

CITY COUNCIL WORK SESSION AGENDA

January 28, 2013

7:00 P.M. – Call to order in the Multipurpose Room of the Central Services Complex

- I. Presentation and transmittal of the FY 2014-2019 Capital Improvements Program (CIP) from the Planning Commission by Chairman Terry Domm
- II. Review of Electronic Reader Board Sign Ordinance
 1. Memorandum 13-01 from City Manager Mark Watson
 2. Information and regional survey from Community Development Director Kathryn Baldwin
 3. Staff direction and review of options
- III. Presentation and report on Economic Development programs by City and suggested change in approach to support new jobs and companies, improved retail opportunities, and enhanced housing improvements
- IV. Submission to City Council the *Report on Debt Obligation* (State Form No. CT-0253) for the recent \$5,000,000 TMBF loan that closed on December 26, 2012 (informational, no action required)
- V. Review of City Council policy discussions and goals from Council retreats of May 30, 2012, August 27, 2012, and September 24, 2012; and developing next steps—policy discussions
- VI. Updates
 1. EPA Committee highlights; next meeting January 30, 2013, 3:00 p.m., Municipal Building Training Room
 2. CROET/SARM Railroad Depot Grant progress
 3. Contract for Jackson Square Enhancement Grant consultant
- VII. Adjournment

CITY COUNCIL MEMORANDUM
13-01

DATE: January 23, 2013

TO: Honorable Mayor and Members of City Council

FROM: Mark S. Watson, City Manager

SUBJECT: ELECTRONIC READER BOARDS AND SIGNS

Six months ago significant concern was expressed by residents in the Palisades residential neighborhood for a new electronic reader board sign installed at the Riverside Grill (formerly Flatwater Grill). The location, height, and size of the sign were approved for installation in accordance with our ordinances.

To date there have been 15 electronic message systems installed on commercial properties within the City. The Community Development Department struggled with language in our existing sign ordinance and the perceived lack of compliance for many of the electronic signs. These businesses were notified of a sign violation under the existing provisions. Several businesses contacted the Community Development offices and confirmed requirements of the ordinance and were determined to be in compliance.

In December, the City Manager included a proposed ordinance change to clarify the matters of brightness, time length and movement for electronic displays. The City Council chose to delay action due to expressed business concerns. Also in December the City Manager advised each business owner of the retraction of any violations associated with the initial communication.

We are now back to a beginning position and the issue is being brought back to City Council for clarification in an effort to continue the amendment process. Ultimately the Electronic Reader Board issue must be referred back to the Planning Commission for a recommendation prior to final consideration by Council.

City staff has participated in three meetings with the Chamber of Commerce - Developers Forum since July 2012 when this matter was first brought to them for suggested changes to the sign ordinance. While allowing the specific situation of the Riverside Grill to calm, the City Manager advised that a more deliberative approach could be conducted. The current ordinance was subjective in nature involving a "call" by the City staff and that a better approach would be specific performance criteria in an ordinance that is basically identical to the one used by the City of Clinton. The City Manager and Kathryn Baldwin, Community Development Director, again met with the Forum on January 3, 2013 to discuss the issue.

The City Council has two suggested options: (1) send proposed language to the Planning Commission for review and to bring forward a recommendation to Council for adoption, or (2) discontinue any changes in the ordinances and leave as is.

The City Manager outlines that the City of Oak Ridge has chosen to have strong sign codes, devoid of billboards and off-premise signs. We have a number of inquiries for electronic signage in residential and commercial areas of the city, particularly churches. It is highly likely that signage will be requested at the new Kroger's project. If changes and operational

standards are to apply, it would be appropriate to get those clarified at this time. The City of Oak Ridge has commercial properties centered along the Oak Ridge Turnpike and Illinois Avenue. There is no transition between these roads and the residential areas creating possible conflicts. A similar issue occurred when bright lights associated with the Dollar General Store on the Oak Ridge Turnpike proved disruptive to adjacent residents. Citizens ask the City to address these situations sometimes involving significant time to achieve change. A clear specific ordinance is good for small business and their understanding of City requirements in addition to their working relationship with City staff. An ordinance with a high degree of clarity improves the efficiency of staff time and, in some cases, the enforcement of our ordinances. This also allows residents, particularly adjacent residents, know the standards that apply for individual commercial properties.

The City Manager and staff are available to answer any questions or clarification of this prior to the meeting.



Mark S. Watson

CITY OF OAK RIDGE



COMMUNITY DEVELOPMENT DEPARTMENT

POST OFFICE BOX 1 • OAK RIDGE, TENNESSEE 37831-0001

August 23, 2012

Parker Hardy, President/CEO
Oak Ridge Chamber of Commerce
1400 Oak Ridge Turnpike
Oak Ridge, TN 37830

Dear Mr. Hardy:

The Oak Ridge Chamber of Commerce, through the Developers Forum, has partnered with the City of Oak Ridge addressing various issues that face the Oak Ridge business community. Central to that partnership has been the Zoning Ordinance, with specific reference to the sign provisions. Our current sign article was adopted in its entirety in 2003 and has been amended on several occasions to accommodate the needs of our business community. The Developers Forum provided extensive input on the text of the original sign provision and subsequent amendments. Just as technology changes, so do current trends in business signage. The Community Development Department prides itself on developing useful regulation that supports a strong business climate while protecting residential neighborhoods.

Recently, the City of Oak Ridge has received questions regarding electronic reader-board sign regulations and intrusive offsite impacts to nearby residential properties. It has become apparent that some of our guidelines may need to be updated. We would like to ask that the issue be included in the Developers Forum dialog during the months of September or October with the intent of the City taking action during the latter part of November.

As we look at a new wave of businesses and signage coming into town, as well as existing business upgrades, it is an appropriate time to clarify electronic reader-board operations. Due to Oak Ridge's original community design, we know it is challenging to develop solutions for quiet neighborhoods and thriving business sectors. We ask for your help in this endeavor first, along with those individuals who do business in our community, in identifying solutions. If you have questions regarding this request, please feel free to call on me.

Sincerely,

A handwritten signature in black ink that reads "Kathryn G. Baldwin".

Kathryn G. Baldwin

Community Development Director

cc: Mark Watson, City Manager
Monica Austin Carroll, Community Development Division Manager
Terry Domm, Planning Commission Chairman

Timeline for Sign Ordinance Amendment (Moving Copy Signs)

May 16, 2012 – Issued permit for 100 Melton Lake Peninsula for electronic pole sign

May 31, 2012 – Sent Violation Notice to 100 Melton Lake Peninsulas

August 23, 2012 – Letter sent to Chamber of Commerce from Kathryn Baldwin

September 6, 2012 – Met with Chamber Development Forum to discuss sign ordinance

September 20, 2012 – Met with Chamber Development Forum to discuss sign ordinance

November 1, 2012 – Planning Commission Policy Work Session to discuss sign ordinance – item withdrawn

November 16, 2012 – Sent second Notice of Violation to 100 Melton Lake Peninsula

December 6, 2012 – Sent letter to businesses with electronic reader board (moving copy) signs

December 14, 2012 – Sent letter to businesses to advise that signs would not be discussed at the upcoming December Planning Commission meeting (December 20, 2012)

December 20, 2012 – Proposed sign ordinance amendment on Planning Commission agenda - withdrawn

December 26, 2012 – Letter sent to businesses from City Manager

**COMMUNITY DEVELOPMENT MEMORANDUM
PLANNING DIVISION
13-04**

DATE: January 22, 2013
TO: Mark S. Watson, City Manager
FROM: Kathryn G. Baldwin, Community Development Director *KGB*
THROUGH: Monica Austin Carroll, AICP, Community Development Division Manager *MAC*
RE: **REVISIONS FOR THE ZONING ORDINANCE**

An item for the City Council work session agenda on January 28, 2013 is to discuss amendments to Article XIV of the Zoning Ordinance. The amendment establishes criteria for operation of reader board signs (moving copy signs). Over the past few months, the City staff has received complaints regarding these electronic reader board signs (moving copy signs) from motorists and residents alike. City staff, the Oak Ridge Municipal Planning Commission, and the Oak Ridge Chamber of Commerce were involved in a collaborative partnership to examine our current sign ordinance in an effort to clarify regulations regarding this type of sign.

The current ordinance states the following:

Moving Copy Sign: A sign which incorporates an electronically or mechanically generated changeable copy message within the sign frame, but which does not incorporate any mechanical movement of the sign itself or any use of pulsating or undulating copy message.

Section 14.15 Prohibited Signs

2. Signs which are not securely affixed to the ground, or otherwise affixed in a permanent manner to an approved supporting structure, including but not limited to portable, moving (animated), flashing, inflatable and revolving signs; provided however, that temporary signs specifically allowed under this article shall be exempt from this prohibition.

Section 14.16 Illumination of Signs

2. No sign shall have blinking, flashing, or fluttering lights or other illuminating device, which has a changing light intensity, brightness or color.

City staff has also included a comparison chart for your review that shows how other communities regulate the moving copy signs. After reviewing the various ordinances, it was determined that those communities that allowed the moving copy signs at a minimum regulated the display time; regulate the number of times and manner how the display changes; some require a separation distance from residential zoned property; and the majority prohibited animated video, continuous scrolling of the message, and no flashing.

Below is the staff recommendation:

- Add the following subsection to Section 14.05 **General Requirements**

7. Maximum Length of Time for Display

Each message displayed on a moving copy sign shall be static (sign which includes no animation or effects simulating animation) or depicted for a minimum of 10 seconds. Transition from one message to another shall be continuous without fade-outs, animation

or other type of movement between messages. Animated video or continuous scrolling of messages is prohibited.

- Add the following subsection to Section 14.16 **Illumination of Signs**

6. Maximum Light Intensity

No moving copy sign shall be brighter than necessary for clear and adequate visibility or of such intensity that it interferes with the effectiveness of an official traffic control device. All such signs shall have dimming capabilities, which are via scheduled (date & time) dimming or photo cell technology (sensory controlled). The brightness of such signs shall not exceed 10,000 nits (measured at white levels) day light hours and not to exceed 1,000 nits at night. All applications shall include a letter from the sign manufacturer to verify the dimming capabilities and brightness of the sign. The owner of such sign is responsible for making any adjustments to the brightness of the sign following notice by the City of non-compliance with these requirements.

Moving Copy Sign Comparison Table

Place	Do they allow EMC signs?	Limits on EMC signs?	Limits on lighting intensity?
Morristown, TN	Yes	Ground mounted signs only; timing not to be faster than 8 seconds between messages, with maximum change time of 2 seconds (no continuous scrolling or background moving)	5,000 nits daytime maximum and 200 nits nighttime maximum
Alcoa, TN	Yes	Message delay of 1 minute, transition must be immediate (cannot scroll, flash, roll, or have any similar type of movement, ground mounted only, and must be at least 100 feet from a residential use or zoned property)	No regulations at this time
Maryville, TN	Yes	May not exceed 20 square feet of surface area; shall be allowed only in Business/Transportation zone districts; shall hold a message for a minimum of 60 seconds and shall have a minimum of 5 seconds between intervals; and shall be at least 100 feet from a residential use or residential zoned property	Require illuminates signs to be turned off when business is not in operation
Clinton, TN	Yes	Shall be a minimum of 100 feet of separation from individual dynamic signs; shall be oriented away from residential neighborhoods; each message must be static or depicted for a minimum of 10 seconds; transitions from one message to another one shall be continuous without fadeouts, animation or other types of movement between messages; animated video or continuous scrolling of messages is prohibited	No dynamic sign shall be brighter than necessary for clear and adequate visibility or of such intensity that it interferes with the effectiveness of an official traffic control device.

Moving Copy Sign Comparison Table

Sevierville, TN	Yes	Must be monument signs; can be changed at intervals but cannot be flashed by varying the light intensity;	No regulations at this time
Nashville, TN	Yes	Each message displayed shall remain static for a minimum of 8 seconds; the change sequence shall be accomplished instantaneously; shall not include animated images or graphics, audio components, scrolling messages, or video moving images similar to television images except within CA zoning district	Regulations for the signs that are allowed as special exceptions: intensity and contrast of light levels shall remain constant; shut-off between the hours of 10:00 p.m. and 6:00 a.m.; shall use automatic day/night dimming software to reduce the illumination intensity of the sign to 500 nits from dusk until 10:00 p.m.; and the sign shall not exceed 5,000 nits during daytime hours
TDOT	Yes	Remain static for 8 seconds with a maximum change time of 2 seconds; video, continuous scrolling messages and animation are prohibited; and space separation requirement.	No
Knoxville, TN	Yes* (*If legally existed on April 10, 2009. After April 20, 2009, no EMC shall be permitted in any location except in certain instances)	Each display shall hold for a minimum of 60 seconds; shall not display light of such intensity or brightness to cause glare; must be equipped with an automatic dimmer device and controlled by a light detector; images and messages must be static; transition from one display to another must be instantaneous without any special effects; and minimum text sizes based on speed limit on frontage road.	Daytime maximum brightness is 3,000 nits and nighttime maximum brightness is 750 nits
Farragut, TN	No		

Moving Copy Sign Comparison Table

*Additional Sources:

Model On-Premise Sign Code: Unites States Sign Council - Andrew D. Bertucci, Richard B. Crawford, Esq.; © 2011 United States Sign Council.

Safety Effects of Electronic Billboards by Federal Highway Administration <http://www.fhwa.dot.gov>

Finding Common Ground: Answers to Common Questions About Electronic Message Centers (EMCs); International Sign Association -- www.signs.org

Signs of Success: An Overview of the Regulation of Electronic Message Displays; Copyright © EDMA 2004

The Regulation of Signage: Guidelines for Local Regulation of Digital On-Premise Signs by Menelaos Triantafyllou – University of Cincinnati and Alan C. Weinstein – Cleveland State University

SECTION 14.05. GENERAL REQUIREMENTS.

1. No sign shall constitute a traffic hazard. No sign shall be erected along any street or at any intersection in such a manner as to obstruct free and clear vision or to create a hazard by blocking a safe line of sight as defined in the City Code of Ordinance, Sections 20-35 and 20-36, or as hereafter amended. At corner lots, ground or pole identification signs shall be located a minimum of thirty five (35) feet from the intersection of the edge of an road's right-of-way; or in the case where the right-of-way line is determined by a radius, thirty five (35) feet from the midpoint of that radius.

2. In the event more than one (1) ground and/or pole sign is allowed on a single parcel, the ground and/or pole signs shall be located a minimum of one hundred (100) feet apart from each other.

(Ord. No. 6-10 Revised Effective 5/13/10)

3. Temporary signs shall be allowed in all commercial office, and industrial districts only for temporary special events and are not to be displayed for more than fifteen (15) consecutive days or three (3) days after the end of the event, whichever is less. Special events shall include, but not be limited to, grand openings; business closings; and special promotional events such as seasonal sales. Only one (1) permit shall be issued for a given place of business during any four (4) month period. Temporary signs shall be non-illuminated and shall not exceed thirty-two (32) square feet of surface display area. No such signs shall be snipe signs.

(Ord. No. 20-03 Revised Effective 10/16/03)

4. Temporary signs, as defined in this article, shall be allowed in all other zoning districts only for special events such as, but not limited to, art and cultural events; recreation and sporting events; city, county or state sponsored events; and appertaining to campaigns, drives or events of civic, philanthropic, educational or religious organizations. This section shall also apply to all non-profit organizations in all zoning districts. Permits for such signs shall not exceed thirty (30) consecutive days. Such signs shall be allowed to be displayed the week prior to the individual special event and removed two (2) days after cessation of the individual special event. Signs may be interchanged to advertise individual activities throughout the thirty (30) day period. Temporary signs shall be non-illuminated and shall not exceed thirty-two (32) square feet of surface display area. One (1) temporary sign on-site and three (3) temporary off-site signs for special scheduled recreation and sporting events shall be allowed. Off-site signs shall not be placed within any public rights-of-way unless written permission is granted by the City and shall be removed the Monday following the scheduled event. Only one (1) permit shall be issued for a given place of business, school or church during any three (3) month period. Temporary signs for athletic facilities/fields are defined in Section 14.07.

(Ord. No. 18-11 Revised Effective 11/24/11)

5. The Sign Administrator shall determine the type, style and content of publicly owned community signs, and is responsible for their construction, placement and maintenance. One (1) non-illuminated or indirectly illuminated community bulletin board or community identification sign shall be allowed at the principal entrances of the City. Such signs shall not exceed one hundred and twenty (120) square feet of surface display area and shall not be higher than twenty (20) feet above ground level. Each organization is limited to three (3) square feet in size.

(Ord. No. 12-04 Revised Effective 5/14/04)

6. Commercial flags, which includes the company's name, insignia, emblem, or logo on a flag,

smaller than forty (40) square feet are allowed and shall not be counted against the maximum signage allowed. However if the commercial flag is larger than forty (40) square feet then it shall count against the maximum signage allowed. Flags are limited to a maximum of three (3) flags per lot, only one of which shall include the company's name, insignia, emblem or logo.

(Ord. No. 20-03 Revised Effective 10/16/03)

SECTION 14.06. SIGNS ALLOWED IN ALL DISTRICTS (EXEMPT SIGNS).

The following signs shall be allowed in all zoning districts, provided that the following requirements are met or exceeded. A sign permit shall not be required for the following:

1. Official public notices and/or official signs posted by public officers in the performance of their duties. Official signs such as those designating a neighborhood watch service program shall be non-illuminated and shall not exceed three (3) square feet of surface display area.
2. No sign shall be allowed in the public rights-of-way, except for public signs which are erected by or on behalf of a governmental body to post legal notices, identify public property, convey public information; signs which direct or regulate pedestrian or vehicular traffic and which comply with the Manual of Uniform Traffic Control Devices; and informational signs of a public utility regarding its poles, lines, pipes or facilities.
3. Flags or emblems of the United States, the state of Tennessee, or their political divisions.
4. Freestanding political signs supporting a candidate for election or a position on an issue which is the subject of a referendum, provided that: they do not exceed sixteen (16) square feet of surface display area and eight (8) feet in height above ground level; signs not to be erected more than thirty (30) days prior to the election to which the campaign pertains; signs must be taken down no more than five (5) days after the election to which the campaign pertains; not allowed to be snipe signs or to be placed on traffic signs, street name signs, sidewalks, subdivision entrance signs or parks; signs shall be allowed within the rights-of-way provided that the signs shall be located a minimum of fifteen (15) feet from the edge of pavement along arterial streets, not to be located in traffic islands or so as not to be located in areas which obstruct visibility pursuant to City Code of Ordinances, Sections 20-35 and 20-36, or as hereafter amended; and must meet the provisions set forth in Tennessee Code Annotated. A freestanding sign designed to be viewed from two (2) different directions shall be considered as one (1) sign, provided that the two (2) sign faces are parallel (back-to-back), mounted on the same support structures, and neither side exceeds 16 (sixteen) square feet. For all two-sided signs not mounted parallel (back-to-back), the total surface display area shall not exceed 16 (sixteen) square feet.

(Ord. No. 20-03 Revised Effective 10/16/03)

5. Address signs, not more than one (1) for each street frontage of each principal use on a lot and none exceeding seventy-two (72) square inches of surface display area, showing only the numerical address designations of the premises upon which they are situated. All address signs shall be prominently displayed and written in contrasting colors to the color of the structure or background against which said signs are placed in order to facilitate emergency identification for public service employees.
6. Decals, numerals, names, addresses, hours, credit card information, etc., attached to the doors or windows of the principal building and all of which occupy a total area of two (2) square feet or less.

8. Signs attached to, suspended from or painted on any vehicle(s) and/or trailer(s), which is parked on or visible from any street or public right-of-way and which is left stationary shall not be allowed. This shall not apply to those signs which are required to be affixed to service vehicles by the requirements of federal, state, or local regulations; nor is this prohibition to be construed as prohibiting the identification of a firm or its principal products on a vehicle operating during the normal course of business.

SECTION 14.16. ILLUMINATION OF SIGNS. Illuminated signs shall adhere to the following provisions and restrictions in addition to those stated in the sign requirements by zoning districts.

1. Signs may be illuminated by a direct or indirect source of light, as per district regulations, provided the indirect light source is shaded, shielded or directed so that no direct rays or glare emanating from the light source are visible from any public right-of-way or abutting property.
2. No sign shall have blinking, flashing, or fluttering lights or other illuminating device, which has a changing light intensity, brightness or color.
3. Neon signs shall be allowed so long as they conform to all district regulations. Fluorescent tubes, which are typically used as a source of internal illumination, shall be shielded or diffused.
4. No colored lights shall be used at any location in any manner so as to be confused with or construed as traffic control devices.
5. Neither the direct nor reflected light from primary light sources shall create a traffic hazard to operators of motor vehicles on public streets.

SECTION 14.17. GENERAL MAINTENANCE OF SIGNS. All signs constructed or placed within the City of Oak Ridge must comply with all current building codes adopted by the City of Oak Ridge. An electrical permit must be obtained for installation of any sign requiring electrical service or connection.

1. **Inspections.** The Sign Administrator shall make inspections periodically for each permanent business sign displayed in the City to ensure compliance with the provisions of this article.
2. **Maintenance.** All signs and components thereof shall be kept in good repair and in safe, neat, clean and attractive condition.
3. **Removal of Sign.** Any sign outside of the City's right-of-way or located on public property which is defaced; has internal illumination exposed; or whose face, frame and/or supports are chipped, peeling or otherwise damaged shall be deemed in disrepair. The Sign Administrator shall give thirty (30) days written notice for the removal of any permanent sign erected or maintained in violation of this article. Upon failure to comply with this notice, the Sign Administrator shall remove or cause to be removed the sign with the cost of such action charged to the responsible party or shall be issued a summons into City Court. The Sign Administrator and/or building inspectors without notice may remove temporary signs erected or maintained in violation of this article. The Sign Administrator and/or building inspectors shall be allowed to remove any sign that presents an immediate threat to the safety of the general public and there is no attempt by the owner(s) to correct the situation. Any removal of such signs shall be at the expense of the property owner. The property owner shall be determined by the most recent property tax roll listing.

FINANCE DEPARTMENT MEMORANDUM
13-01

DATE: January 24, 2013
TO: Mark S. Watson, City Manager
FROM: Janice E. McGinnis, Finance Director
SUBJECT: Transmittal of Report on Debt Obligation – State Form CT-0253

Attached is State Form CT-0253 Report on Debt Obligation for transmittal to City Council in accordance with Tennessee Code Annotated Section 9-21-151. State Form CT-0253 is required by the State Funding Board to be distributed to the governing body and then filed with their office to meet the requirements of the above State Statute. The attached "Report on Debt Obligation" State Form No. CT-0253 has been completed by the Tennessee Municipal Bond Fund (TMBF) as part of the closing documents for the City's \$5,000,000 loan through the TMBF that was approved by City Council on September 10, 2012.

Also attached, is Finance Department Memorandum 12-13 that was part of the City Council agenda packet for the September 10, 2012 City Council meeting. The \$30,000 issuance costs and principal amortization schedule is the same as outlined in Memorandum 12-13. The actual interest rate to the City is the SIFMA index plus the .75% in interest costs charged by the bank. The actual bank rate came in .05% less than the .80% anticipated when the loan was approved by City Council in September. The .15% Program Administration charge is listed under recurring costs.


Janice McGinnis

REPORT ON DEBT OBLIGATION
(Pursuant to Tennessee Code Annotated Section 9-21-151)

1. Public Entity:

Name City of Oak Ridge, Tennessee
 Address 200 S. Tulane Avenue
Oak Ridge, Tennessee 37831-0001

2. Debt Obligation:

- a. Bond
- b. CON
- c. BAN
- d. GAN
- e. TRAN
- f. CRAN
- g. Capital Lease
- h. Loan Agreement

Note: Enclose a copy of the executed NOTE FORM if applicable.

5. Face Amount of Debt Obligation: \$5,000,000.00

Premium/Discount: \$0.00

6. Type of Sale:

- a. Competitive Public Sale
- b. Informal Bid
- c. Negotiated Sale
- d. Loan Program

3. Security For Debt Obligation:

- a. General Obligation
- b. General Obligation+Revenue+Tax
- c. Revenue
- d. TIF
- e. Annual Appropriations

7. Tax Status:

- a. Tax Exempt
- b. Tax Exempt - Bank Qualified
- c. Taxable

8. Dated Date: 12/26/2012

9. Issue Date (Closing Date): 12/26/2012

4. Purpose of Issue:

- | | | |
|-------------------------------------|-----------------------------|---------|
| <input type="checkbox"/> | a. General Government | _____ % |
| <input type="checkbox"/> | b. Education | _____ % |
| <input type="checkbox"/> | c. Highways and Streets | _____ % |
| <input type="checkbox"/> | d. Public Safety | _____ % |
| <input type="checkbox"/> | e. Solid Waste Disposal | _____ % |
| <input type="checkbox"/> | f. Industrial Park | _____ % |
| <input type="checkbox"/> | g. Manufacturing Facilities | _____ % |
| <input type="checkbox"/> | h. Health Facilities | _____ % |
| <input type="checkbox"/> | i. Airports | _____ % |
| <input type="checkbox"/> | j. Utilities | _____ % |
| <input checked="" type="checkbox"/> | i. Water | 15.00 % |
| <input checked="" type="checkbox"/> | ii. Sewer | 85.00 % |
| <input type="checkbox"/> | iii. Electric | _____ % |
| <input type="checkbox"/> | iv. Gas | _____ % |
| <input type="checkbox"/> | k. Refunding or Renewal | _____ % |
| <input type="checkbox"/> | l. Other _____ | _____ % |

specify

10. Ratings:

- a. Moody's _____
- b. Standard & Poor's _____
- c. Fitch _____
- d. Unrated X _____

11. Interest Cost:

- _____ %
- a. TIC
 - b. NIC
 - c. Variable: Index SIFMA plus 75 bps
 - d. Other _____

12. Recurring Costs:

- a. Remarketing Agent (bps) \$0.00
- b. Liquidity (bps) \$0.00
- c. Credit Enhancements (bps) \$0.00
- d. Program Administration (bps) 15

13. Maturity Dates, Amounts and Interest Rates

Year	Amount	Interest Rate
2014	\$159,000.00	%
2015	\$166,000.00	%
2016	\$174,000.00	%
2017	\$182,000.00	%
2018	\$190,000.00	%
2019	\$199,000.00	%
2020	\$208,000.00	%
2021	\$217,000.00	%
2022	\$227,000.00	%
2023	\$237,000.00	%
2024	\$248,000.00	%

Year	Amount	Interest Rate
2025	\$259,000.00	%
2026	\$270,000.00	%
2027	\$282,000.00	%
2028	\$295,000.00	%
2029	\$308,000.00	%
2030	\$322,000.00	%
2031	\$337,000.00	%
2032	\$352,000.00	%
2033	\$368,000.00	%
		%
		%

If additional space is needed, attach additional sheet.

14. Repayment Schedule

Year	This Issue		Total Debt Outstanding	
	Cum. Principal Redeemed	% Total	Cum. Principal Redeemed	% Total
1	\$0.00	0.00	\$5,000,000.00	100.00
5	\$871,000.00	17.42	\$4,129,000.00	82.58
10	\$1,959,000.00	39.18	\$3,041,000.00	60.82
15	\$3,313,000.00	55.26	\$1,687,000.00	33.74
20	\$5,000,000.00	100.00	\$0.00	0.00
25				
30				

17. Description of Compliance with Written Debt Management Policy:
(Use additional pages if necessary)

SEE ATTACHED DESCRIPTION

18. (If any) Description of Derivative and Compliance with Written Derivative Management Policy:
(Use additional pages if necessary)

Not Applicable

19.



Authorized Representative
Tom Beehan, Mayor

Title

Date
12-26-12

Email

Preparer

Title

Firm

Date

Email

20.

Submitted to Governing Body on _____ and presented at its public meeting held on _____

COPY TO: Director - Office of State and Local Finance, 505 Deaderick Street, Suite 1600,
James K. Polk State Office Building, Nashville TN 37243-1402

City of Oak Ridge - \$5,000,000 Water and Wastewater Systems Loan – State Form CT-0253

Item No. 17 - Description of Compliance with Written Debt Management Policy

The loan complies with the City's debt policy as follows:

- (1) The loan fits within the definition of Debt set forth in such Debt Policy;
- (2) The loan is permitted under Tennessee law and the Internal Revenue Code;
- (3) The loan was formally authorized by resolutions adopted by the City Council at a public meeting for which adequate public notice was given in compliance with the authority and transparency provisions of the Debt Policy;
- (4) The information relating to the loan was made available to the City Council, citizens, and other interested parties pursuant to the transparency provisions of the Debt Policy;
- (5) The term of the loan does not exceed the useful economic life of the improvements to be financed as required by the Debt Policy;
- (6) The loan was structured to achieve relatively level debt service;
- (7) The loan in addition to being a general obligation of the City which fits within the security structure of the Debt Policy, is also payable from the revenues of the water and wastewater systems since the improvements to be financed have a revenue stream;
- (8) The loan complies with the long term debt provisions of the Debt Policy due to the City determining that the improvements to be financed should not be financed from current revenues or short-term borrowings;
- (9) The City Debt Policy provides for the use of variable rate debt if the percentage of note variable rate debt does not exceed 35% of the City's total outstanding debt which it will not with the addition of this loan; and,
- (11) The loan complies with the method of issuance of debt by the City since the loan is permitted under State law.

**FINANCE DEPARTMENT MEMORANDUM
12-13**

DATE: September 5, 2012
TO: Mark S. Watson, City Manager
FROM: Janice E. McGinnis, Finance Director
SUBJECT: \$5,000,000 Tennessee Municipal Bond Fund Loan

Attached is a resolution to issue up to \$5,000,000 in long-term debt to fund water and wastewater capital projects through a loan program administered through the Tennessee Municipal Bond Fund (TMBF). The TMBF's conduit for the loan program is the Public Building Authority of Clarksville, Tennessee (PBA). TMBF's variable rate loan program is funded through FDIC insured banks. Key points related to the loan are as outlined below.

Term: 20-year principal payment amortization beginning in May 2014
Cost of Issuance: \$30,000 (.60% of Loan Amount)
Interest Rate Components: Interest varies weekly based on SIFMA Index
Purchasing bank charges .80% annually, which can be changed by the bank if the City's bond rating changes effective the following July 1st or every 7 years
Administrative Fee .15% annually (based on outstanding principal balance), fixed for life of loan
Other Fees: \$100/month administrative fee, fixed for life of loan
Payment: Annual Principal, Monthly Interest and fees
Pre-Payment: Can pay additional principal without penalty during loan term, full loan payoff with 90-day notice
Bank Outage Options: Every 7 years the bank has the option of getting out the loan or changing the .80% bank charges – principal amortization does not change and the TMBF would be responsible for placing the loan with another bank if the bank opts out of the loan
Bond Proceeds: Drawn monthly as expenditures occur, interest based only on amount drawn
Spend Down Period: Three years – longer if project is still ongoing

The advantages of this loan program are low issuance costs and ability to pay-off or refund the loan at any time. Loan proceeds are drawn monthly as work progresses and interest is applicable only on the outstanding loan amount. If at the end of the spend down period all funds are not drawn, the loan principal payment amortization is restructured based on the actual principal borrowed.

Based on the above, the variable interest rate for this week would be 1.12% (SIFMA index .17%, bank charge .80% and administrative fee .15%). The Securities Industry and Financial Markets Association (SIFMA) index is a weekly rate made up of the average of the five largest remarketing banks. The index was created in response to industry participants' demand for a short-term index which accurately reflected activity in the variable rate demand obligations market. Attached is a SIMFA annual average index rate history since 1995.

The Wastewater Collection System Remediation Plan Report, recently submitted by the City to the US Environmental Protection Agency (EPA) for their review, outlined \$23,090,800 in capital projects that will need to be performed by the City to meet the requirements of EPA's Administrative Order (AO). At the next City Council meeting, staff will be bringing forward a resolution to borrow funds from the State of Tennessee's Wastewater Revolving Loan Fund (SRF). The majority of the funding for the projects outlined in the Remediation Report are planned to be funded through the SRF loan. The SRF loan is not anticipated to close until early 2013. In discussions with the State, it is estimated that \$18,000,000 in SRF funding will be available to the City.

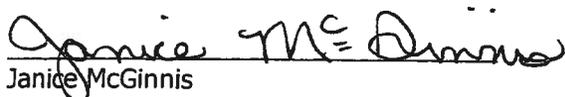
The City will continue to proceed with capital projects as outlined in the Remediation Plan. The \$5,000,000 TMBF loan will provide funding for projects prior to the close of the SRF loan and water and wastewater projects that are not covered by the SRF. The standard loan allowable loan draw period is three years. The majority of the loan proceeds will be utilized for wastewater projects including \$2,000,000 for two mini basin projects, labor and material costs for capital projects performed by city employees (force account), non-EPA related capital projects, such as sewer point replacement, and new and replacement wastewater equipment purchases. The loan will also fund EPA AO related project management and engineering costs that may be incurred prior to the closing of the SRF loan and costs for already contracted items that may exceed the remaining available proceeds of the prior \$9,810,000 bond issuance. The loan resolution allows for funding of water capital projects, although at this time it is anticipated that less than \$1,000,000 would be available for water projects which would predominately include improvements to the water treatment plant. These projects will be brought forward for City Council's approval if funding is available. Funding for wastewater projects will be the loan priority.

The loan is necessary to provide cash to proceed with EPA AO projects and to maintain wastewater infrastructure. The utilization of debt to fund capital projects is necessary to allow for cash generated from the recent rate increases to fund operational expenses and to stabilize cash levels in the Waterworks Fund.

Loan principal payments are scheduled to begin in May 2014 and end in May 2033. Attached is a sample principal amortization schedule detailing the anticipated principal payment pattern.

The next water and wastewater rate increases are effective January 1, 2013. Revenues are anticipated to be sufficient to fund the interest costs related to this loan until the next rate review. In the spring of 2013, staff will be reviewing the water and wastewater rate structures and a determination will be made at that time regarding the timing of future rate increases. As part of the SRF loan process, the wastewater rate structure will be reviewed and the State can require that rate increases be adopted prior to issuance of the SRF loan. This is viewed over the life of the loan and the effective date of the increase required by the SRF can fall at a future date (i.e. 2014).

Staff recommends approval of the attached resolution to issue not to exceed \$5,000,000 in debt to fund water and wastewater capital projects.


Janice McGinnis

Attachments

City Manager's Comments:

I have reviewed the above issue and recommend council action as outlined in this document.



Mark S. Watson



Date

SIFMA INDEX RATE HISTORY
As of July 31, 2012

Averages for Calendar Years

2012 to Date	0.16
2011	0.18
2010	0.27
2009	0.40
2008	2.21
2007	3.62
2006	3.45
2005	2.46
2004	1.23
2003	1.03
2002	1.38
2001	2.61
2000	4.12
1999	3.29
1998	3.43
1997	3.66
1996	3.43
1995	3.85

Average Since 1995 **2.69**

One Year Average
July 31, 2011 - July 31, 2012 **0.16**

Three Year Average
July 31, 2009 - July 31, 2012 **0.22**

Four Year Average
July 31, 2008 - July 31, 2012 **0.49**

Five Year Average
July 31, 2007 - July 31, 2012 **0.95**

Ten Year Average
July 31, 2002 - July 31, 2012 **1.56**

City of Oak Ridge, Tennessee
\$5,000,000 VR Loan-20 Years

Tennessee Municipal Bond Fund
Variable Rate Loan Program

Sample Amortization Schedule

<u>Period Ending</u>	<u>Principal</u>
5/25/2014	\$ 159,000
5/25/2015	\$ 166,000
5/25/2016	\$ 174,000
5/25/2017	\$ 182,000
5/25/2018	\$ 190,000
5/25/2019	\$ 199,000
5/25/2020	\$ 208,000
5/25/2021	\$ 217,000
5/25/2022	\$ 227,000
5/25/2023	\$ 237,000
5/25/2024	\$ 248,000
5/25/2025	\$ 259,000
5/25/2026	\$ 270,000
5/25/2027	\$ 282,000
5/25/2028	\$ 295,000
5/25/2029	\$ 308,000
5/25/2030	\$ 322,000
5/25/2031	\$ 337,000
5/25/2032	\$ 352,000
5/25/2033	\$ 368,000
Total	<u>\$ 5,000,000</u>

City Council Retreat
May 30, 2012

Present:

Mayor Tom Beehan
Councilmember Anne Garcia Garland
Councilmember Charlie Hensley
Councilmember Chuck Hope
Mayor Pro Tem Jane Miller
Councilmember David Mosby
Councilmember Ellen Smith
City Manager Mark Watson
City Attorney Ken Krushenski

Darrell Akins served as the facilitator for the retreat.

- I. The retreat began by Mr. Akins asking for input about the issues facing "Team Oak Ridge" (City Council).

Mr. Akins created three categories—Communications, Leadership Styles, Need for Common Vision—that were a representation of the comments received from City Council. The comments from "Team Oak Ridge" were as follows:

(Communications)

- Lack of Communication (at meetings); need more information
- Listen more
- "Executive Time" with the City Manager
- Challenge of public discussion (interpretation of the Sunshine Law)
- Challenge of sharing information to help make decisions
- Prioritize what "we need to know"
- Members engaging one another in meetings
- Sunshine Law interpretation (for the purpose of information gathering)

(Leadership Style/Approach/Attitude)

- Question of Trust (unwillingness to "share")
- Legacy of secrets
- Need to make decisions
- Micromanaging rather than setting policy (remaking same decisions)
- Determining what items go to work session (items are usually time driven and at council request)
- Willingness to change
- Political will
- Respect other member's leadership style
- Respect staff role

(Need for Common Vision/Direction/Purpose)

- Lack of Vision (direction)
- Need for strategy or vision
- Give policy direction that reflects vision
- Look at "new initiatives;" the big things

- II. After establishing the above list, Mr. Akins then posed the question, "where do we go from here," and asked City Council to provide suggestions as noted below:

- Look at leadership training exercises
- Enable communications options
- Adopt a vision statement
- Create a vision/brand/reputation
 - With the vision focus on research, and assess city's reputation
- Formalize and engage in "Executive Time" with City Manager and City Staff
- Create a verbal drawing of Oak Ridge in 2050
- Focused process for Council planning
- Each councilmember prepare a list of information needs
- Hold periodic planning/organization meetings

III. Discussions on Economic Development in Oak Ridge

City Manager reviewed the current situation of the mall and noted that discussions were taking place to try and find a solution to the nearly vacant property.

Parker Hardy, President of the Oak Ridge Chamber of Commerce, described the importance of a recent convention attended by himself and the City Manager in trying to find a developer or buyer for the mall. Mr. Hardy indicated that a plan was being developed toward a solution. Mr. Hardy noted that resolving the mall issue would make the community more attractive "business-wise."

Ray Evans, Economic Development Contractor, discussed the importance of community enthusiasm for the development. Mr. Evans indicated that a true town center element is desired from potential investors, and that action is important for potential opportunities.

Councilmember Hope requested a glance at the "tools" that the City Manager has to implement public-private investments. Councilmember Hope stressed the importance on acquiring sales tax.

Councilmember Garcia Garland asked for an explanation on how the City will pay back debt for providing tools to bring in businesses.

Councilwoman Smith commented about the value of setting goals to help with the progress, as well as to determine what the general direction of the mall development.

IV. Next, Mr. Akins asked the City Council to describe what "Big Ideas" needed focus for the future of Oak Ridge. The following list was compile from the suggestions of City Council:

Big Ideas

- Parks and other natural resources
- Community Vision
- Tell our "real story"
- **Transform West Oak Ridge to an economic drive**
 - **Summit Property**
- Better leverage of federal investment
- Develop our tech niches
- Attract active retirees
- Energy neutral city
- Keep schools at top
- Region invest in our assets
- **Historic housing (legacy) strategy**
- **Hotel/conference center**
- **Edgemoore lane widening**
- Gateways
- **National Park Opportunities**

- "Dateline: Oak Ridge"
- Eco/heritage/tech tourism

Of all the ideas presented above, two projects were noted to be the primary focus in the coming year:

Town Center/Hotel Conference Center/National Park
Save/restore at least 50% of legacy housing over the next decade

CITY COUNCIL RETREAT
AUGUST 27, 2012
5:30 P.M.
MUNICIPAL BUILDING TRAINING ROOM

The Oak Ridge City Council has desired to follow-up on its retreat of May 30, 2012. Instead of the traditional work session on upcoming issues, the City Council will be facilitated by the City Manager on a focus session on Economic Development.

Present:

Mayor Tom Beehan
Councilmember Anne Garcia Garland
Councilmember Charlie Hensley
Councilmember Chuck Hope (arrived later in the meeting)
Mayor Pro Tem Jane Miller
Councilmember David Mosby
Councilmember Ellen Smith
City Manager Mark Watson
City Attorney Ken Krushenski
City Clerk Diana Stanley

I. City Manager Updates

- A. Current status of changes at DOE and current work on DOE related grants.
 - The City Manager explained that the City was going to continue to evaluate contracts and grant with DOE to make sure that the City is receiving maximum benefit.
- B. Update on Blanchard & Calhoun project at the Oak Ridge Turnpike and Illinois Avenue.
 - The City Manager noted that information will be coming in early September and that the project is on a tight schedule.
- C. City of Oak Ridge inclusion in Transportation Planning Organization (TPO).
 - The City Manager explained that the City would be included in the Master Transportation Plan and potential access to multi-million dollar funding.
- D. EPA submittals and planning efforts and financial overviews.
 - The City Manager mentioned scheduling one-on-one session with councilmembers outside of the EPA Committee and that there would be possible business conducted a City Council meeting regarding submittal of EPA documents.
- E. Status of Southern Appalachia Railway Museum (SARM) grant at Heritage Center and requirements / deadlines of TDOT for execution; also, future action by City Council.
 - The City Manager explained that the SARM grant had the potential to delay the Jackson Square project unless said project is completed by November 1, 2012.
- F. Update on TDOT improvement project at USEC interchange.
 - The City Manager noted that the project is ready to begin.

II. Conducting of City Council "Retreat" on future strategic planning goals on the topic of *Future Economic Development Strategies for the City of Oak Ridge*.

Purpose/Focus as defined by the City Manager: To assess the current approach to economic development in Oak Ridge and affirm direction or change.

The City Manager asked councilmembers to define "economic development" for Oak Ridge City Government, and later asked the councilmembers to indicate which definitions most resembled that of "economic development." The list below is ranked based on the highest number of indicators provided by City Council.

- (1) Take advantage of our science/tech/education base to attract "industrial" and commercial activity
- (2) Promote Oak Ridge as a destination for tourists and residents
- (3) Keep inventory of existing development & projections of recruitment needs
- (4) Make Oak Ridge an irresistible place to start a new commercial venture.
- (5) Make Oak Ridge an attractive place for new commercial venture employees to live
- (6) Assist citizen initiatives
- (7) Exam current funding to outside economic development organizations
- (8) Facilitation of desirable business enterprises that provide demonstrable revenue to the City
- (9) Staff who thinks and responds about what we "can do" rather than what we "can't do"
- (10) Increase the value of existing housing stock (by improving quality and attracting residents to increase demand)
- (11) Very stingy incentives
- (12) Provide safe, secure, clean environment
- (13) Create new revenue streams; no property tax increases
- (14) Increase the amount of our industrial base that pays property tax
- (15) Provide enough retail to meet residents' needs
- (16) Business friendly
- (17) Encourage new retail
- (18) Create an area of quality, desirable shopping (Quality of Life)
- (19) Support for community initiatives that inspire growth and neighborhoods
- (20) Design general plan for zones
- (21) Create environment where people want to work, live, go to school, play
- (22) Create readily understandable and doable processes for developers
- (23) Business plan (ROI) based incentives

Based on the comments provided above, the City Manager noted three categories/themes that he noticed with regards to economic development: (1) Housing; (2) New Industry; (3) New Revenues.

When asked to describe today's economic development climate, City Councilmembers gave the following replies: Weak, Medium, Improving Stagnant, and Stable

Councilmember Garcia Garland suggested that Council be involved in the economic development of the City.

The City Manager briefly explained the history of the Economic Diversification Fund in that its origins began with the sale of land (parcels), but that now that activity is a function of the Industrial Development Board (IDB).

Councilmember Hope commented that the City should create revenue Economic Diversification Fund and that the fund should help drive business development and property taxes. Lastly, he noted that the items/programs listed for the Economic Diversification Fund should be evaluated based on quality of life elements.

Next, the City Manager asked City Council to develop three problems, general ideas, and improvements related to economic development. The following comments were generated:

Problems	General Ideas	Improvements
Too many abandoned commercial buildings or marginal	Process on how to do business here	Closer ties to regional/county
Retail path thru staff still uncertain sometimes	More training for councilmembers	Get our economic development arm better connected and engaged with the local people who are capable of doing new technology
Too little revenue generated based on investment	Follow up on hotel conference site	Use surveys to identify ways to put more pizzazz (and effectiveness) in or tourism marketing
As a retail market, we are a satellite of Knoxville, limiting our retail potential	Convene on Oak Ridge Economic Development Council with representatives from citizens and existing organizations	Use new four-lane for maximum benefit
No Economic Development focus by City	Need commercial one-stop shop closer on staff	Partner with UPF to reroute suppliers at West End Park
People outside town have a negative view of Oak Ridge due to our nuclear heritage	Like to see someone on staff doing for housing what Ray Evans is doing for retail	Convention Center
City is at the end of cycle way too many times	Create vehicles to allow local and area people to invest in new enterprises locally (not entrepreneurs, but investors in good things)	Work with businesses on incentives to get new employees to live in Oak Ridge
Retail is low end—not enough capacity	Hotel conference center	Implement Land Bank
Not enough general citizen input & staff/citizen cooperation	10 strategic industry targets	More ROI, more important than job growth
Old houses	Bring Economic Development back to City Hall	Always ask "Does this project fit our vision?"
Known for drug houses	City should be willing to demolish old buildings	Cancel matrix
Mall drags on	Promote tourism and sports events that we can measure as to our economic benefit	CVB-put contract to bid and require less than 25% as overhead
People who work in the area aren't choosing to live here	Push for federal government to pay the share of community costs that an industry would pay	Dissolve Economic Partnership
No one stop closer on staff	Develop a corps of business people who can create housing to match prospective resident needs (Money-building-renovation)	Make Secret City Festival self-funding
Little Economic Development growth	Closer for retail on staff—not a contractor	Work with businesses to have visitors stay in Oak Ridge hotels
No money in Economic Development fund to use for business opportunity		Cancel Art Council contribution
Too many organizations trying to do the same job		Make our contracts with CVB/Chamber more incentive based, review goals annually
Focus too much on what's wrong, not enough on what's right		

Too many economic development agencies working for Oak Ridge	Create citizens council to encourage live/work in Oak Ridge	Clean-up the Economic Diversification Fund and make sure each activity is working toward economic development
Too many expenditures in Economic Diversification Fund	Contract survey of assets and needs (Commercial and Industrial)	Do a more effective job of marketing our quality of life in the region (Secret City Sounds, Haw Ridge, rowing, greenbelts, etc.)
Spend too much with no measure of ROI	Keep Ray Evans working projects	Get DOE to cooperate with City-greater PILT: property taxes, resident requirements in contracts
	Eliminate non-performing Economic Development investments	
	Raise our expectations as to what we want	

The City Manager introduced a model called CBA—Change, Because, Alternative—and explained that Council could start with the item that they wish to “change,” the reason or “because” and then address “alternatives” that would help in implementing the change. The following examples could be addressed using the CBA model:

- Property Tax Overview
- \$6 M Mall
- Lack of 3rd party \$
- Empty Buildings
- Communication
- Regional Competitiveness
- Donations
- DOE
- Cost of Schools
- \$ Sewer
- Size of PILT
- Want of life items without Budget
- Legacy Housing
- No agencies/Art Council
- No \$
- Staff in house
- Double Alcoa

The following examples were thought of by Councilmembers using the CBA model:

DOE to Cooperate on PILT

- Picket!
- Cooperate as Cooperated with
- Use federal delegation
- Comparisons of PILT
- Business assessed value
- Oak Ridge is “Host”

Get More People to Live and Work Here

- Amenities with hiring practices
- Encourage
- Tickets to free concerts

Abandoned Buildings

- Inventory
- What are they adaptive for re-use
- Removal
- Take Properties to Realtors

Create Pipeline with Niche Industry Market

- Promote relationship for tech transfer
- Look ahead to next tech item
- Research park here
- Spend too much with ROI
- Methods to measure ROI
- Enlist IDB
- Identify Return – How Much

Closer Ties to County

- Quarterly meeting with Roane and Anderson
- Sub Committee
- Oak Ridge Nuclear
- Highlight Media Campaign
- Tours of activities (Plants)

Councilmembers provided the following suggestions and/or comments when asked by the City Manager to provide direction, as well as their thoughts based on everything discussed:

Councilmember Garcia Garland:

- Continue discussion on economic development topics and where to place economical dollars

Councilmember Hope:

- Develop a timeline for achieving ideas/goals, along with a checklist
- Continue to generate and process information
- Utilize S.M.A.R.T.—Specific, Measurable, Attainable, Relevant, Time-Based—for Council discussion

Councilmember Smith:

- Tie discussions back to vision
 - Define Council vision for the "City" and "Economic Activities"
- Focus on ROI
- Define goals based on the discussions then evaluate said goals holistically

Mayor Beehan:

- Retreat format was a good process
- Memorialize the ideas and discussions
- Focus on the future

Councilmember Hensley:

- Apply the same processes of the retreat to business developers and environmental groups
- Concern that long term sustainability is lacking
- Build on existing areas that are already developed

Councilmember Mosby:

- Narrower focus
 - So many ideas are paralyzed because action is needed to proceed
- Ask the City Manager to come away with one or two items to develop a "game plan."

Mayor Pro Tem Miller:

- Would like to see improvement in economic development
 - Concern over the mall, but believes Oak Ridge is in a good position
- Retreat was an overall good experience

III. Adjournment/scheduling of next retreat—time and topic.

It was determined that the City Manager would handle the process of coordinating the next retreat and that it should occur post elections.

Strategic Planning Goals on the Topic of Future Economic Development Strategies for the City of Oak Ridge

(Compiled Results from City Councilmembers during September 24, 2012 Work Session)

Problems

- Mall drags on
- People who work in the area aren't choosing to live here
- Spend too much with no measure of ROI
- Too many economic development agencies working for Oak Ridge
- Old houses
- Focus too much on what's wrong, not enough on what's right
- No money in Economic Development fund to use for business opportunity
- People outside town have a negative view of Oak Ridge due to our nuclear heritage
- City is at the end of cycle way too many times
- Retail path thru staff still uncertain sometimes

General Ideas

- Process on how to do business here
- Promote tourism and sports events that we can measure as to our economic benefit
- Push for federal government to pay the share of community costs that an industry would pay
- Need commercial one-stop shop closer on staff
- Hotel conference center
- Create citizens council to encourage live/work in Oak Ridge
- Keep Ray Evans working on projects
- Eliminate non-performing Economic Development Investments

Improvements

Use new four-lane for maximum benefit
Convention Center

Work with businesses on incentives to get new employees to live in Oak Ridge

Clean-up the Economic Diversification Fund and make sure each activity is working toward economic development

Do a more effective job of marketing our quality of life in the region (Secret City Sounds, Haw Ridge, rowing, greenbelts, etc.)
Closer ties to regional/county

More ROI, more important than job growth

Always ask "Does this project fit our vision?"

Partner with UPF to reroute suppliers to West End Park

(Results are displayed from most votes received to fewest votes received. Ideas that received fewer than two votes did not make the list)