

City of Loveland, Colorado

Summary of 2007 City Council Retreat

Meeting Agenda

Friday, January 26th

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| 8:00 am – 8:15 am | Welcome and Retreat Overview |
| 8:15 am – Noon | Work Session I <ul style="list-style-type: none">• Review of General Council Priorities• Review of 2006 Implementation Plan• Identification of High Priority Issues for 2007• Review of Goals – Study Session List, Task List, or both?• Prioritization for Discussion |
| Noon – 1:00 pm | Lunch |
| 1:00 pm – 4:15 pm | Work Session II - Initiative Development – City Council Priorities |
| 4:15 pm – 4:30 pm | Boards and Commissions Council Liaisons Assignments |

Saturday, January 27th

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| 8:00 am – Noon | Work Session III - Capital Project Priorities |
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Council Members in Attendance: Brown, Clark, Dozier, Heckel, Klassen, Pielin, Rousey, Skowron, and Walsh

Staff Members in Attendance: Don Williams, Rod Wensing, Renee Wheeler, Keith Reester, Greg George, Gary Havener, Susan Ison, Ted Schmidt, Mike Chard, Todd Gamble, Alan Krcmarik, Bill Westbrook, Luke Hecker, Ralph Mullinix, John Duval, Rochelle Fernley

Facilitator: Diane Tate, CDR & Associates

Overview of Discussion

The Retreat began with a review of the 2006 implementation plan, and identification of issues covered in 2006 that should be carried over to the 2007 agenda. Those present reviewed a list of new topics for 2007 raised by councilors and staff prior to the retreat, and suggested additional topics to cover during the day and a half session. The discussion list was then divided into three categories: topics requiring study sessions in 2007; items to discuss during the retreat; and issues that would be addressed with other actions. The table below illustrates the grouping of topics. The group spent Friday adding detail to each of these subjects, documented in the pages that follow.

Matrix of Issues Discussed at the 2007 Retreat

Goals	Study Sessions	Discussion Completed at Retreat	Other Actions
Economic Development	<ul style="list-style-type: none"> • Redevelopment Standards • Building Materials Tax • Lodging Tax • Retail Sustainability • Wireless Access • Airport • Capital Expansion Fees 	<ul style="list-style-type: none"> • Memorandum of Understanding with NCEDC • Engaging Loveland Update 	<ul style="list-style-type: none"> • Downtown Working Group • Vibrant Corridors Affordable Housing • 402 Issues • Quarterly economic development summary
Transportation	<ul style="list-style-type: none"> • COLT 		
Open and Accessible Government	<ul style="list-style-type: none"> • Library District Creation 	<ul style="list-style-type: none"> • Website Policy 	
Effective and Efficient Government	<ul style="list-style-type: none"> • Employee Retirement Healthcare 	<ul style="list-style-type: none"> • Boards and Commissions Work Plans • Boards and Commissions Council Liaisons • ICMA Update • Fire Authority and Rural Fire District • Capital Projects Prioritization 	<ul style="list-style-type: none"> • Summary of City Credit Cards
Other Priority Items			<ul style="list-style-type: none"> • Historic Preservation • Methamphetamine

Study Sessions

Economic Development – In-Fill Redevelopment Standards

Background Information	Currently, projects that seek to redevelop pieces of property located within existing development, both downtown and elsewhere in Loveland, must comply with “new build” or “greenfield” standards. Councilors sought to understand how these standards affect developer choice of whether to not to proceed with a redevelopment pro
2007 Study Session Questions	<ul style="list-style-type: none"> • What are the problems being faced by developers of infill projects? • What changes to standards could help solve these problems and encourage more redevelopment?
Study Session Organizer	Rod Wensing, Assistant City Manager
Other Notes	Study session will present staff’s assessment of challenges being faced by developers of infill projects, and recommendations on possible changes to city standards, for Council’s feedback.

Economic Development – Building Materials Tax

Background Information	Currently, tax on building materials is paid when a building permit is issued. The amount paid is based on the estimated value of materials to be used in construction. The builder shows the permit when purchasing materials to receive an exemption from the point-of-sale tax. Some councilors expressed concern that the use tax and the new audit procedures create unnecessary complications for local builders.
2007 Study Session Questions	<ul style="list-style-type: none"> • Does the current tax system maximize City revenue while also being fair and easy to use for builders? • Would adjusting the valuation tables upon which estimates of tax due are based “solve the problem”? • How does fluctuation (sometimes rapid) in the price of building materials affect the use tax system? • What are potential “unintended consequences” to switching to a point-of-sale tax for building materials?
Study Session Organizer	Renee Wheeler – Assistant City Manager; Alan Krcmarik – Finance Manager
Other Notes	

Economic Development – Lodging Tax

Background Information	The City Council previously discussed implementation of a Lodging Tax, and wishes to continue to consider this as a potential revenue source.
2007 Study Session Questions	<ul style="list-style-type: none"> • What Lodging Tax have other Colorado communities implemented? How is this tax assessed? Where is the revenue directed? • What potential activities can be included in a “lodging tax” or “vacation tax”? Hotels, rental cars, etc.? • Would a lodging tax be applied evenly, or would there be some exemptions (i.e. properties serving as temporary residences for low-income individuals or families)?
Study Session Organizer	Renee Wheeler – Assistant City Manager; Alan Krcmarik – Finance Manager
Other Notes	

Economic Development – Retail Sustainability

Background Information	The City Council identified sustainability of retail enterprises as a critical local economic development issue.
2007 Study Session Questions	<ul style="list-style-type: none"> • Do impediments and/or incentives for retail redevelopment exist? • What corridors are economically important to Loveland? How can economic development in these corridors be encouraged? • Which local and regional organizations are working on economic development? How these organizations coordinate, and avoid unnecessary overlaps or gaps? • Which policy decisions have economic impacts on the city and retail sustainability? • What retail development will follow when “big-box” stores move locations?
Study Session Organizer	Rod Wensing – Assistant City Manager
Other Notes	

Economic Development – Wireless Access

Background Information	Several Councilors raised city-wide wireless internet access as an issue for discussion during the retreat. The City Manager's office has been in discussions with a private service provider about leasing city property (light poles, utility poles, etc.) for placement of wireless routers that would create a city-wide network of wireless internet infrastructure, in exchange for free service for city government use. Counselors asked for more in-depth study on the pros and cons of municipal versus private ownership of the wireless network equipment.
2007 Study Session Questions/Topics	<ul style="list-style-type: none">• What are the costs and benefits to the City of owning the wireless system versus providing space for privately owned equipment? Comparison of business plans?• How would the City recoup costs for a municipally owned system?• What legal issues could influence Council's choice between municipal and private ownership?• Under each ownership model, compare system performance and ability to keep up with changing technology.• How could municipal reliance on wireless affect regional issues, such as emergency management?
Study Session Organizer	Renee Wheeler – Assistant City Manager; Bill Westbrook- Information Technology Director
Other Notes	

Economic Development – Airport

Background Information	This study session will be a continuation of Council discussions regarding a regional Airport authority.
2007 Study Session Topics	<ul style="list-style-type: none">• Business plan deliverable• Governance and the future of the airport Authority.
Study Session Organizer	Keith Reester – Public Works Director
Other Notes	

Economic Development – Capital Expansion Fees

Background Information	The City Council has had a study session on the street CEF fees and requested that the Public Works Department come back with a tiered reduction approach rather than reduction all at once. Other capital expansion fees have been analyzed by the Finance Manager and consideration needs to be given to adjusting those fees based on the current methodology. It is most appropriate to consider adjustments to all capital expansion fees at once to analyze the total impact on the development costs in Loveland.
2007 Study Session Questions	<ul style="list-style-type: none"> • What is the total impact on the development community of revisions to all development related fees? • What are the strengths and weaknesses associated with the current methodology? • Is there another methodology that is more appropriate and why? • How would the proposed fees compare to surrounding communities?
Study Session Organizer	Renee Wheeler – Assistant City Manager; Alan Krcmarik – Finance Manager
Other Notes	

Transportation – COLT

Background Information	There have been discussions related to offering routes between Northern Colorado communities and multiple years planning for the transit system with strategies for maximizing any available federal funding. Based on the increased ridership during the “free ride” month in 2006 and low proportionate share of fares to the total cost to operate the system, the Mayor expressed an interest in analyzing the impact of eliminating fares.
2007 Study Session Questions	<ul style="list-style-type: none"> • As the community grows, how will the bus system grow? • How would a “free ride” impact ridership and revenue? • Would dropping fares create more dependency on the bus system? • How can we maximize the use of federal funding?
Study Session Organizer	Keith Reester, Public Works Director
Other Notes	This study session will take place in the first quarter of 2007.

Open & Accessible Government – Library District Creation

Background Information	Consideration for creating a Library District has been given for the last several years. Fort Collins voters approved the establishment of a library district in 2006 and Loveland may be able to benefit from an analysis of the Fort Collins transition experience. The League of Women Voters in Northern Colorado has taken on library funding as a 2007 issue and has scheduled a discussion on the topic for February 15.
2007 Study Session Questions/Topics	<ul style="list-style-type: none">• Review options for creation of a library district.• Discuss potential vote in 2008.
Study Session Organizer	Ted Schmidt, Library Director
Other Notes	

Efficient & Effective Government – Employee Retirement Healthcare

Background Information	Council previously discussed a proposal to allow retired City employees to participate in the City health care plan. The City's healthcare program is self-funded. Eligibility would be based on number of years of service to the City, and would end once the retiree becomes eligible for Medicare (age 65).
2007 Study Session Questions	<ul style="list-style-type: none">• How could this program be organized so that it is "zero cost" to the City?• How would this program compare to what private sector employers offer?• Are there opportunities to convert payouts of vacation and sick time at retirement into payments toward health insurance on behalf of that retiree?
Study Session Organizer	Todd Gamble – Human Resources Director
Other Notes	

Discussions Completed at Retreat

City Council Members and staff raised several issues at the retreat that required no study session or additional action. The tables below provide a brief record of each item and the topics addressed.

Economic Development – Memorandum of Understanding with NCEDC

Background Information	The City receives monthly reports on local and regional economic development activities from the Northern Colorado Economic Development Council.
Retreat Discussion	Don Williams informed Council of the data received by the City Manager's office each month from NCEDC. In response to councilor's requests, the City Manager's office will prepare quarterly summaries of this information for Council (see Other Actions).

Economic Development – Engaging Loveland

Background Information	The Engaging Loveland organization provided Council with a Business Plan Proposal in May of 2006.
Retreat Discussion	Jan Brown provided an update on the status of Engaging Loveland activities, including a major event scheduled for February 17 th , 2007.

Open & Accessible Government – Website Policy

Background Information	The Colorado Municipal League presented city staff with an opportunity to receive free streaming video access from the City webpage through a third party provider. The streaming videos presented would be produced by the City and could showcase city services, emergency response measures, etc. The third party provider recoups their costs by framing the videos with a small advertising banner, that links to the advertiser's website.
Retreat Discussion	Council reached informal agreement that the City Manager's office should not pursue an opportunity to have free streaming video access from the City website linked with advertising.

Effective & Efficient Government – Boards and Commissions Work Plans

Background Information	Information packets given to Council prior to the retreat contained summary work plans from each city Board and Commission. The work plans were developed by each entity, in most cases with participation or approval by the council liaison, and respond to goals and priorities in the City Master Plan.
Retreat Discussion	The City Manager's office reported on plans for an upcoming Summit for Boards and Commissions, and conveyed the request from these entities for feedback on work plans from the Council. No Council members offered immediate feedback.

Effective & Efficient Government – Boards and Commissions Council Liaisons

Background Information	One Council member is assigned to each Board and Commission as a liaison.
Retreat Discussion	Council reviewed assignments, and made three changes: Daryle Klassen will now be the council representative on the Disabilities Advisory Commission, the Senior Advisory Board, and the Historic Preservation Commission.

Effective & Efficient Government – ICMA Update

Background Information	Loveland is participating in the benchmarking activities of the International City and County Managers Association.
Retreat Discussion	Don Williams provided an update on the City's involvement in a Colorado Consortium of 14 jurisdictions. The benefit to the program is that performance measurement information gathering is based on a template approach followed by a data cleansing approach designed to make the information between jurisdictions as comparable as possible. Raw data should be back from ICMA late fall and the final printed report will be available in December.

Effective & Efficient Government – Fire Authority and Rural Fire District

Background Information	In 2006, Council asked Fire Chief to explore the creation of a regional Fire Authority and to analyze the operational impact of rural district fire service in neighboring communities.
Retreat Discussion	Mike Chard, Fire Chief, indicated that Windsor, Johnstown, Berthoud, Thompson Valley EMS, and the Poudre Fire District all met for the purpose of investigating the feasibility of a single quasi-multi-governmental authority. Most of those organizations withdrew from the discussion over time for various reasons (i.e., already conduct several joint operations, fairly consistent response boundaries) and it was generally agreed that revising the mutual aid agreements between the organizations was the appropriate means to cooperatively deliver service. They have worked together to “clean up policies” and believe that good progress has been made for the most efficient response to emergency calls. There will be more discussion on the intergovernmental agreement with the Rural Fire District and staff assured Council that the issue would be considered again in 2007.

Other Actions

After discussion, Councilors and staff determined a segment of issues raised during the retreat should not be covered during study sessions, but should instead be addressed with other actions. The tables below provide a brief record of each item and the actions to be implemented.

Economic Development – Downtown Working Group

Background Information	Council members raised numerous issues related to Downtown Loveland redevelopment, economic sustainability, and beautification.
Action	Create a Downtown Working Group, to include Council Members Jan Brown and Larry Heckel, Dave Clark, Rod Wensing, representatives from the Public Works Department and the Planning Department, and members of the public. The Working Group will consider, among other topics: whether to amend the downtown URA or create a new project area; expansion of the GID; parking; connectivity; and prioritization of downtown needs.
Responsible Party	Rod Wensing, Assistant City Manager

Economic Development – Vibrant Corridors

Background Information	The Transportation Advisory Board included in its work plan consideration of a more comprehensive vision of our community's primary entrances and high-visibility thoroughfares based on the comprehensive master plan reference to "tree-lined boulevards". This is intended to be a high level, collaborative discussion of community image.
Action	Public Works plans to bring the Vibrant Corridors work product back to Council.
Responsible Party	Keith Reester, Public Works Director

Economic Development – Affordable Housing

Background Information	A study session was held in 2006 where the Affordable Housing Commission brought the City Council ten policies for consideration. The Council directed them to review the these policies and bring back a prioritized set of policies for consideration that were incentive based.
Action	Council will await the recommendations of the Affordable Housing Commission before proceeding further.
Responsible Party	Affordable Housing Commission

Economic Development – 402 Issues

Background Information	Councilors inquired about the status of property development along the 402 corridor, and at the intersection of 402 and I-25.
Action	Executive Session
Responsible Party	Don Williams- City Manager and Rod Wensing – Assistant City Manager

Economic Development – Quarterly Economic Development Summary

Background Information	See description under NCEDC update (previous section).
Action	Prepare a quarterly summary of economic development data.
Responsible Party	Rod Wensing – Assistant City Manager

Effective & Efficient Government – Summary of City Credit Cards

Background Information	Council members expressed interest in understanding steps being taken to ensure accountability in city credit card use.
Action	Prepare a report to council documenting accountability measures.
Responsible Party	Don Williams, City Manager; Renee Wheeler- Assistant City Manager

Other Priority Items – Historic Preservation

Background Information	The Historic Preservation is considering a list of historic properties in the community and assigning a priority for designation.
Action	Council will save discussion of historic properties until after the prioritized list under development by the Historic Preservation Commission is available.
Responsible Party	Rod Wensing – Assistant City Manager

Other Priority Items – Methamphetamine

Background Information	Council discussed law enforcement efforts to address methamphetamine production in Loveland and surrounding areas at the 2006 retreat. Council members raised prevention and treatment of methamphetamine addiction as areas of concern during the 2007 retreat.
Action	The Criminal Justice Advisory Committee is addressing prevention and recovery, as are two similar groups working in Loveland.
Responsible Party	No further action required.

Prioritization of Capital Projects

Prior to the retreat, council members received a packet containing detailed information on all 51 projects considered during development of the 2007 to 2016 Ten-Year Plan for the City of Loveland’s Capital Program. To begin the Saturday morning session, city staff provided brief descriptions of the 41 funded projects and 10 unfunded projects, and councilors asked clarifying questions.

The first discussion focused on items already approved by council for funding in FY2007. Members raised concerns about the proposed expansion to the Rialto facility and the land purchase for eventual Museum expansion. After exchanging views, the Council agreed to leave these two items in the budget for 2007. Councilors discussed moving up the purchase of a SWAT van, and asked the City Manager to investigate the possibility of using 2006 carryover for this purchase. Others raised development of a vision for downtown as a high priority, and the Council agreed this would fall under the purview of the Downtown Working Group discussed Friday.

The City Manager explained that staff developed the Ten-Year Plan before the Council based on availability of funding streams for particular projects, continuation of a “pay as you go” approach to project funding, and the desire to maintain some reserve for future capital expenditures. The City Manager asked for Council feedback on which major projects should be funded within the first five years of the ten year plan. Several councilors requested that “Municipal Wireless” be added to the list of capital projects, bringing the total number to 52. Council began the prioritization exercise by narrowing the list of 52 projects to high dollar amount items that did not have specific and dedicated funding sources and were not scheduled for completion in FY 2007.

The Council identified fourteen major capital projects from the overall list of 52, and prioritized seven as ones they would like to see begin in the next five years. The City Manager’s office will use these Council priorities and other input received to re-work the Ten-Year Plan, which will be reviewed again with Council.

Five-year Priorities	Ten-year Priorities
<ul style="list-style-type: none"> • Chilson Recreation Center Expansion • Community Building • Downtown Parking • Downtown Streetscape • Library Expansion • Mehaffey Park • Service Center Phase 3 Expansion 	<ul style="list-style-type: none"> • Kroh Park Phase 2 • Museum Expansion • New East Fire Station • New Recreation Center • Outdoor Shooting Range for Law Enforcement Training • Wireless (Municipal) • Youth Sports Park