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City of Fairfax City Council Work Session, Tuesday, January 6, 2026

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[00:00:41] good evening i would like to call the work session of january 6 2026 to order this is our first work session of 2026 we are joined by our new city manager mr daniel alexander here in the in the workroom and so i'm going to now turn this over to ms clark for our first agenda item our first agenda item is an update on the city's parks and recreation master plan i'll recognize tacy Summerfield Parks and Recreation Director for the staff presentation. Good evening Mayor and Council. Thank you for having us here tonight. Tonight I am joined by Katie McCammon who is our

[00:01:20] Youth Recreation Manager and also James Mickle from Barry Dunn who is our consultant who will be leading us through. This is an update to our master plan which was last completed in 2014 and right now we are in the process of gathering feedback so James is here tonight to talk to you all about your vision for the future of parks and recreation in the city and to gather feedback from you. I'm going to turn it over to him now. Thank you, Stacey. Good evening, Mayor, members of City Council, and as I understand it, new city manager. Congratulations. Again, my name is James Mickle, and I'm a consultant manager with Barry Dunn. I've been with that firm for four years, and

[00:02:00] previous to then, I spent over 20 years as a recreation professional with the city of Norfolk as an administrator. I spent a year and a half as assistant to the city manager, and then I spent 15 years with

Boys and Girls Club as the executive director. My entire career has been rooted in youth development and community servitude, so transitioning and consulting has been absolutely amazing for me. Thank you for having me. So today I'd like to tell you a little bit about the status of the Parks and Recreation Master Plan, give you a little background on the project's scheduling approach. Some of our project highlights are mainly in community engagement. And then I'd like to

[00:02:40] engage you a little bit with a few questions and an exercise to gather some information from you as a part of our information gathering process. So I told you a little about me, just a little bit about Barry Dunn, because they required me to do this. Barry Dunn was founded in 1974 as an accounting firm. And then 30 years later, they ventured into consulting. And they ventured into consulting in many different realms to include Medicare, local government, feasibility studies, strategic master planning. Five years ago they learned that Parks and Recreation master planning could be a vital addition to the department, so we began our practice five years ago. What's unique about our

[00:03:19] practice is that we're a group of 30 who have all been administrators in Parks and Recreation, so we're rooted in the field, we speak the language, and we understand what individuals like Stacy and what Katie go to on a day-to-day but we aren't just parks and recreation professionals we are also trained project managers and we've done this on over 500 projects in just five years. Myself I think I've worked on 45. So just a little background into the core components of a scalable parks and recreation master plan and this these

[00:03:54] are four components that's typically a part of any strategic master plan not just for parks and recreation, but it could be a comprehensive plan for a city, state, or any department, or for any park. Step one, or component one, is information gathering, and that's the needs assessment. That's inventory, level of service, to include the community profile. The community profile is typically your demographics and trends, because when you're completing this type of work, it's important to understand who you're serving and what they desire, right? If we're going to build a plan for 10 years it'd be hard to build a plan for what your demographics and what your community

[00:04:33] look like now you have to be able to estimate what it'll look like in 10 years so you're building a plan that's not only comprehensive but one that you'll be able to use and be a living breathing document phase two is findings and visioning and this is after we've gathered all of our information we've spoken with the community we've spoken with internal staff we've reviewed your parks we've looked at your operations, organizational assessment, looked at capital improvement for the last few years and some of the things we may recommend for the future. Then we come back to the department and we partner with them to build what the recommendations may look like.

[00:05:13] As I mentioned, we're a team of 30 who have worked in parks and recreation for many years. We probably could get together and figure out some pretty good recommendations, some that would be comprehensive, but it's important to ensure that you're utilizing the staff that will be implementing it. They have to have skin in the game. So building the recommendations based on key findings that we've learned through information gathering, that we've learned through analysis, really makes our plans one that can be implemented. It's a living, breathing document that you can use for the course of the plan. From there, I go and lock myself in the room and I write a draft. It may take me a few weeks. It may take me a few hours. I don't know. But we write a draft

[00:05:52] and then we present that to council. And then a final plan that we design and we teach you how to implement it over the course of 10 years. So for this project and the scope for this project was customized so we came up with five phases that would be beneficial for this project. Phase one which we started in August 2024 is project planning administration. That started with the kickoff meeting, data collection of demographics and data and then building a work plan that will work with the staff. Myself I do this each and every day.

[00:06:26] these individuals they have a lot of other things to do outside of master planning so we want to ensure that we build a work plan and schedule to be beneficial to the department so they can be hands-on and we can provide them with the necessary steps to completing the project phase two which we started in October of 24 was equitable engagement I'll talk a little bit about that more in a second and some of the things that we've implemented but that provides us the opportunity to review twins the financial analysis and engage the community and meet them where they are at different events, pop-ups, and also in

[00:07:02] listening sessions and focus groups. Phase 3 is analysis and assessment. I talked a little bit about that on the previous slide, that we analyze everything in the department from their parks to their facilities to their operations, as well as interviewing the public. And then phase 4 is that visioning where we pull them in after we figure out what the key findings are to complete recommendations and then that draft and final plan. So you'll see here that we have a timeline for this project to be slated to end in July 2026. We're very close. So as we talk about equitable engagement, we like our plans to be five things. Immersive, customized, convenient,

[00:07:42] inclusive, and dependable. And as we think about immersive, we like to meet people where they are and gather where they are. If you look at some of these photos, you'll see me at the fall festival. I got it right that time. You'll see us at the fall festival at the Chocolate Lovers event. We have focus groups, we engage youth, we engage seniors, and we engage internal staff to include some department heads. And the reason we do that is because we want to have a robust engagement.

[00:08:09] We want to have as much information as possible. I used to use this example of me and my kids are working on a 2,000-piece puzzle. I opened that puzzle and I discovered 4,000 pieces. And we have to remove 2,000 of those pieces to build the puzzle. That's master planning. That's our job to analyze we're finding gather as much information as possible even if some of it isn't conducive to figure out exactly what the key findings are so we can make recommendations that would be beneficial for the next 10 years our plans are customized we create a collateral which I'll show in a minute we attended many

[00:08:45] events we talked to so many people in the community that I'll talk about in a few moments that we wanted to ensure that everybody that wanted to provide information had that opportunity and then it's defensible we complete a statistically valid survey for this project where we receive 423 I remember that number we've received 423 surveys back 400 would have made it statistically valid by 96% which means that if we even have 5,000 surveys back the data wouldn't have changed in terms of what the priorities were so we talk about it

[00:09:21] being defensible, when we talk about it being immersive and meeting people where they are in terms of inclusive, it's what makes these plans plans that can work and can be comprehensive in the communities. So this is an example of the memorable, recognizable branding. So when the community engaged in this project, we wanted to have something that they can cling on to and understand that

anytime they saw it, that it was something that was representative of the master plan. I forget the name of the fox.

[00:09:52] I remember the story. Sneakers. I remember the story of sneakers, but I forgot his name. But we thought it would be fun to create some branding internal for sneakers and then create a theme for the project, which was amazing experiences, Fairfax City Parks and Recreation.

[00:10:08] We had over 600 visits to our website, online engagement portal where people provided information and relayed what their desires were, as well as we got a lot of comments at these pop-ups and other events. So to talk about the equitable engagement strategy, we attended the Chocolate Lovers, the annual Harvest Festival, we had the Stat Valid Survey, we interviewed department heads and had many community listening sessions.

[00:10:42] Can you stay here, go back for one second? In the top right hand corner, the young lady and her mother, the young lady was born in Fairfax and the mother came here for college and has lived here with her family for 35 years. at the harvest festival we did a raffle for a yeti cooler for anybody that wanted to come over and provide us information and they won the yeti cooler and they walked back together they walked home to watch football and we gave them a call and said hey you've won and they were back in 15 minutes so they were pretty excited and if they didn't pick it up i was going to take it home so but i was really excited that they got it thanks stacy so this is just the full gamut of our

[00:11:21] traditional engagement opportunities and where some of our special focuses were and i won't read through them. But again, over 4,000 touch points in the amount of time that we did. It's a true, I guess it's a true specific element of the work of Stacey and Katie and how the community feel about parks and recreation that they want to provide feedback and they want us to know what their desires were for the future. So as a part of our public engagement highlights and when we were at the different events, we had these boards, which we call dot voting. And we had three boards,

[00:12:00] for play areas and these were all outdoor specific especially event areas and sports and fitness and we gave people six dots and they can use two dots on each board to vote what their priorities were so as we talk about that first board event space and open areas walking paths was the runaway winner of what people desired the absolute most down to a food truck lot which was interesting and never vote that high open gym space panel launch which you know may not be possible for this municipality leisure sitting area and then they wanted some tours as well as things that

[00:12:39] they desired in terms of special events in open areas for sports and fitness obstacle challenge course which is something that's trending around the country voted the highest in the middle was some type of bmx all wheels or pump track and then uh disc golf courts and you can't go anywhere not hear pickleball. And last but not least play areas. Everyone wants splash pads. They wanted a destination playground but also an inclusive playground and when we think of inclusive playgrounds we typically think of those with visual and non-visual disabilities being inclusive

[00:13:17] but parks and recreation has reframed inclusive playgrounds for all ages as well. So an active adult, senior adult should be able to go on that playground and and use it as well as a five to a 12-year-old child. And then last by our niece was Gaga Ball. So I talked a lot, and I typically don't like to talk a lot, but now I would like to engage you. I have three questions. I've provided you all with index cards and a Sharpie, and I have a couple of questions. Hopefully, I can get a couple of report outs, and then I'll be able to field any questions. So my first question, what

[00:13:55] are three department priorities that you would like to see implementing this master plan in the next five years. Three department priorities. One in the cards. Yes, ma'am. No, one, all three of them.

[00:14:11] Yes, one card. I'm sorry. If you didn't get the color you wanted, I'm sorry. I just threw them out [00:14:22] there. Yes, that's what I should have done. I give 20 more seconds. I see individuals looking up. All

[00:15:37] right, I think that's time. Did anyone want to share out what their top three priorities would be? Council Member Amos. So I put renovating parks fitness equipment. I live right by Van Dyke and I try to do it on that pull-up bar, then it'll, like, move a little bit.

[00:15:53] I'm like, oh. Sports and parks, tourism opportunities. How can we promote our more prestigious parks and develop programming to really spur those on and park accessibility? Wonderful. Thank you, and that's a great share. Anyone else?

[00:16:10] I think we have time for another one. Council Member Hardy-Channel? I highlighted focusing on options that support people across the lifespan. The second one is projects that coordinate seamlessly from a regional perspective and long-term investments that take into account, like you're saying, the 10-year span, recognizing that our region is very dynamic, that long-term vision.

[00:16:38] Absolutely. Thank you. I think one more. Council Member Bates? So I had actually accessibility and inclusivity as my first one, so I'm seeing a common theme on that. and then also efficiency and safety.

[00:16:56] Well done. I think we have time for, yeah. Council Member Hull? Mine, walking trails, not roads. Pickleball courts indoor also would be great. And a destination playground, and then I put a side note, Clemmie Jontree, but way better.

[00:17:12] Oh. So, tall task. Thank you. Council Member Peterson? Yes, I had listed expanded natural area protection, educational program connections and focus on access and opportunity for seniors well well no one covered bathrooms more bathrooms so that we don't have temporary bathrooms because people can't enjoy spaces any spaces including trails yes when you don't have access to bathrooms that is basic yes

[00:17:49] and I just will echo walking trails and playgrounds for people with various disabilities. We have a lot of parks, but they've not necessarily been renovated for everyone to enjoy them. Yes. Well said. I think one thing you said there, which was bathrooms, we like to call those convenience amenities. There may not be a reason someone go to a park or they visit a trail, but it provides them an opportunity to stay longer. I think that was the first time that I heard a convenience amenity. Well said. I did have one that no one else brought up, but to clearly

[00:18:23] communicate our current park and rec amenities to the public? Marketing, communication. I think there's a lot here that a lot of people don't realize is right around the corner, very easily accessible on foot or bicycle. And it takes some exploration. But if you're a busy mother or father with two young kids in tow, you know, you really want to know where you're going, what facilities back to what Mayor Reed mentioned, if they have a bathroom for you, you know, it just helps you prepare and be ready for your experience. Absolutely. Thank you. Did everyone get an

[00:19:01] opportunity? Okay. Wonderful. All right. So you're a public servant. So you understand that everything is done on a priority basis. So I want you to circle or put an asterisk beside your top priority of

the three. You already knew that. You already did. Either you were reading my mind or you've been, yes. Top priority. You can circle or put an asterisk beside it. Thank you. So this is

[00:19:36] So this is fitting. I think almost everything on the last question was sort of centered around capital improvement or not deferring maintenance in terms of ensuring that we have equitable amenities across the department. So this question is centered around actionable outcomes. What three things would you like to see as actionable outcomes that would stem from this master planning process? So if I had to draft here today, what three things would you like to see in the draft as things that would be actual outcomes for the next 10 years, within the next

[00:20:14] 10 years. Top three. It'll be 20 more seconds. Okay. Do we have people who are ready? Council Member

[00:21:59] McQuillan. I said for me, I would like to see any new updates be feasible. I'll access wheelchairs for any residents or visitors to use in our parks and paths and permanent bathrooms at all playground sites. Wonderful. One of the things that I think separates some of our master plans is that We provide what we call alternative funding strategies as a part of our financial analysis.

[00:22:27] So we don't just make a recommendation to build a new multi-million dollar recreation community center. We understand that everything can't be a bond measure and that if we're going to make those types of recommendations, then we need to ensure that you're providing you with tools, how to fund them. So things that are actually realistic, not pie in the sky.

[00:22:45] Wonderful. Council Member Hall. Thank you. I said convenience services as well. I think that's what you called it before. opportunities for all ages and needs. And I think it's great to draw in people here to make them want to come to a new park. But I think in addition, we need to promote a strategy to make them want to stay and shop and eat and continue to spend their money in the city and not just come here for a great park, but come here for the other things that go along with that. So maybe we do need a food truck platform area. Absolutely. Council Member Amos? Kind of to piggyback on that,

[00:23:22] just increased attendance overall and revenue-generating opportunities. I also had expand partnership programming. A big thank you to you for Boys and Girls Club. I was a member myself when I was younger, so greatly appreciate that. But expanding our partnership with, for example, Boys and Girls Club, providing more space for FPYC, entities like that.

[00:23:41] And I would also say increased multilingual signage and services and promoting those at apartment complexes like where I live at Layton Hall, which is primarily Hispanic. Wonderful. Yeah, I've done some work. in the last few years on what we call OFA, Opportunities for All. And I've completed a few OFA assessments, and I think in 90% of the agencies that I've visited, the only bilingual signage was for things that couldn't be done, like things you shouldn't do.

[00:24:09] No running, no jumping. It was nothing that was positive in terms of signage to relay wayfinding or anything else. And that's a lot of things that we've recommended over the last few years. It was great to hear you say that. Council Member Hardy-Chandler? So some of mine are reflected by some of the earlier comments about fiscal sustainability planning, maybe some things that are phased over the course of the years in terms of what happens when in terms of maintenance and expansion to meet our changing population, but also incentives for economic development partnerships

[00:24:47] so that when businesses are coming into the city, They are encouraged to make investments in our parks and other things that beautify our city. Councilmember Peterson? A couple things. In general, a stronger and more complete system of goals and metrics.

[00:25:10] Also, measurables that turn into acres or some such that get to the relative focus on green infrastructure versus gray infrastructure and more attention to be paid on green infrastructure and for that to be something we measure and manage.

[00:25:33] And also, both inside the city and through partnerships, including community level, tangibly improve the capacity at the program level for understanding and addressing wildlife conservation and education needs.

[00:25:50] It's great to hear you talk about green spaces, metrics, and I guess the protection of those natural areas. As a part of the level of service of the parks, what we completed was an analysis that sort of relates with the national standard, which is 8.9 acres per 1,000 residents, right?

[00:26:09] And we understand that 8.9 acres to 8.9 acres aren't always equitable. You can have a park here that's two acres and one here that's two acres where one has quite a few amenities and the other may not have as many. A part of our recommendations, especially some of the little hanging fruit, are how to make these parks equitable, that this one matches this one.

[00:26:31] This one has a walking path, a gazebo, outdoor fountains and restrooms, and this one only has a walking path. What can we do over the course of these next 10 years to bring that park up to ensure that you're offering equitable services geographically across your full system?

[00:26:47] It's great that you say that. If I might just add based on that comment, maybe an expansion here that the focus on expanding the area functionally that is available for people through parks and natural areas can be enabled by working with surrounding lands and initiatives that help bring them into a position where they can contribute to people's experience.

[00:27:21] and so you get a multiplier effect and there are programs even in this region actively involved in doing that these sort of extend the parks programs we have not adopted them but that would be maybe an expanded council member bates uh so i had i actually also had more equitable geographic distribution of amenities that's something that i've heard um you know even the former council member who served for many years talk about is that, you know, we don't really have, like in southeast Fairfax City where we live, you know, we basically have Ratcliffe Park and Green Acres

[00:28:00] and, you know, who knows what will happen with that in the future and then that's kind of about it. And then also greater availability of equipment for people with various abilities, similar to what we're going to see in Thais Park and greater multimodal connectivity between parks and visibility within parks such as less you know secluded areas and and or greater lighting if needed or or what have you the only thing i would add to this just echoing what people have already said i would like to have maps i'm a map person

[00:28:38] yes and it would be nice to have maps that have overlays that say what projects are currently what projects are in the next two years what projects are five years out something interactive I think there's technology to do that so that we really can understand the trajectory, the arc of what's happening and where it's happening.

[00:29:00] Because we have projects like renovation projects like Face Park, but then there's like new projects. All of it comes down to whether we can afford to fund all of these things. But it's like a map of the city that just even green spaces that are being conserved.

[00:29:19] I just I'm a map person. show me a really good map that makes it clear what's happening and when it's happening and where it's happening. Absolutely. You have maps. I didn't want to elaborate there, but you have maps as a part of our facilities and parks assessment, but as also a part of our implementation plan, we provide maps that sort of relay what we're recommending. Thank you. And my last and final question, and this can be two rather than three, what are some key challenges or values in the

[00:29:57] community that should be considered by developing this master plan. As I look around this room, you have the institutional knowledge, the historical data that can assist us who's coming into Fairfax to understand what some of the challenges or some of the barriers in the community that we need to ensure that we consider when I guess that's second what the key findings are and making recommendations.

[00:30:21] I'm a fast talker. I'm sorry.

[00:31:46] Second. Council Member McQuillan. So key challenges or values our community loves its trees and natural woods, like they really love their trees. So anything done to the trees, they like to be informed of prior to seeing any movement there. Invasives are a key challenge that we face here. And again, a very involved community that likes to provide suggestions, feedback. They're very much in the know when something changes, if they weren't aware, they're going to make everyone

[00:32:26] know about it so yeah that can be a good or you know a bad councilmember Amos just a few things to highlight I would say fiscal impact specifically short-term priorities versus long-term maintenance you know we have a Van Dyke master plan that we we hope to be able to implement at some point in the near future but what do we do in the interim for example with the more dilapidated fitness equipment things like that which was clearly a priority that was stated in the information you gathered aging in place going to council member council member Peterson's point

[00:33:03] and something that was reflected with from a lot of my colleagues how to develop that infrastructure both for our persons with disabilities and our seniors I remember when I tore my ACL and I was on crutches I couldn't make it to the park and I live right behind it and so how can we make things more convenient and more accessible for folks and then just in general to council member bates's point about the multimodal connections how can we create a more seamless experience between our parks and the city for example when you're looking at old town square how can we make that more convenient for folks to be able to afterwards go shop around and kind of

[00:33:42] have that interconnected experience and in a safe manner and prioritizing safety councilmember hardy chandler i think a significant challenge is balance right yeah how we balance our parks with the need for development and how when people look at a map of our city they see a balance of opportunities to work and live and also to engage in recreational activities. I think there are some areas where our city is skewed in one direction versus another and I would love to look

[00:34:18] across the landscape of our city and just see balance not one to the exclusion of the other. I think that's a challenge not only now as a point in time, but to your point earlier, how do you also plan for

the long term and a dynamic community that's going to change over time and maintaining a balance as a community is changing?

[00:34:42] I think that's hard. Investing in a 10-year horizon. I do think that it is important to look long term, look at that 10-year horizon. And yet sometimes our view is very now focused and what we do and don't have now, what we do and don't want right now.

[00:35:01] But it's thinking about what comes after today. So I think it's going to be a challenge in some areas to really think about that 10-year horizon if I may not be the beneficiary of those decisions, right? And then just connection to quality of life and recognizing that this is not extra.

[00:35:21] this is not the icing on the cake this is part of the cake yeah council member hall my first one is money money money and time to completion i think you know those are things that once we get that plan going trying to balance that is a challenge everybody wants it yesterday and everybody wants it to come in including me under budget or you know free if possible right but i also think that the other one i had is building for the future and being able to adapt spaces and equipment if needs change and I kind of wrote modular-ish just thinking about you know how we could have it be

[00:35:59] this way for a while and then maybe pivot to a different thing that is still all inclusive but it also kind of keeps it fresh I think I think you know my kids always got tired of going to the same playground even if it was great just because it was the same playground all the time so maybe just some opportunities to modular it up a bit. Councilmember Peterson? Yeah just to add to echo the funding limitation issue which is real also to flag um maybe on top of what uh council member amos said i'll sort of characterize it in terms of damage and degradation to both the environment

[00:36:36] and infrastructure we we have to keep up with that and not sacrifice that in the interest of doing things that are new we have to take care of what we have and the pressure on the resources and facilities is going to be growing it is growing already so it's heightening the need for that And as a part of that, the other thing that's heightening is risk exposure safety.

[00:36:57] I mean, we have parks today where people will tell you they're no longer comfortable taking their children, at least at certain times, because of changes in the exposure to safety risks that exist. And that will only likely get worse as we grow, et cetera, et cetera.

[00:37:16] Finally, I think, you know, both an opportunity and a challenge is just the level of knowledge and creativity that we have in terms of how we think about a system. You know, we have a set of sort of known options for how we can go about designing and managing parks, but there may yet be additional options that we haven't created ourselves or allowed others to help us create that will expand our horizon and our set of opportunities to accomplish what we want to do.

[00:37:45] And I think that envelope is waiting to be opened up and pushed a bit. Council Member Bates? So I had a historic context, whether that means incorporation into existing or into planned amenities or existing amenities, and then also respect for existing historic resources, you know, in proximity, bringing diverse groups of people together, and fiscal and environmental sustainability.

[00:38:13] And the only thing I would add to all of these great suggestions is, and we've talked about it in all three of these questions, is addressing accessibility. And that includes if we can't totally renovate a park, how can we retrofit what we have in a way that make it just simply, I think, about Providence Park

and the disability community uses it because it's the most accessible for people in wheelchairs, but has almost no amenities at all there.

[00:38:43] And so what are the small things we could do to make that space just simply more accessible for people trying to use it? so i think every time we look at anything not just new things but how what can we do to make what we already have more accessible it's interesting that you say that i want to write that you can do anything that you want to do you just can't do everything right right and funding is typically the deciding factor for that in grapevine texas i'm currently working on a master plan where they had a restriction of no new capital recommendations what they wanted was reinvigorating of their spaces.

[00:39:18] So take our spaces that we have that may have decrepit features or may be missing some trending things that are trending around the country, and let's reinvigorate those spaces for the future and take care of what we have rather than building something new and then deferring maintenance on this and that process.

[00:39:37] So that's it for us. No, thank you. And I appreciate you all allowing me to indulge you. Next slide, please. So just to talk a little bit about next steps, and then I'll open it up for questions. So we're still finalizing analysis, and we have a lot of analysis.

[00:39:53] We've shared a lot from the Statistically Valid Survey, which I'll talk about in a moment when I come back for a draft presentation. I'll be able to provide the findings from that, a full financial analysis, level of service of parks, outdoor, indoor facilities, as well as greenways and trails, recreation programs analysis, and then operations and organizational assessment.

[00:40:15] So once we're done finalizing, we'll come back for that visioning session that I mentioned with the staff, where we relay what the key findings are, utilize the qualitative and quantitative data as well as best practices in the country to determine gaps, and then partner with them to make actionable recommendations.

[00:40:35] From there, I lock myself in that room, as I mentioned, to write that draft document, come back here to you, provide you a finance presentation, but also sort of relay how you should dissect that document from me relaying first the what you should do to why and then how.

[00:40:52] And that's how I typically phrase my master plans, but I'll come back at another time and relay how you should dissect the document. It's typically somewhat robust, but I really want to relay some of the key intricacies of that. And then coming back one last time, you'll be touting me at that point for final adoption of the plan.

[00:41:10] Thank you again. I know I'm a fast talker. I hear it all. Thank you very much. But I really appreciate the feedback. It's not many places I go where I get feedback on every question from every council member. So I really appreciate that. And thank you again for having me. Well, thank you. Do you have any questions for me?

[00:41:27] Any questions? Council Member Peterson. The final document, just a little bit of clarity around that. How granular is that document and how flexible is it? That's a tremendous question.

[00:41:43] So this is a system-wide master plan, which is technically, it shouldn't be as granular that one might think. And the reason it's not as granular is so it can be flexible. What I would relay is that every recommendation we make falls into three categories, short, middle, or long-term.

[00:42:01] One to three years is short, four to six years is mid, and then there's long-term, which is seven to ten. And then you may also have some ongoing recommendations. What I say about those recommendations is that through our analysis, we relay why you should do these things, which sort of assists where you align in terms of priorities.

[00:42:19] We relay what priorities should be just based on our analysis, but, again, you have the institutional knowledge. So this document is something that's a living, breathing document where it's flexible, and you can maybe switch some things around. Thank you.

[00:42:35] And just then to add to that and follow up on the flexibility question, what level of opportunity will exist for public review and involvement in identifying areas for greater flexibility?

[00:42:57] And for that matter, what will our opportunity be here in the council? So, yes, so that draft presentation, that's not the final document. you have the opportunity to view it different agencies different cities are different some agencies we've provided that draft through our online portal for individuals to make comment on sometimes that can be a slippery slope as well but that's something that's possible and available but that draft document you've received that ahead of time before i come to relay how to dissect it and that's your opportunity to make any comments or any recommendations for revision that's at the

[00:43:36] the council level excuse me sir that's for the council in terms of its opportunity for review that would be the department first and then the council I would just say for everyone here something to flag possibly for a little bit of additional conversation as whether there might be an opportunity for the public to become involved here and to make a contribution in terms of the design of this once they have something that they can look at and we might help them. We have that flexibility. It's something we typically

[00:44:07] leave in the hands of the department. Any other questions? Thank you very much. This was a very engaging exercise. Thank you so much for having me.

[00:44:22] Okay. This is not, can't be real. Okay.

[00:45:11] Ms. Clark, are we finished? That was the only item we had. Wow. Okay. It's like a school board meeting. It's just this, wow, what a gift.

[00:45:28] And what a gift must be because our new city manager is here. So we are now adjourned at 7.45 p.m. on Tuesday.



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