

GOAL SETTING EXERCISE

Longmont City Council

March 2023



City Council Vision

PEOPLE

Longmont is the world's greatest village, where children are most fortunate to be born and raised, older adults are supported through their entire life journey, and all people have access to food, shelter and the opportunity to thrive and feel they belong.



PLACES

Longmont's quality of life and economic vitality includes safe mobility options that connect our community. We enjoy 100% renewable power while addressing the effects of climate change over time. There is a vibrant Main Street, and a river corridor stretching from the Sugar Mill to the Fairgrounds that is a residential, cultural and entertainment epicenter that sustainably respects the natural environment.



WHY SET GOALS

- Long term **vision** and short term **motivation**
- Rowing in same direction
- Able to execute faster and better with greater **accountability**
- You know when you have reached **success**
- Eliminates temptation of distractions

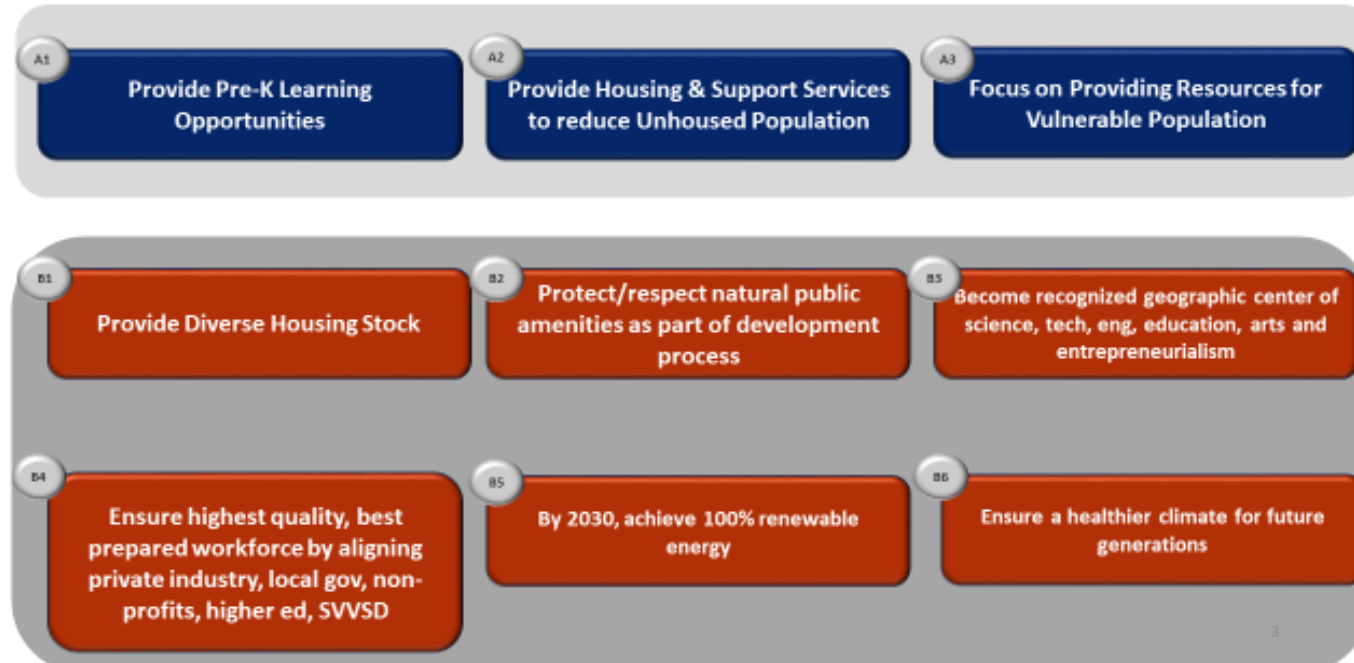


TODAY'S FOCUS IS BROAD

My Focus for the Organization

- Operational
 - Unyielding focus on Core Services
 - Addressing staffing challenges and labor market
 - Data driven decisions and project management
 - Equity and Sustainability throughout
- Equity, Safety, Sustainability Throughout
- Housing
 - LHA
 - Affordable
 - Attainable
- Early Childhood
- Transportation
- 100% Renewable Energy and Climate Action
- STEAM Downtown areas/Sugar Mill/Main St.

City Council Work Plan Initiatives



Prioritization of Initiatives

A1

Provide Pre-K Learning Opportunities

A2

Provide Housing & Support Services to reduce Unhoused Population

A3

Focus on Providing Resources for Vulnerable Population

B1

Provide Diverse Housing Stock

B2

Protect/respect natural public amenities as part of development process

B3

Become recognized geographic center of science, tech, eng, education, arts and entrepreneurialism

B4

Ensure highest quality, best prepared workforce by aligning private industry, local gov, non-profits, higher ed, SVVSD

B5

By 2030, achieve 100% renewable energy

B6

Ensure a healthier climate for future generations

Goal Considerations

What are the greatest needs of the community? Of the employees?

(consider surveys, conversations, data, infrastructure, core services)

Will this work get done by anyone else if we don't do it?

Can we ensure success without significant dependencies?

How does this compare to previous goals and work plans?

Do the goals impact the same departments/same employees?

How can we ensure the greatest success?

Can we establish interim milestone goals?

How do we encourage continuity of goals from year to year?

What legacy do YOU want to leave behind?

What does success look like?

Work Plan

- Operational
 - Unyielding focus on Core Services
 - Addressing staffing challenges and labor market
 - Data driven decisions and project management
 - Equity and Sustainability throughout
 - Financial responsibility, efficient, effective government
- Foundational: Equity, Safety, Sustainability Throughout
- *Housing (LHA, Affordable, Attainable)*
 - *The people who work here can afford to live here if they so choose*
 - *Safe lots are no longer needed*
 - *There are enough housing units for those who need them*
 - *Living in a community of Yes in My Backyard (YIMBY)*
 - *Housing is accessible and flexible for the various stages of life (up or down)*
- *Early Care and Education*
 - *Every child 0-5 years in age in the city limits to the degree their parents desire, have appropriate, affordable, accessible, nearby and high quality care and education*
 - *Every incoming kindergartener in the city limits of Longmont arrives school ready*



What does success look like?

Work Plan

- *Transportation*
 - *Multi-modal transportation is accessible for all of Longmont*
 - *Complete connectivity of transportation modes*
 - *Vision Zero – 0 traffic fatalities*
 - *Owning a car is not a requirement in Longmont*
 - *The transportation system facilitates affordable/attainable housing*
- *100% Renewable Energy and Climate Action*
 - *Accomplish the Climate Action Task Force Recommendations*
 - *All in Longmont understand what is at stake, what they can do and what resources are available (include PRPA). Data is easily understandable, relatable and accessible*
 - *Make all of the effective codes consistent (consider contracted services)*
- *STEAM Downtown areas/Sugar Mill/Main St.*
 - *Seize opportunities as they arrive that fit into the STEAM vision plan*
 - *Work with LEDP and LDDA to attract opportunities that we want in our City*
 - *Promote youth activities (gaming, entertainment, outdoors) that will keep them in the City (life should be fun)*
 - *Work with Longmont Chamber and Latino Chamber to look into enhanced services for all of Main Street (perhaps a district and bank financing)*

Attainable Housing Efforts

IH Program – Sales Price Calculations

- Maximum Sales Price re-calculation for IH program (includes attainable price ranges)
- **STATUS: COMPLETE**

Construction Securities

- Modify, simplify construction securities
- **STATUS: COMPLETE**

Housing Gap Assessment

- Analysis of what types of housing exists and is needed, what incentives are needed
- **STATUS: Assessment due May, 2023**

Attainable Fee Wavier

- Affordable Fee Waiver & Offset program to expand/ right-size for a similar attainable program
- Subsidy for Water/Sewer System Developments Fees for projects meeting minimum requirements
- Offsets for Cash-in-Lieu of Raw Water Deficits for project with X% of units attainable.
- STATUS: Council Presentation April 4**

Deed restriction development

- Develop deed restriction language tailored to attainable housing program
- **STATUS: In progress**

Design Standards

- Continue to allow PUDs and Exceptions where sensible
- Allow more flexibility with road design, utility setbacks, pedestrian corridors, etc.
- **STATUS: in progress**

What ordinances do you want to review?

- Section 14.32.040 – Residential self generation rate – tied into incentives and storage, capacity of the grid in the neighborhood (or pay for upgrade)
- Address the bundle of code changes to address the missing middle housing stock issues
- Short Term Rentals for Accessory Dwelling Units (Governor Polis new land use policy – zoning by right)
- Micro-transit system
- Marijuana hospitality license
- Inclusionary housing ordinance and land use code conflicts
- Meter irrigation of green areas around subdivisions and school districts around arterials and landscaping standards (align with sustainability plan, Crime Prevention through Environmental Design)
- 4.10.010 – eliminate the percentage no less than 50% residential in mixed use, lower to 5-10% (figure out the right percentage)
- Economic Development Ordinances (4.72-4.79)
- Substandard Housing
- Habitability for dwelling units

Climate Action



STEAM

Housing For All

Early Childhood
Care & Education

Transportation

EQUITY, SUSTAINABILITY, SAFETY

CORE SERVICES

Retreat Evaluation

- Plus
- Well prepared, good presentations
- Good facilitation
- Adjusting real time
- Food was great
- Positive interaction
- Two days
- More staff interaction – bigger table

Delta

- Microphones (especially for PITBH)