



TOWN OF HAYMARK TOWN COUNCIL

SPECIAL MEETING ~ AGENDA ~

David Leake, Mayor
<http://www.townofhaymarket.org/>

15000 Washington St
Haymarket, VA 20169

Thursday, October 30, 2014

4:00 PM

Haymarket Museum

1. Call to Order

2. Agenda Items

A. Vision Session

3. Adjournment



TO: Town of Haymarket Town Council
SUBJECT: Vision Session
DATE: 10/30/14

Mike Chandler is working with the Town Council to help Council create a vision and future direction for the Town. Attached is a summary of a survey that was sent to each Council member in September 2014.

ATTACHMENTS:

- 2014 Council Survey Summary (PDF)

NAME: _____

INVENTING HAYMARKET'S TOMORROW TODAY: A HAYMARKET STRATEGIC PLANNING SESSION

1. WHY DOES THE HAYMARKET TOWN COUNCIL EXIST?

To serve the residents, businesses and others in Haymarket and balance the needs of all.

Council exists for a number of reasons including having been granted a charter by the state. We also exist to lead the staff and to serve the citizens. We also set direction for the town and we communicate that direction. We also make sure services needed by citizens are provided.

We were created by an act of the legislature in response to citizen's desire to create their own government.

To assist and serve residents. To make sure town policies and procedures are followed.

To serve Haymarket citizens by providing a favorable environment to raise a family, build a business and pursue their dreams with as little government interference as possible.

We serve as representatives of Haymarket's citizens and are responsible for making sure the government services and programs offered respect the wishes of the public in addition to being economically feasible.

2. WHAT DOES THE HAYMARKET TOWN COUNCIL PRODUCE?

We generate regulations, laws, procedures and services for our citizens.

We act in the interest of our citizens by adopting a budget which enables the town to offer services to its citizens. The budget also communicates what we collectively value as a council and community.

We develop policies that address the needs of all residents, businesses and others in Haymarket.

We exist to make sure the town's policies are followed and citizen needs are addressed.

It should produce a vision for the town in line with what the citizens want and give the proper guidance to town staff to move the town in the direction of the vision. We, the council, should create a vision for the town and rely on the staff to run the town on a daily basis.

We provide a forum and outlet for public opinion. We also act on the goals and objectives featured in the comprehensive plan. We develop policies and procedures that ensure local government services will be delivered equitably and within budget. We hopefully help build community pride.

3. WHICH OF THE FOLLOWING STATEMENTS WOULD THE GENERAL PUBLIC USE TO CHARACTERIZE THE HAYMARKET TOWN COUNCIL? CIRCLE THE LETTER OF YOUR RESPONSE AND SHARE YOUR REASONS FOR DOING SO.

- A. A UNITED, FOCUSED AND POLICY DRIVEN BODY.
- B. A BODY THAT IS AMBIVALENT ABOUT THE FUTURE AND WHAT IT STANDS FOR.
- C. A BODY THAT REACTS TO ISSUES, EVENTS AND PRESSURES.
- D. A BODY THAT GOVERNS IN THE INTEREST OF THE COMMON GOOD AND NOT NARROW, PAROCHIAL INTERESTS.

C. Based on past Council actions. D.

D

B. Based on past councils.

A. This is the one they will pick if we do our job right. It is a B at present.

C. Based on the past Councils. Ideally it would be a combination of A&D.

4. USING THE SAME FOR CHOICES NOTED IN QUESTION THREE, HOW WOULD THE BUSINESS COMMUNITY CHARACTERIZE THE HAYMARKET TOWN COUNCIL?

- A. A UNITED, FOCUSED AND POLICY DRIVEN BODY.
- B. A BODY THAT IS AMBIVALENT ABOUT THE FUTURE AND WHAT IT STANDS FOR.
- C. A BODY THAT REACTS TO ISSUES, EVENTS AND PRESSURES.
- D. A BODY THAT GOVERNS IN THE INTEREST OF THE COMMON GOOD AND NOT NARROW, PAROCHIAL INTERESTS.

B. Again based on the performance of past council's.

B.

A. Because of past councils.

B. Most business people do not feel the town is looking out for them. Too much in-fight with past councils.

C. For the same reasons listed with question 3.

C. For the same reasons as number 3.

5. LOOKING INWARD, WHAT DOES THE COUNCIL DO WELL? PLEASE LIST THREE COUNCIL STRENGTHS.

We work well together. We discuss items and make informed decisions. We let staff do their jobs without micromanaging their daily activities. We are working to improve the appearance of the town through better land use planning.

We respect each other. We are collaborative in our governance style. Most members of council seem comfortable in participating in council matters. We think through issues rather than just react to issues. We communicate with each other. We are willing to look for solutions for problems. Communicate well with each other. We respect each others' opinions. We are willing to make difficult decisions despite opposition. We are honest with each other. We listen to each other and are respectful of different opinions. We talk with citizens and business owners and share the information with each other. We truly listen to the public before taking action. We discuss issues openly with passion but do not view each other with animosity when we disagree. We try to get to the root causes of issues rather than react to symptoms only. We value citizen input.

6. LOOKING INWARD, WHAT DOES THE COUNCIL DO POORLY?
PLEASE LIST THREE COUNCIL WEAKNESSES.

We do not uniformly know all policies and procedures as some are new to their council role. Not fully understanding the scope of our duties and responsibilities. Our inability to get more town residents involved in the governance process or the community visioning process. The potential for groupthink exists although we do not realize it. We sometimes move to quickly when making decisions. We don't spend enough time studying issues prior to meetings. We do not communicate with the business community like we should. We do not have as much communication between council members as we need due to the open meetings law. We do not always follow-through with decisions. We are slow in implementing changes. We sometimes make a decision without discussing the topic completely. We are new to the job which means we are still learning how to do the job. Agreeing on a direction/vision for the town and sharing it with the public is something we need to do. Being a relatively new council means we are learning on the job. We have not agreed on a common vision the town can follow over the next couple of years. We need to stay focused on issues when we meet rather than wander and stray from the topic.

7. PLEASE IDENTIFY THE TOP THREE PROBLEMS CURRENTLY
FACING HAYMARKET.

230KV power lines to be located adjacent to the railroad. Our relationship, or lack thereof, with the business community. The appearance of property. Blight. The proposed Dominion power line. The need to rehabilitate the Police Department's public image.

We need to improve our relationship with Prince William County to better manage development happening on our border. Our inability to engage the community in a community visioning exercise. The proposed 230kv transmission line and the negative impact it will have in the community. The imagine generated by the past council was negative and we must work to make sure we are not viewed in the same light. We need to speak as a council when addressing or responding to the media. We need to defer day-to-day matters to the manager but need to make sure we (the council know what is going on.

Dominion Power line proposal. We need a business development plan. We need to continue to improve the Police Dept. imagine. The Chief is performing his duties very well.

Traffic issues as a result of numerous construction projects. The abandoned buildings on Washington Street are a challenge. The fact that we are a small town in a rapidly suburbanizing county presents challenges.

8. PLEASE IDENTIFY THE TOP THREE OPPORTUNITIES CURRENTLY FACING HAYMARKET.

Developing the town center and expanding business opportunities. Make Haymarket a fully connected, walkable community. Leverage development that is adjacent to Haymarket as a revenue source.

Finishing the walkable town project. Address the blight that is visible in Haymarket. Bring medical businesses to town. Develop a park and/or recreation area for town residents.

Capitalize on our potential for business growth. Sustain our small town feel while attracting new businesses. Develop/improve the appearance of town owned properties as an incentive/model for others to follow.

Make good on the Harrover property for the benefit of town residents. Stand with the citizens on the Dominion issue. Improve the Police Departments' public image.

Harrover property developed. Downtown square development. Improving the town council's public image by doing our job well in a transparent manner. We have the opportunity to positively shape our town's future through the Harrover and Town Center planning projects. Completing the Old Carolina bridge project will help draw people to Haymarket. We have the opportunity to shape policy as a town council and rely on town staff to implement the policy thereby limiting council involvement in day-to-day administrative matters.

9. THINKING TWO YEARS INTO THE FUTURE, WHAT THREE ISSUES WILL DOMINATE AS HAYMARKET CONCERNS OF CONSEQUENCE?

The demand new growth will place on town services and resources. The likelihood of additional people (population growth) living in Haymarket. Traffic concerns and traffic management. Keeping the small town feel as we grow. Keep quality businesses in town.

Will we have the funds needed to achieve our goals? Traffic and congestion that impedes mobility. Our ability/inability to control development outside the town. Can we settle on a vision that will survive the next election?

Getting a positive image for the Police Dept. Making sure we have a positive relationship with town residents especially during council meetings.

The Harrover development. The Downtown Square development. Bringing new businesses to town.

Community infrastructure projects (the power line, roads, town center, Harrover project. Needed community facilities such as a park or recreation Center. We need to address blight and the presence of vacant buildings.

10. IDENTIFY TWO THINGS YOU PERSONALLY WANT TO ACCOMPLISH BEFORE YOUR COUNCIL TERM EXPIRES.

Renovate the town's properties. Repair the town's reputation damaged by prior councils with our citizens, local businesses and the county.

Overhaul the facade of the town hall and improve the parking lot. Finalize the Harrover master plan, initiate construction and complete construction.

Restore the citizen's confidence in the town council and allow the town staff to manage town business day-to-day. Reduce the tax burden on citizens and businesses by creating opportunities for new development and smart growth. Secure a positive image for the Police Dept. Start the Harrover project.

Develop a vision statement the town can follow for the next decade. Improve the public's perception of council.

Develop a plan for improving our town center. Develop a plan for a park or a community center.

11. WHAT TWO THINGS COULD THE COUNCIL DO WITHIN THE NEXT SIX MONTHS TO ENHANCE THE COUNCIL'S OPERATIONAL EFFECTIVENESS?

Gain an understanding of how the business of the town runs. Develop a solid mission statement for the town.

Make sure the council works on big picture items while town staff takes care of town business day-to-day. All council members endeavor to be prepared for all meetings so we can do the best job possible.

Allow the town manager to manage town business and prepare an organization chart featuring this reality. The town council should be the policy making body for the town. The council should set the direction and vision for the town.

Develop a focus/mission for the town. Make sure decision making is an open transparent and objective process. No more one person decision-making.

Develop a vision for the town. Have council meetings that focus on the big picture and overall town policy rather than day-to-day policy making. Set the vision, give direction to the staff, let them do their work and hold them accountable.

Improve communication among council members and with staff. All council need to commit to doing their home work and come to meetings prepared.

12. IS THERE A CONSENSUS AMONG THE COUNCIL REGARDING HAYMARKET'S MISSION/PURPOSE AS A LOCAL GOVERNMENT? EXPLAIN YOUR RESPONSE.

No, not entirely. We need to devote the time required to craft a mission statement and adopted it as town policy.

We are a new council and have not developed a consensus mission statement. The retreat will allow us the opportunity to discuss and hopefully develop such a statement.

I think we all agree we are there to serve the public and provide them with desired services. I also think we agree Haymarket should retain its historic character, small town feel, and be walkable.

I believe we all want what is best for the town.

We are new and are trying to clean up the mess we inherited. I believe we are a council that wants to do the right thing the right way. We can use the retreat to begin the process of setting a direction and mission for the town.

I think we agree we should address the needs and desires of our residents. We also need to listen to our residents.

13. IS THERE A CONSENSUS AMONG THE COUNCIL REGARDING HAYMARKET'S FISCAL POLICY? EXPLAIN YOUR RESPONSE.

Yes to some extent. I think all agree spending should be done responsibly. I also believe there is a shared confidence we have a good staff.

I would say yes. We all seem to agree we need to fix/upgrade our infrastructure and remove blight so we can attract new businesses to town.

Fortunately it appears we can do both without raising taxes or going into debt.

I do not believe so. I do think there is agreement we need to spend money to enhance the town's appeal but we have not settled on a figure per se.

I believe so but we need to place a priority on being accountable and we need to watch all spending.

I think so as we are a conservative group and we will watch the bottom line.

I believe we agree being fiscally responsible while offering quality services is important.

14. IS THERE A CONSENSUS AMONG THE COUNCIL RELATIVE TO THE KIND OF COMMUNITY HAYMARKET WISHES TO BE TEN YEARS FROM NOW (2024)? EXPLAIN YOUR RESPONSE.

No. We are a new council and we need to set aside time to discuss this issue. The retreat will provide us with an opportunity to do so.

We are new and have been busy getting up to speed. We need to devote time to this topic and I am confident we will forge a consensus within the next few months.

Yes in that we all want Haymarket to retain its small town character while attracting new business.

Yes, definitely.

Not yet but this is something we need to work on.

I think we all want to keep our small town feel. I think we want to be a walkable community and we want thriving businesses.

15. PLEASE ADD ANY ADDITIONAL THOUGHTS OR TOPICS YOU WISH TO DISCUSS DURING THE SEPTEMBER 27, 2014 VISIONING SESSION.

I doubt we will get everything done on Sept. 27. Assuming the 9-27 retreat goes well we should schedule a second one.

The retreat affords an excellent opportunity to articulate a vision and mission for the town as well as strategic goals we want to accomplish over the next two years.

Harrover property. A business growth/development plan for the town..

Deciding what we want the Police Dept. to be as we move forward.

**PLEASE RETURN TO MIKE CHANDLER NO LATER THAN
SEPTEMBER 13, 2014. THANK YOU.**

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