

2010 City Council Retreat Notes
January 22 and 23, 2010
Xilinx Retreat Center

Teambuilding Evaluation

One-on-One discussion and personal interaction
Value everyone's opinion
Getting to know each other, sharing and building trust
Discovering common interests and how quickly, compassionately we are alike
Sense of humor
In-depth thought of comprehensive vision (all a work-in-progress)
Opportunity to talk and trust is the key
Specific and well written questions

Envision a Connected City

- Innovation apparent. When will technology evaluate its next generation? (eg appliances) Smart appliances are still largely in RAD (Rapid Dev) phase
 - In-home standards/limits to LTIL system are not in place
 - Big issue – needs personnel from state/major utilities
- Smart home for the disabled. Can we utilize info from project to inform future possibilities with smart grid? Yes. Discussions are underway. Lacking in Stimulus dollars (possible) explore options
- City can't just move ahead on municipal system, and have also been burned by private providers
- Ballot failure 11-09 - did it reflect wide majority of community?
What's next: Ballot PT II /Legislature?
- How do we maximize the community's assets? They exist
Need to identify how to be successful. Give community specific info on Colorado provides
Go to Legislative if/when we need it. *Answer:* Citizens need ballots to be specific. Explore public safety aspects/Potential
- Develop clear vision in conjunction with community.
Education, safety are good examples. Create new WIFI zones in – DT, Twin Peaks etc.
It has to be specific
- Tap into corporate usage interest
- Analogous to TVA to rural electrification in 30's to 40's. The MUM BB to linking to future (e.g. since people can't touch the technology, are there models of "good practices" in touch/feel
Find methods of linking the elements together
"Should CC provide vision? YES!
- Need consistent/repeatable message
- Influence now, step-by-step to change future. This includes working with legislature and others
- WDS not for (government role) position is evolving in order to maximize opportunities. Don't put back on ballot until ?? and communicate process. May not be ripe by 11/1Q
- Need to create series in other communities on legislative effort. Look for ways to work around legislation. Form community organization to BB, without direct city management. (Public Safety could be city-managed.) Community owned asset may offer more flexibility
- Have done what to get what we have, given state law. City was building toward vision before law was passed in 2005. We have ability/options with fiber, but need city council to predict future involvement. City council needs to steer policy to offset resistance from providers
- Need a single affiliation that could serve to get ballot passed
- Northern Colorado does not have managed communication based organization. We need to build that capacity worthy of exploration
- Lack Law, 2) future alternative ?? to do, 3) form appropriate organization to do it within parameters of law.

- Base future action on the successes we have had. Base future desires/options on past success. Ways to send messages about success
- Likes the three-pronged approach identified in Question 3
- Need to work in PTP with others with legislature. Yes, LAEC were opponents, but we add a good local partner (Ridgeview)
- Do not underestimate the force of existing providers with regard to resistance

Poverty to End Prosperity

Concerns – Complete Overhaul Approach #1

- Impact to non-profits; if funds more focused
- Living wage policy driving businesses out of town – unintended consequences businesses profiting from poverty.
- Critical need – basic needs of participants through existing program not met – Safety nets may not get funded
- Run out of resources – cost a lot

Appreciations – Approach #1

- Living wage
- Fund agencies (bullet #2)
- Community based Development Organization with a board of clients
- Getting some people completely out of poverty
- More \$ for people in the programs relying on partnerships for success, not handouts
- Partnership with other agencies to get to the living wage
- Homeless shelter for critical needs
- One-stop shopping for participant needs
- Bringing individuals out of poverty leads to more dollars/income being spent
- Does not fritter taxpayer dollars

Concerns - Status Quo Approach #2

- Not working
- Provides services, but not adequate services
- Overlapping Services (No accountability for services)
- Don't know where dollars are going
- Could be improvements that may improve – centralized provision of services
- Doesn't change dynamic/perception of Longmont as a down & out community
- Not applying performance measures

Appreciations – Approach #2

- Already know how to do it
- Don't have to re-tool everything
- It may be working based on current economic times
- We have been able to help folks / more folks
- All the volunteers and hard workers
- The safety net protects folks
- This is the direction we have been given

Concerns – Pilot Small Areas while still providing some service. Approach #3

- Haven't done enough (or have we, don't know) to work with existing employers

- Do we need to provide services in areas that others already provide. (develop partnerships)
- Takes too much time – Red tape & strings attached

Appreciations – Approach #3

- Help to stop the domino effect
- Gives funds to critical needs
- Hybrid approach with accountability
- Possibility of working with local education
- Relationships are being created

Affordable Housing Association Process

Education

Business Community

- Bridges
 - Getting Ahead

Causes of Poverty

Addiction
 Catastrophic health issues
 No high school graduate/GED status
 No full-time employment
 No delay in having children
 Physical or emotional abuse
 Lack of good role model
 Natural disasters
 No financial aide

Poverty

Transportation

Relationships
 Volunteer Groups
 Churches
 Government Agencies

Helping Friends
 Vulnerable
 Isolation
 Child Care
 School Issues
 Anxiety
 Medical Issues
 Loss of Work
 Agency Time

Liquor Stores
 Fast Food

Payday Loans
 Convenience Stores

Economic Sustainability

Strengths of Existing Partnerships

LAVA & Chamber – Santos and McCoy

- Collaboration with other partners and understanding what they do
- Establishing relationships
- Marketing the community

Improvements

Chamber:

- Collaboration
- Some redundancies
- LAEC draws from Chamber constituencies
- Expense
- Overlap with Economic Development staff
- More presence in the community

Economic Partnership Open Forum

- Branding effort with partners and financial contribution
 - Marketing staff person
 - Need consistent message
 - Scalable – start within our means and build on that effort
 - What is it going to accomplish? Satisfy needs of individual and collective
- 1) Strengths
 - a. Economic Vitality Task Force
 - b. Address most of the EV areas (perspectives and types of expertise)
 - c. Stability in the community (longevity)
 - d. Bring input from our respective constituencies
 - 2) Improvements
 - a. Each partner feeling part of the big picture
 - b. Communication
 - c. Bring input from our respective areas
 - d. All help improve image of Longmont
 - 3) Way to enhance effectiveness of partnerships
 - a. Cross Marketing Programs
 - b. Acting collaboratively
 - c. Ongoing meetings
 - d. Less acronyms – help public understand what organization does
 - 4) Specific focus areas
 - a. Startups vs. established
 - b. Certain industry clusters
 - c. Cherry pick vs. grow from within
 - d. “Lifestyle” vs. “Scalable” GROUP C

Anti-competition: Limited Utility for LAEC

Opportunities for Enhancement

- 1) Community involvement
 - a. LAVA doing a good job
- 2) Collaboration – doing well but enhance
 - a. Multiple contacts and referrals to other partners
- 3) Continue strong partnership with Council

- 4) Partners are working well
 - a. 3rd Thursday meeting among ED and partners

Focus Areas

- 1) Branding of City with partners
 - a. Financing is an issue
 - b. Need to define identity
 - i. Mountains meet the Plains
 - ii. Innovation meets the Future
 - c. City does festivals well
 - d. Volunteerism
- 2) Destination weekend events
 - a. 2-day Airport Expo in conjunction with Festival on Main
- 3) Concert Series
 - a. Collector Cars
- 4) Open communication for business development

Recession and Recovery Open Forum

- Value of branding City of Longmont
- Scalable branding effort
- Regional competition – Longmont has disadvantages
Retail strategies should start with focus on leakage
- Search for retailers that satisfy niche markets based on City's demographics
- Importance of home equity to individuals (retirement/financial security)
- Consider pace of housing supply
Advantages of quality workforce, housing stock, transportation, etc.
- Energy resources as limiting factor for recovery?
- Yes, but incentive for development of alternative energy sources
- Business development with China? NLC program
- Work with State
Developed countries see weak US dollars and development opportunity
- Have met with Chinese delegation and continue to develop relationship
- Commercial lending outlook
- More orderly but longer than residential

Fiscal Sustainability

- Does Council want a separate presentation covering the FAR?
- Would Council like additional information or a follow-up discussion on the budget prioritization process?
- Does Council need any additional information regarding allocation of the 2% sales & use tax between the General Fund and the Public Improvement Fund?
- What additional TIF information would be useful prior to receiving concrete information regarding a specific future project?
- Does Council want to direct staff to increase the City's emergency reserve or create a separate rainy day fund?
- Does Council wish to pursue a fiscal transparency web site?

Fiscal Sustainability - TIF

Are we protecting ourselves via contract agreements – TIF?
Are we using TIF as incentives for retail?

- Q1) FAR – no comments
 Direct support: \$ diversification eased
 LEN – Startup technology companies and primary employers
 SBDC
 LDDA
 LAVA
- Q2) Prioritization Process
 Looks at budget items that were funded with funds, then sales and use tax
 Follow-up by March
 Improve Social Services programming
 (New jobs with aging mechanics + population)
 Job Force training and education
 (Young – incoming; aging – replace mature population)
 Public/Private Partnership
 Opportunities for those challenged by education (not college bound) or like skills issues
 Challenges of overabundance of experienced workforce unemployed
- Q3) Cost out delays in CAP's
 Address federal government and influence on larger employers vs. small business
 Community Outreach
 Showcase economic development partnerships through marketing and outreach
 Further develop links to educational partners on City website
 Channel 3 to report on economic or company outlook
 Educational programming trends for job training
 REFERENCE: Portland Educational Model
- Q4) Do we have data to link sales tax retail leakage?

 ROI projections would be good
 Tie link to TIF and Life of Project
 Cost Benefit Analysis along with mixed use – against the social demographics of users/buyers
 What they would buy that generates taxes – mix analysis
 Build on strategic work towards economic vitality
 Partners need to feel confident they can bring recommendations to get approved.
 Consistency should be established for reporting and measuring by City Council

Open Space

- Would prefer more emphasis on acquiring land
- Concerned about acquiring more land than we can afford to maintain
- Prefers more balanced approach
- Prefers land based approach now to take advantage of currently lower property values – Builds more future opportunities using CIP funds for improvements
- Would like to focus more on developing access and use of property we currently own
- Set aside AG land for organic farming – provide public access to AG land during off season?
- Focus on finishing trails that eliminate traffic exposure for users
- Would like to know value of 'Mineral Rights'
- Prefers acquiring more land now at lower cost for future use
- Land acquisition priority – Preserve wildlife habitat - Use street tax funds for trails. (MM plan)
- Understand trail connection gets community 'buy in' to Open Space acquisition – Focus on establishing buffer on eastern boundary – maintain visual corridor – compromise
- Balance – buy eastern buffer, only if willing seller is found at good price
- Recommends study session to discuss

- Consider economic gain for farmers when acquiring AG Open Space, use of our water (productive)
- Getting rid of Open Space should be difficult and only for public use
- Exchanging disposition of Open Space needs to be open – public process – always consider value and impact of adjacent properties
- Not interested in establishing future council's ability to manage Open Space
- Would not favor building road in Open Space to accommodate future development – ensure very transparent process
- Would like Open Space treated like water (limited resources)
- Would like some form of regulation regarding future disposition of Open Space. – Would like to know exceptional benefits associated with Open Space disposition.

Council Meetings

- PITBH – Time to comment on speakers at beginning (15 min)
- Everyone gets to ask a question before people speak again (and less than 3 minutes)
- Pre-Session often forums?
- Evaluation Appreciations
- Team building (Rigo deafness) one-on-one
- Callahan house
- Room and snacks for public
- Inviting boards
- Staff white papers
- Time with partners
- Expert speakers (in-kind)
- Citizens directly affected/personal stories