



Meeting Notes (DRAFT V1)
City of Loveland
City Council Retreat: Group Publishing
January 15-16, 2010

Meeting Objectives:

- ◆ Examine strategic issues facing the City of Loveland during 2010
 - Response by PRPA to the state's climate action plan
 - Loveland's desired leadership role related to regionalism
 - Propose solutions to bring even higher levels of transparency in council activities
 - Establish priorities related to Loveland's economic development policies
 - Understand choices concerning streaming / on demand video for council meetings
 - Discuss membership criteria for boards and commissions
 - Understand situation related to funding and priorities for capital improvement program
 - Review options and potential choices related to building use fees
- ◆ Bring forward new ideas / suggestions for council study session topics
- ◆ Evaluate 2009 council meeting effectiveness / procedures, and provide suggested improvements for 2010
- ◆ Provide specific direction to staff related to council priorities for 2010
- ◆ Other transformational activities as appropriate

Participants:

City Council: Larry Heckel, Daryle Klassen, Cecil Gutierrez, Carol Johnson, Hugh McKean, Kent Solt, Cathleen McEwen, Joan Schaffer

City Staff: Don Williams, Renee Wheeler, Rod Wensing, Ralph Mullinix, Keith Reester, John Duval, Susan Ison, Luke Hecker, Alan Krcmarik

Press: Tom Hacker, Katie Looby

Facilitators: Bob Tipton, Parker Tipton

Agenda:

Friday	8:30AM Continental Breakfast; Introductions, Review of the Format and expectations, 1-2 minutes from each Councilor for "What I hope to achieve" as part of the retreat
9:00	A. PRPA Climate Action Plan Presentation by Ralph Mullinix with supplemental information. Council discussion and questions.
9:30	B. Regionalism In what topic areas should Loveland focus its efforts in 2010? Council discussion on past and future regionalism efforts.
10:00	Break



10:15 **C. Transparency**

Council discussion on possible improvements.

11:00 **D. Economic Development**

Affinity diagramming process to brainstorm Council's goals and priorities for 2010.

12:00 **Lunch**

12:45 **E. Boards & Commissions**

Council discussion to determine direction for future selection.

1:30 **F. Video Streaming / Improving Council Broadcasts**

Presentation by Bill Westbrook regarding options for future improvements.

Council discussion and direction to staff on pursuing improvements.

2:15 **Break**

2:30 **G. CIP – Note: Councilors to bring January 12 packet on CIP to Retreat**

Review of priorities, including suggested changes and additions.

Possibility of expediting Library expansion

Discussion of Downtown CIP issues

3:30 **H. Evaluation of Possible Fee Changes**

Cultural Services: free admission to Museum

Facilities: minimal rental fees

Library: free rooms to non-profits

4:30 **I. Complete Any Topics Requiring More Time**

5:30 **Adjourn**

Saturday 8:30 AM Continental Breakfast; Recap of Friday and Review of Saturday

9:00 **A. Council Meeting Management**

Suggested Topics Include:

Expanding public input at regular and study sessions, study session packets and presentations (consistency and time saving), downtown revitalization direction with upcoming proposals, RFP process and consultant hiring, what are Council expectations on communications considering LDT and other downtown partners, communication with Council by City Manager (expectations, confidential information, warding off surprises with periodic departmental memos, use of executive sessions)



9:00	B	Open Forum
Councilors have 10 minutes max to present on any topic.		
11:00	C.	Study Sessions
Any Councilor has three minutes to advocate for any study session topic and receive the support of three other Councilors. Suggested topics are those not already covered by the retreat and not already anticipated to be covered in 2010 by staff.		
11:30		Summary comments from Mayor, Councilors
Noon		Adjourn

Meeting Activities:

Introductions / Agenda Review

Gutierrez opened the meeting by with some introductory comments:

- He welcomed everyone, and expressed his desire to have a productive meeting.
- He lead a short discussion about keeping the agenda moving and to the point. No need to orate just to fill time and the goal is to have the discussion "you want to have".

Tipton opened the meeting by with some introductory comments:

- Given the situation in the world today, staying on an "incremental" path of improving things just won't get the job done.
- Today's challenges require us to be more transformational in the way we do things.

Tipton then reviewed the agenda – and then asked the councilors and Williams to make opening remarks related to their expectations for the retreat. Some of the comments included:

- Desire to learn more about the three new councilors
- Give direction and guidance to staff
- Garner trust among council and staff
- Not to succumb to rhetoric (before special election)
- Have open discussions
- Using the retreat as a "big study session" to map out the upcoming year
- Continue to focus on economic development
- Gain a larger understanding of CIP program

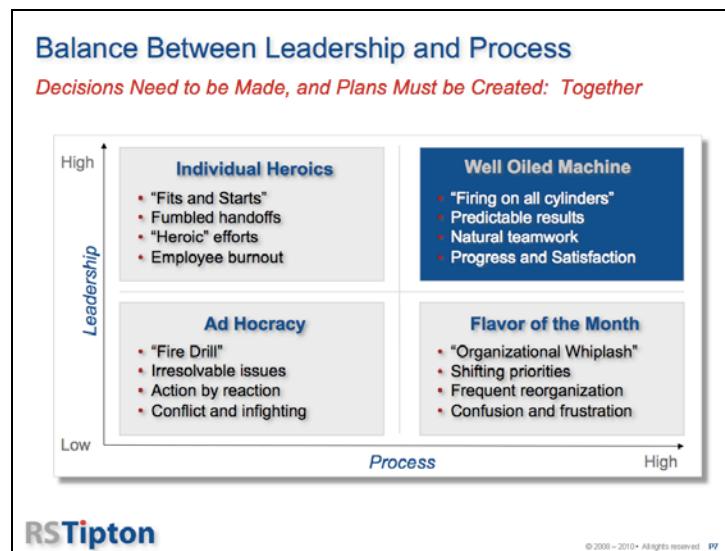
Following the comments about expectations for the retreat, Tipton then went through the agreements together he expected from everyone:

- Agreements together for the retreat:
 - a. Be on time and honor agenda time limits
 - b. Turn things off that make noise without notice
 - c. Part is lecture, part is group discussion / discernment
 - d. Practice active listening



- e. Listen to understand
 - f. Speak to be understood
 - g. Find and act on what's right, what's common, what's good
 - h. Put elephants on the table
 - i. The more you put in, the more you get out
 - j. Visitors: welcome, remain quiet and respect the process as it unfolds
- In addition, Tipton reminded the councilors that they had agreed to keep their comments on a particular issue to three minutes or less during the retreat. However, Tipton offered to have them work "on the honor system" – and that he would only invoke the timer limitation if the councilors were not honoring each other, and keeping discussion time to within three minutes. The councilors agreed to this ground rule as well.

Tipton then introduced the concept that reaching consensus is a very difficult thing to do, and instead offered a short discussion related to "Keeping Leadership and Process in Balance."



PRPA Climate Action Plan

Mullinix delivered an executive summary presentation related to the Platte River Power Authority's response to the State of Colorado's Climate Action Plan.

Regionalism: In what topic areas should Loveland focus its efforts?

Tipton introduced the next topic on the agenda and asked for a Council member to begin the discussion. The following items were introduced as areas for Loveland to focus on in 2010:

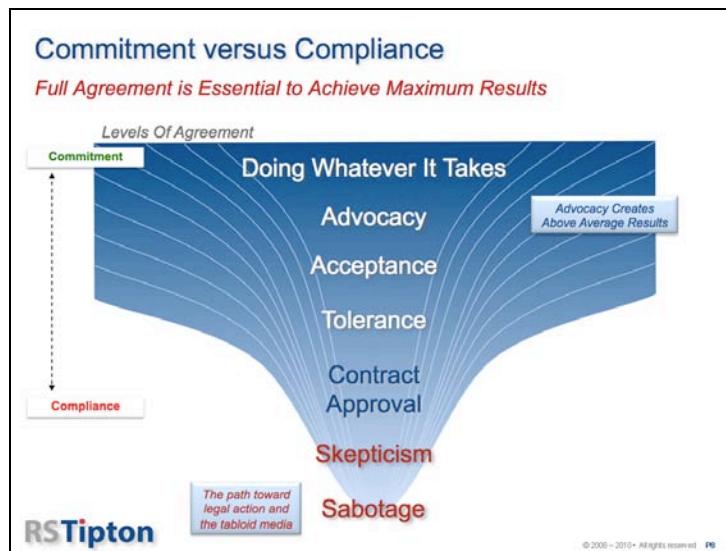
- Johnstown annexation
- Regional law enforcement center and firing range
- Transportation and past MPO efforts
- Economic development
- Who the important "players" are and where there may have been past relationship issues
- Finding incentives for participation



The conversation also included having Loveland take a leadership role in regionalism efforts. McKean suggested that Gutierrez create relationships with surrounding leaders outside of formal settings. Gutierrez agreed that this would be another good approach and committed to fostering these relationships. It was also brought up that there may be some stressed relationships with surrounding cities because of the aggressive posture Loveland has taken in the past with economic development. Gutierrez stated that the "onus is on me" to have personal conversations with surrounding mayors and appreciated the faith by the other council members in his ability to reach out. He also noted that he had already started this discussion with some of the neighboring mayors. There was also much discussion about what the confines are of a "region" to focus on. The corridors include:

- I-25
- US 34
- 287
- MPO
- RTA

Tipton wrapped up the topic with a discussion about achieving levels of agreement.



Regionalism offers many significant benefits to Northern Colorado, and although there have been some fundamental differences in development viewpoints (i.e. Johnstown), this is a topic that will require years in terms of discussion and agreement.

Transparency

The council devoted 45 minutes to discuss improving transparency with citizens. Johnson defined this by the broader definition of how to communicate better with the community. The following topics were discussed:

- Development
- Elections
- "Emergency" topics
- E-mail
- Citizen access, process and participation
- Citizen responsibility
- Supporting staff on development issues



- Cultivate engagement
- Open with agendas
- LLC public transparency with campaign finance
 - Literal definition vs. "spirit of the law"

It was noted that some of these topics will be covered later in the retreat and the council should take this time to discuss other themes. Suggestions for making it easier for citizens to access all they can about Council meetings included where the agenda is posted, improving video access through library or the internet, Channel 16 broadcasts, a "transparency notice" on important documents, methods of notification through print and email, and creating a transparent process for "emergency" development issues. Klassen stated that he believed that the Council was already doing an excellent job of being transparent and stressed the responsibility of the individual to be informed. Other members of the Council agreed but wanted to address issues with email and development. It was stressed that there need to be fewer times in the development process where "we are looking at them as an emergency" and that the Council needs to support staff and give sufficient time for proper discussion of the issue at hand.

There was also discussion on communication effectiveness versus when the recipient doesn't get the answer they wanted. Tipton defined effective communication as "when the intended message is understood by the recipient" and asked whether the council members were doing everything possible to relay the message and where the practical limit is to what you can do.

Campaign finance was also a hot topic discussed by Solt, Schaffer, Klassen and McEwen. The issues brought forth were:

- Making sure openness and trust with citizenry starts here
- Late contributions
- Unnamed LLC contributions
- Should this be taken further? Codified?
- Precedent set forth by State law
- "If it isn't broke, don't fix it"

To wrap up the discussion, Tipton suggested that the unresolved topics become mentions for a study session in the next day's agenda. The entire group agreed that this was a good discussion as some of these issues had been festering for some time.

Economic Development

At this point, Tipton introduced the "Affinity Diagramming Process" as a means of accelerating the process and generating ideas associated with Economic Development. The council members were instructed to take their post-it note pads and create an idea for a goal or priority in 2010, one idea per post-it note. After putting their post-its on the easels in the front of the room, the council members arranged their ideas into similar groups. They are as follows:

- Partnering for job creation (6)
- Develop gateways (0)
- Balancing risk and benefits / Incentives (5)
- Transit as economic driver (2)
- Community Marketing (3)
- Revitalize downtown (6)
- Infill development / Redevelopment (5)
- Prioritize toolbox (2)
- Redevelop HP property (7)
- Resolve Colorado vNet (4)



The Council members then prioritized the above topics. It was clear these priorities did not represent binding "votes" – and the marks made by the Councilors were simply used to create relative order. As such, this process was used to create a broad outline of Council direction in 2010. The interaction and conversation between council members was very impressive as they created this final outline of their economic development goals for 2010:

- Embrace and create opportunism
- Partnering with private sector for job growth and retention
- Continuous improvement from lessons learned
- Diversify (outside of construction)
 - Industries
 - Retail
 - Small businesses
- Leverage state and federal resources
- Seek and cultivate entrepreneurs
- Finance support for some projects

The council agreed that this was a good list to give some direction to staff and the larger topics would be discussed in more depth within the council itself.

LUNCH

Boards and Commissions

The main issues regarding Boards and Commissions to be discussed were whether or not to require Loveland citizenship to serve and the level of participation allowed of alternates. The following topics were discussed:

- Residency to serve
- Alternates (participation, duration, training, clarification, allowed to vote?)
- Do we define our borders by community or boundary?
- Which specific commissions are in question here? (Planning, Utilities, Marketing...)
- Do we take an all or nothing approach when defining eligibility?
- If there are changes, does Council modify the code or handbook?

Ultimately the Council decided that much of the current way of doing things is working well. There was also discussion on the level of language required to change code and the handbook. It was suggested that commission leadership should act as the decision makers on the level of participation from alternates and that the residency requirement would strip commissions of specialists, who need to have a voice at the table as well. Tipton suggested that these topics become the subject of a study session in 2010. The conversation ended with the philosophy of commissions inviting the freedom to speak and active participation.

Evaluation of Possible Changes to Fees

At this point the agenda was changed because the retreat was running ahead of schedule and presenter for the Video Streaming agenda item, Westbrook, was not in attendance at that time.

The Council dedicated an hour to discussing possible changes to the current fee structure, specifically regarding cultural services, facilities and the library. The main discussion was about whether taxpayers had already paid for the right to use facilities and whether or not to recover minimal cost for usage and associated services (set up and take down). The following is a list of subjects discussed:



- Is it our responsibility to help non-profits find space? At all locations?
- Competition with private sector facilities
- Different fee structure for non-residents
- Concerns with sliding scales
- Do we operate from a cost recovery or lowest cost perspective?
- What is the difference between non-profit, non-commercial and community group/club usage?
- Surveys to gain a better understanding of surrounding communities fee structures.

Williams included insight into usage by community groups as they do not receive many requests for groups of 5-6 people. Instead, they usually reach about 20 people and look for facilities when they can no longer meet in a living room. McKean suggested a preference in renting space to paying groups but still allowing non-profits and community groups' access to this space. The direction ultimately provided to staff was to have a study session and put together research with the potential of taking budgetary action in 2011.

Video Streaming and Improving Council Broadcasts

Presentation by IT Director, Bill Westbrook

Options proposed included a real-time solution and video on-demand solution with four different options.

- Option A – Partnering with the City of Fort Collins through an IGA to outsource the entire operation.
- Option B – Exercise option A with the intent to bring the operation in-house in the next 2-3 years.
- Option C – Implementing an in-house operation under the Media Services Division of the Library.
- Option D- Outsourcing the entire video on-demand process to an external vendor.

(Cost Projections for each option over the next 6 years in memo provided to all in attendance)

The Council agreed that anything that easily reaches more citizens is important and Gutierrez stated that Option A would be a huge leap forward in regards to starting an IGA with Fort Collins. After a brief discussion it was decided that Council could find the \$6000 to outsource video on-demand to Fort Collins and that staff was to pursue this option in more detail.

Capital Improvement Plan

This section of the agenda was devoted to two things: 1) understanding the current situation related to priorities and funding for the CIP; 2) revisiting and potentially reprioritizing and/or making additions to the CIP based upon the information received in step 1.; and 3) discussing Downtown CIP issues

Issues Discussed:

- Concern about dollars to build versus general fund maintenance operating dollars
 - Williams noted that this was reviewed at a prior study session and the current CIP plan and general fund does account for operating costs but things would change if the economy gets worse than it is now
 - Current projects budgeted, might run into concerns in 2013
 - Two projects between now and 2012 that require additional staff (Library and Mehaffey Park) / Chilson Center staff already built into budget
- Consensus from group about changing the working of the CIP as proposed
 - \$2.5M unspent in 2009 budget
 - Downtown parking facility
 - Changes to Downtown improvements



- Hiring a Consultant / RFP process with Staff
 - \$60-100k for consultant service to help develop RFP
 - Group agreement to give direction to staff to prepare information
- Mehaffey Park
 - Is there a potential for development and job creation in surrounding area?
 - Issues involving annexation, neighborhood outreach, and drawings for phasing
 - Direction to hear from Parks / Community Development Departments on suggestions but not to move forward until funding is more certain
 - Consensus that this topic will require more time, facts and discussion before commitments and expectations can be made to give staff direction
- Signage / Monuments / Way-finding
 - Target 34 / 287 / 402 / 60 corridors
 - Directing traffic to Downtown corridor now versus branding and marketing commission (currently only have 3 signs directing traffic downtown)
 - \$12k for 40 new way-finding signs versus \$100k for monument signage
 - Consensus that this topic will require more time, facts and discussion before commitments and expectations can be made to give staff direction
- Downtown Surface Parking
 - Demolition to scalp building versus remediation / foundation filling and electrical work (creating alternative plaza space)
 - Details to come forward later, earmark \$650k for this project and direct staff to bring to council as an amendment to the current CIP
 - Issues with plans for Dry Cleaners, Erion building and Quality Shoe building
- Library Expansion
 - Expediting the process? Does expediting create a problem in continuing private funding and where is the benchmark to trigger expedition?
 - Staff is looking at the costs to move the Library for the 14 months of construction
 - City Manager suggested allowing bidding to move forward to see where the bids come in for a better understanding of what true gap funding is required
 - Discussion on whether using today's costs would save money over future costs

Saturday Morning Feedback Related To Friday's Activities

At the beginning of the day on Saturday, Tipton requested the attendees to reflect on the activities, processes, outcomes, discussions, etc. from Friday's meeting. The list below was captured during the conversation:

- Good conversation
- Good staff direction
- Belief that we will work together really well
- We are making decisions that will benefit citizens
- Alignment on core concerns
- No lack of civility
- Ability to disagree and be frank with civility
- Cooperative start
- Confidence in ability to move ahead



- Can start to see the entire picture of economic development for 2010
- "Meaningful conflict"

Council Meeting Management

The council discussed four specific items regarding council meeting management.

Item 1: Expanding public input at regular and study sessions

- What is the difference between rules of regular meetings and rules of study sessions?
- Is there a benefit to opening discussion at the end of the meeting?
- Should the time constraints be moved from 3 to 5 minutes? People already abuse 3 minute rule
- When new information is brought up as a rebuttal, there should be due process in responding.
- Would changes complicate quasi-judicial matters?
- Items must be spoken to at consideration of agenda
- Concern that study sessions might become more like mini City Council sessions
- Expertise or concerns will change how staff brings back information to Council
- Discussion at the end of session might be obsolete because nothing can change after the Council has voted
- Topic ended with division and no decision, further discussion needed

Item 2: Consistency and time saving measures of study session packets and presentations

- Stressing consistency from staff
- Consistency in study sessions will help study sessions move faster
- Suggested getting information in test prior to meetings and only discuss key points in study sessions
- Information needs to be available to the public as well
- Suggested executive summary by staff on TV or video on-demand
- Suggested by Williams that having a summary on Channel 16 prior to sessions would be unrealistic
- Another suggestion to have a "transparency notice" on public documents
- Topic ended with direction to staff for consistent materials for efficient study sessions

Item 3: Downtown revitalization direction from Council to staff

- More effective communication between downtown group and the rest of Council
- Better reading and more concise literature
- Communication is better now than it has been in the past
- Minutes are a poor way to communicate actions and directions
- Topic ended with agreement that communication is not poor but the Council members not in the downtown group would like a highly condensed briefing on "hot topics"

Item 4: Communication with Council by the City Manager

- Discussion on how to deal with confidential information within Council
- Suggested that if one person knows confidential information, all members of Council should know
- What is the legal balance of executive sessions?
- The City Manager and Mayor are to call executive sessions when needed
- Executive sessions are not recommended, have not been abused, and allow members to all ask questions and get answers at the same time
- Staff should use informal memos to warn Council about upcoming "hot topics"

Open Forum

Any Councilor has a maximum of 10 minutes to speak on any topic. Two councilors ceded their 10 minutes and two councilors ceded 5 minutes to Klassen for a total of 40 minutes.

- Klassen's time included a presentation by Wheeler on the implications and potential changes to the current economic situation. Questions about whether or not the building blocks formulated 5-



6 months in the past were still valid, if data has changed, and should the Council's assumptions change. (Reference supporting memo provided by Wheeler)

- Colorado viNet was also a subject of conversation, including the \$900k involved and what the City and Council is doing to answer that question in short order.
- Other conversation included how grateful much of the Council is to have the support staff that they have and that the staff is patient, professional and an exemplary group of people. Gutierrez again thanked the rest of the Council for the confidence in him to explore the regional issue from a leadership perspective.

Study Sessions

Any councilor has three minutes to advocate for any study session topic and vie for the support of three other councilors. The topics that were approved by the Council for 2010 study session, not already discussed and/or resolved are the following:

- URA Legislation
- Management Team Evaluations and Training
- Role of Council Liaisons
- Upcoming Ballot Tax Issues in the next 5 years
- "De-Brucing"
- Periodic reports by Police / Judge on crime, gangs, and liquor enforcement issues

Meeting Evaluation:

Just prior to the formal closing of the meeting, Tipton asked the councilors to take a few moments and express their thoughts related to the meeting. He asked them to put their thoughts into two categories: 1) what they found most valuable about the retreat; and 2) what improvements they'd desire in the retreat. The councilors put their thoughts down on 3x5" post-its, and then placed the post-its on two flip chart pages as they left the meeting. The lists below show the thoughts expressed by the councilors:

Most Valuable

- Tone setting and time tracking
- Spotting places where decisions need to be made
- Sticking with time limitations
- Transparency of the CIP process from Council
- Good control of group (we're a rowdy bunch)
- I was a facilitator doubter, but you converted me
- Method of identifying and prioritizing what is most important in economic development (We are much aligned!)
- Timing and organization – Tips for participants and rules of fair play

Desired Improvements

- Allow for more open give and take among councilors – reduce hand raising requirement
- Economic development goals too broad for small staff
- Didn't like the microphone very much – a bit constrictive