

**Commerce City – Council Retreat
February 1-2, 2019**

Facilitator Notes

AGREEMENT

2020 Priorities – Staff will provide more financial and pro/con information on the more likely priorities. Council will then decide what to add to the 2020 budget.

The following are the most likely priorities for 2020 budget development. The City will provide more detailed information about costs, and the benefits and negatives:

- Long-range, Citywide Facility study (in parallel with Comp. Plan)
- FTE Employee to manager Metro Districts
- FTE for Economic Development – Case Manager – to act as liaison, problem-solver between client/developer, City departments, and other related jurisdictions (e.g., water district)
- Infrastructure – light-rail station to encourage revitalization
- Parks – create an inclusive park at Veterans park
- Transportation – US85/120th
- Expand the Buffalo Run kitchen and add a snack bar
- Infrastructure – E470

HOW DID COUNCIL COME TO THIS AGREEMENT?

I. PRIORITY 2020 OUTCOMES

The purpose of the discussion was to give staff an idea of what Council's priority Outcomes are for 2020, to help staff start drafting a 2020 budget. Council started the discussion with a polling exercise (sticky dots). All Outcomes will be addressed; the priority Outcomes would receive a bit more in 2020.

In the end Council wanted priority projects to drive the 2020 priorities, not Outcomes. The top seven sticky-dot polling Outcomes were (*see appendix A for all Outcomes poll results*):

- Efficient and effective business processes (5 dots)
 - Safe, multi-modal travel network (*was 2019 Priority*) (5 dots)
 - Sense of safety in neighborhood and personal security (4 dots)
 - Healthy & Safe workforce (2 dots)
 - Financial compliance and revenue stability (2 dots)
 - Accessible, reliable, and transparent information (2 dots)
 - Participatory and inclusive community (2 dots)
- (*other Outcomes received less than 2 dots*)

Council did not identify any priority Outcomes for 2020, all are important.

II. ISSUE DISCUSSIONS

Council began developing the list of 2020 priorities (for budget drafting purposes) by discussion several issues: a. Public Safety needs; b. Citywide Facility study; c. Priority areas for Infrastructure investment; d. Metro Districts, regulate them or not; and e. Council actions to support City Manager and the Economic Development department to get entertainment facilities.

a. Issue: Public Safety – *What are the problems to be addressed regarding public safety? What are the desired outcomes; what are we trying to achieve?*

Council brainstormed problems to be addressed and outcomes to be achieved:

- Address:
 - Growth – police department (PD) should keep up with population growth.
 - Increase efficiencies.
- Outcomes/Achievements:
 - Officers feel supported by City – decisions in the field will be supported.
 - Improved levels of service:
 - Residents feel safe/perceived safety;
 - Residents perceive PD is responsive; and
 - Improved response time.
 - Healthy budget.
 - Meets residents expected level of service.
 - Decreased crime.
- How: Provide more ongoing discussions and information sharing with Council

Agreement: Chief will continue to do his own needs assessment of the department (some data already presented to Council) and provide Council with a list of recommended 2020 budget options to improve levels of service and efficiencies; and include the pros/cons or possible improvements (e.g., decrease response time for priority one calls to X, it increases priority three response time to Y).

b. Issue: Citywide Facility Needs – *Should staff prioritize/fund a long-range, citywide facilities study (which would include police department needs as well as all other city facility needs)?*

Discussion included reasons to fund the study (+) and concerns/reasons not to (-):

- + Good to identify areas/land needed in the future (know what/where to acquire land).
- - Don't need an outside consultant, or big dollars; this can be done by department heads internally.

- + Good to have outside expertise on a long-range view – consultant would be an expert in long-term analysis and planning (more so than department heads).
- - Why spend money on things we already know.
- - Why spend money on a report that may be obsolete before any property is needed or acquired.
- + Outside expertise can give us a better analysis.

Council chose between: a. Yes, do it and add to 2020 draft budget; b. no, don't need to spend significant dollars on it, we'll do it internally; or c. add it to the list of suggested priorities for 2020 to poll on it in comparison to the other items.

Agreement: Yes, prioritize a long-range, citywide facilities study in the draft 2020 budget, to be completed in parallel with the Comprehensive Plan update.

c. **Issue: Infrastructure Priorities** – What areas should be prioritized for infrastructure investment: E470, Core City (including Derby); Mile High Greyhound Park (MHGP); Irondale; and/or the light-rail station area?

To initiate discussion, Council were given \$10 in gameboard ones to spend as they wished among the five areas for possible infrastructure investment. Results and discussion of positives (+) and negatives (-):

- MHGP – exercise result: \$25
 - + City has been talking about it/ working on it for years – let's get it done.
 - – City has been spending money here and still nothing has happened, time to move on.
- Core City - exercise result: \$21
 - + Helps southern residents feel the City pays attention to their needs as much as the needs of the northern areas.
- Light-Rail Station Area- exercise result: \$20
- E.470 - exercise result: \$13
- Irondale - exercise result: \$11

Some suggested priorities:

- Prioritize the top three: MHGP, Core City and Light-rail Station area.
 - + We can make focused and measurable progress in these areas.
 - – These are all core city areas.
- MHGP, Core and E470.
 - + This would spread investment more across the city.
- Core City, Light-rail Station, E470, with a smaller focus on MHGP.

Council chose between: a. pick a set of areas; b. start with a draft set and keep discussing/revising with more data; c. decide later, get more information on the potential projects for each area (cost and benefit/negatives) in order to choose projects efforts rather than areas.

Agreement: Provide Council with the projects and cost data for each area; Council will decide later based on projects and costs.

d. Issue: Metro Districts, Regulate? – Does Council want to regulate metro districts?

Council agreed early in the discussion to move forward with drafting regulations. Council mentioned several favorably regulation elements (+) as well as some concerns (-):

- + Transparency requirements – residents should know what is occurring and when the developer is asking for revisions; and this should be in a readable format.
- + Limit bond amounts and contingency amounts.
 - - Contingency should not be unreasonable (e.g., not double actual needed).
- - Bond limit would create additional costs to new home owners, in the form of more expensive lot prices, which would include infrastructure costs; net result would be the home buyer would finance a larger mortgage.
- + Cost limits are important.
- + Winsor's regulations are a good starting place.
- + Combined Winsor and Greely's versions is a good starting place.
- SUGGESTION: Require a certain percent of the Board be residents.
- SUGGESTION: If we regulate, we need an FTE to manage it.
- SUGGESTION: Encourage metro district to serve as HOA – owners not paying two organizations.

Agreement: Yes, staff should draft an ordinance to regulate Metro Districts and bring information on costs/impacts of:

- Not allowing metro districts at all (could a development happen without it); and
- Cause/effect of different regulation options (stricter and lighter, types).

e. Issue: Council actions to support of City Manager and Economic Development Division for desired entertainment facilities? – What actions can Council take to support the City Manager and Economic Development department?

Council brainstormed a list of possible actions the Council could take to support the City Manager and Economic Development Division as they work to have an entertainment facility (dining or more) built and open. From all post-it note ideas there were several themes (see appendix C for all post-it note ideas):

- Acquire land.
- Invest in infrastructure.
- Council reach out: to open land owners; and to residents who may be more likely to invest in their home city.
- Open TIF/Shovel ready and bring Kronke back to the table.
- Council attend as many meetings with potential developers as possible to sell the City.

- Keep in mind, sometimes the first meeting is not selling/emotional selling meetings, the potential developer is more focused mostly on gathering data.
- Council bring forward personal connections.
- Staff engage Council earlier with potential developers - early in the discussion/decision process.
- Increase E.D. budget for:
 - More staff.
 - New FTE(?) - project manager/case manager to be a liaison between potential developer, City departments and other jurisdictions – hand-hold, problem-solver; show businesses we really want to help make it happen (“red carpet”)

III. 2020 PRIORITIES (OBJECTIVES, PROJECTS) FOR BUDGET DEVELOPMENT

The Council started the discussion with the top sticky-dot/poll results from Suggested Ideas for 2020 Priorities list (suggestions from facilitator interviews with Council). Below are some of the reasons mentioned for an idea to be a priority for 2020 budget (“+”) and some reasons/concerns it should not be a priority for 2020 (“-”):

- New FTE to manage regulated Metro Districts. (6 dots)
 - + Needed to track Districts’ adherence to regulations (once Council establishes them).
- New FTE(s) for Economic Development, a case manager to be the liaison between potential developers, City departments, and other jurisdictions (e.g., water, fire); a problem-solver, hand-holder (idea was added during initial discussions). (6 dots)
 - + Shows potential owners we really care about helping them.
 - + Helps the developer move more efficiently through the system.
- Infrastructure - Light-rail Station Area – encourage revitalization. (5 dots)
 - + Will happen before E470 area development.
- Parks - Build/renovate Veterans Park to be an inclusive park. (5 dots)
 - + Important for all residents, all children to have a place to play.
 - – Already doing this, already planned for it - doesn’t need to be a 2020 priority.
 - But not all funding necessary is secured
- Transportation - US85 & 120th. (5 dots)
 - + Need to keep the pressure on – it is not done/built yet
 - + Good to show partners it is still a priority for the City
 - + Good for region and Citywide
 - – Momentum is already there, it will happen
 - But... we’ve said that about other things and they still aren’t built

- Recreation – Expand Buffalo Run kitchen and add a snack bar. (5 dots)
- Infrastructure - E470. (4 dots)

Council discussed the what the top priorities would be to start the budget drafting. The discussion focused on selecting three more (Council had already decided to fund a long-range, citywide facilities study). Suggestions for the top priorities:

- Top 3 - 1. US85/120th; 2. E.D. FTE/Case manager; and 3. Light-Rail Station area
- Different 3 - 1. Inclusive park; 2. E.D. FTE/Case manager; and 3. Buffalo Run kitchen and snack bar
 - These projects have smaller costs, more doable
- Top 3+1 - 1. US85/120th; 2. E.D. FTE/Case manager; 3. Light-rail Station area; and 4. Inclusive park
- Get more cost information on all eight possible priorities (7 top dot ones, and Facility Study), then decide.

AGREEMENT: Council will decide later. Staff will bring back cost data, as well as information about the benefits and negatives about all of the top priority projects:

- Long-range, Citywide Facility study (in parallel with Comp. Plan)
- FTE Employee to manager Metro Districts
- FTE for Economic Development – Case Manager – to act as liaison, problem-solver between client/developer, City departments, and other related jurisdictions (e.g., water district)
- Infrastructure – light-rail station to encourage revitalization
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IV. ADDITIONAL ISSUES DISCUSSED

- a. **Issue: Community Engagement** – Should the City increase pro-active social media engagement?

Agreements:

- Yes, implement the proposed schedule with additional engagement events. Additionally,
 - Add a Spanish only outreach coffee/pilsner.
 - Add 2 more events to ensure there are north and south coffee and pilsner events.
- Yes, provide proposed social media training session(s) for City Council.

- Get more information (budget proposal) about having a public official Facebook page – how do other cities handle it – before deciding whether to do it.
- Yes, develop a budget proposal to add proposed posts about: meeting your council Members; FB live/pre-recorded video Q&A; post “Let’s Get Real”/”True-False” to correct misinformation; and a recap of City Council meetings. Additionally,
 - Recap of Council meetings could be a brief summary or short video of key elements of the meeting.
 - Push post to Council’s pages.
 - Add a video or photo of the behind the scenes of telephone town halls.

b. Issue: Inefficiencies in levels of service in the City – What inefficiencies should be addressed? What outcome should be achieved?

- Customer service – decrease wait time; and should never be rude.
- Permitting process is inefficient – takes too long.
- Improve response time to phone calls and complaints.
- Ensure roles covered by one staffer has a back-up – ensure if that staffer is out (leave or sick) the role is still competently covered and response time is not delayed.
- Employee morale.
 - SUGGESTION: Employee of the month
 - SUGGESTION: Council acknowledge an employee or action, public notice.
 - SUGGESTION: City should provide more educational incentives - promote employee advancement.

APPENDIX A: OUTCOMES - DOT POLLING RESULTS

Outcomes – Priority for 2020

Outcomes - possible priority for 2020 <i>Council did not prioritize any Outcomes during the Retreat</i>	Dot Results
3.2 Safe, multi-modal travel network <i>(was 2019 Priority)</i>	5
2.4 Efficient and effective business processes	5
4.1 Sense of safety in neighborhood and personal security	4
2.2 Healthy & Safe workforce	2
2.5 Financial compliance and revenue stability	2
5.1 Accessible, reliable, and transparent information	2
5.2 Participatory and inclusive community	2
1.1 Balanced mix of land uses <i>(was 2019 Priority)</i>	1
2.1 Be an employer of choice	1
3.4 High-quality natural and built environment	1
3.5 Sense of historic and cultural significance	1
4.2 Fair and impartial administration of justice	1
1.2 Location of choice for primary employers	0
2.3 Reliable, scalable, available, and secure technology	0
3.1 Aesthetically-pleasing neighborhoods free from noise and hazards <i>(was 2019 Priority)</i>	0
3.3 Safe and sustainable public facilities	0
4.3 Active living and healthy lifestyles for all residents <i>(was 2019 Priority)</i>	0

APPENDIX B: Priorities - DOT POLLING RESULTS

Council used sticky-dots to indicate three priorities for 2020 budget development.

#	<i>Ideas for 2020 Priority from Facilitator Interviews and Ideas Added in Mtg</i>	<i>Dot Results: In 2020?</i>
1.	Admin - New employee for oversight of metro districts – budget for a new employee to oversee metro districts, ensure they are all operating within the confines of agreements (review all service plans and financial instruments, follow meeting to ensure all notification and summaries are posted, etc.)	6
2.	Admin – Review/Reorganize City to increase efficiencies (may include streamlining review processes and/or review of Parks and Recreation processes) (2019: Improve Department efficiencies – review departments for cuts or privatization options, etc.)	-
3.	Add/Implement Broadband <i>(2019: Lead the effort to bring public broadband to the City)</i>	-

#	<i>Ideas for 2020 Priority from Facilitator Interviews and Ideas Added in Mtg</i>	<i>Dot Results: In 2020?</i>
4.	City Service - Add compost/yard waste service, renegotiate Waste Management contract <i>(2019: Implement a green waste recycling center a MSC building – trees and mulch)</i>	-
5.	EconDevlp – Study value of more non-Metro-District subdivisions – do a study/cost analysis of putting in 900 homes non-Metro-District	-
6.	EconDevlp – DIA/Tower road corridor - Incentivize hotels and restaurants	1
7.	EconDelp – Dog Track (MHGP) – Decide whether to put more resource to making it happen or decide to sell <i>(2019: Decide/develop the Dog Park - Select an option (decide) and ensure a shovel in the ground)</i>	-
8.	EconDevlp – Dog track (MHGP) – Get satellite campus for CSU and/or Arapaho Community College in NW corner	1
9.	EconDevlp – Dog Track (MHGP) – Refocus housing develop to be all affordable/low income housing (no market value) <i>(2019: Develop and implement a plan for Affordable housing)</i>	-
10.	EconDevlp – Encourage more restaurants & family entertainment options <i>(2019: Attract and ensure retail and sit-down restaurants are built and occupied (look at possible tax incentives) – get it done)</i>	-
11.	EconDevlp – Go after special grocery store (whole foods, Sprouts, Trader Joe's) near City Hall (or up north)	-
12.	EconDevlp – Irondale – Decide what to do and develop a plan <i>(2019: Decide/develop the Irondale Property - Select an option and work towards implementation)</i>	-
13.	EconDevlp – Light Rail Station - More encouragement to revitalize area near light rail station (one idea: buy Alsup Elementary School)	5
14.	EconDevlp – Light Rail station - Decide what we want to do and how Council can influence implemented/built development	1
15.	EconDevlp – Oakwood – Decide/plan what to do around Oakwood property	-
16.	Homelessness – develop partnerships (link to and provide funding) with other organizations working on this to develop a poverty/homelessness plan	-
17.	Human Services – do something notable in 2020 – Council will set what that is (could be domestic violence center (shelter or not)	3
18.	Incentivize green energy implementation for residents – solar program (solar rebates)	-
19.	Infrastructure – Core City – fix infrastructure and road – evaluated roadway needs <i>(2019: Fix/update infrastructure in core city – evaluate sidewalks, streets, neighborhood conditions and identify priorities for maintenance and improvements)</i>	-
20.	Infrastructure – East of E470 (North and east of Tower road) – decide what infrastructure to build to encourage/prep for new development	4
21.	Infrastructure – North along Tower Rd/104 th - To prep for/encourage development north along Tower Rd/104 th (near Oakwood and Shea developments)	-
22.	Set next set of 2k projects <i>(2019: Finish 2k and 5-for-5 projects, and establish the next set of projects)</i>	1
23.	Parks – dog parks, add – construct two new dog parks, 1 in the north, 1 in the south	-
24.	Parks – Inclusive playground at Veterans Park (in core City)	5

#	Ideas for 2020 Priority from Facilitator Interviews and Ideas Added in Mtg	Dot Results: In 2020?
25.	Parks – Inclusive playgrounds – replace/build inclusive playground (do what we can for apx. \$1.5million)	-
26.	Parks – Install full functioning toilet facilities at all parks (replace all port-a-potties)	-
27.	Public Safety – Ensure funding available for domestic violence victims	-
28.	Public Safety – Expand PD operations (2019: 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
29.	Public Safety – Identify PD needs to reduce crime (a study)	-
30.	Public Safety – New police substation in north – put a shovel in the ground for a new police substation in the north, including a driving range	-
31.	Public safety – PD vests	-
32.	Public Safety – Update PD technology to solve crimes (e.g., license plate readers, radar signs)	-
33.	Save money for possible recession	-
34.	Transit – Create RTD bus route from 104 th to 61 st /Pena station - Commit public partnership/program with RTD and commit funds to get route created	-
35.	Transportation – 104 th - widen the ¼ mile west of US85 toward Brighton Blvd (shovel in the ground)	-
36.	Transportation: 112 th , complete east of recreation center (sidewalks, curbs, signals, etc.) (2019: Pave 112 th access to the new recreation center (112 th & Chambers)	-
37.	Transportation – 120 th - Widen 120 th from I76 to US85	-
38.	Transportation – 88 th - Widen 88 th Ave to 4 lanes – get Council priority and priority on what to ask of Adams County	2
39.	Transportation – Brighton Blvd – add an exit to Adams County or fix it	-
40.	Transportation – US270 - Put resources into getting funding for 270 – partnerships, collaborations, etc.	-
41.	Transportation - US85/104 th interchange (blocks residents the more) (2019: Improve US85 safety – grade separation at 104 th)	-
42.	Transportation – US85/120 th (2019: Implement grade separation at 120 th and US 85 grade separation)	5
43.	Transportation – US85/120 th look at tunnel instead of bridge	-
Added in the meeting....		
44.	EconDevlp FTE – Case Manager – liason/problem-solver with client/developer, city departments, and other related jurisdictions (e.g., water)	6
45.	Expand Buffalo Run kitchen and add a snack bar	5

APPENDIX C: Ideas of possible Council Actions to support City Manager and Economic Development get entertainment facility in the city (post-it notes; in some cases there was more than one idea per note):

- Acquire land
 - E.D. land bank – promote a better outcome
 - Buy land towards 104th and Hwy 2

- Secure sites/lands – need to think of other alternatives that are not the typical approaches to securing these potential businesses
 - Assist E.D. in securing more land for developers/interest
- Open TIF/Shovel ready
 - Open the TIF and get Kronke to the negotiating table
 - Shovel Ready
- Invest in infrastructure - Support infrastructure – lower cost of building
- Council reach out
 - Talk to open land owners
 - Help with people that live here to work and sell our city
- Council goes to more meetings
 - Include Council in meetings with potential owners
 - Include Council on meeting between potential businesses and E.D.
- Bigger E.D. department budget
 - More staff – what does this entail and how does this work in the day-to-day operations – projects? Expectations of suggested position – project managers?
 - More staff/ provide needed resources
 - Project manager/concierge to walk potential developer through from start to finish
- Marketing – Give insight on why it is a great city, why we live here

The ideas also included things the E.D. department could do:

- Streamline the process
 - Streamline the process to have a project manager walk them through from start to finish (C.O.) – ie. Project manager/concierge
 - More efficient process to get from ground breaking to ribbon cutting
- More communications - Include current updates of E.D. progress to Council on a more regular basis so that Council is always informed
- E.D. tell Council what tools they need in addition to what has already been presented
- Look into other options, i.e. “The Source” or different retail options