



# City of Dayton Council Retreat Report

May 27, 2021

## **Introduction**

The City Council of Dayton, Texas, held a Council Retreat on May 14-15, 2021, in order to develop a strategic vision for the future of the city. This retreat was facilitated by Strategic Government Resources (SGR). The SGR Facilitators were Omar Reyes and Mike Mowery. Below is a summary of some of the key items that the Council discussed including the strategic priorities and milestones that they created. SGR recommends that this report be formally adopted at an upcoming regularly scheduled City Council Meeting.

## **Reputational Drivers**

Reputational drivers answer the question, “What do we want to be known for?” Below are the things that the Council identified as the answers to that question.

1. We want to be known as innovators, especially as it relates to infrastructure.
2. We want to be known as a growing city that maintains a small town feel with great amenities.
3. We want to be known as business friendly to both blue collar and white collar companies, while also being prudent in our leadership.
4. We want to be known as having high standards for infrastructure and committed to maintaining that infrastructure.
5. We want to be known for having a wide range of housing options.

### **Pressing Needs**

The Council identified several pressing needs of residents and stakeholders to consider as they developed their strategic vision. Below is a list of the most urgent ones.

1. Traffic
2. Infrastructure
3. Resilience to natural disasters
4. Affordable housing
5. Need for and condition of city facilities
6. Health care
7. Bigger tax base

### **SWOT Analysis**

The Council discussed the strengths, weaknesses, opportunities, and threats of the city. Below is a list of the things they identified.

#### **Strengths**

- City Manager/Staff
- Council
- Proximity to Houston
- Proximity to Trinity River
- Grand Parkway
- Location in general
- High rate of volunteerism
- Agricultural roots
- Railyard
- Studies taking place for future acquisitions

#### **Weaknesses**

- Money
- Infrastructure
- Education of residents
- Traffic/mobility
- Current condition of downtown
- Deferred maintenance
- Current retail base
- New volunteers in the pipeline
- Restaurant options for evening dinners

#### **Opportunities**

- Grants for money

- Education for the need for assistant city manager
- Training partnership with Lee College
- Private-Public partnerships for arts, recreation, sports, public safety training building
- Proximity to Trinity river
- Education of residents
- Partnership with Liberty City and Liberty County
- Grand Parkway
- New city facilities
- Population growth
- Crossroads Plaza
- Grand Parkway
- Mixed use developments

### **Threats**

- City manager leaving for another city
- Livingston Dam
- Future growth to the detriment of downtown
- Bad development plans
- Reactionary Council and reactionary candidates for Council

### **Strategic Priorities**

The Council identified 5 Strategic Priorities for their vision of the future. Strategic priorities are like strategic pillars that uphold the vision. Without these things, the vision collapses, just as pillars keep a building from collapsing. These are not ranked in order as it is believed that all of them are crucial to the fulfillment of the Council's vision.

The 5 Strategic Priorities that the Council identified are:

1. Improve Infrastructure
2. Increase workplace housing options
3. Maximize efficient traffic flow
4. Prioritize economic development
5. Secure property for future facilities, downtown and elsewhere

### **Strategic Priorities and Milestones**

The Council was asked to create milestones for each of their strategic priorities. These milestones tell the city that they are moving in the right direction at the right speed to fulfill the vision. They give staff direction as staff creates a strategic plan to make the vision a reality.

1. **Improve Infrastructure**
  - Assess and prioritize scope of work.
  - Reassess uniform building standard for water drainage.
  - Gain agreement for participation in conservation district.

- Update existing systems—water, sewer, drainage.

**2. Increase workforce housing options**

- Consider mixed-use development options for housing and building.
- Use city incentives.
- Identify locations for new development and redevelopment opportunities.

**3. Maximize efficient traffic flow**

- Work with TXDOT to synchronize red lights.
- Improve intersection alignment.
- Initiate road expansion studies.
- Improve all railroad crossings.
- Foster healthy relationships with stakeholders for support.

**4. Prioritize Economic Development**

- Create public-private partnerships for workforce job training.
- Recruit a hospital and/or healthcare options to serve the community.
- Foster healthy relationships with stakeholders to increase opportunities for the city.
- Reevaluate the role/need of DCDC.

**5. Secure property for future facilities, downtown and elsewhere**

- Consider making use of city owned property first.
- Look for beautification opportunities in downtown area.
- Find land for city owned animal shelter and public works facilities.
- Promote public-private partnerships for substations.