

# Notes from 2011 City Council Retreat

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\*\*Change in overall text color denotes different retreat sheet

\*\*Circled items on the retreat sheet are highlighted here

\*\*Voting by Councilmembers is in red by initial

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## Economic Development

### Effective collaboration – Better/Different

- More collaboration/utilization of Channel 8 events/business – downtown partnership
- Enhance communication and collaborative opportunities
- Entry signs welcoming business/promoting year of business (or banners)
- Website linkages – business banner on homepage
- Consistent messages across partners
- Targeted/focused survey – man on the street – external voice perception
- Must live the theme – business friendly
- Collaborate better with youth business groups – expand interactions and opportunities/other players
- Make sure not duplicating services – who is their touchstone
- Utilize unity in community to promote Year of Business

### Collaboration – Better/Different

- Find something meaningful the City can do to stand behind Year of Business
- Individual point of contact for assistance and information
- Programs to help existing businesses survive
- City/Council's immediate response should not be “not” make rules less burdensome
- Take advantage of Econ Dev conferences
- Take a Council member on prospect calls
- Raise Council's knowledge base about businesses in Longmont.
- Private/Public partnerships – promote and expand
- Re-establish Council voting rights on LAEC

### Effective Collaboration – What's Working

- Monthly meetings beneficial
- Created one stop development shop
- Core groups communicate/collaborate really well
- City reaching out to businesses

### Capitalize on our assets – history

- Come up with creative idea for temp reuse of mall and go to them
- Send some community business folks to boot camp – focus on microbrewery people
- Longmont as a retail destination
- 3/50 – 3 businesses, \$50
- We need to go get them – not wait for something to happen
- Retail recruiter
- Ready/fire/aim
- Take a calculated risk
- Natural to start downtown – leverage TIF funding by doing several things

<p><b>Missing</b></p> <ul style="list-style-type: none"> <li>- Boulder County not offering incentives (~50% pp)</li> <li>- Development omnibudsman (single staff member to assist developer/company through process)</li> <li>- Clear picture of what we want (target sectors) and consistency with regard to those ***Diversity***</li> <li>- City does not have cohesive brand</li> <li>- Connection with federal Dept of Commerce</li> </ul>	<p><b>Action</b></p> <ul style="list-style-type: none"> <li>- Meet with and work with Boulder County – explore options</li> <li>- Staff bring back info on % waivers by staff in other communities</li> <li>- Council education on development review process</li> <li>- What are cost savings v. benefit of well prepared proposal?</li> <li>- More info. on personal property tax – clarity on impact to schools?</li> <li>- Explore options for employee incentives (rec passes for limited period of time)</li> <li>- Land value taxations model – info and explore.</li> </ul>
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<p><b>Working</b></p> <ul style="list-style-type: none"> <li>- Utilities – low cost electricity</li> <li>- Workforce</li> <li>- Lifestyle</li> <li>- Quality education</li> </ul>	<p><b>Better/Different</b></p> <ul style="list-style-type: none"> <li>- Be aggressive in selling Longmont</li> <li>- 2-pronged strategy Large and small business</li> <li>- Throwing everything out on the table at once may not be the best approach</li> <li>- Framing things differently</li> <li>- Emphasize total package (lifestyle, bac. Programs in schools, etc.)</li> </ul>
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**Economic Development Workplan Issues**

- Rebate Structure (KW)
- Destination City
- Building Code fixes
- Jump start everyday conversations about business – pub. ed. applying best practices (SL)
- Leveraging assets
- Review and update work of Econ. Vit. Task Force
- Incentives for primary employment (AS)
- Expand collaborative partnerships – bring in outside
- Retail recruiting focus – proactive
- Downtown façade program (BB)
- Retail development partners – target marketing
- Code evaluation
- Retail recruitment (GS)
- Longmont Incentive discussion transparency
- Partnership collaboration and SVVSD and others
- Retail recruiter (BH)
  - o Downtown historic features – restore and capitalize
  - o Selectively recruit those who will work with what we have – selective incentives
- Retail Recruiter (SPM)
  - o Send 10 retailers to boot camp
  - o 3/50 concept or something similar to engage community
- Econ Vitality task force – revisit their report

## Retail Roundtable Discussion

- How do we help businesses stay where they are?
- Do we have too much retail space? Land banking or removing some
- Try to bring in businesses that will employ those who already live here (sustainable model)
- Primary focus needs to be attracting primary jobs – bring jobs and rest follows
- Have abundant retail space
- Could city do better job of reaching out to retail tenants? Do retail development groups/individuals refer tenants to city programs?
- Anything you (City) can do to promote the use of your retailers is critically important.
- Building code obstacles – smaller older buildings difficult – need some flexibility particularly in older, downtown area
- Codes are cumbersome and drive away some business – becomes cost prohibitive.
- Retail development now will have to be private/public partnership
- City bucks for residents to purchase at local retailers – long term and repetitive to be successful
- Declining wages will continue to impact retail picture because of less disposable income – good paying jobs critical
- Codes are more stringent than insurance companies (risk) is dictating – need to revisit our codes
- Portion of IBC that deals with renovating buildings – has Longmont adopted?
- Merchant Council – communicate

## Transportation

### Public Transit

- A free day?
- 8<sup>th</sup>/Coffman – staggered scheduling
- A time and connection app?
- Call and ride availability very limited in AM
- Every transit agency must provide ADA service
- Can the # of EcoPass riders be measured?
- What's best for Longmont – fixed routes or call-n-ride?
- Include service to Sandstone Ranch
- Better opportunities for school field trips?
- Can't get to DIA for a flight before 9:30 AM
- Routing has to improve to help Economic Development.
- Can we tie in partners east of I25? Or not?
- EcoPass – how can we utilize it more
  - o Research the cost of the program
- Look into the routes in town – more efficient
- Review the designs for 8<sup>th</sup>/Coffman P&R
- Have staff assess the real impact of a community EcoPass
- Would Boulder County fund our EcoPass (1<sup>st</sup> Year)?
- Work collaboratively with east neighbors in all areas; not just transit.

## Water Issues

### Button Rock Stewardship Discussion Points

- Status of Funding
  - o State Funds – 5 year window based on availability (were on year 3)
  - o Federal Funds – year to year determination \$1.5 to 2 million /year nationwide
  - o Future funding – lobbying opportunities by council to legislators, possibly in partnership with other local govts. – march action item?
  - o Annual availability - \$30 K city money for mitigation + \$12K staff time
  - o Federal grants? Future status? 60/40 or 50/50 match options?
- Potential volunteer opportunities: yes – to help with mitigation; community service workers; service clubs
  - o What emergency equipment do we have on site for early intervention?
  - o In our fleet but not on site?
- We don't have a separate reserve – annual appropriation. We would backfill any loss of federal funding.
- Current relationship with neighbors?
  - o Ironing out road access issues
  - o What about approaching our neighbors about future endowment to protect area? (e.g. investment of their conservation easement \$, etc)
- Current level of Stewardship? Just Right!
- Coordination efforts with other land managers in the watershed?
- Additional planning for major event (threat)?
- Action items:
  - o Coordinate field trip for council – direct observation of stewardship program
  - o Federal lobbying opportunity
  - o Explore feasibility of establishing a reserve
  - o Community service project opportunities (including staff and council!)

### Windy Gap Firing Project Discussion Points

- Population served = 112,000 (104 – 120K range) – only one variable
- Also must consider commercial and industrial variables and redevelopment plans
- Other participating entities – impact?
  - o LPA focus – that is our lens – new water is a cost for all residents
- What are our realistic chances of this project moving forward?
  - o No guarantees – Corps of Engineers is big player – it's not IF, but HOW MUCH \$ we're willing to spend to get it done
- At what point do we need to make the BIG DECISIONS?
  - o Remember....factor in the potential rise in petroleum costs.
- Action Items:
  - o What additional info is needed?
    - Quarterly (or more frequently) updates to City Council and smaller dosages to prepare us.
    - Maybe info section and/or CMO report too. (Or at least brief, 10 min staff report for transparency)
    - What tools and the costs of those tools?
    - Historical use info – what is the timeline, flowchart and cost?
    - (Water yields vs. climate change)
    - Cost of yield? It's complex and fluid.
    - Comparison of various storage areas

- Yield, cleanliness, etc.
- Keep moving forward with existing studies and we'll see what happens from here (any different direction)
- Any "looming" innovative yield models out there that might come back to bite us?
- 8,000 to 10,000 Acre/ft still seems appropriate unless additional data informs us differently.
- 2011 Work Plan item – Do you want staff to initiate water supply analysis/water supply "factor of safety"? YES!

## St. Vrain River Corridor

- Denver Greenway Foundations offer to attend future Council meeting.
  - o Foundation created as funding mechanism
  - o Consider River Corridor tax similar to open space
  - o Public-private partnership to catalyze project
- (AS) Investigate grant funding – GoCo
  - o Have vision to present to community prior to seeking funding
  - o Important project for community
- (SL) Need community outreach to determine priority of the citizens
  - o Integrate with LACP update
- (BH) Useful to see other local examples
  - o Boulder, Estes park
  - o 1<sup>st</sup> priority – prevent/limit uses inconsistent with long-term vision
  - o 2<sup>nd</sup> – scope and cost
  - o 3<sup>rd</sup> – funding sources
  - o Options to address in-stream flow fluctuations
    - City has started looking at this issue in context of kayak park.
- (GS) Hasn't heard much community interest in St.Vrain River as a priority vs. Mall, downtown
  - o Need to Prioritize and focus on immediately/vital issues
- (SM) Community focus moved away from Mall to Main St. Which incorporates River Corridor
  - o Integrate High priority projects: Main St., River, RTD, STAMP – NEED LONGTERM AND SHORT TERM VISION
- (KW) complements Main ST. and mall issues rather than detract
  - o Council's role is to set long-term vision and make incremental short term progress.
- (BH) Agrees revision and council's role – high priority
- (SL) Long term visions implemented through LACP process
  - o Keep on workplan via CIPs vs. design guidelines zoning.
- (AS) Acknowledge City's sphere of influence
  - o River corridor is within direct City influence
- (GP) Emergency management, STAMP, flood control, downtown underway – River corridor should be integrated into those projects.
- (KW) Important asset to community – needs to be approached in balanced manner and in partnership with the community.
- (SL) consider Citizen Task Force
- (AS) Consider re-focus on Longmont to determine community priorities.

## Workplan Discussion

### Focus on Longmont

- Effectiveness of LifeLongmontLearning – metrics – benefits – where started – goals – were they achieved?
- Metrics for each initiative – fiscal impact – funding sources.
- Live Well Longmont – should city staff continue to run? – hand off to partners in the community – bring back update
- Combine LifeLongmontLearning and BrightEyes.
- Additional support or collaborations for funding
- Community Involvement – Right On
- Multicultural Action Plan – connecting our community – very important – successful – needs to be refreshed
- Bring back cost info to refresh FOL and scope FOL Light, Brand inclusion and timing regarding compl. update.

<p>2010 Carry Over and Report</p> <ul style="list-style-type: none"> <li>- Branding</li> <li>- 5 &amp; 6 Econ Dev – 2<sup>nd</sup> Strategy</li> <li>- Station area planning transportation focus</li> <li>- Alleyscape</li> <li>- Arts and Entertainment District</li> <li>- Bring forward CLIF notes version of ISP (not report)</li> <li>- Neighborhood revitalization</li> <li>- Poverty Initiatives</li> <li>- Explore ballot measure on telecom (no report) and lobby efforts</li> <li>- 700 mhz for Pub Safety</li> </ul>	<p>2010 Carry Over and Not Report</p> <ul style="list-style-type: none"> <li>- Collaboration meetings add to Econ Dev monthly reports.</li> <li>- 2, 3 &amp; 4 under Econ Dev Branding and Partnering.</li> <li>- 1-4 Econ Dev 2<sup>nd</sup> Strategy</li> <li>- Midtown Revitalization</li> <li>- Fiscal sustainability – focus during council meetings prior to actual adoption of budget; pre-session if needed; council Q&amp;A built into budget discussions</li> <li>- Integrated Sustainability Plan</li> <li>- Open Space priorities.</li> </ul>
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### Economic Development Workplan items

- Rebate/Incentive discussion and exploration (GS, AS, KW)
  - o selected incentives
  - o evaluate façade program
- Retail recruitment focus (AS, SPM, GS, SL, KW, BH)
- Code Evaluation
- Retail Destination focus (KW, SPM)
  - o Send people to boot camp
  - o Leverage our current assets
  - o Restore and capitalize on downtown historic features
- Partnerships (AS, GS, SL, KW, BH)
  - o Expand collaborative partners (SVVSD and others)
  - o Target marketing (retail dev. partners)
  - o Expand partnerships – outside speakers and experts
  - o Conversations about business
- Engage Community (SPM, SL)
  - o 350 concept for example
  - o Public education
- Review and update work of Economic Vitality Task Force (SL, SPM)
  - o Alignment and Consistency Check (not necessarily on quarterly workplan)

- Report on Business outreach Team visits and LAEC stats monthly (SL, SPM, BH)

### Transportation

- Collaborate with entities east of I-25. (KW, GS, AS)
- Analyze increased use of Eco-passes for residents (with Boulder County) (SL, KW, AS, BH, SPM)
- Continue to work with RTD to optimize ridership and routes (AS, KW, GS, SL, BH, SPM)
- Review designs for 8<sup>th</sup>/Coffman Park-n-Ride. (GS, KW, BH)

### Water Issues

- Button Rock
  - o Field trip to directly observe stewardship (GS, SL, KW, BH “bring chainsaws”)
- Federal lobbying (NLC) (SL, GS, KW, AS, SPM, BH)
- Explore feasibility/need for reserve (SL, GS, AS, BH)
- Return with additional planning/strategies for recovering from a major event (SL, GS, KW)
- Expand volunteer opportunities for community service projects and private endowments (SL, GS, KW)
- Windy Gap
  - o Quarterly updates on the project (SPM, BH, GS, SL, KW)
  - o Complete all of the studies. Return to Water Board and Council with recommendations from studies (GS, SL, KW, AS, SPM)
    - Demand/Supply
    - Reanalyze Supply Option
- Initiate water supply/factor of safety analysis

### St. Vrain River Corridor

Coalesce strategic vision and investment strategy for St. Vrain River Corridor.

- Align existing capital projects analysis/studies &/or planning initiatives (BH, KW)
- Determine appropriate community engagement efforts for this project (AS, BH, SPM, SL)
- Further consult with other communities that have successful corridor projects (KW, BH)
- Explore possible comprehension for developing the corridor that balances short and long term priorities and maximizes investments. (SPM, AS, BH, SPM)

### Parking Lot

- Arts & Entertainment district
- Citizen task force?
  - o St. Vrain River Corridor