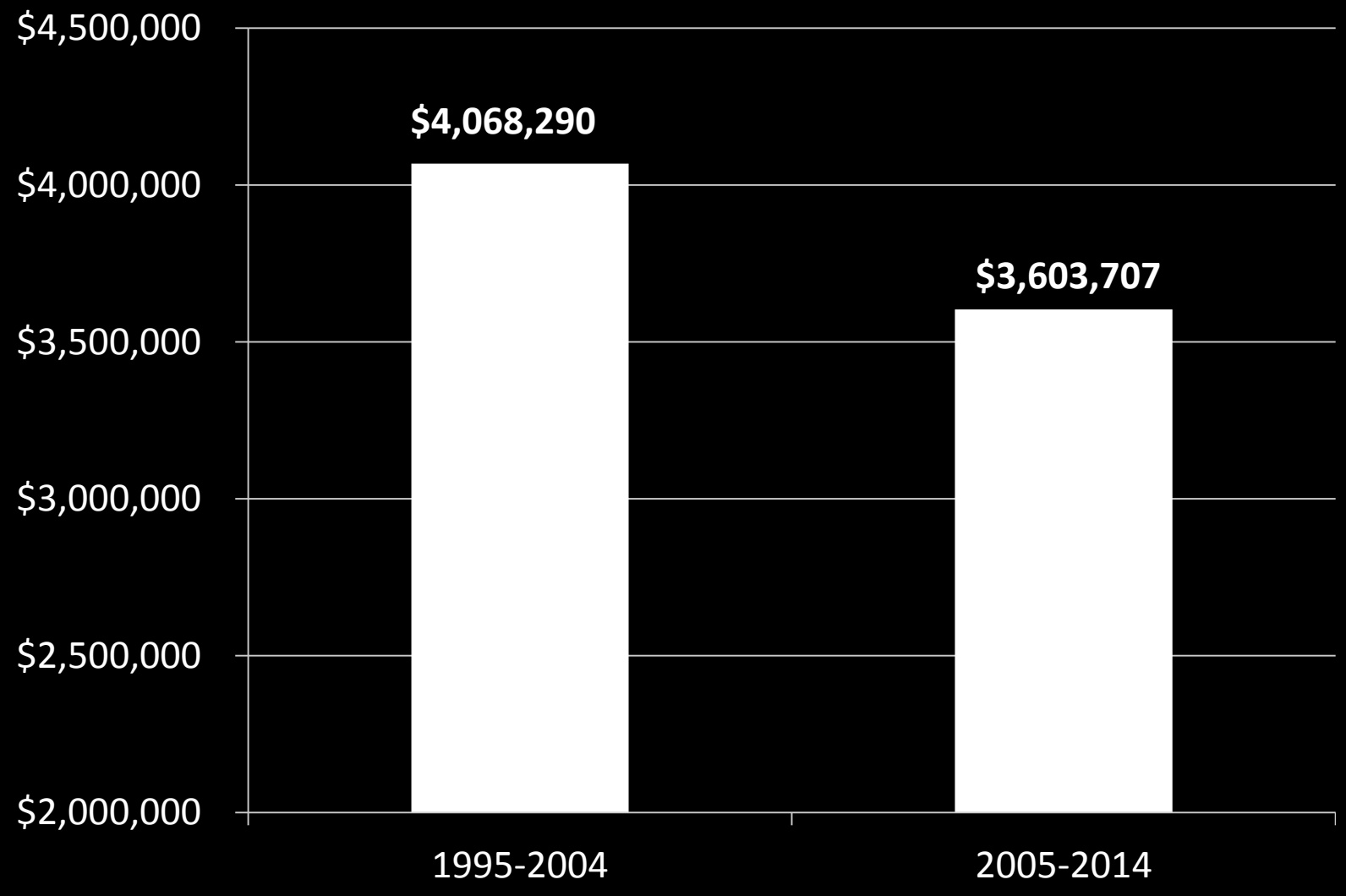
COMPARISONS

City Levy



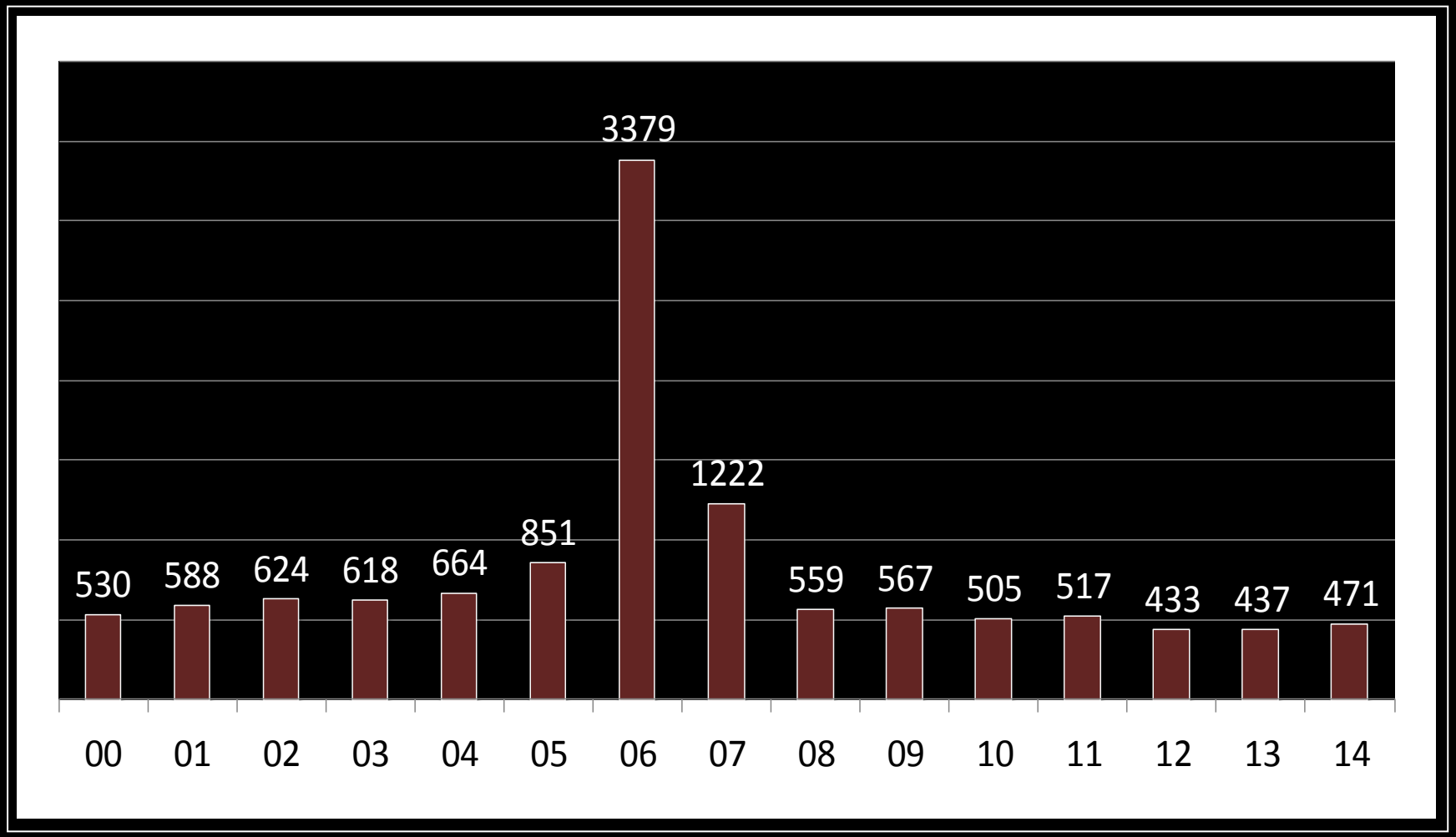
COMPARISONS

License & Permit Revenue – Adjusted for Inflation



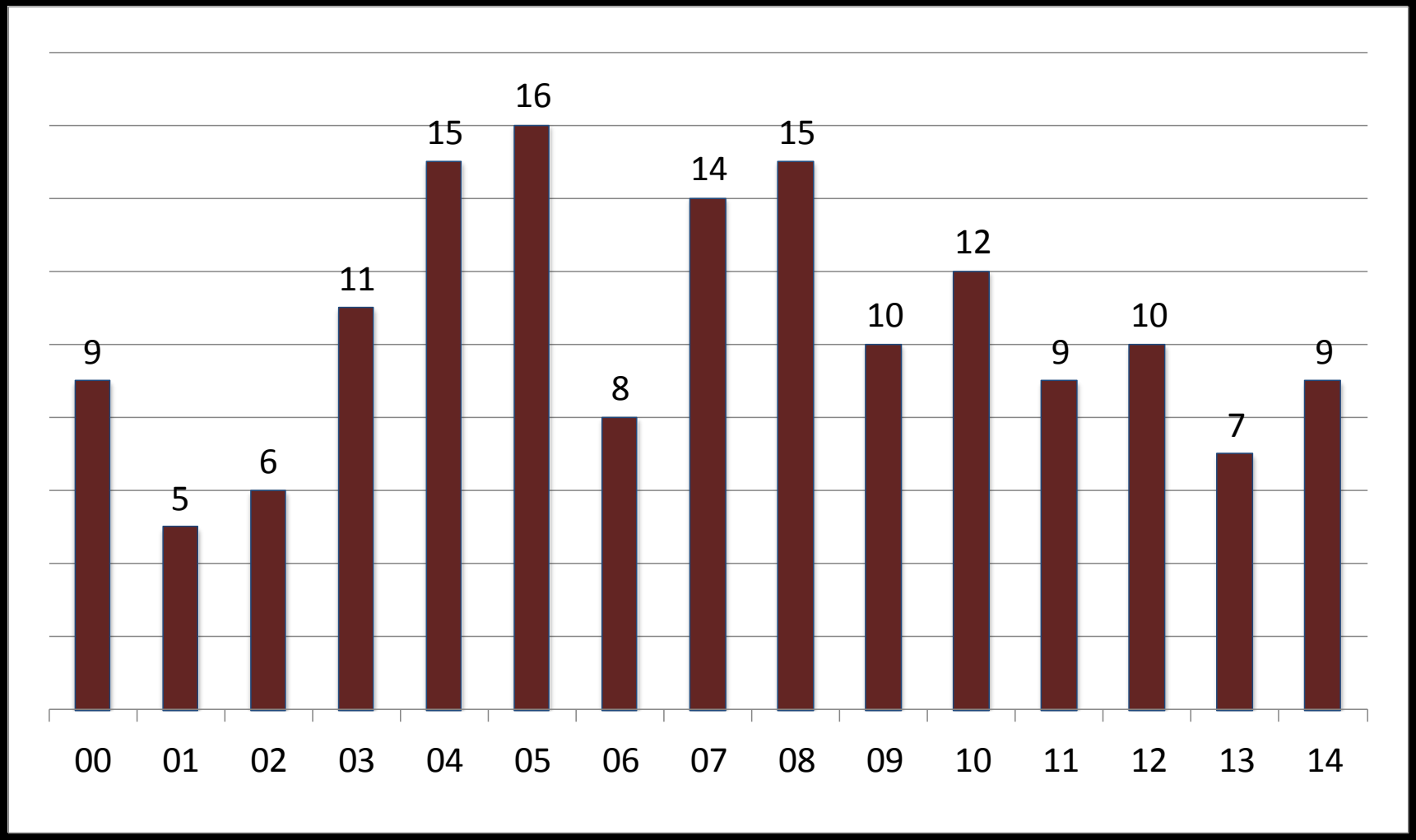
COMPARISONS

Building Permits *(not including mechanical, electrical, or plumbing)*



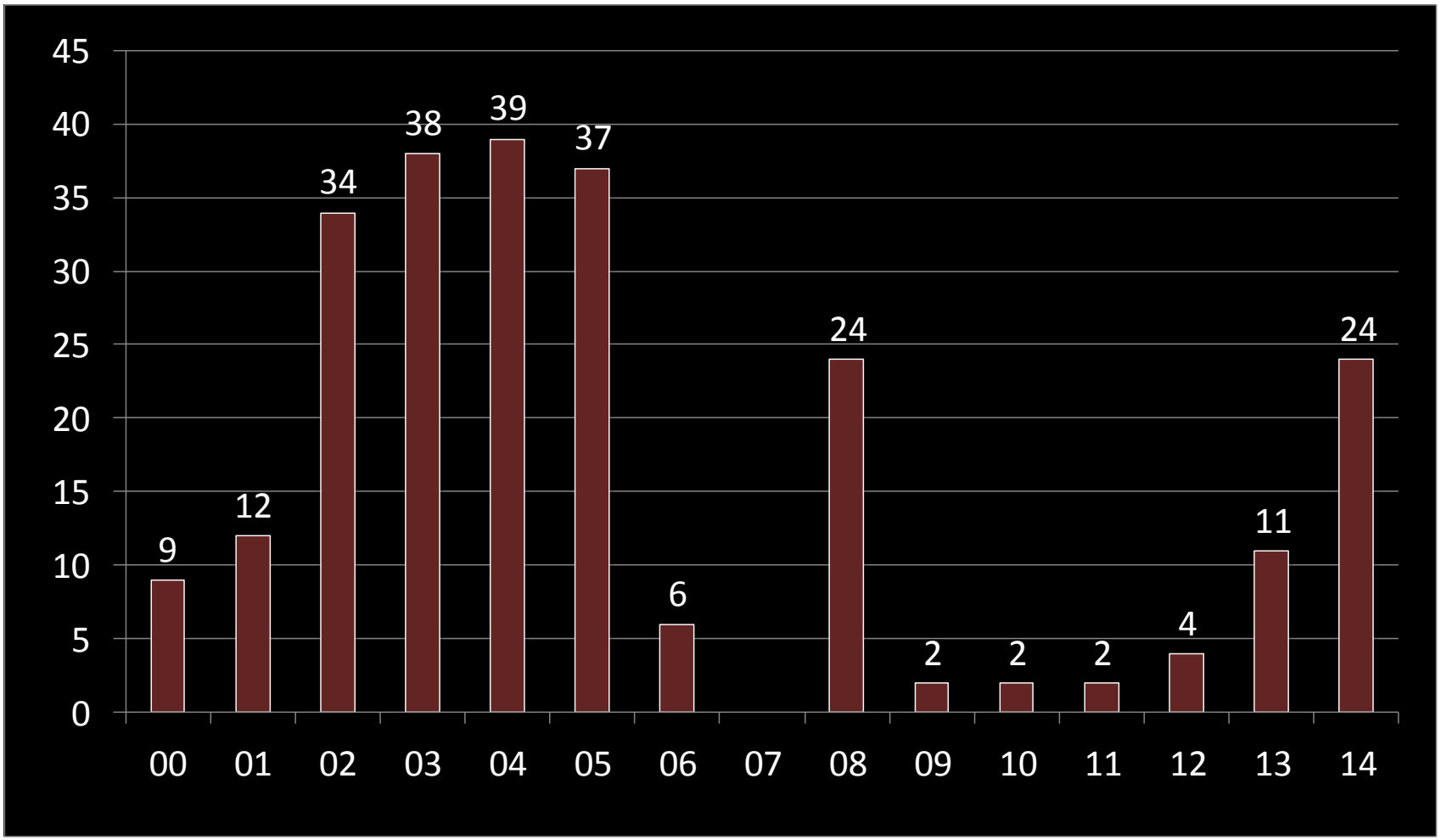
COMPARISONS

Demolition Permits Pulled



COMPARISONS

New Residential Units Constructed



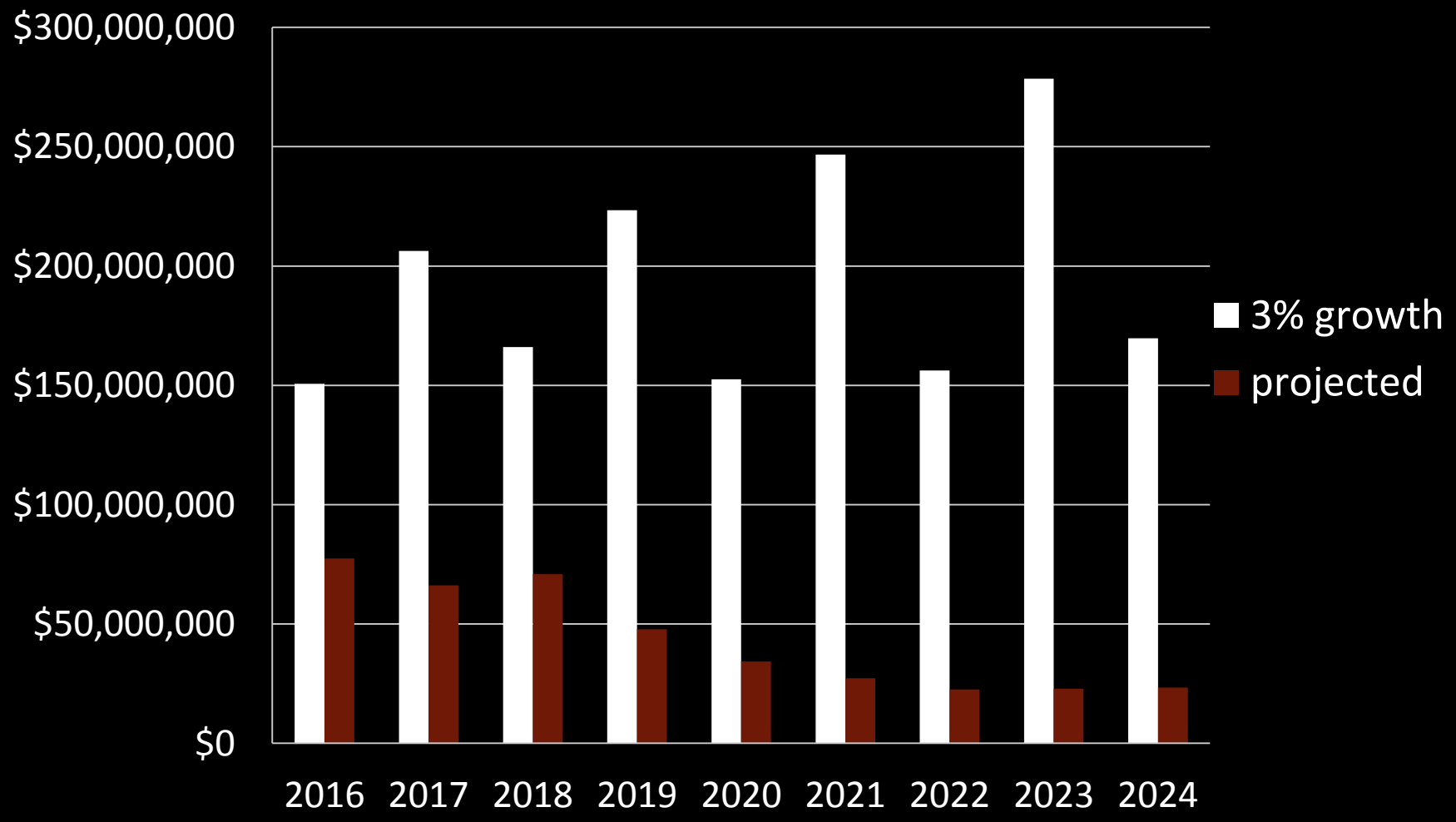
BUILDING PERMITS
Related Revenue

DESCRIPTION	2012	2013	2014
All Building Permits (includes building, electrical, mechanical, plumbing)	1,292	1,262	1414
Valuation	$44,561,512	$25,879,081	$36,295,124
Revenue	$468,756	$478,949	$961,674
Park Dedication fees	$0	$107,140	$185,619
SAC Units	26	31	92
SAC Fees	$61,490	$75,485	$228,620

Revenue = Total Fees – SAC fees

COMPARISONS

Additional Changes in Market Value Necessary to Support 3% Growth in Expenses (projected sustainable growth is 1.8%)



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2014 ACCOMPLISHMENTS City Departments

Better Values Liquor Stores 2014 Accomplishments

1. Passed all compliance checks.
2. Improved sales over 2013.
3. Upgraded surveillance system at Better Values East.
4. Expenses were under budget.
5. Installed new reader board at Better Values East.

Electric Utility & Advisory Board 2014 Accomplishments

1. Converted Enterprise Park substation to 115 KV.
2. Constructed Garfield substation.
3. Constructed 115 KV transmission under-build of our distribution system.
4. Converted 7 areas from overhead to underground 7.2 KV.
5. Incorporated contract labor into our work force.

Finance Department
2014 Accomplishments

1. Reduced finance staff costs through replacement of key staff positions and early retirement with no replacement.
2. Received GFOA awards for 2013 Comprehensive Annual Financial Report and 2014 Distinguished Budget Award.
3. Additional training for key staff on Incode systems and implemented Fixed Asset system.
4. Updated Housing Redevelopment Financial Management Plan.
5. Improved electric time entry through discontinuation of FERC accounting and consolidation of account structure.

Green Haven Golf Course 2014 Accomplishments

1. 33,000 rounds despite a late start.
2. Nearly equaled 2012 revenue despite 37 fewer playable days.
3. Captured over 100 additional weekly league players from Sundance.
4. Paid the golf bills and debt service and put $40,000 in the bank.

Human Resources
2014 Accomplishments

1. Completed early retirement offer; seven of nine offers accepted. City hired police officers before large depts. opened their hiring process. Successfully managed several long-term employees retiring.
2. Purchase/implement HRIS. Purchase delayed for budget/spending purposes.
3. Missed time injuries reduced from 2 in 2013 to 0 in 2014.
4. Continued Succession Planning Initiatives and organizational review; planning, finance, police, public services, and golf.

Planning, Zoning & Building Dept. 2014 Accomplishments

1. Issued:
   - 471 building permits ($32.4M)
   - 379 electrical permits
   - 288 mechanical permits ($3.8M)
   - 288 plumbing permits ($35,000)
   - Total value: $36.3M (roughly)
2. Processed 27 planning cases; completed studies for B-District & Bunker Lake Blvd. corridor.
3. Received $10,000 grant from MHS for historical markets at city's National Register sites.
4. Worked with DNR on revisions of proposed MRCCA rules.
5. Researched and participated in meetings about transitional housing.

Police Department
2014 Accomplishments

1. Hired and trained three new police officers to replace retiring officers.
2. Implemented and trained on new county-wide RMS and Dispatch system.
3. Installed new laptops for compliance with dual factor authentication.
4. Installed two new video cameras in two new squad cars.
5. Re-applied for 2015 Toward Zero Deaths Grant with the State of MN.

Public Services Department 2014 Accomplishments

1. CSAH 116 / Castle Field Boulevard Project.
2. River Front Park Trail Way.
3. Castle Field – Phase II Project.
4. Kings Island Channel Restoration Project.
5. CRTV Parking Facility.
6. Woodbury House Restoration.

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2014 ACCOMPLISHMENTS Boards & Commissions

Economic Development Commission 2014 Accomplishments

1. Completed 21 business calls, held 31st Annual Celebrate Anoka Day, and held 3rd Annual Anoka Development Day.
2. Developed a City monument sign plan.
3. Participated in the HRRD vision committee.
4. Updated and distributed Development Opportunities information to developers.
5. Secured developer for Senior Cooperative (HRRD Site 3); sold land to Homestead at Anoka (VOA Phase II); acquired old VOA facility/prepared for redevelopment; acquired old VOA office/house, sold to remodeler who improved and sold for single family use.

Heritage Preservation Commission 2014 Accomplishments

1. Partnered with Anoka County Historical Society in the Home and Garden Tour; raising approx. $3,000 for HPC projects.
2. Presented sandwich board signs recognizing six historic houses in Anoka.
3. Created historic park plaques with the Park Board for three parks named after local individuals key to the history of Anoka—Rudy Johnson Park, George Green Park, and John Ward Park.
4. Awarded a $10,000 grant from Minnesota Historical Society to fund nine National Register Interpretive Historic Markers.
5. Supported preservation projects; restoration and reuse of the Woodbury House, house at 210 Monroe Street, and historic sign and bench installation in honor of Carl and Leola Bonnell.

Housing & Redevelopment Authority 2014 Accomplishments

1. Demolished and prepared site for redevelopment at 1833 2nd Ave. and Monroe St.
2. Successfully found a buyer to relocate the historic home at 210 Monroe, making way for potential redevelopment.
3. Adopted criteria for expending HRA funds over the next five years.
4. Made $100,000 commercial loan commitment to *It's About Sleep* for renovation of 633 Main Street East.
5. Acquired property at 1800 2nd Ave. and 117 Benton St. to allow for potential future redevelopment in the SCBD and on the corner of Benton and Ferry St.

Parking Advisory Board
2014 Accomplishments

1. Monitored and adjusted permit-parking stall and time limits downtown.
2. Reviewed parking around south central parking district (Sandburg area).
3. Monitored business changes and kept parking scheme updated.
4. Assisted city staff in filling and leasing empty permit parking stalls.
5. Considered and studied requests from citizens for parking changes.
6. Reviewed parking on 7th Ave So from Main St. to E. River Road.

Parks & Recreation Advisory Board 2014 Accomplishments

1. Completed Capital Projects: River Front Park, Castle Field Phase II, King's Island Channel.
2. Anoka Nature Preserve - Buckthorn Removal/Controlled Burn, Improved Main Trails.
3. Trail Way Construction: Mississippi River Trail, Rum River Regional Trail, ANP Trails.
4. Facility Improvements & Upgrades: Athletic Fields, Elm Street Park Play Equipment.
5. Increased River Recreation Opportunities: additional boat slips at Akin and City Hall.

Planning Commission 2014 Accomplishments

1. Completed B-1 Highway Business District Study and related amendments.
2. Met a total of 24 times, including 10 regular meetings and 14 work sessions.
3. Processed 27 planning cases with over $28 million investment in the City of Anoka.
4. Completed a land use study for the Bunker Lake Boulevard corridor.
5. Incorporated metal roof standards for all zoning districts and architectural standards in the R-3 and R-4 districts into the City Code.

Waste Reduction & Recycling Board 2014 Accomplishments

1. Prepared and distributed RFP for residential curbside recycling.
2. Drafted and awarded new 5-year residential recycling contract.
3. Produced and enhanced educational materials.
4. Captured 6.68 tons of recyclables in city parks.
5. Hosted annual spring and fall recycling events.

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2015-2016 GOALS

City Departments

Administration
2015–2016 Goals

Support City Staff, City Council, and all Boards & Commissions in achieving their goals.

Better Values Liquor Stores 2015-2106 Goals

1. Pass all compliance checks.
2. Increase sales and profits at both stores.
3. Continue examining relocation options for Hwy. 10 store.
4. Continually make changes to product offerings and presentation to stay competitive.
5. Conduct a study to improve appearance of stores.
6. Install a new computer POS system at the stores.
7. Continue to inform citizens of benefits of having a municipal liquor store.

Electric Utility & Advisory Board 2015-2016 Goals

1. Construct new circuits out of Garfield substation along 5th & 7th Avenues to serve load north of the high school.
2. Implement new inventory software system and work order program.
3. Decide on type of LED light fixture for use on city streets.
4. Work with MMPA to locate a possible 36 MW generator site.

   Generator is for distributed energy use and must be located within easy access to our electric distribution lines.
5. Provide new electric service to approx. 150 new homes in Dayton and Anoka housing developments. Also convert existing overhead 7.2 KV lines to underground in Slabtown area.

Finance Department 2015-2016 Goals

1. Work with electric staff to implement new inventory control and work order system.
2. Documentation of processes for training of future staff, particularly accounting and utility billing processes.
3. Implement single monthly billing system rather than multiple monthly billing system, increasing staff flexibility and reducing stress. Also reduce meter reading costs.
4. Complete GFOA “Popular Report” for the first time to further improve communications.
5. Update City Financial Management Plan.

Green Haven Golf Course 2015-2016 Goals

1. Raise dollars per round from $26.00 in 2014 to over $28.00 in 2016.
2. Increase profit margin in golf shop to 30%.
3. Find quality employees and train to excel.
4. Repair and replace cart paths on #1 and #2.

Human Resources Department 2015-2016 Goals

1. Continue Succession Planning (electric and planning departments).
2. Maintain 2014 zero missed time injuries.
3. Purchase and implement an HRIS system.
4. Settle five labor contracts.
5. Attract and retain employees in an increasingly challenging job market (market forces and large scale retirements).

Planning, Zoning & Building Dept. 2015-2016 Goals

1. Update various provisions of property maintenance, rental licensing, and zoning code.
2. Work on redevelopment of the Cottages for veteran housing.
3. Complete HPC project for interpretive markers and historic vignette panels.
4. Implement credit card service for building permits.
5. Continue working on redevelopment of Ferry St. corridor.
6. Continue working on improvements to TH 10.

Police Department 2015-2016 Goals

1. Implement and train on new county-wide RMS and dispatch system.
2. Implement and launch new crime mapping software available to public.
3. Install three new video cameras into squad cars.
4. Re-apply for 2016 Toward Zero Death Grant with the State of MN.

Public Services Department 2015-2016 Goals

1. Trunk Highway 10 Projects
   - Green Haven Parkway Project
   - Pedestrian Crossing Project
2. Castle Field – Phase III
   - Veterans Memorials
   - 7th Ave / CSAH 116 Entrance Monument
3. Well 1 & 2 / Sanitary Sewer Lift Station
4. Rum River Dam Modification Project

2015-2016 GOALS

Boards & Commissions

Economic Development Commission 2015-2016 Goals

1. Continue Community Interaction; business calls, Development Day, Celebrate Anoka Day, AEP Mtg., Anoka Winterfest.
2. Follow monument signage plan through completion.
3. Assist in filling or redevelopment of the K-Mart building/site.
4. Work towards securing a cruise boat operator for the Mississippi River.
5. Find a developer for sites #1 and #2 in the Historic Rum River District and for available sites in the Anoka Station Area.

Heritage Preservation Commission 2015-2016 Goals

1. Complete storyboards for Franklin and Washington Schools; collaborate with Park Board to create historic park plaques in Bob Ehlen Park, Bonnell Fields, and Gray Ghost Park. Complete interpretive historic markers for properties on National Register of Historic Places.
2. Work on continuation of Historic Vignettes, Heritage Preservation Awards, sandwich boards, and Home & Garden Tour.
3. Explore opportunities to increase tourism with historic landmarks; i.e.. create a walking tour brochure, develop QR codes.
4. Engage interested property owners who want to be part of the expansion of two locally designated historic districts in Anoka—Van Buren (Swede Town) and Christian Hill Historic District.
5. Pursue research for preservation projects—Weirs and Stone House.

Housing & Redevelopment Authority 2015-2016 Goals

1. Formulate and implement strategic plan for SCBD.

   - *Find buyer/end user for River Way Clinic Site.*

   - *Acquire additional properties for potential redevelopment.*

   - *Continue to work with the Planning Commission to redevelop sites and carry out the vision of the SCBD Strategic Plan Committee in accordance with the Housing and Redevelopment Authority's vision.*

2. Continue to acquire properties city-wide through the Scattered Site Replacement Program as they become available.
3. Promote the maintenance and renovation of commercial buildings, including second-story dwellings in the downtown for the expansion of the tax base and quality jobs.
4. Establish TIF District in the SCBD.
5. Continue ongoing efforts to monitor development opportunities in the South Ferry Corridor.

Parking Advisory Board 2015-2016 Goals

1. Monitor and adjust permit-parking stalls and time limits downtown.
2. Review parking around south central parking district (Sandburg area).
3. Monitor business changes and keep parking scheme updated.
4. Assist city staff in filling and leasing empty permit parking stalls.
5. Consider and study requests from citizens for parking changes.
6. Monitor intersection of Greenhaven Rd. & exit ramp from Hwy. 10 – *is there a need for additional traffic control device*?

Parks & Recreation Advisory Board 2015-2016 Goals

1. Anoka Nature Preserve - trailhead parking lot and play equipment, define secondary trails.
2. Mississippi Water Trail Program - canoe/kayak/bike share pilot project.
3. Park Development Planning: Rum River West Trail, Anoka Station Park.
4. Park Building Maintenance - Pen Point Park, Mississippi Community Park.
5. Polk Street Overlook.
6. Aquatic Center Climbing Wall.
7. Rum River Regional Trail - trail & tunnel lighting.

Planning Commission 2015-2016 Goals

1. Work with the HRA to redevelop sites in the SCBD planning area and rezone properties consistent with the study.
2. Rezone certain properties within the B-3 Central Business District and update uses allowed in the B-4 Limited Business District.
3. Consider creating in-fill residential development standards for vacant residential lots.
4. Review and update the sign ordinance. Review lighting ordinances and update as needed.
5. Review and complete updates to the zoning ordinances to clarify the City Code including those related to temporary structures and accessory buildings.

Waste Reduction & Recycling Board 2015-2016 Goals

1. Enhance multi-family recycling programs.
2. Coordinate senior buildings recycling project.
3. Hire a summer intern.
4. Increase marketing and education.
5. Host recycling booth at summer events.

2015-2016 GOALS

City Council

Mayor Phil Rice
2015-2016 Goals

1. Code enforcement with full support of staff and council
2. Ferry Street – treatment centers
3. Anoka Station – sell north surface lot
4. Hwy. 10 – support a plan
   - Healthy dynamics of the council
5. Transportation
   - Organized garbage hauling
   - Buses up Washington St.

Councilmember Carl Anderson 2015-2016 Goals

1. West Bank of the Rum River:
   - Determine how to preserve the amphitheater.
   - Develop trail system from dam to Woodbury House and beyond
   - Acquire River Place and other properties to better expose river bank- Add a boat (pleasure craft) landing site
2. Re-focus on development of a River Boat and its landing site.
3. Market and develop commercial site at Bunker and 7th St.
4. Liquor store
   - consider building a "warehouse style" liquor operation before one or more appear on our borders
   - Arrange a visit of Fridley and other warehouse-style municipal liquor store sites
   - How will Highway 10 changes affect our west store?

Councilmember Mark Freeburg 2015-2016 Goals

1. Sell the old Health Partners site
2. Successful housing CO-OP project at 2nd & Harrison
3. Work through pros and cons of single garbage hauler and vote it up or down
4. Implement and enforce blight ordinance
5. Move bike trail in rail village and clean up the property and historic stone wall
6. Successful outcome with old state hospital cottages

Councilmember Steve Schmidt 2015-2016 Goals

1. Council gets options for end of Enterprise Park TIF early
2. S.R.P. assessment for 2016 and beyond covers 25% of three-year average costs
3. City advances relocation of drug counseling facility
4. State Hospital cottages rehab commences
5. 2016 levy includes taxpayer benefit AND general fund increased support
6. Hwy. 10 changes serve Anoka needs

Councilmember Jeff Weaver 2015-2016 Goals

1. Continue South Ferry Street vision
2. River Boat / River Recreation
3. Continue to put well thought-out projects on non-tax generating properties (HRRD, CRTV)
4. Continue with SRP and SSIP road projects
5. Zero levy increases through increased revenues or reduced spending

2015-2016 CITY COUNCIL GOALS

ANOKA REAL CLASSIC

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RE/DEVELOPMENT	➢ South Ferry Street /Treatment Centers ➢ State Hospital Cottages ➢ Sell former Health Partners site ➢ Anoka Station – sell north surface lot ➢ Market & develop commercial site at Bunker & 7th	➢ Successful housing co-op project at 2nd & Harrison ➢ Continue well thought-out projects on non-tax generating properties (HRRD/CRTV)
FINANCE/ ORGANIZATION	➢ Zero levy increases through increased revenues or reduced spending	➢ 2016 levy includes taxpayer benefit AND general fund increased support
PARKS/TRAILS/ RIVER	➢ River boat ➢ River recreation ➢ Rum River Dam Modification Project	➢ Amphitheater preservation ➢ Trail system from dam to Woodbury house and beyond
TRANSPORTATION	➢ Hwy 10 ➢ Hwy 10 impact of Liquor Store ➢ Street Renewal & Street Surface Improvement Programs	➢ Street Renewal Program assessment for 2016 and beyond covers 25% of 3-yr average costs ➢ Buses up Washington St.
OTHER	➢ Code enforcement with full support of staff & council	➢ Work through pros/cons of organized garbage hauling; vote up or down

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