

**Commerce City – Council Retreat
February 23-24, 2017
Council Chambers
NOTES**

AGREEMENTS

2018 - Additional Priorities

Agreement: The following priorities will be added to the 2018 Work Plan:

- Pave 112th (Chambers west to Potomac is the first priority).
 - ACTION: Study Session, staff will provide alternatives for Council to consider.
- Entertainment amenities/sit down restaurants.
 - ACTION: Study Session to discuss decide process (e.g., use study sessions, subcommittee?, do community listening sessions and other outreach?).
- Identify Priority signal/control intersections and possibly use the excess revenue.

2019 – Priorities for budget development

Agreement: The following are the priority for 2019 budget development:

- Fix/update core city infrastructure.
- Moratorium on commercial fees.
- Increase public safety budget.
- Ensure humans services are available in the city, where needed – include consideration of the Human Services Building.

How to address Emerging Priorities

Agreement: To address emerging priorities:

- Utilize a tool to assess risk and impact (a score card) – will help with clarity and objective decision making (also, helps with communication of why a decision was made).
- Study Sessions - start each with 30 minutes for emerging priorities – discuss/decide next steps for the emerging priority (e.g., data gathering, discussion, subcommittee, etc.).

CIPP Decisions/Additional Agreements

- Yes - Continue the current focus on preservation projects meet your expectations or do you want to shift the focus to operational or traditional projects.
- Yes - Continue with projects identified in the five-year CIPP plan during the 2018 budget process.
- Yes - Do you want more public input into the process (public meetings and/or surveys).

- No - Continue budget goal related to bldg permit use tax? (revenue generated over 300 residential units shall be used for capital or one-time projects).
- Yes - Continue budget goal related to Sales and Use Tax audit revenue? (excess of \$2.5M shall go into fund balance and be used to replenish operating reserves, capital projects or one-time projects).

HOW DID COUNCIL COME TO THIS AGREEMENT?

Outcome Priorities for 2019 Work Plan Development

Priority Outcomes guide development of the 2019 work plan. It is understood that all Outcomes are important and will be worked, but in 2019 additional focus will be given to:

- Safe travel network (5)
- Active living and healthy lifestyles (5)
- Aesthetically pleasing neighborhoods (4)
- Balanced mix of land use (4)

(Other outcomes received 2 or less dots.)

PRIORITIES DISCUSSIONS

2018 Additional Priorities

The Council started this discussion with the top sticky-dot results from Ideas for 2019 Priorities list. They discussed reasons for it to be an added 2018 Work Plan and reasons/concerns not to add it:

- Pave 112th (west of Chambers)(3 dots)
 - + Fulfill the promise in conjunction with the Recreation center
 - - The cost would be more than the surplus (rough estimate is \$20-26 million to pave)
 - + Developer is opening access to the east – this is time sensitive
 - SUGGESTION: Open the road as gravel – at least it would be open; but there were problems in the past when it was an open-gravel road, and when the recreation center opens there will be more traffic, and would still need to be closed periodically for flood (it is in the flood plain)
- Attract retail/sit-down restaurant (3 dots)
 - Need to figure out where and make the properties shovel ready
 - What type?
 - Quality
 - Beer and watch a game
 - National Chain
 - Diverse clientele/interest

- + It is a service residents feel is due
- SUGGESTION: Think outside the box, do it differently
- SUGGESTION: Invest in data
- SUGGESTION: Hire a person or company who can market Commerce City for this specific purpose
- Balance cost of incentives/planning with the benefit to Commerce City (there may be a deal too expensive to warrant a restaurant
 - SUGGESTION: Develop a negotiated deal and bring it to Council to accept or reject
- Residents have been waiting too long, get it done
- ACTION: Staff bring rough alternatives to a Study Session
- More entertainment amenities & events – movies, bowling, etc. (2 dots)
 - SUGGESTION: Develop an inclusive—complex, not just separate facilities across the city (e.g., Dave & Busters, Boondocks, Punch Bowl Social)
 - SUGGESTION: City could build it/start it.
 - Concern: This is not the City's role; our role to build everything around it that support is, but not build/own an entertainment facility.
 - ACTION: Study Session to get more information and to explore how to address the issues.
 - SUGGESTIONS: Study Session; subcommittee; and/or staff propose what to get done in 2018.
 - SUGGESTION: Do community outreach – listening session, survey, etc. – to ensure public is aware of the steps being taken, data, and work under way.
- ~~Dog Track Development~~ (2 dots) – *Council took this item out of discussion for addition to 2018 because it is already on the 2018 work plan.*

AGREEMENT:

- Pave 112th (Chambers west to Potomac was the focus).
 - ACTION: Study Session, staff will provide alternatives for Council to consider.
- Entertainment amenities/sit down restaurants.
 - ACTION: Study Session to discuss decide process (e.g., use study sessions, subcommittee?, do community listening sessions and other outreach?).
- Identify Priority signal/control intersections and possibly use the excess revenue.

Priorities for 2019 Budget Development

The Council started this discussion with the top sticky-dot results from Ideas for 2019 Priorities list. They discussed reasons for it to be a priority for 2019 budget (“+”) and reasons/concerns it should not be a priority for 2019 (“-”):

- 120th & Hwy 85

- – Not possible in 2019, so no need to be a priority.
- + It is an east/west corridor to avoid railroad and highway blockages.
- – Already in the pipeline, do not need to give it special priority (above its current focus).
- SUGGESTION: Ensure all partners are involved.
- – Keep the pressure on, but not as an additional priority.
- + Improves east/west mobility – it is a regional access road for the airport.
- + It would be a release valve for railroad blockages.
- – What is the value added to the City – the traffic movement benefit is not only for Commerce City residents, more for those moving through the City.
 - Residents want to be able to move around more freely.
- + Provides an added draw for retail development.
 - – How would we ensure that development along the corridor is commercial (retail/restaurant).
- + Good for safety – easier access/movement for emergency services to the communities between railroads.
- + 120th is growing faster than 104th.
- – Would continue the perceived disparity between work done in the north and south – prioritizing improvements in the North again.
- Fix/update infrastructure in core city (4 dots).
 - + Community perspective is the City is letting the core city fall apart (less attention to it); things like:
 - Pavement management system; and
 - Signals/controllers.
 - + Helps keep existing business tax revenue.
 - + In preparation for light rail opening.
 - + Beautifying/updating encourages homeowners to make home improvements and take care of property.
 - + Demonstrates consistency of focus/effort between north and south.
 - + This is for existing infrastructure and additionally, to encourage infill/new development.
- Moratorium on commercial development fees (3 dots)
 - + Helps support more commercial development – incentivize restaurant and entertainment developments.
 - SUGGESTION: Should be for all commercial developments (not restricted to location or type).
 - SUGGESTION: Might choose to limit by scale or by current residents of Commerce City.
 - SUGGESTION: Do a Study Session in 2018.
 - + Makes Commerce City more competitive regionally.
 - + Sends a clear message that we are trying to get a restaurant and entertainment stores.

- ~~Build any Anythink in the North (2 dots)~~ – *not a priority for 2019 budgeting*
 - Will require a ballot initiative
 - – Already a priority for someone else, we can support their efforts
- Entertainment amenities/activities (*not a top dot result for 2019, but did have the most dots overall, 2 dots 2019/2 dots 2018*)
 - + Get it done in 2019 – work in 2018 will identify actions and resources needed in 2019
- Increase public safety budget (10% or an appropriate amount)(1 dot 2019/1 dot 2018/4 dots good but wait).
 - SUGGESTION: Be open to the increase amount – might be 10% or more or less.
 - Keep it on the radar but not a priority for 2019 budget development
 - + Need more officers on the street to:
 - Improve response time to residents reporting events;
 - Be better prepared for crisis/emergencies that pull most staff – be responsive to the whole City during crisis events.
 - Be prepared for growth needs.

Although not top dot results, these were asked to be reconsidered as a 2019 budget development:

- Secure land for sports complex (soccer, tennis, etc.).
 - 2018 work plan includes identifying parcels for acquisition.
- Irondale.
- Human Service building.
 - + Keep it on the radar.
 - – The City should help, but the City should provide the; we want to help partners but not own/provide.
 - + These are critical services to residents.
 - + Good once light rail is in operation.
 - – Good, but not a BIG priority.
 - + Takes advantage of the current opportunity (the building may not be there in a year); better to do it now than wait and it is gone (FYI – Adams County may not be selling the whole thing, may only be selling parts).
 - + There is a current strain on these services in the City (Arapaho House closed).
 - + Could services veterans.
- Ensure Services are available to residents in the city, where needed is the priority - the Human services building is one way to do this.
 - SUGGESTION: Prioritizing this objective level, or combine the objective level and project level (Human Services building).

AGREEMENT: 2019 priorities for budget setting:

- Fix/update core city infrastructure.
- Moratorium on commercial fees.
- Increase public safety budget.
- Ensure humans services are available in the city, where needed – include consideration of the Human Services Building.

VISION AND GOALS – WHAT THEY MEAN TO US?

Vision – What does the vision mean to me?

The “New Nine” build a mutual understanding about what the vision means to them. Council members provided ideas on post-it notes (one idea per note) for what the vision means to them.

- High quality of life
- Community pride
- Community with a positive image and pride in residents
- Community where people are proud to have grown up in it
- Place to live, work entertain and enjoy
- Community families want to live and stay in
- A home for a lifetime
- Things to see and do for all ages
- Has all the services one needs within the City (i.e., retail, recreation, work)
- Family, fun, community
- Destination city for residents, industry, dining, and retail
- Safe community
- Healthy living
- Multi-modal
- Residents don’t have to travel for work or play
- Sustainable impacts and initiatives
- Long term sustainable life
- Improved household income
- Economically diverse
- Diverse – all welcome
- Community that leverages heritage and diversity for a prosperous future

Goals – What each goal means to me? (Discussion)

Council members shared what each goal meant to them (flip chart notes of discussion):

1. Balanced and vibrant City to improve economic status.
 - High paying jobs to increase incomes.
 - Having opportunities for anyone to move up.
 - Ability to work within the City with a range of jobs.

- Training to help residents improve their capacity.
 - Higher education opportunities.
 - Have varied and diverse employers in the City – for a range of skill levels.
 - Varied amenities – entertainment, food, etc.
 - More residents at the median income level.
2. Ensure financially-sound City government to maintain or improve levels of service
- Services are available across the city (balanced across the city).
 - Provide all services needed/wanted without over extending financially.
 - Healthy increase/growth.
 - Balanced budget – right balance of debt or spending to revenue.
 - Provide staff with all that is necessary to provide high quality services.
 - Ensure all needed services can be gotten within the City.
 - Be prepared for the future, plan for the future – think long range.
 - Have varied types of employers and industries.
3. Develop and maintain the public infrastructure to improve community appearance and encourage private investment.
- A pretty/appealing place - consistent across the City; perceived as appealing and balanced across the City.
 - Enforcement of codes for residents and businesses and maintain the same level of quality in maintaining City properties and equipment; also ensure HOAs are implementing their commitments to maintain public areas.
 - SUGGESTION: Edit to add a comma (“ to improve community appearance, and”) – better identified appearance as a priority.
 - Less resident complaints.
 - Provide a diversity of services and infrastructure.
 - Think outside the box and get it done.
 - Desire by developers to come and build; and make it easy and shovel ready.
4. Preserve and nurture a quality community to improve resident health and safety
- Security – accessible and approachable police – all feel safe, all types and in all places around the City feel safe.
 - New technology.
 - Have a long-term plan to maintain the infrastructure.
 - Residents feel safe to walk in the city – promoting healthy and active lives.
 - Desire for people to move into the City and stay.
 - Pride in the City.
 - Trail network and more walkable community – easier to be active from one’s house (do not have to load up the car and drive to be active).
 - Safe movement for adults and children.
 - Mental and physical health (e.g., air quality).

5. Engage the public to encourage community involvement, communication and build trust.
 - People know what the City is doing – working on, building, etc.
 - Unknowns become knowns.
 - Education.
 - Residents feel comfortable to share ideas, rather than complain.
 - Residents are engaged, active involvement (more than the usual players).
 - Connect the north and south communities – in consideration and communication.
 - Avoid ambiguous messages - builds trust and sets expectations.
 - Deliver on promises.
 - Educate residents on what resources/services are available to them generally and specifically (e.g., available for seniors).

It was also discussed whether to edit the goals. Some Council members prefer a shorter sentence/ clause and removal of the reason why - remove the “to...” phrases. Others prefer different terminology. While there was a desire to edit, there was little/no conflict with the concepts captured by the Goals (the goal or the “to..” phrases).

ACTION: Study Session to edit Goals for the “New Nine”.

APPENDIX A: OUTCOMES - DOT POLLING RESULTS

Outcomes – Priority for 2019

| Outcomes | Dot Results |
|--|--------------------|
| Top Priorities for 2019 | |
| Safe, multi-modal travel network | 5 |
| Active living and healthy lifestyles for all residents | 5 |
| Balanced mix of land uses | 4 |
| Aesthetically-pleasing neighborhoods free from noise and hazards | 4 |
| | |
| Some priority for 2019 | |
| Safe and sustainable public facilities | 2 |
| Participatory and inclusive community | 2 |
| Reliable, scalable, available, and secure technology | 1 |
| Efficient and effective business processes | 1 |
| Financial compliance and revenue stability | 1 |
| Historic and cultural | 1 |
| Sense of personal security | 1 |
| | |
| Less priority for 2019 | |
| Be an employer of choice | 0 |
| Healthy & Safe worker force | 0 |
| High-quality natural and built environment | 0 |
| Legitimacy with those policed | 0 |
| Fair and impartial administration of justice | 0 |
| Accessible, reliable, and transparent information | 0 |
| | |

APPENDIX B: Priorities - DOT POLLING RESULTS

Council used sticky-dots to indicate three priorities for 2019 budget development, three items that are important but not in 2019, and two items that should be added to the 2018 work plan.

| # | <i>Ideas for 2019 Priority from Facilitator Interviews and Added in Mtg</i> | Dot Results | | |
|----|--|-----------------------|-----------------------|---------------------|
| | | <i>In 2018</i> | <i>In 2019</i> | <i>Later</i> |
| 1. | Implement grade separation at 120 th and US 85 grade separation | 4 | - | - |
| 2. | Improve and maintain Iron Dale Roads | - | - | 3 |
| 3. | Improve US85 safety – lane movement signs at 104 th | - | - | 2 |
| 4. | Improve US85 safety – grad separation at 104 th | - | - | 1 |

| # | Ideas for 2019 Priority from Facilitator Interviews and Added in Mtg | Dot Results | | |
|-----|---|--------------------|----------------|--------------|
| | | In 2018 | In 2019 | Later |
| 5. | Install a light at 104 th & Revere | 1 | 1 | - |
| 6. | Build a ramp from 74 th onto I-76 | 1 | - | - |
| 7. | Public transit eastbound on chambers/104 th to Tower Road | - | 1 | - |
| 8. | Pave 112 th access to the new recreation center (112 th & Chambers) | - | 3 | - |
| 9. | Fix/update infrastructure in core city – evaluate sidewalks, streets, neighborhood conditions and identify priorities for maintenance and improvements | 3 | 1 | - |
| 10. | Decide/develop the Irondale Property - Select an option and work towards implementation | 1 | - | - |
| 11. | Decide/develop the Dog Park - Select an option (decide) and ensure a shovel in the ground | - | 2 | - |
| 12. | Develop the area around Dick' Sporting Goods park | - | - | - |
| 13. | Focus on Northeast Development | - | - | - |
| 14. | Increase alternative housing types available (multi-family, condos – more affordable options for first time home owners) | 1 | - | - |
| 15. | Location of choice for primary employers Attract more employers: ○ Along Tower Rd corridor ○ In the North part of city | - | - | - |
| 16. | Install a AnyThink Library up North | 2 | - | 1 |
| 17. | Attract and ensure retail and sit-down restaurants are built and occupied (look at possible tax incentives) – get it done | 1 | 3 | - |
| 18. | Build an Outdoor splash pad in North | 1 | - | - |
| 19. | Buy/implement a multi-Sports facility for youth – buy land, or plan for purchase and implementation | - | - | 2 |
| 20. | Improve competitive teams | - | - | - |
| 21. | Host/have more amenities/activities for residents for entertainment (e.g., 1 st Friday art walk in Derby Art District | 2 | 2 | - |
| 22. | Develop and implement a Commerce City University (“C3 U”) – trainings on the city (revenue, where taxes go, city budget, and department purposes and functions, etc.) | 1 | - | 1 |
| 23. | Implement a green waste recycling center a MSC building – trees and mulch | - | - | - |
| 24. | Improve PD department capabilities - establish desired outcomes for PD, review staffing needs to meet the outcomes, and make decisions to increase PD budget to meet the outcomes | - | 1 | - |
| 25. | Improve Department efficiencies – review departments for cuts or privatization options, etc. | - | - | - |
| 26. | Attract and support more small businesses (e.g., review permitting processes and fees to ways to incentives small businesses | - | - | - |
| 27. | Review/institute a seat Tax at stadium – yes or no and why | - | - | 2 |
| 28. | Foster the Historical society | - | - | 3 |
| 29. | Finish 2k and 5-for-5 projects, and establish the next set of projects | - | - | - |
| 30. | Develop and implement a plan for Affordable housing | - | - | - |
| 31. | Establish/enact policies to support and encourage energy efficient homes | - | - | - |

| # | Ideas for 2019 Priority from Facilitator Interviews and Added in Mtg | Dot Results | | |
|---------------------------------|---|--------------------|----------------|--------------|
| | | In 2018 | In 2019 | Later |
| 32. | Establish/enact policies to move towards being a Smart City | - | | |
| 33. | Attract more high tech. businesses | - | | |
| 34. | Phase metro district into city parks and recreation centers | - | - | 1 |
| 35. | Attract outlet store(s) along E470 corridor | - | - | - |
| 36. | Rebrand the City Logo (new one) | - | - | - |
| 37. | Lead the effort to bring public broadband to the City (e.g., pass a broadband initiative) | - | - | - |
| Added in the meeting.... | | | | |
| 38. | Signal @ 104 th & Peoria | - | 1 | - |
| 39. | 72 nd capacity improvements at Hwy 2 | - | - | 1 |
| 40. | Shovel ready properties – North of airport | 1 | 1 | - |
| 41. | Annexation of enclaves – incentives and make easier | - | - | 1 |
| 42. | 62 nd & Kearny – safety for children | 1 | - | - |
| 43. | Mountain bike track – connection with recreation center | - | - | - |
| 44. | Roll back taxes | 1 | - | - |
| 45. | Implement ULi recommendation(s) | 1 | - | - |
| 46. | Human Services – satellite facility | 1 | - | 2 |
| 47. | 104 th & Hwy 85 – prioritized funding | - | - | 1 |
| 48. | Increase public safety budget 10% (or TBD increase | 1 | 1 | 4 |
| 49. | Moratorium of commercial fees | 3 | 1 | 2 |