



City Council Work Plan 2018

An aerial photograph of Longmont, Colorado, showing a dense residential area with many trees and houses. In the background, there are rolling hills and mountains under a clear sky. The text is overlaid on the top half of the image.

City Council Vision for Longmont

- A.) PEOPLE:** In 20 years, Longmont will be the world's greatest village, where children are most fortunate to be born and raised, where people will have access to food, shelter and everyone has the opportunity to thrive and feel they belong.
- B.) PLACES:** In 20 years, Longmont will have a developed Main Street from Pike Road to Highway 66, and a river corridor that stretches from the Sugar Mill to the Fairgrounds as a vibrant economic, residential, cultural and entertainment epicenter that is sustainable and respects the natural environment.

Section A: Vision for Longmont's People

In 20 years, Longmont will be the world's greatest village, where children are most fortunate to be born and raised, where people will have access to food, shelter and everyone has the opportunity to thrive and feel they belong. We will have an integrated, system approach that leverages human and social capital to:

- Goal A1: Provide high quality Pre-K learning opportunities for all our children so they all have a good start in life
- Goal A2: Incentivize and provide housing and support services that end the risk of homelessness in our community
- Goal A3: Focus on making sure that our most vulnerable residents have the resources and opportunity to thrive

City Council Vision and Work Plan 2018

Goal A1: Provide high quality Pre-K learning opportunities for all our children so they all have a good start in life

Possible Council Roles:

1. Work with staff to reach out to the private sector to secure additional funding options and volunteers to assist in expanding the scope of these programs. The Council as a whole can engage in the Mayor’s book club to add capacity and engage multiple groups throughout the community.
2. Work with staff to engage technology related business and residents to support the “Share the Nextlight” Program to ensure that our children have access to high quality internet.
3. Work with the Longmont Community Foundation to create a college fund that receives seed money from the private partnerships that starts children that are born in or live in Longmont with a college fund from birth. BONNIE
4. Add an additional work plan item where Councilmembers partner with Pre-K programs to become mentors to families as well as children.
5. This item will cross all the objectives therefore I am including it in the first section. Council can consider working with staff to create a program that will allow City staff to spend a minimal amount of their time volunteering for activities that impact many of the Goals outlined in the Council work plan. We would encourage staff to volunteer in areas outside of their normal work environment. The benefit is that it develops stronger connections with our community and allows staff to engage in activities that they are passionate about which improves work performance.

Other ideas from Council:

- Ask for volunteers to read next to PITBH list at Council meetings - POLLY
- Provide a book bag of books and puzzles for every child born in Longmont - JOAN
- Meet with people in our town that provide high quality Pre-K education, and talk about how we expand what they do, and listen to their opinions to decide next steps. Include parents of children not currently in pre-school
- Look at who is not attending preschool and reach out to help - JOAN
- Create a set of requirements and action steps towards the objective

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| A1.1 | Annually increase the percent of Longmont 3 and 4 year olds in quality preschool programs | <div>a. Determine baseline of number of 3 and 4 year olds in quality preschool programs</div> <div>b. Continue coordinating the Bright EYES (Early Years Education Stewards) coalition in identifying and implementing best practices in supporting high quality pre-K programs and resources.</div> | Ongoing | <div>1. 100% of 3 and 4 year olds have access to quality preschool programs</div> <div>2. 5% increase each year in outreach to</div> | <div>a. Percentage of 3 and 4 year olds enrolled in quality preschool programs</div> <div>b. Increased engagement</div> | Children Youth and Families, Community Services | <div>• Finished early learning guide updates (Jan. '19).</div> <div>• Scheduled CO Department of Education for Bright EYES presentation to kick-off 2019 work.</div> |

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| | | c. Provide funding for quality preschool education programs through human service agency grants | | <p>children in Family, Friend and Neighbor care</p> <p>3. 100% of children enrolled in city-funded preschool programs will reach developmentally appropriate milestones</p> <p>4. 90% of children enrolled in city-funded preschool programs are kindergarten-ready upon completion of preschool</p> | <p>with providers to children in Family, Friend and Neighbor care</p> <p>c. Alignment of standards, curricula, teaching practices and assessments</p> <p>d. Milestone achievements assessed according to Teaching Strategies Gold standards</p> | | <ul style="list-style-type: none"> Initiated data collection re: demographics of 3 & 4 year olds in Longmont, types of programs available in Longmont, and other information to start identifying service gaps. Continued work on Bright EYES workplan: Temple Hoyne Buell funding – Early Learning Summit (access to continuing education credit at low/no cost to early childhood educators), Increased book ownership, Teaching Strategies Gold standard work with participating collaborators and expansion cohort. Allocated over \$150,000 to four preschool education providers that will provide quality early learning to 623 children from low-income households. |
| A1.2 | Increase time children are read to, particularly among low-income families | a. Develop new and innovative marketing campaign to reach a diversity of 3 and 4 year-old children through the Mayor’s Book Club | Ongoing | 1. Increase the number of low-income participants by 5% each year | a. Percentage of all 3 and 4 year olds that are enrolled in Mayor’s book club | Children Youth and Families | <ul style="list-style-type: none"> Explored opportunities with library and Channel 8 to have tapings on site during library story time. New children’s supervisor has an interest in making programs more diverse and wants to partner with new community programs coordinator to reach out to a more diverse audience. Utilize |

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| | | | | | | | website as an access point for “read-alongs”. |
| A1.3 NEW in 2018 | Ensure that all school-age children have access to high quality digital internet | a. Launch “Share the NextLight” fiber to the home service for youth that qualify for free or reduced lunch program b. Work with local foundations, service groups, and social agencies to assist with funding this initiative c. Determine baseline of students who qualify and already have access to high speed internet d. Set up application process and market | 2018 | 1. Determine % of school-age children that qualify for free or reduced lunch that need access to high speed internet | a. Percentage of school-age children that qualify for free or reduced lunch have access to high speed internet | LPC, Children, Youth and Families, City Manager’s Office | <ul style="list-style-type: none"> Created Share the NextLight in partnership with LPC, CMO/ETS and Longmont Community Foundation. Formed Community Advisory Committee. Created and translated application in alignment with program requirements. Program Pilot roll out March 1, 2019. |

Legend to Color Coding: Green indicates a new program; Blue indicates an existing program

Goal A2: Incentivize and provide housing and support services that end the risk of homelessness in our community

Possible Council Roles:

1. Assist by continuing to participate in community conversations homelessness. TIM
2. Assist in bringing multiple organizations to the table and work with neighborhood associations and individuals to be part of the solution; making a significant impact and change will require the Council to take an active role in bringing the community together toward a common solution.

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| A2.1 NEW in 2018 | End the risk of homelessness in our community | a. Participate in Homeless Solutions for Boulder County coordinated systems approach through funding and collaborative implementation and oversight b. Hold community conversations on homelessness to gather ideas and further community action | Ongoing | 1. The number of adults experiencing sheltered and unsheltered homelessness will be no greater than | a. Number of adults who have exited homelessness into stable housing compared with the | Community Services | a) Housing Solutions for Boulder County (HSBC) staff is in the midst of completing the year-one review and a more in-depth report will be available in February 2019. The following Longmont data is already available: |

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| | | <p>c. Further “Take One Step” campaign, providing education and information about opportunities for community engagement</p> | | <p>the average monthly housing placement rate for adults experiencing homelessness</p> <p>2. All sectors of community are taking action to address homelessness</p> | <p>number of adults screened through Coordinated Entry</p> <p>b. Number of community-based strategies developed from community conversations</p> <p>c. Percentage of community-based strategies implemented</p> | <p>Total number of participants screened in Longmont for Coordinated Entry: 684</p> <ul style="list-style-type: none">• 522 referred to Navigation• 162 referred to Housing-focused Shelter <p>Total number of successful exits from Navigation:</p> <ul style="list-style-type: none">• 21 reunification• 27 to own housing• 2 to other programs <p>Other data:</p> <ul style="list-style-type: none">• 70% of current navigation clients report being employed• Places of origin for navigation clients:<ul style="list-style-type: none">○ 64% are from Longmont○ 5% are from Boulder○ 5% are from out of state○ 18% are from other counties○ 8% is unknown <p>b & c) In March, August, and October the Community Services Department, in partnership with local nonprofit providers and Public Safety, sponsored community-wide conversations on homelessness.</p> <p>The March meeting focused on introducing the new HSBC system and encouraging residents and other providers to engage with the system. It allowed community members to provide feedback on the system and to engage with the providers in the system about opportunities to</p> |
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| | | | | | | | <p>participate. Eighty people attended the meeting.</p> <p>The August meeting provided a platform for residents to identify issues that were both important and areas where residents could further engage. The meeting produced the following 12 issues of interest to residents:</p> <ul style="list-style-type: none">• Empathy• Addiction Treatment• Education• Affordable Housing• Mental Health• Accountability• Long-term Care• Role of Neighborhoods• Role of Business• Personal Safety• Short-term Assistance• Safety in Public Places <p>114 people signed in that evening.</p> <p>The October meeting was the next step where community members could commit to start working on issues identified in August. Unfortunately, the attendance that evening was much lower than the previous two meetings, with only 35 community members attending. Residents voted with their feet the issues in which they wanted to be engaged; the following issues were chosen:</p> <ul style="list-style-type: none">• Affordable Housing |
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| | | | | | | <ul style="list-style-type: none">• Addiction Treatment and Mental Health (combined)• Accountability• Personal Safety• Safety in Public Places• Short-term Assistance• Role of Neighborhoods/Faith Communities <p>Currently some of the groups are in the process of meeting and creating strategies:</p> <ul style="list-style-type: none">• Accountability – the group has met and is seeking a facilitator to help define what accountability will mean for the group• Roles of Neighborhoods/Faith Communities – has met and is working on two strategies: 1) talking to other faith communities that may have land in the city that would like to engage in conversation on how to use that land for affordable housing, and 2) Looking at ways of how local neighborhoods and faith communities can be more engaged with one another to address community issues <p>The other groups have not met and CS staff is following up with their facilitators/leaders to get final update on their plans to move forward.</p> |
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| A2.2 | Those at risk of losing their housing have support | a. Provide housing stabilization services to households who are at-risk of losing their housing | Ongoing | 3. 90% of households enrolled in Home Steady program will remain stably housed | d. Number of households who have remained stably housed after three months of assistance e. Number of households who have saved and set aside money equivalent to one month's housing costs | Community Services | <ul style="list-style-type: none"> Implemented Longmont's "Home Steady" program that offers case management, one-time, and/or short-term financial assistance to Longmont residents who are struggling to retain their housing; 44 households were served in 2018; the majority of these households reported an unforeseen medical problem, for which they did not have adequate resources to address. The number of households reaching goal of having one month's rent in saving was 16. The amount of direct client assistance provided in 2018 was: <ul style="list-style-type: none"> Rent: \$98,833.30 Utilities: \$6,752.10 Other: \$1,600 (deposit) To date, only one household reported losing their housing, which means 98% of households remained stably housed after exiting the program. The City contracts with the OUR Center to provide this service; the OUR Center complements the City's direct financial assistance with their existing financial management classes and other support resources it offers to households. |
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Goal A3: Focus on making sure that our most vulnerable residents have the resources and opportunity to thrive

Possible Council Roles:

1. Bring the community together to become active participants in supporting the City and Non-Profit programs that impact the desired population.
2. Take an active role in working with neighborhood organizations and business community to communicate what we are doing to accomplish this goal and what we need from the community to make fundamental change. Staff will work with Council to prepare presentations and information materials to present to the community.
3. Work with Neighborhood Associations and business to encourage participation in the Mental Health First Aid training
4. Work with staff to encourage community participation in the rewind program through personal involvement or financial support. The more community support that can be incorporated into this project the more children and families we can serve. Additional resources will ensure that everyone regardless of income will receive the needed services to ensure that the children and their families can be successful.

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| A3.1 NEW in 2018 | Provide resources to those battling mental health and substance abuse | a. Provide support to those who are battling mental health issues and substance abuse when it involves calls for police services through Angel Initiative, Law Enforcement Assisted Diversion (LEAD) and Co-responder (CORE) grants | Ongoing | 1. Connect 50 individuals to treatment through the Angel Initiative 2. Enroll 24 individuals into LEAD 3. CORE team will respond to an average of 15 calls for service per week | a. Number of people assisted through Angel Initiative, LEAD and Co-Responder grants | Public Safety | <ul style="list-style-type: none">• The Angel Initiative connected 77 individuals to treatment in its second full year of service.• The LEAD program kicked-off in July of 2018 and has already enrolled more than 50 individuals, more than double the combined total of the other three Colorado sites.• The CORE team is even more impactful. The team responds to over 100 calls for service per week. |
| A3.2 | Assist those in need in our community | a. Continue providing grants to human service agencies that address the following areas: | Ongoing | 1. Longmont residents will have access to these services | b. Number of Longmont residents served in each | Community Services | The City received 2019 funding applications from 42 agencies to support 47 different programs. The City |

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| | | <p>Housing Stability: supporting a continuum of affordable housing options; helping people find and sustain stable housing</p> <p>Self-sufficiency and resilience: supporting households during tough economic times; helping households attain steady employment with livable wages and move toward self-sufficiency; and helping households remain as self-reliant as possible</p> <p>Food & Nutrition: helping households obtain adequate quantity and quality of food</p> <p>Health & Well-being: ensuring access to affordable medical, dental and mental health care</p> <p>Education & Skill Building: starting young and continuing throughout all stages of life, offering education, and skills training that are the building blocks of self-sufficiency</p> <p>Safety and Justice: ensuring safe and supportive environments for vulnerable children and adults</p> | | when they need them | of these categories | | <p>allocated \$679,308 in the following areas:</p> <ul style="list-style-type: none"> • Housing Stability – 18% • Self-sufficiency & resilience – 19% • Food & Nutrition – 15% • Health & Well-being – 16% • Education & Skill building – 27% • Safety & Justice – 5% <p>Year-end reports are due January 31, 2018 and results will be compiled by the end of the first quarter.</p> |
| A3.2 | Provide resources and opportunity to thrive for Seniors | <p>a. Provide resources and case management support to older adults at risk of homelessness due to cost of housing or capacity challenges</p> <p>b. Engage older adults in services and resources that enhance their emotional well-being</p> <p>c. Initiate strategies for Longmont to become an “Age Friendly” community that focus on the following areas: technology, caregiver support, aging in place, and age-friendly streets.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>2019</p> | <p>2. 80% of older adults at risk of homelessness are able to remain in their homes or find suitable housing within 6 months</p> <p>3. 80% of older adults who</p> | <p>a. Number of older adults relocated to more affordable housing units</p> <p>b. Number of older adults who avoided eviction</p> | <p>Senior Services, Planning and Development Services</p> | <ul style="list-style-type: none"> • Attended Lifelong Colorado Launch (hosted by AARP Colorado and DRCOG) in November 2018 to gather information on Colorado Age-Friendly Communities and the Lifelong Colorado initiative • In the final stages of launching new case management database to better track number and outcomes. Plan to go live on 2/1/19. |

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| | | | | <p>participate in emotional support activities and complete an evaluation, report improved or sustained well-being</p> <p>4. Submit a state grant that supports implementation of the City's Age Friendly goals</p> | <p>c. Self-report data collected upon termination of services or at year-end</p> <p>d. Participation in Lifelong Colorado initiative</p> <p>e. Completion of Longmont's Age Friendly action plan.</p> | | <ul style="list-style-type: none"> Served 713 unduplicated clients in 2018 for either information, referral, counseling, or case management. Completed 352 new resource intakes and 89 new counseling intakes in 2018. New clients reported the following issues: caregiving (304); housing (208); and financial concerns (96). Advisory Board and countywide leadership team are defining the eight domains of an Age Friendly community using World Health Organization guide sheet. Provided bimonthly housing information to an average of 5 clients at each session in 2018. |
| A3.3 | Provide resources and opportunity to thrive for Youth | <p>a. Provide counseling services to help youth and/or their families to assess issues, set goals, improve communication and interactions, resolve conflicts and provide a positive direction for the future</p> <p>b. Provide early intervention through assessment and service matching that decreases youth involvement in the municipal criminal justice system and reduce recidivism</p> <p>c. Provide structured activities, supportive adults, good nutrition, and a safe place for youth to be with their friends after school is out and parents are still at work</p> | Ongoing | <p>1. 90% of youth and families show improvement in skill building and knowledge, and progress toward their goals</p> <p>2. REWiND interventions are in place within three weeks of</p> | | Children, Youth and Families | <ul style="list-style-type: none"> Counselors have continued to refine services to meet needs of REWiND participants. Interventions in place within 2-3 weeks of orientation. 100% of youth who have completed REWiND program have not re-offended 6 month/1year post closure. Received funding for summer and afterschool meals programs. Increased attendance in Zone programs |

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| | | d. Engage youth and families in positive educational and skill-building activities that help decrease the possibility of involvement in the child welfare or criminal justice systems | | <p>orientation; youth complete their requirements within 8 months; 90% of youth do not reoffend while in the program and at 6-month and 1-year post-completion</p> <p>3. 90% of those who have registered for afterschool and summer meal programs follow-through with participation; 80% partake in nutritious meals served</p> <p>4. 85% of program participants show improvement between pre- and post-assessments</p> | | | |
| | Connecting Service | Staff is working with the University of Colorado School of Health, Colorado State University, | On-Going | TBD | | Mike Butler, Karen Roney, | <ul style="list-style-type: none"> City and UC Health staff are working together to submit a |

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| | Agencies electronically to create a more proactive system to support the whole person | Longmont United Hospital, CU Health, Non-Profit organizations and various departments to create a middle ware system that connects these services to ensure what we are working collectively to support the needs of our community | | | | Harold Dominguez, Michelle Waite, Christina Pacheco, | grant to The Colorado Health Foundation for funding to establish a data sharing technology system that makes it possible for multiple providers to access specific data associated with high utilizer clients that are receiving services from multiple providers. The City will be the fiscal sponsor of this grant; grant is due February 15, 2019. |
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Section B: Vision for Longmont's Places

In 20 years, Longmont will have a developed Main Street from Pike Road to Highway 66, and a river corridor that stretches from the Sugar Mill to the Fairgrounds as a vibrant economic, residential, cultural and entertainment epicenter that is sustainable and respects the natural environment. This area will:

- Goal B1: Have a diverse housing stock with higher densities, access to high quality public transportation, food and jobs
- Goal B2: Protect and respect our natural public amenities as part of the development process
- Goal B3: Become a nationally recognized geographic center of science, technology, engineering, education, arts, and entrepreneurialism
- Goal B4: Bring together private industry, local government, non-profits, institutions of higher education as well as the St. Vrain Valley School district to ensure the highest quality, best prepared workforce in the western United States

Desired Outcome: In 20 years, Longmont will have a developed Main Street from Pike Road to Highway 66, and a river corridor that stretches from the Sugar Mill to the Fairgrounds as a vibrant economic, residential, cultural and entertainment epicenter that is sustainable and respects the natural environment. This area will:

Goal B1: Have a diverse housing stock with higher densities, access to high quality public transportation, food and jobs

Possible Council Roles:

1. Continue to have conversations with the development community and non-profit organizations to evaluate how they can be part of the housing solution and fill the gaps that are not addressed in our community.
2. When affordable housing projects are proposed for development in our community work with staff to engage adjacent neighborhoods in a conversation that focuses on our community need and the importance of these projects.
3. Assist in engaging private sector employers to engage in a hiring program for individuals that are moving through our various social programs that are un-employed or under employed.
4. Continue to be active participants in the transportation projects and topics that impact our community and actively work with staff to continue moving rail and the transit station forward.
5. Engage in a conversation with our educational institutions about the existing job training programs and how we can train the underserved in our community.

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| B1.1 2018 FOCUS AREA | Housing – a full spectrum of attainable housing for all incomes and stages of life | a. Adopt Inclusionary Housing Ordinance b. Adopt updated Land Development Code c. Provide an overview of the development review process, capturing changes that have occurred over the past decade (One Stop is a continual evolution) d. Evaluate development processes and recommend changes to development process e. Host a developer and builder summit to garner outside interest in affordable and workforce housing f. Identify two sites for affordable housing g. Issue an RFP to construct affordable/workforce housing h. Determine feasibility of a county-wide ballot initiative i. Create system for investing funds to develop additional affordable units and maintain portfolio of affordable units j. Recruit builders to construct workforce housing product in redevelopment areas and/or on infill sites within lower income areas. | Q4 2018 Q3 2018 Ongoing Ongoing Q3 2019 Q4 2018 Q1 2019 Q4 2018 Ongoing | 1. 12% of all housing is considered affordable 2. Increase affordable units by 130 each year 3. Keep 100% of current affordable units preserved 4. Longmont sustains its commitment to meeting 2035 affordable housing goals | a. Baseline % of affordable housing units compared to current b. Number of affordable units preserved annually c. Number of affordable units added annually (Envision) d. Increased diversity of housing types (Envision) e. Annual report on Boulder Regional Housing Partnership accomplishments by community f. # of market rate housing units built in urban | Community Services, Planning and Development Services, Redevelopment | <ul style="list-style-type: none"> • Adopted Inclusionary Housing (IH) Ordinance on 12/11/18 • 6.11% of all housing is considered affordable (up from 4.07% in 2017 – added 51% - 60% AMI rental units to 2018 totals with definition change in 2018) • Added 2 for sale and 113 rental affordable homes in 2018 • Lost 1 for-sale affordable home in 2018 (home under prior Inclusionary Zoning program released from Affordable Housing (AH) requirements) • Preparing Annual goals and funding priorities to sustain commitment to 2035 regional goal • Adopted updated LDC, which went into effect 9/1/2018 • Kicked off DRC Lean process evaluation; mapped processes and generated ideas for |

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| | | | | 5. Increase # of workforce housing units built in urban renewal/lower income areas. | renewal/lower income areas | | <p>improvements for distinct process steps</p> <ul style="list-style-type: none"> • Worked In collaboration with BCHA, Boulder County and LDDA, to complete development plan for Coffman Street project to provide 73 affordable apartment units allowing BCHA to prepare LIHTC funding application to CHFA February 1, 2019. • Discussed affordable housing development opportunities with several prospective affordable housing developers. • Municipal Code amended to remove restrictions on creation of special/metro districts to facilitate residential developments. |
| B1.2 2018 FOCUS AREA | Transportation – connected, efficient, innovative, affordable local and regional transportation | <p>a. Refine transportation “wish list”, conduct gap analysis and determine transportation priorities</p> <p>b. Collaborate with regional partners in the Northwest Corridor as well as partners in northern Colorado to hold a summit to determine transportation priorities and needs</p> <p>c. Secure commitments from Mayors and Commissioners Coalition to provide funding for Peak Rail</p> <p>d. Provide adequate funding for existing transportation options and create the infrastructure to administer pilot local transportation programs and services</p> | 2018-2019 | <p>1. Increase transit service hours</p> <p>2. Increase usage of alternate modes</p> <p>3. Increase transit ridership</p> <p>4. Improve walkability/bikeability</p> | <p>a. Transit service hours provided</p> <p>b. Number of modes offered (Envision)</p> <p>c. Utilization of alternate modes</p> <p>d. Net gain/loss in transit ridership (Envision)</p> <p>e. Households within ¼ mile of transit (Sustainability)</p> <p>f. Walkability/bikeability index (Sustainability)</p> | Planning and Development Services, Public Works and Natural Resources | <ul style="list-style-type: none"> • Will work with RTD, FLEX and Via to get most recent transit service hours for 2018—typically it takes 6 months into the following year to begin seeing previous year’s data. • Staff will provide this data related to the 2018 numbers from transit agencies. It is possible to show gain/loss from previous years. • Staff will pull numbers from walkability/bikeability website for overall scores and any changes by year. |

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| | | e. Update Multimodal Transportation Implementation Plan as needed | | | | | |
| B1.3 | Quality employment for all | a. Review regulatory and permitting procedures for target industries b. Continue to support small business development initiative c. Provide outreach to minority populations. d. Ensure that Longmont has buildings for start-ups and second stage companies e. Organize Startup Week and other networking events among entrepreneurs, capital and start up support organizations. | 2018 Ongoing | 1. Increase efficiency of dev. review process 2. Increase small business support opportunities 3. Increase outreach to minority population 4. Increase number of commercial buildings 5. Increase participation in startup activities and events | a. Timeline improvement in platting and permitting b. Number of small business grants awarded <ul style="list-style-type: none"> Number of small business direct contacts c. Number of minority-owned businesses d. Number of commercial construction/renovation permits e. Number of networking/education events related to startups <ul style="list-style-type: none"> Number of attendees | | <ul style="list-style-type: none"> Provided development review for 146 projects Participated in Advance Longmont 2.0 work groups Presented at 2018 Longmont Start Up week |
| B1.4 | Access to quality food | a. Continue providing human service grants to agencies that address food insecurity by distributing food through local food pantries and mobile pantries; providing home-delivered or congregate meals; and providing resources to purchase fresh produce | Ongoing | 1. Increase opportunities for low-income and vulnerable populations to access healthy and adequate | a. Number of Longmont receiving food assistance b. Demonstrated progress toward short and long-term outcomes as reported in grant- | | <ul style="list-style-type: none"> 15% of City human service agency funding (\$100,000) was allocated to four providers to assist 20,000 low-income Longmont residents with access to healthy foods and/or to increase their food security. Year-end reports are due January 31, 2018 for those agencies that received 2018 |

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| | | | | amounts of food | funded agencies' mid and year-end reports | | funding from the City, and results will be compiled by the end of the first quarter. |
| | | b. | | 2. | c. | | |

Goal B2: Protect and respect our natural public amenities as part of the development process

Possible Council Roles:

- 6. Formalize development plans—both natural and built environments—along the river.
- 7. Provide specific policy direction that can be included in the plan for the area and associated codes, thereby providing property owners, potential developers/re-developers and staff with clarity that can move the vision forward.

Other Council ideas:

- Meet with Save our St. Vrain to really understand their concerns - MAYOR

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| B2.1 2018 FOCUS AREA | St. Vrain Creek Corridor - Finalize vision that is compelling/ inspires funding and ensures a balance between development and natural spaces | a. City Council adopts a vision and implementation plan for the St Vrain Creek Corridor to guide future of this community focus area. | Q1 & Q2 2019 | 1. Review current draft, engage community and provide staff direction regarding St. Vrain Blueprint (St. Vrain Creek Corridor Focus Area) 2. Prepare LDC code amendments which | a. City Council review of ongoing St. Vrain Creek projects and initiatives. Jan 2019Blueprint plan and issues description. Nov 2018 b. Using stakeholder input staff/consultant develop criteria system with which to evaluate development/redevelopment proximate to St. Vrain Creek. City Council presented with specific options in areas of contention and make decision. Commence document revisions. Q1 & Q2 2019. c. Bring forward St Vrain Blueprint for final review. Determine what changes are | Planning and Development Services, City Manager's Office | <ul style="list-style-type: none">• Council update on St Vrain Creek activities on Jan 22. Revisions to St Vrain Blueprint pending policy decisions on redevelopment and setbacks near creek. |

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| | | | | provide system in which riparian setback variance can be considered. | needed and set for consideration of acceptance. Q2 Q3 2019. | | <ul style="list-style-type: none">• Preliminary concepts for setback allowances and offsets have ben scripted. |
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Goal B3: Become a nationally recognized geographic center of science, technology, engineering, education, arts, and entrepreneurialism

Possible Council Roles:

1. Work with staff to access higher education institutions, organizations that work with education, and private sector partners to communicate our vision for the identified areas and how they can be part of building Longmont’s future. MARCIA
2. Facilitate a formalized a working relationship with local arts organizations to plan for the creation of a performance facility.
3. Lead an initiative to find partners that can work to create a convention center center/hotel in Longmont that will attract professional conferences and start developing connections to our surrounding educational institutions. This may also be connected to the performing arts center discussion.
4. Work with staff to educate our broader community about the Main Street Corridor Plan and how this is part of their vision for our community. Become active in the discussion and assisting staff in getting a broad representation of the community to be part of this discussion.
5. Work with staff to help facilitate and participate in conversations regarding the re-development of the Sugar Mill property.
6. Begin discussions with the Boulder County Commissioners to identify opportunities to redevelop the fairgrounds.

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| B3.1 2018 FOCUS AREA | Create a series of vibrant community-supporting centers along the Main Street Corridor (Midtown/North Main Focus Area) | a. Complete preparation of the Main Street Corridor Plan b. Identify and assess redevelopment opportunity sites along with funding potential c. Assist the Downtown Development Authority in its redevelopment/revitalization endeavors | Q3 2019 Q3 2019 Ongoing | 1. Improve the economic vitality, viability, and economic base in the area | a. Increased sales tax and property tax valuation in the tax districts encompassing the Main Street Corridor b. Sustainable buildings developed (Sustainability) c. Development activity in Areas of Change (Envision) <ul style="list-style-type: none"> • Plats submitted • Permits issued • Zone changes | Planning and Development Services; Redevelopment | <ul style="list-style-type: none"> • Kicked off Main Street Corridor Plan process • Hosted public meeting in November 2018 to gather input on Main Street Corridor • Collaborated with LDDA to host a charrette for the 200 block of Main Street • Participated in kick off for citywide wayfinding plan, which includes gateway sites on Main Street • Initiated dialog with developer relative to redevelopment of blighted property in 1600 block of |

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| | | | | | <ul style="list-style-type: none"> Meetings with potential developers | | <p>Main St. into market rate apartment project.</p> <ul style="list-style-type: none"> Assisted LDDA in formulating parking strategy to facilitate redevelopment project in 500 block of Coffman Street. |
| B3.2 2018 FOCUS AREA | Sugar Mill - realize its highest potential | a. Complete redevelopment vision and utilization/financing strategy for (Sugar Mill/ Highway 119 Gateway Focus Area) | Q4 2019 | 1. Agreements in place to facilitate redevelopment | a. Progress of meetings with potential developers, property owners and business owners in the Focus Areas | Redevelopment; Planning and Development Services, City Manager's Office | <ul style="list-style-type: none"> Initiated dialog with Colorado chapter of Urban Land Institute relative to utilizing Technical Advisory Panel to assist in developing vision & implementation strategy. Outreach made to Colorado Brownfield's Revolving Loan Program (State of Colorado) and other environmental experts to discuss potential remediation resources & collaboration interest. Entertained discussions with several prospective developers to generate redevelopment interest. |
| B3.3 2018 FOCUS AREA | Hover Street Corridor – realize its highest potential | a. Focus on Hover Street Corridor from Roger's Grove south, including conversations with Boulder County about the future of the Fairgrounds | Ongoing | 1. Improve the economic vitality, viability, and economic base in the area | a. Metric - Sustainable buildings developed (Sustainability) b. Metric - Development activity in Areas of Change (Envision) <ul style="list-style-type: none"> Plats submitted | Planning and Development Services | |

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| | | | | | <ul style="list-style-type: none"> • Permits issued • Zone changes • Meetings with potential developers | | |
| B3.4 | Prepare Main & 1 st Area for Bus/Rail TOD | a. Conduct negotiations with RTD on infrastructure, land acquisition, and funding priorities b. Complete infrastructure planning and design c. Recruit development prospects focusing on public/private partnerships d. Conduct negotiations with property owners relative to acquisitions to facilitate infrastructure/redevelopment. | Q4 2019 Q2 2020 Q4 2019 Q2 2020 | 1. City Council/RTD approval of IGAs 2. Civil plans completed and start of improvements 3. Redevelopment project Commencement | a. Private investment leveraged b. RTD funding invested in City infrastructure c. Increased level of redevelopment interest | Redevelopment; Public Works; Planning and Development Services; | <ul style="list-style-type: none"> • Continued work in collaboration with RTD to complete Infrastructure Management Plan (IMP) to determine costs & assignment thereof to each partner. • Recruited and met with prospective mixed use developer resulting in potential project interest in partnership with URA. • Initiated dialog with Tebo Development Co. regarding high density redevelopment project for properties it owns at 1st and Main and Boston and Main. |
| B3.5 | Conference/ Performance Center & Hotel Complex | a. Prepare a market and funding study to determine viability of a project b. Identify prospective site(s) and prepare development concept(s) c. Initiate and complete private capital campaign | Q4 2019 Q2 2019 Q4 2020 | 1. Pursue development of conference and/or performance venue | a. Private funding commitments raised b. Level of community support for project | City Manager's Office; Redevelopment | |

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| B3.6 | Enhance economic vitality along St.Vrain corridor in environmentally sustainable and sensitive manner | a. Conduct market and redevelopment assessment to prioritize developer recruitment | Q4 2020 | 1. Increase the amount of jobs generating redevelopment | a. Number of jobs created in corridor | Redevelopment; Planning and Development Services | <ul style="list-style-type: none"> Met with two property owners/developers owning property at Boston and Main to discuss future redevelopment interests. |
| | | b. Initiate dialog with taxing entities relative to potential creation of TIF areas | Q2 2021 | | b. Number of new residential units constructed | | |
| | | c. Initiate developer recruitment per opportunities identified in assessment | Ongoing | 2. Redevelop environs into attractive place to live, work and recreate | c. % of area preserved for open space | | |

Goal B4: Bring together private industry, local government, non-profits, institutions of higher education as well as the St. Vrain Valley School district to ensure the highest quality, best prepared workforce in the western United States

Possible Council Roles:

- Engage conversations with Front Range Community College, University of Colorado, and Colorado State University to begin the discussions regarding creating more robust presence from higher education in Longmont that works in conjunction with LEDP and the City to specifically address workforce needs in our community. TIM and POLLY
- Engage the School District to be a partner in participating in these conversations with higher education institutions to leverage the accomplishments of the SVVSD to attract these institutions to our community and expand their local partnerships.

| Work Item # | Objective | Actions | Timelines | Performance Goal | Performance Measures | Key Personnel | Progress to Date |
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| B4.1 NEW in 2018 | Provide new opportunities for higher education in Longmont | a. Identify higher education targets for area and begin conversations about locating in this area b. Work with FRCC to determine physical growth/expansion requirements relative to future curriculum expansion c. Commission study to determine gaps in technical skill/learning needs and local educational offerings. | 2019 Ongoing 2020 | 1. Increase the number of technical program offerings | a. Green/clean tech industries supported/recruited (Sustainability) b. Increase in # of technical program offerings c. # of students enrolled in higher ed courses | City Manager's Office | |