



Report
and
Strategic Plan

Adopted
April 13, 2021

Prepared and Facilitated
By
Ron Cox Consulting



REPORT AND STRATEGIC PLAN COUNCIL/STAFF RETREAT

CITY OF GEORGETOWN

February 5 and 6, 2021

Introduction

On February 5 and 6, 2021, the Mayor, City Council and staff of the City of Georgetown met for a retreat planning session. The purpose of this meeting was twofold.

- Confirm and expand the governance philosophy for the City Council. Included in that is identifying key elements of the Council's vision for Georgetown.
- Prepare a strategic plan for the city.

The Mayor, Council and staff freely worked together, and their work was exemplary in all respects. Ron Cox facilitated the process.

Governance

In their February 5, 2021 session the Council confirmed the governance policy they established in 2017 and expanded on it by further defining their governance philosophy. The Council participated in discussions about their role, together and their leadership responsibilities. The elements of a strong governance model are having and following clear vision and mission, establishing leadership and communications philosophies, and identifying the expectations of each other as City Council members, and the City staff and of identifying and recognizing the expectations has staff of the City Council.

The key elements of the Governance Philosophy are leadership, communication and understanding and defining expectations. These define how the team will function together. Visioning and planning are the key elements that define what the strategies and goals are for the City of Georgetown and what they will be to ensure the vision is ultimately attained.

Governance Model

The governance model first begins with leadership. Each member of the Council asked to provide input into how they will lead, communicate and a defining of expectations for themselves and staff.

The facilitator began the process by asking each of the members why they ran and serve on the City Council. They responded as follows:

The Mayor and Council reviewed and confirmed their Governance Policy and Rules of Engagement established in 2017. These are as follows.

Council Governance Policy (2017)

- As a representative democracy, we provide a voice for, and communication to, each district so that the Council can make decisions that serve the best interests of the City of Georgetown as a whole.
- Set policy, and exercise sound financial responsibility, and hold staff accountable for results.
- Ensure alignment of vision, goals, and strategies.
- Identify and define key challenges and opportunities.
- Establish the organizational culture of the City by leading with integrity and upholding legal and ethical standards.
- Ensure that City services emphasize public health, safety, and opportunity.

Council Rules of Engagement (2017)

- To treat everyone with respect, courtesy, and civility.
- To act collaboratively and promote and solicit an open, honest, transparent, respectful, and professional dialogue with each other, our citizens, city staff, and other interested parties.
- To honor our commitments.
- To actively advocate for our point of view, but also to recognize and respect the decisions of Council, even though we might not agree with that decision (we will not undermine the decisions of Council).
- To recognize any preconceptions that we may have about certain individuals, groups, or organizations.

The facilitator asked the members to describe why each member ran for City Council.

Mayor and Council members ran for the office and serve ...

- Experience success in Georgetown, now in a position to give back.
- Have the ability to say no when the issues warrants it.
- To overcome disparities in the community.
- To participate and be a part of the solution.
- Served on other boards and commissions and now Council.
- To help the City achieve its overarching vision.
- Be an example to children to be of service.
- Able and ready to do the necessary work.
- Was recruited.
- Want to be a representative of all of us.
- Luck to be in a position to serve.

The facilitator then asked the members to describe the attributes they have that will contribute to the work of the Council.

Mayor and Council have the following attributes ...

- Ability to listen
- If I can learn it, I can teach it to others.
- Analytical and can determine the merit of a proposal.
- Always willing to learn.
- Have a skill set – speaking up when others disagree.
- Can find solutions to hard tasks.
- Love the one-on-one exchange – read, ask questions, listen.
- Life experiences bring wisdom.
- Can bring the minority opinion point of view for better decision making.
- Can express the vision for the city.
- Think long-term.
- Do not take criticism personally.
- Ability to engage others about issues.

It was noted that the Mayor was just elected in November and has served as Mayor for three meetings. The facilitator had asked the Mayor to prepare a short presentation on his philosophy as Mayor and how he intends to lead the meetings.

The Mayor will lead as follows...

- Will allow the conversation to take place.
 - Council – don't be afraid to speak or ask to speak your opinion.
 - (Permission was granted by the Council for the Mayor to speak his opinion as well.)
 - He welcomes constructive feedback to be the best Mayor.
- He prefers long Workshops, short regular meetings.

- Leave Workshop items with full discussion and a clear understanding for next steps.
- The Mayor will distill items into clear issues for discussion – getting to consensus.
- Will not put Council members on the political spot.
- The Mayor has no desire to expand the authority of the Mayor's position.
 - Will express his opinion.
 - Will not tell members how to vote.
 - Will help Council make the best decision possible.
 - Believes in the Council-Manager form of government.
 - 100% believes in the City Manager.
 - Will seek the City Manager's advice.

The Mayor and Council of the City of Georgetown will lead by ...

- By example
 - Lead the way you live
 - Be willing to do yourself what you ask of others.
- Agree to disagree – in a civil way.
- Give respect.
- Focus on the issue – not the personality.
- Separate the people from the problem, and the positions from the interests, then solve the problem by focusing on the interests.
- Feel free to bring forth a problem they see, even if they don't have a recommended solution.
- Give credit to others
 - For service.
 - For their opinion/point of view.
 - For being innovative.
 - For speaking up.
- Trust each other.

The Mayor and Council of the City of Georgetown will communicate by ...

- Give fellow members the benefit of the doubt
 - Don't attribute intent or motives that are not being spoken.
- Acknowledge and consider that we know our own districts the best when expressing an opinion on an issue that affects the districts.
- Separate the people from the problem; the problem from the interest; work the problem.
- Accept each other and their respective interests and opinions.
- Express understanding and empathy.
- Defer/respect the opinions of others.

The Mayor and Council of the City of Georgetown expect the following of the staff

...

- Be 100% open and honest with the facts.
- Be responsive to the Council and citizens.
- For technical staff – Don't lie and don't guess.
- For senior staff – Hold to high ethical standards.
- Be willing to say, "I do not know."
- Be patient.
- Be prepared to explain and ask for clarification.
- Work together to fix mistakes.
- Feel free to bring forth a problem they see, even if they don't have a recommended solution.

(It was noted that the City Council was very complimentary of the entire staff for the dedication, professionalism and knowledge.)

The staff expects the following of the Mayor and Council of the City of Georgetown (as defined by the City Council) ...

- Clear direction.
- Consistency
- Responsiveness
- Short meetings!
- Be understanding of mistakes that may be made.
- Have their back – no scapegoats.
- Provide fair compensation for the expertise and professionalism.
- Understand the behind-the-scenes complexity of city government.
- Provide constructive feedback.

Governance Initiatives

During the course of their discussion, the Council established several initiatives relative to their process of good governance. These Governance Initiatives are as follows.

- Review agenda format and items with an eye toward streamlining.
- Provide opportunity for Council to observe the day to day of the staff.
- Be deliberate about finding ways to develop relationships and trust among members.
- Begin a Pre-Election Orientation (as well as the post election orientation) process using the elected officials to inform candidates of the governance process and strategic plan.
- Implement the Citizens Academy to improve transparency, familiarity, communication and trust with the City government at all levels.
- Explore the possibility of Town Hall meetings for Council members to host within their respective districts.

- Expand information flow on the Vision and Strategic Planning process to Boards and Commissions.
- Seek additional feedback on citizen needs (it was recognized the citizens survey had just been received).

Vision and Mission

On February 6, the Council and senior staff discussed the elements vision they have for Georgetown. Currently, there is a Vision Statement, but no Mission Statement for the City Council itself (the various departments do have Mission Statements). So, the Mayor, Council identified and confirmed the key elements of the vision for the City.

Vision Statement

Georgetown: A caring community honoring our past and innovating for the future.

Vision Elements

These elements were discussed and are presented in no particular order of priority. It was noted that in reviewing the Vision Statement from the Comprehensive Plan, these key vision elements are consistent with and embodied in the Vision Statement.

- A caring community
- A multifaceted community
 - Old Town
 - San Jose
 - TRG
 - Sun City
 - Wolf Ranch
 - New development
- A city that honors its past
- A city that is preparing for the future
- A functional city
- Believes in a hand-up versus a hand-out
 - Prepares people to succeed
 - Provides resources for others
 - Willing to do the work to form relationships at all levels.

Mission Elements

These elements are presented in no particular order of priority.

- Implementing strategies and conducting itself through the governance model.
- Developing the economy of the city.
- Ensuring the highest quality of life
 - Safety
 - Work, live and play.

Strategic Planning

The facilitator led the participants in a SWOT analysis, identifying and discussing the strengths, weaknesses, opportunities and threats for the City of Georgetown, both organizationally and in the community. Areas of Emphasis or Vision Elements were established from the SWOT analysis. Within each of the Areas of Emphasis strategies and goals were identified to overcome the weaknesses. Finally, threats were identified that if not anticipated may get in the way of accomplishing the strategies and goals.

The participants were divided into three groups. Each group focused on strengths and weaknesses as follows.

Strengths

Group 1

- Serve in a nonpartisan capacity
- Professional staff with strong organizational structure.
- Adequate land area where growth can be guided.
- A diverse citizenry.
- An active citizenry.
- Have invested in technology.
- A safe community with strong public safety presence.
- Parks, trails and open space.
- A great library.
- Excellent city facilities.
- A prosperous and homegrown downtown.
- A downtown TIRZ that has helped to regenerate downtown.

Group 2

- Good healthcare system.
- Unique and vital downtown.
- Two downtown shopping areas.
 - Downtown square
 - Wolf Ranch/Crossing
- Don't have to leave Georgetown to shop.

- Excellent weather.
- Economic health – new businesses coming.
- Safe place to live and raise a family.
- Adequate school district.
- Diversity of things to do, compared to other cities.
- Parks, trails and open space.
- Clean
- Relatively easy to get around the city.

Group 3

- Great location within the region and state.
- Good economic health.
- The downtown square.
- The natural beauty of the city and the area.
- Distance from Austin (not too close, not too far away)
- Quality neighborhoods.
- Low tax rate. Great value for the taxes paid.
- Civil discourse throughout the community.
- Sun City.
- Good resident involvement.
- Strong historic preservation.
- Good utility capacity.
- A positive outlook on growth.

Weaknesses (Issues and Challenges)

Note: It is recognized that many of the items identified have been and are being addressed by Council and staff. They continue to be emphasized as issues and challenges to be addressed by the City.

Group 1

- Lack of long-term availability of water resources.
- Difficulty in attracting and attaining quality top employment talent.
- Low unemployment causing difficulty to hire qualified workforce.
- Frozen property taxes, as a percentage of the total collected.
- Need to expand infrastructure to keep up with growth.
- Traffic congestion.
- Not enough diversity of industries and commerce in general.
- Not affordable to all.
- Rapid pace of growth.
- Insufficient protection of the areas natural resources.
- Suddenlink – Wi-Fi needs improvement.

Group 2

- Don't work and plan from a regional perspective enough.

- School district test scores are dropping.
- Lack of diversity in job opportunities.
- Pressure for growth and negative influence of Austin.
- Mobility needs...
 - For trails, bicycles, walking.
 - Traffic flow and signals in general.
 - Parking.

Group 3

- The geography of the area – agriculture on the east; hill country on the west.
- No predictable policy on multi-family housing.
- Traffic congestion.
- Water resources do not meet summer demands.
- Suddenlink Wi-Fi needs improvement.
- Electric rates may be high.
- COVID-19 pandemic response.
- Downtown needs...
 - Parking
 - Handicap accessibility.
 - Ability to have discourse with those who live in the area.

Areas of Emphasis

Reviewing the strengths and weaknesses (issues and challenges) presented resulted in the identification of five areas of emphasis.

- **Governance (see earlier discussion)**
- **Growth**
- **Housing**
- **Downtown**
- **Economic Development**

Below are needs issues and challenges highlighted within each of the Areas of Emphasis.

- **Growth**
 - Transportation infrastructure
 - Water resources
 - Quality of life amenities
 - City service delivery capacity
- **Housing**
 - Need for housing affordability policy direction
 - Need for a policy on multi-family unit growth
 - Need to balance residential and commercial pressures.

- **Downtown**
 - Need for additional parking
 - Need for improved accessibility
 - Need for a shared common vision

- **Economic Development**
 - Workforce/job opportunities
 - Expanding opportunities in Georgetown
 - Focus on regional cooperation.

Opportunities – Strategies and Goals

The groups then brainstormed to identify opportunities – strategies and goals- to address the Areas of Emphasis. These opportunities are the basis for the strategies and goals prepared below.

Note: These items are in raw form, with little to no editing from the work of the Council and staff at the session. During the staff implementation sessions, these items were refined, sometimes combined to add clarity and order to the final product. In that process all items were carefully reviewed to ensure the intent of the process was honored.

- **Growth**
 - **Update Master Plans**
 - Implement and update impact fees.
 - Incentivize fees for attract desired affordable housing.
 - Update and implement corridor studies.
 - Establish a regional water plan.
 - Implement an aggressive CIP plan
 - Update utility master plans.
 - Update parks master plan.
 - **Ensure financing capacity to handle growth.**
 - Implement the mobility bond improvements.
 - Determine policy for debt versus pay-as-you-go for capital spending.
 - Determine General Fund and Utility ROI to finance transportation needs not bond funded.
 - Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development.
 - **Establish and implement a water conservation program.**
 - **Maintain high customer service capacity.**
 - Establish an organizational capacity plan ensuring efficiency and effectively responding to growth

- **Housing**

- **Establish an affordable housing policy.**
 - Seek out a list (cast a wide net) of qualified developers to propose innovative affordable housing projects to determine the market and viability of projects for Georgetown.
 - Emphasize projects that partner with nonprofits for long term sustainability.
 - Allow for a diversity of housing including tiny homes, townhomes, studio homes, etc. that have a smaller footprint and provide diversity of housing
 - Establish a policy to incentivize affordable home ownership.
 - Explore a fee structure of grant pool for permit and building fees.
 - Promote public/private partnerships (PPP) with local banks and nonprofits to provide financial education to assist local financing of housing.
- **Establish a policy on multi-family housing.**
 - Determine ratio of single family to multi-family units for the city.
 - Determine locations where infrastructure exists and/or is needed.
 - Establish a policy for commercial development in and around multi-family to ensure availability of services.
- **Establish a policy determining the residential/neighborhood commercial mix in targeted areas within the city to protect commercially zoned property ensuring economic development.**
- **Encourage mixed-use developments (combined residential and commercial uses).**
- **Encourage the development of executive housing.**
- **Establish strong development standards, ensure quality housing products.**
- **Establish incentives to encourage annexation of development.**
- **Downtown**
 - **Expand downtown mobility opportunities.**
 - Expand sidewalk program out from downtown.
 - Explore trolley options.
 - Explore additional parking options.
 - Educate business on importance of sidewalk accessibility during events.
 - Improve handicapped accessibility in all aspects of mobility
 - **Update the Downtown Master Plan.**
 - Better define transition zones and uses expanding out from the downtown district.
 - Update downtown historic guidelines.
 - Separate strategies between “old town” and the square.
 - Establish parameters for commercial density in downtown area.
 - **Foster cooperation with the county on downtown development.**
 - Facilitate joint workshop between city and county officials.

- **Establish policy for holding events in downtown.**
 - Determine mix and size of events that do not overwhelm downtown.
 - Explore moving larger events to other venues.
 - Explore events sized for downtown.
- **Establish programs to promote downtown businesses.**
 - Promote downtown façade and sign grant program.
 - Promote maintaining authenticity among downtown businesses.
 - Promote businesses with “local” flavor.
 - Facilitate workshops with downtown business owners.
- **Economic Development**
 - **Promote a viable workforce development program.**
 - Partner with business employers on workforce development.
 - Increase support for vocational programs.
 - Partner with TSTC for training identified workforce needs.
 - **Invest in infrastructure in targeted areas to promote industrial and commercial growth.**
 - **Promote business marketing and retention programs.**
 - Promote programs to retain locally based businesses and small businesses.
 - Sustain/improve a predictable, responsive and accountable development process.
 - Create a strong “brand” to market and promote Georgetown to new businesses.
 - Establish programs and policies that reward and incentivize businesses that pay higher wages.
 - Foster ways to keep spending dollars locally as growth occurs.
 - Encourage a diversity of industry.
 - **Foster regional cooperation with area governmental partners – county, schools and surrounding cities.**

Threats

Finally, the full group identified threats to accomplishing the goals and strategies that have been identified.

- Pandemic.
- State and federal legislation.
- Voter pressure for limiting government and lowering taxes.
- Poor media relations.
- Climate change.
- Economic downturn.
- Falling behind in technology.
- Volatility in the energy market.

- Economic competition from neighboring cities.
- The “Amazon” effect on tax income.
- Limited revenue options.
- Big box and other retail vacancies due to changing environment.
- County pressure to expand buildings in downtown area.

City Staff Implementation Sessions

February 10, 2021

On February 10, 2021 the facilitator met with the City Manager, Executive Team and Department Directors to review the outcomes of the planning session and to prepare the Implementation Plan.

Implementation Plan Process. The staff reviewed a template to be used to develop the implementation portion of the planning process. During the discussions, they began the process of refining the initiatives, and developed goals and action steps to implement the initiatives. At the end of the day, a draft implementation plan had been established. The implementation plan is a separate document.

Note: It should be noted here that the staff has recommended consolidating various initiatives, adding goals and action step to provide clarity and substance to the strategic plan. The Implementation Plan provided is a product of that effort.

Reporting

Finally, staff established reporting protocols. These protocols serve the purpose of keeping the staff on schedule with the implementation of strategies, keeping the City Manager informed, and providing regular reports to the Mayor and City Council on the status of the implementation of the adopted strategies. This provides for long term accountability toward the implementation of the Strategic Plan.

Reporting Protocols

- **Council**
 - Receives quarterly updates regarding the status various initiatives and projects related to the strategic plan.
 - Receives formal mid-year and annual reports consistent with an annual visioning session from staff to the City Council.
- **City Manager**
 - City Manager receives regular updates from staff at regular staff meetings on progress of assignments.

City Council Approval

March 9, 2021

On March 9, 2021, the City Council reviewed their work as well as the work of the staff since the planning session. After a thorough discussion the Report was approved.

Conclusion

The Mayor, Council and staff of the City of Georgetown worked through a governance and planning process that allowed the Council to create a governance model and identify and expand strategies for moving the city forward. The process brought the staff leadership and Council closer together as a team and developed an implementation process to ensure the strategies are addressed and accomplished over time.



Strategic Plan 2021

**Council/Staff Planning Retreat
February 5 and 6, 2021**

**Adopted
February 23, 2021**

**Prepared and Facilitated
By
Ron Cox Consulting**

Vision Statement (Adopted 2017)

**Georgetown: A caring community honoring our
past and innovating for the future.**

Key Vision Elements 2021

- **A caring community**
- **A multifaceted community**
 - **Old Town**
 - **San Jose**
 - **PRG**
 - **Sun City**
 - **New development**
- **A city that honors its past**
- **A city that is preparing for the future**
- **A functional city**
- **Believes in a hand-up versus a hand-out**
 - **Prepares people to succeed**
 - **Provides resources for others**
 - **Willing to do the work to form relationships at all levels.**

Mission Elements

- **Implementing strategies and conducting itself through the governance model.**
- **Developing the economy of the city.**
- **Ensuring the highest quality of life**
 - **A safe place.**
 - **A place where residents can work, live and play.**

Governance Policies (Adopted 2017)

- As a representative democracy, we provide a voice for, and communication to, each district so that the Council can make decisions that serve the best interests of the City of Georgetown as a whole.
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- To honor our commitments.
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- To recognize any preconceptions that we may have about certain individuals, groups, or organizations.

City of Georgetown

City Council

Leadership Philosophy

The City Council of the City of Georgetown will lead by...

- By example
 - Lead the way you live
 - Be willing to do yourself what you ask of others.
- Agree to disagree – in a civil way.
- Give respect.
- Focus on the issue – not the personality.
- Give credit to others
 - For service.
 - For their opinion/point of view.
 - For being innovative.
 - For speaking up.
- Trust each other.

City of Georgetown
City Council
Communication Philosophy

The City Council of the City of Georgetown will communicate by...

- Give fellow members the benefit of the doubt
 - Don't attribute intent or motives that are not being spoken.
- Acknowledge and consider that we know our own districts the best when expressing an opinion on an issue that affects the districts.
- Separate the people from the problem; the problem from the interest; work the problem.
- Accept each other and their respective interests and opinions.
- Express understanding and empathy.
- Defer/respect the opinions of others.

City of Georgetown

City Council and Staff

Expectations

Council expects the following of staff...

- Be 100% open and honest with the facts.
- Be responsive to the Council and citizens.
- For technical staff – Don't lie and don't guess.
- For senior staff – Hold to high ethical standards.
- Be willing to say, "I do not know."
- Be patient.
- Be prepared to explain and ask for clarification.
- Work together to fix mistakes.

Staff expects Council to (as defined by Council members themselves) ...

- Clear direction.
- Consistency
- Responsiveness
- Short meetings!
- Be understanding of mistakes that may be made.
- Have their back – no scapegoats.
- Provide fair compensation for the expertise and professionalism.
- Understand the behind-the-scenes complexity of city government.
- Provide constructive feedback.

City of Georgetown

Strategic

Areas of Emphasis

- **Governance**
 - **Guiding Principle:** *The City of Georgetown follows established rules of governance that promote civil discourse, consistent and predictable deliberation and exemplary action.*

- **Growth**
 - **Guiding Principle:** *The City of Georgetown will proactively work to anticipate growth in all aspects of city government – mobility, infrastructure, customer service.*

- **Housing**
 - **Guiding Principle:** *The City of Georgetown will strive to provide housing opportunities to ensure a diverse population.*

- **Downtown**
 - **Guiding Principle:** *The City of Georgetown will provide a positive economic environment to ensure an active and viable downtown and provide infrastructures and amenities to ensure safety, mobility and accessibility.*

- **Economic Development**
 - **Guiding Principle:** *The City of Georgetown will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

Note: These items will be updated to reflect the Implementation Plan initiatives that are being submitted.

Area of Emphasis

Governance

- **Guiding Principle:** *The City of Georgetown follows established rules of governance that promote civil discourse, consistent and predictable deliberation and exemplary action.*
- **Review agenda format and items with an eye toward streamlining.**
- **Provide opportunity for Council to observe the day to day of the staff.**
- **Be deliberate about finding ways to develop relationships and trust among members.**
- **Begin a Pre-Election Orientation (as well as the post election orientation) process using the elected officials to inform candidates of the governance process and strategic plan.**
- **Implement the Citizens Academy to improve transparency, familiarity, communication and trust with the City government at all levels.**
- **Explore the possibility of Town Hall meetings for Council members to host within their respective districts.**
- **Expand information flow on the Vision and Strategic Planning process to Boards and Commissions.**
- **Seek additional feedback on citizen needs (it was recognized the citizens survey had just been received).**

Area of Emphasis

Growth

- **Guiding Principle:** *The City of Georgetown will proactively work to anticipate growth in all aspects of city government – mobility, infrastructure, customer service.*

Initiatives

- **Update Master Plans**
 - Implement and update impact fees.
 - Incentivize fees for attract desired affordable housing.
 - Update and implement corridor studies.
 - Establish a regional water plan.
 - Implement an aggressive CIP plan
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 - Update parks master plan.
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 - Promote public/private partnerships (PPP) to fund infrastructure needs related to growth and development.
- **Establish and implement a water conservation program.**
- **Maintain high customer service capacity.**
 - Establish an organizational capacity plan ensuring efficiency and effectively responding to growth

Area of Emphasis

Housing

- **Guiding Principle:** *The City of Georgetown will strive to provide housing opportunities to ensure a diverse population.*

Initiatives

- **Establish an affordable housing policy.**
 - Seek out a list (cast a wide net) of qualified developers to propose innovative affordable housing projects to determine the market and viability of projects for Georgetown.
 - Emphasize projects that partner with nonprofits for long term sustainability.
 - Allow for a diversity of housing including tiny homes, townhomes, studio homes, etc. that have a smaller footprint and provide diversity of housing
 - Establish a policy to incentivize affordable home ownership.
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 - Determine ratio of single family to multi-family units for the city.
 - Determine locations where infrastructure exists and/or is needed.
 - Establish a policy for commercial development in and around multi-family to ensure availability of services.
- **Establish a policy determining the residential/neighborhood commercial mix in targeted areas within the city to protect commercially zoned property ensuring economic development.**
- **Encourage mixed-use developments (combined residential and commercial uses).**
- **Encourage the development of executive housing.**
- **Establish strong development standards, ensure quality housing products.**
- **Establish incentives to encourage annexation of development.**

Area of Emphasis

Downtown

- **Guiding Principle:** *The City of Georgetown will provide a positive economic environment to ensure an active and viable downtown and provide infrastructures and amenities to ensure safety, mobility and accessibility.*

Initiatives

- **Expand downtown mobility opportunities.**
 - Expand sidewalk program out from downtown.
 - Explore trolley options.
 - Explore additional parking options.
 - Educate business on importance of sidewalk accessibility during events.
 - Improve handicapped accessibility in all aspects of mobility.
- **Update the Downtown Master Plan.**
 - Better define transition zones and uses expanding out from the downtown district.
 - Update downtown historic guidelines.
 - Separate strategies between “old town” and the square.
 - Establish parameters for commercial density in downtown area.
- **Foster cooperation with the county on downtown development.**
 - Facilitate joint workshop between city and county officials.
- **Establish policy for holding events in downtown.**
 - Determine mix and size of events that do not overwhelm downtown.
 - Explore moving larger events to other venues.
 - Explore events sized for downtown.
- **Establish programs to promote downtown businesses.**
 - Promote downtown façade and sign grant program.
 - Promote maintaining authenticity among downtown businesses.
 - Promote businesses with “local” flavor.
 - Facilitate workshops with downtown business owners.

Area of Emphasis

Economic Development

- **Guiding Principle:** *The City of Georgetown will promote a strong and diverse economy that strengthens the local sales tax and property tax base while also contributing to a high quality of life.*

Initiatives

- **Promote a viable workforce development program.**
 - Partner with business employers on workforce development.
 - Increase support for vocational programs.
 - Partner with TSTC for training identified workforce needs.
- **Invest in infrastructure in targeted areas to promote industrial and commercial growth.**
- **Promote business marketing and retention programs.**
 - Promote programs to retain locally based businesses and small businesses.
 - Sustain/improve a predictable, responsive and accountable development process.
 - Create a strong “brand” to market and promote Georgetown to new businesses.
 - Establish programs and policies that reward and incentivize businesses that pay higher wages.
 - Foster ways to keep spending dollars locally as growth occurs.
 - Encourage a diversity of industry.
- **Foster regional cooperation with area governmental partners – county, schools and surrounding cities.**

