

**2008 City Council Retreat
Retreat Notes**

Intergovernmental Relations/Longmont Area Comprehensive Plan Discussion

- Does the City have an obligation once it has annexed land? How are the costs allocated/recaptured?
- Distinction between urban development versus open space and City owned versus private
- Can we purchase land to preserve land use?
- Capturing the various philosophy of the surrounding communities

Question #1

- Vision - Perspective (examples are Sandstone Ranch Open Space, Union Reservoir
- Honor this perspective and not react out of fear - consider infill
- Revisit Union Landowners - Pos
- Purchase for Open Space
- Develop with residential around a focal point, such as a lake
- Negotiate with Mead, Firestone, Fredrick for purchase of open space
- Establish eastern boundary open space buffer
- Expand - green belt - buffer with purchase of as much land as possible - minimal development
- Continued communication with Fredrick, Firestone, Mead and Weld County
- Defined Entryway

Question #2

- Need open/ongoing communication with surrounding communities and development and positive relationship – work with DRCOG and on IGAs
- Preserve the land around Union Reservoir
- Determine – what will annexation of our property result in? What amount of money will purchase? What amount of land and buffer? And look at our southern border
- Work with Counties, surrounding communities – open communication
- Find out how SVVSD will be impacted by expansion of other jurisdictions
- Understand the various positions of other jurisdictions
- What City-owned property is not annexed?
- Clarify our boundary and our approach to the Union Reservoir expansion
- Are there other funding mechanisms for purchase of buffering land?
Partnerships?

Economic Vitality Discussion

Question and Answer

- Public/private partnerships – the percentage of public investment is typically less than 10%
- Necessary ingredients for developing partnership and getting it done
 - Successfully negotiating with the right private developer
 - “compelling” reasons for negotiating the deal – Council sticking with it to successfully negotiate and consider trade-offs
 - “can do” attitude by all
- Start time lining projects
- Be willing to go after less desirable projects for future desired developments – invest in capital infrastructure
- Never underestimate the power of a crisis
- How to extend the life cycle of these development projects
 - Mixed use – housing, retail and jobs, civic uses, cultural uses, etc...
 - Having a stable core...that allows changes to happen within it
 - Capitalize on the diversity of downtown
- How to successfully analyze projects
 - Bring in quality consultants (track who they are and hire them), test for reasonableness + luck + risk
 - Communicate, communicate, communicate...with private sector
 - Pay attention to regional plans for development, don't cannibalize, be willing to modify plan and re-invent...consumers are fickle! “Staff be nimble, staff be quick”!
- Important to create a sense of place...for the long-term
- Twin Peaks Mall redevelopment possibilities... it will have “long legs” if it's mixed use. Don't copy a lifestyle center concept – it won't last!
- Look broadly throughout the City for re-development opportunities, not just focus on the mall, but other vacant properties and tie them together where possible. Use all available tools. It creates a whole new community involvement process. Engage the whole community in the conversation!
- “Prosperity Team” approaches? Model for working with potential nay-sayers first
- “Competitive intelligence” – how to effectively utilize it? Invest in and use data to make decisions about location and development
- Having unified voices and visions in your community's leadership, such as Commerce City re-invention
- Do what it takes to find common ground among very disparate partners to create collaboration with a broad vision that brings success for the whole region, such as aerospace industry brought IT national representatives, etc...

- Main Street revitalization – how to move from vision to action? Create a business development strategy. Do we have the right people at the leadership table? Remember, money follows money.
- Create critical mass – rule of “3”
- Learn about the perception versus reality of retail
- Make physical connections within downtown...remember, what people want is time – Munich airport example, physical design and strategy that influence people’s retail behavior
- Parking can kill mixed use and is not as critical in successful TOD’s
- Don’t put TOD’s in industrial areas, people won’t want to come there – Arlington, VA is a good example of what to do

Economic Development Discussion

- Significant existing retail outside of Longmont within 30 minute drive
- Finish Economic Development strategic plan with EVTF and public input
- Expand membership of EVTF
- More discussion about downtown traffic
- Develop action plan
- Need a cohesive Economic Development plan that is fact-based
- Tie the Economic Development plan to results of “Focus on Longmont”
- Divide plan into sections, include subject “experts” in development efforts
- Need emphasis on statistical analysis
- Study session to understand Council’s philosophy
- Doug to lead/develop a framework for a plan including, primary jobs, branding, business climate, downtown – should be a City-wide effort based on EVTF report
- Don’t hold up other efforts while the plan is being developed
- Bring framework back to Council in four months

Council’s Vision

- Primary jobs and retail
- Consider contribution of “big box” to establish balance
- Focus on Downtown – move from vision to action – vibrant downtown with sense of place
- Prosperity for all – good jobs for all
- Current EVTF = vision, goals/strategies
- Primary jobs lead to secondary jobs
- High tech and alternative energy – our brand
- Strengthen our infrastructure
- Infill development and redevelopment
- Accentuate our uniqueness!
- Create plan – get moving!
- Find our niche – go after it and get there first!

- Capitalize on renewable opportunities
- Redevelopment focus

Work Force Development

- Create stronger partnership with Boulder County workforce and explore co-location possibilities

Lodger's Tax

- Administered by the City or stand-alone group?
- City will administer through a contract with a stand-alone group
- Chamber affiliation?
- Stand-alone group instead of Chamber affiliation – needs inclusive involvement with the appropriate number of members and span of control
- Composition of the Board?
 - Chamber Selection – 2
 - City selection – 3
 - Small business selection – 1
 - Latino Chamber selection – 1
 - Non-profit selection – 1
 - LDDA selection – 1
 - Other ideas – other non-profit participation, including arts, culture, parks, citizen representation, LDDA
- Members should be Longmont residents – should they be Economic Development representatives?
- First year funding goals and levels?
- Bring back later for discussion after stand-alone group is established, 75/25 split

Best Structure for Economic Development

- Enhance Doug's role as Economic Development Manager – stronger leadership/collaboration role, but within the community and the City organization
- Are we ready to support Doug in difficult decisions he may need to make?
- Provide additional support and resources for Doug/City success, including research and statistics. It seems we fragment our resources among many different Economic Development entities. We need to be more aligned with our collective vision and efforts
- Stronger Economic Development alliance – working more collaboratively
- Data, not opinions
- Make sure non-profit organizations are integrated into Economic Development collaborations

Public/Private Partnerships

- The City needs to beat the table! Our specific role is likely to be defined by the project – be more selective about our partners

- Adding regional commercial to LACP was a good step
- What other types of incentives should we be considering – need more research here
- We should still consider incentives on a case-by-case basis
- We need a community-wide conversation about our level of risk assessment. That will inform us about the City role in public private partnerships
- Does LACP support redevelopment?

Redevelopment Timeline and Activities

- Tour? Soon – Dawn will be setting that up. Should we include Twin Peaks Mall too?
- Blight study should come back to Council in 30 days
- Information about City budget impact of declining revenues at the Twin Peaks Mall

Parking Lot

- Future Council desire to complete a SWOT analysis on tourism

Energy & Environment Discussion

- Does staff have ability to evaluate carbon footprint of various programs/projects?
- Let's look at these programs before implementing for Carbon Footprint
- Increase in rates vs. Carbon Footprint, i.e. wind energy
- Inventory of greenhouse gas in next five years—Consortium of Cities resolution
- Is it possible to avert or postpone development of new power plan—Goal
- Environmental Summit—Goal
 - Let's hear everyone's ideas
 - Lead to strategic plan
- How do we assist public in energy conservation?—Goal
- There are a number of best management practices implement by the City of Longmont Plastic bags in grocery stores—Goal
 - How do we eliminate?
 - Utilize re-usable bags
- Water restrictions this year to develop a mindset
- Kudos for greenbuild concepts + education—Update in one month
- Ditto Mary's idea of restriction and education
- Need education and will call staff
- Kudos to staff
- I do not want to select low expectation with new technology—wants to be flagship community. (In response to Tom R's comments)
- What course do we want to take? (re: renewables)
 - Roger wants dotted line
- Where are we in study (tree canopy)? Urban forest? 30K budget study

- Working on “shading” to mitigate energy use
- What does energy mean in terms of economy & business?
 - Good discussion for Council
- Renewables do cause less use of fossil fuels
- Sees optimistic future with renewables and new technology
- Small energy audit grants for small businesses and residents—Goal
- How do we recycle “hard to recycle” items – Goal
- Our focus is good
- Proposed date to add capacity by Platte River? -- 2015 (John from Platte River)
- Possibilities for renewable energy for the future
- Do we have any hydro storage capacity? How much? Answer – None
- SMART metering technology—where are we at?
- Are there any industries more amenable to renewable energy?
- Partner with county to sell energy to neighboring communities? Possibilities?
- Piloting a L.E.D. street light project

Storm water drainage

- Storm water drainage issues—not enough oversight
 - Statewide or local (?) – We need more – Goal
- How do we collect storm water? – Goal
- Water quality testing for storm water drainage – Goal
- HOA’s --- control of residential watering
 - By Property Management—from a constituent
 - Do we need regulation?

Additional strategies to influence sustainability

- Subdivide actions point between
 - Government & citizens—each can do certain action steps
- Conservation—word is missing concept
- Ground water vs. surface water concerns
- Reduction of plastic grocery bags—is there interest in the community? Let’s find out!
- City needs to be good stewards. We need to follow rules & standards

Community Involvement

- In favor of funding for reeducating our youth regarding conservation, renewable cycles, etc.

Communications Brainstorming

- “You Tube” / Video streaming
 - Staff presentation/power point
 - Split screen
 - Subtitles for hearing impaired
 - Prepared a week in advance
- Citizen forum on video tape (20 people—5 minutes per/person)
- Planning & Zoning hearings
 - Include organized citizen response when they can pool their responses
- Revamp city newsletter (more in-depth articles, ads, etc. Stapleton)
- Website improvements
- “Coffee with Council” at various locations throughout the City
- Periodic Council/general staff meetings at various worksites
- “Longmont Listens” – 20 minute program; 5 minutes/person
- Prosperity Team approach
- Website feedback from citizens
- Website navigation improvements for users
- Meet with citizens one time per month on a Saturday morning with doughnuts instead of pre-Council meetings
- Council table at Longmont community events
- Hold Council meetings at different locations throughout the city—link location to topic being discussed (where appropriate)
- Quarterly town meetings around the city—Split into two groups of three Council members each
- CDs at Library for checkout of videotaped presentations
- Leave speaker limit at three minutes
- E-mail contacts from citizens
- New Channel 3 show on public services
- Weekly press releases from the City beyond Longmont
- Expand advertising beyond Times Call to Daily Camera
- Story Corps
- Communication Audit (CML article)
- Walk-ins to Channel 3—get five minutes each
- Identify topics for Town Hall meetings in advance
- When we get grants see what the citizen feedback is on the grant topic