

*"If you don't know where you are going, any road will get you there." Lewis Carroll*

**FRAMEWORK FOR DISCUSSION TO INFORM THE FY18/FY19 BUDGET PROCESS:**

**REHOBOTH BEACH VISIONS, GOALS, AND PRIORITIES**

**SPONSORS: COMMISSIONER SCHLOSSER AND COMMISSIONER LAGREE**

**JANUARY, 2018**

**PURPOSE**

The purpose of this discussion is to:

- Review current Rehoboth Beach visions, goals, and priorities, as outlined in the 2009 Rehoboth Beach Comprehensive Development Plan (see Attachment 1).
- Obtain the Board of Commissioner and public views on these and other ideas that should be considered in the FY18/FY19 budget formulation process.
- Ensure that the FY18/FY19 budget and performance management formulation/execution processes meet a current vision and priorities.

This discussion is not intended to be a replacement for the Comprehensive Development Planning (CDP) process; rather, any feedback from this discussion should be used to inform the on-going CDP process.

**DESIRED OUTCOME FROM THIS DISCUSSION**

General consensus on a collective vision and goals that will be used to inform FY18/FY19 budget discussions.

**BACKGROUND CONSIDERATIONS**

**The CDP establishes the following focus areas for the City of Rehoboth Beach:**

- Stewardship of our natural resources and the unique environmental demands of a coastal community
- The City's resources and service capacities and the demands placed by residents and visitors
- The continued residential ambiance, resort attractiveness, and favorable business climate of the City
- Planning for physical and functional change in Rehoboth

**The Mayor has articulated the following focus areas:**

- Build a culture of hospitality, transparency, inclusiveness, and service excellence, among the community of Rehoboth Beach
- Institutionalize practices to ensure that City Services meet resident, local business, and guest needs
- Support and promote tourism and local businesses

**Questions for Discussion:**

1. What is your vision for the City of Rehoboth Beach? Should we/How can we, include a foundational principle of “hospitality to all” in this vision?
2. What do you think the most critical concerns are in FY18/FY19 for the City?
3. Do you think that the goals outlined in the CDP (Attachment 1) are still relevant? What would you add/remove? Do these goals highlight/protect our community assets (Figure 1)?
4. How can we best incorporate the “Secrets of Successful Communities” outlined by Edward McMahon (see next section for reference)?
5. What do you think are the priority investment areas that will help to achieve our goals?

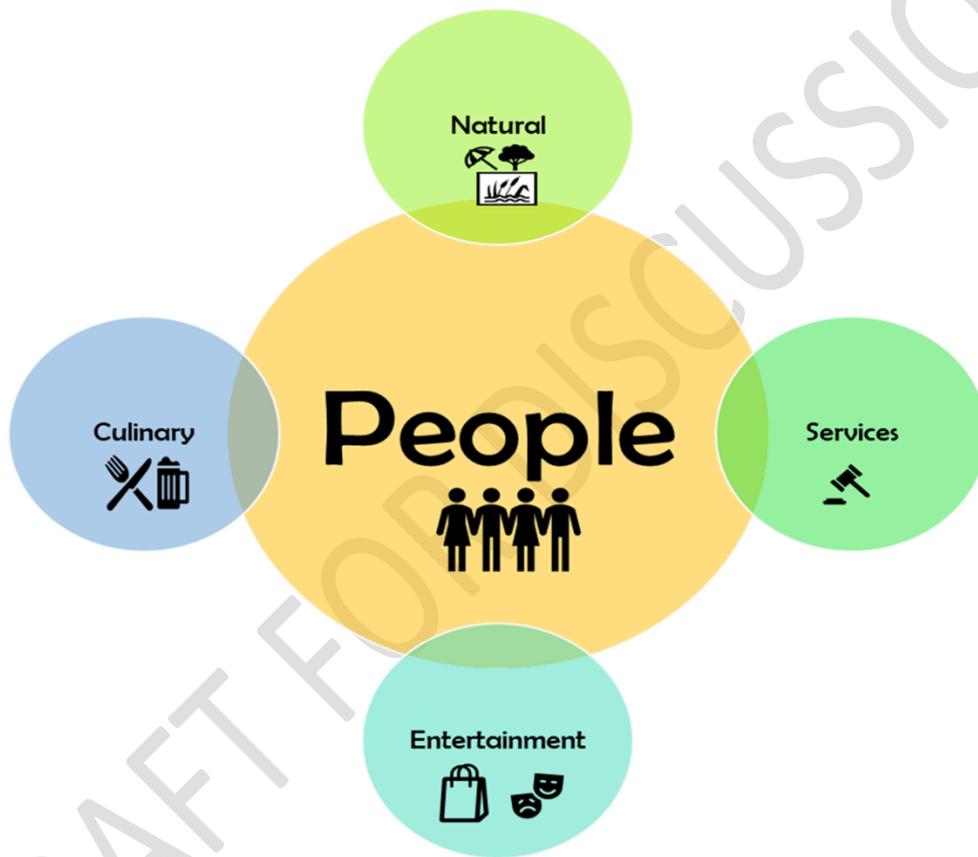


Figure 1 Rehoboth Beach Assets

## **REFERENCES FOR REVIEW**

One: Edward McMahon, a well-known community planner gave a presentation to Rehoboth Beach in 2016, based on the paper found here: <http://plannersweb.com/wp-content/uploads/2013/07/The-Secrets-of-Successful-Communities--PlannersWeb.pdf>. This paper highlights seven critical factors that define successful communities:

- Have a vision for the future
- Inventory community assets
- Use education and incentives, not just regulation
- Pick and choose among development projects
- Cooperate with neighbors for mutual benefit
- Pay attention to community aesthetics
- Have strong leaders and committed citizens

Two: The Government Finance Officers Association (GFOA)(reference: <http://www.gfoa.org/best-practices>), states that a strategic plan and budget process is characterized by several essential features. Specifically, a good budget process:

- Incorporates a long-term perspective
- Establishes linkages to broad organizational goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders
- Provides incentives to government management and employees

Three: The Panmore Walt-Disney Analysis (reference: <http://panmore.com/walt-disney-company-mission-statement-vision-statement-analysis>) underscores the importance of having a strong vision/mission statement, and provides these guidelines, “Technical conventions on writing missions and visions indicate that a corporate mission statement presents what the business does, and the corporate vision statement is a future-oriented business target-many high performing organizations combine”.

**Attachment 1: Summary of Key Sections-Rehoboth Beach Visions and Goals: From Comprehensive Development Plan, 2010**

Vision(s)	Goals	Priority Actions
<p>Water Resources: Rehoboth Beach's careful use and preservation of its ocean, beach, canal, lakes, and adjacent waterways is at the heart of its social and economic vitality</p>	<ol style="list-style-type: none"> <li>1. Maintain physical and visual access to the ocean and other waterbodies</li> <li>2. Control the scale and use of structures along the ocean and other waterbodies</li> <li>3. Protect the natural functioning of ocean, bay, lake, and canal ecology</li> </ol>	<ol style="list-style-type: none"> <li>1. Select and fund a discharge method</li> <li>2. Install uniform wayfinding signage</li> <li>3. Begin Silver Lake recovery</li> <li>4. Continue to refurbish the Boardwalk and continue replenishment</li> <li>5. Prepare a City-wide storm water management Plan</li> </ol>
<p>Town Character and Community Services: Rehoboth Beach is a year-round, full service community with seasonal tourism as its major industry. It maintains significant town infrastructure to serve all of its community interests - its natural environment, its residences, its businesses, its tourists, and its regional function</p>	<ol style="list-style-type: none"> <li>1. Preserve, protect, and conserve abundant trees and plantings</li> <li>2. Establish a comprehensive approach to environmental planting with special emphasis on trees, plantings, natural areas and maintenance</li> <li>3. Protect historic and characteristic structures</li> <li>4. Preserve Rehoboth's overall character and small town charm</li> <li>5. Protect the character of distinctive groupings of buildings and streetscapes</li> <li>6. Encourage the creative redevelopment of selected properties on Rehoboth Avenue and other commercial areas</li> <li>7. Increase the commercial viability and attractiveness of Wilmington and Baltimore Avenues and First Street</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish a canal park</li> <li>2. Plant and maintain curbside trees on all side-walked streets - ensure connectivity and walkability</li> <li>3. Prepare a Community Forest Plan</li> <li>4. Prepare a long range development, renovation, and maintenance plan for Rehoboth's Parks and recreation spaces</li> <li>5. Investigate a City policy for using Green building, low impact, and conservation principles</li> <li>6. Conclude an agreement on rezoning of school property</li> <li>7. Enforce vacation rental housing regulations Institute architectural review procedures</li> </ol>
<p>Neighborhoods: Rehoboth Beach's residential areas are reminiscent of a "bygone" era and reflect a small town neighborliness</p>	<ol style="list-style-type: none"> <li>8. Maintain an up-to-date, uniform, and equitable set of development codes</li> </ol>	<ol style="list-style-type: none"> <li>8. Examine new mixed use zone category</li> <li>9. With Main Street and COC, encourage and assist interested owners in the creative redevelopment of properties on Rehoboth Avenue and adjacent commercial streets</li> </ol>
<p>Business: Rehoboth Beach's downtown is a balanced mix of year-round and season businesses with a distinctive, pedestrian character</p>	<ol style="list-style-type: none"> <li>9. Establish a joint planning process with surrounding jurisdictions</li> <li>10. Refine the zoning code/maps to eliminate the potential for adverse impacts among various land uses</li> <li>11. Adopt a traffic management system</li> <li>12. Reduce conflicts between pedestrians, bicycles, and cars</li> <li>13. Improve circulation for pedestrians and bicyclists</li> <li>13. Ensure that Emergency Response Plans are adopted</li> </ol>	<ol style="list-style-type: none"> <li>10. Study how to physically upgrade the first two blocks of Baltimore/Wilmington/First Street</li> <li>11. Adopt an official zoning map</li> <li>12. Review development regulations to map to the CDP</li> <li>13. Establish cooperative planning agreement</li> <li>14. Establish a Capital Improvement Program</li> </ol>