



# City Council Work Plan 2020

An aerial photograph of Longmont, Colorado, showing a mix of residential and commercial areas with green trees and buildings. In the background, there are rolling hills and mountains under a clear sky. The text is overlaid on this 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, elders are supported through their entire life journey, 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. Longmont's quality of life will sustain with 100% renewable power for life and a healthier climate over time.

# 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 2020

## 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 private partnerships that starts children who are born in or live in Longmont with a college fund from birth. BONNIE
4. Add an additional work plan item where Council members 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 reading volunteers to sign up on a sheet next to PITBH list at Council meetings - POLLY
- Provide a bag of books and puzzles for every child born in Longmont - JOAN
- Meet with people in our town who 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 preschool
- Look at who is not attending preschool and reach out to help - JOAN
- Create a set of requirements and action steps toward the objective

Work Item #	Objective	Actions	Timelines	Performance Goal	Performance Measures	Key Personnel	Progress to Date
A1.1	Annually increase the percent of Longmont 3 and 4 year olds in quality	<ol style="list-style-type: none"> <li>a. Determine baseline of number of 3 and 4 year olds in quality preschool programs</li> <li>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.</li> </ol>	Ongoing	<ol style="list-style-type: none"> <li>1. 100% of 3- and 4-year-olds have access to quality preschool programs</li> <li>2. 5% increase each year in</li> </ol>	<ol style="list-style-type: none"> <li>a. Percentage of 3- and 4-year-olds enrolled in quality preschool programs</li> <li>b. Increased engagement with providers to children</li> </ol>	Children Youth and Families, Community Services	

	preschool programs	c. Provide funding for quality preschool education programs through human service agency grants		<p>outreach to 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>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>		
A1.2	Increase time children are read to, particularly among low-income families	Redesign the Mayor’s Book Club to reach a diversity of 3- and 4-year-old children; consult with SVVSD, the Longmont Multicultural Action Committee, Wild Plum and others on possible outreach and reading opportunities	Launch enhancements no later than August 2020.	1. Increase the number of low-income participants by 5% each year	a. Percentage of all 3- and 4-year-olds who are enrolled in Mayor’s book club	Children Youth and Families	
A1.3	Ensure that all school-age children and seniors have access to	a. Launch “Share the NextLight” fiber to the home service for youth that qualify for free or reduced lunch program	2018	1. Determine % of school-age children that qualify for free or reduced lunch	a. Percentage of school-age children that qualify for free or reduced lunch	LPC, Children, Youth and Families, City	

	high quality digital internet	<ul style="list-style-type: none"> <li>b. Work with local foundations, service groups, and social agencies to assist with funding this initiative</li> <li>c. Determine baseline of students who qualify and already have access to high speed internet</li> <li>d. Set up application process and market</li> <li>e. Partner with Senior Services to explore the possibilities of increasing NextLight access to low income older adults in the community</li> <li>f. Pursue federal funding opportunities</li> </ul>		that need access to high speed internet	have access to high speed internet	Manager's Office, Senior Services	
A.1.4	Provide college funds for Longmont children	<ul style="list-style-type: none"> <li>a. Work with the Longmont Community Foundation and St. Vrain Valley School District to create a college fund that receives seed money from the Council budget and private partnerships that starts children that are born in or live in Longmont (or are SVVSD students) with a college fund from birth</li> <li>b. Reach out to other mayors to engage them in supporting this program in their community</li> </ul>	2020	<ul style="list-style-type: none"> <li>2. Ensure that 100% of SVVSD kindergarten students are registered for a 529 College Invest account by the time they matriculate to 1<sup>st</sup> grade.</li> </ul>	<ul style="list-style-type: none"> <li>b. Increase community support by identifying opportunities to engage surrounding communities in the effort.</li> <li>c. Work with community partners to create educational presentations and outreach opportunities to reach families in target audience .</li> <li>d. Collection of data will show and increase in number of enrollees in 529 savings plan.</li> </ul>	Children, Youth and Families (in partnership with SVV Education Foundation, Community and Elevations)	

## 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 on 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
A2.1	Reduce the risk of homelessness in our community	<ol style="list-style-type: none"> <li>a. Participate in Homeless Solutions for Boulder County (HSBC) coordinated systems approach through funding and collaborative implementation and oversight</li> <li>b. Hold community conversations on homelessness to gather ideas and further community action</li> <li>c. Further “Take One Step” campaign, providing education and information about opportunities for community engagement – help businesses understand how to be part of the solution</li> <li>d. Bring back additional data about people experiencing homelessness in Longmont (along with Safe Lot information)</li> <li>e. Update/follow up from OUR Center, HOPE and Agape on where they are headed</li> </ol>	Ongoing	<ol style="list-style-type: none"> <li>1. On average 30% of adults entering the HSBC system will exit homelessness annually.</li> <li>2. Increase the availability Permanent Supportive Housing units and other Housing Options for adults experiencing homelessness.</li> <li>3. Provide recommendations concerning City investments in bridge housing options, such as safe lots</li> </ol>	<ol style="list-style-type: none"> <li>a. Number of adults who have exited homelessness into stable housing compared with the number of adults screened through Coordinated Entry</li> <li>b. Number of Permanent Supportive Housing (PSH) and other Housing units created for adults experiencing homelessness annually</li> </ol>	Community Services	

					c. Safe Lot report detailing reasoning and data behind the recommendations		
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	1. 90% of households enrolled in Home Steady program will remain stably housed	<p>a. Number of households who have remained stably housed after three months of assistance</p> <p>b. Number of households who have saved and set aside money equivalent to one month's housing costs</p>	Community Services	

## 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 nonprofit programs that impact the desired population.
2. Take an active role in working with neighborhood organizations and the 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 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 children and their families can be successful.

Work Item #	Objective	Actions	Timelines	Performance Goal	Performance Measures	Key Personnel	Progress to Date
A3.1	Provide resources to those battling mental health and substance abuse	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	<ol style="list-style-type: none"> <li>1. Connect 50 individuals to treatment through the Angel Initiative</li> <li>2. Enroll 24 individuals into LEAD</li> <li>3. CORE team will respond to an average of 15 calls for service per week</li> </ol>	Number of people assisted through Angel Initiative, LEAD and Co-Responder grants	Public Safety	
A3.2	Assist those in need in	a. Continue providing grants to human service	Ongoing	1. Longmont residents will have access to	a. Number of Longmont residents	Community Services	

	<p>our community</p>	<p>agencies that address the following areas:  <b>Housing Stability:</b> supporting a continuum of affordable housing options; helping people find and sustain stable housing  <b>Self-sufficiency and resilience:</b> 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  <b>Food &amp; Nutrition:</b> helping households obtain adequate quantity and quality of food  <b>Health &amp; Well-being:</b> ensuring access to affordable medical, dental and mental health care  <b>Education &amp; Skill Building:</b> starting young and continuing throughout all stages of life, offering education, and skills training that</p>		<p>these services when they need them</p>	<p>served in each of these categories</p> <p>b. Demonstrated on outcomes as reported in grant-funded agencies' mid and year-end reports</p>		
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		are the building blocks of self-sufficiency <b>Safety and Justice:</b> ensuring safe and supportive environments for vulnerable children and adults					
A3.2	Provide resources and opportunity to thrive for Seniors	<ul style="list-style-type: none"> <li>a. Provide resources and case management support to older adults at risk of homelessness due to cost of housing or capacity challenges</li> <li>b. Engage older adults in services and resources that enhance their emotional well-being</li> <li>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.</li> <li>d. Complete outreach, information gathering, and final recommendations for Envision Longmont information on aging in partnership with other city departments and nonprofit agencies.</li> </ul>	Ongoing  Ongoing  2019	<ul style="list-style-type: none"> <li>2. 80% of older adults at risk of homelessness are able to remain in their homes or find suitable housing within 6 months</li> <li>3. 80% of older adults who participate in emotional support activities and complete an evaluation, report improved or sustained well-being</li> <li>4. Submit a state grant that supports implementation</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of older adults relocated to more affordable housing units</li> <li>b. Number of older adults who avoided eviction</li> <li>c. Self-report data collected upon termination of services or at year-end</li> <li>d. Participation in Lifelong Colorado initiative</li> <li>e. Completion of Longmont’s</li> </ul>	Senior Services, Planning and Development Services	

				of the City's Age Friendly goals	Age Friendly action plan.		
A3.3	Provide resources and opportunity to thrive for Youth	<ul style="list-style-type: none"> <li>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</li> <li>b. Provide early intervention through assessment and service matching that decreases youth involvement in the municipal criminal justice system and reduce recidivism</li> <li>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</li> <li>d. Engage youth and families in positive educational and skill-building activities that help decrease the</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>1. 90% of youth and families show improvement in skill building and knowledge, and progress toward their goals</li> <li>2. REWiND interventions are in place within three weeks of 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</li> <li>3. 90% of those who have</li> </ul>		Children, Youth and Families	

		possibility of involvement in the child welfare or criminal justice systems		<p>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>			
A3.4	Connecting Service Agencies electronically to create a more proactive system to support the whole person	Staff is working with the University of Colorado School of Health, Colorado State University, Longmont United Hospital, CU Health, nonprofit organizations and various departments to create a middleware system that connects these services to ensure that we are working collectively to support the needs of our community	2020	Create prototype for message based middleware system linking City department database systems for improved care to vulnerable residents	To be determined	City Manager's Office, Shared Services, Community Services and Public Safety	

# 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
- Goal B5: Work with Platte River Power Authority to achieve 100% renewable power for life by 2030
- Goal B6: Take actions that will, over time, create support a healthier climate for future generations, and helps prepare and adapt our community for the impacts of climate change

**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 nonprofit 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 participate in a hiring program for individuals who are moving through our various social programs who are unemployed or underemployed.
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 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
B1.1	Housing – a full spectrum of attainable housing for all incomes and stages of life	<ol style="list-style-type: none"> <li>a. Update Land Development Code, as needed, to clarify expectations</li> <li>b. Provide an overview of the development review process, capturing changes that have occurred over the past decade (One Stop is a continual evolution)</li> <li>c. Continuous evaluation of development processes and recommend changes to development process</li> <li>d. Determine feasibility of a countywide ballot initiative</li> </ol>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ol style="list-style-type: none"> <li>1. 12% of all housing is considered affordable</li> <li>2. Increase affordable units by 130 each year</li> <li>3. Keep 100% of current</li> </ol>	<ol style="list-style-type: none"> <li>a. Baseline % of affordable housing units compared to current</li> <li>b. Number of affordable units preserved annually</li> <li>c. Number of affordable units added annually (Envision)</li> </ol>	Community Services, Planning and Development Services, Redevelopment	

		e. Recruit builders to construct workforce housing product in redevelopment areas and/or on infill sites within lower income areas.	Q2 2020 Mid-2020	affordable units preserved  4. Longmont sustains its commitment to meeting 2035 affordable housing goals  5. Increase # of workforce housing units built in urban renewal/lower income areas.	d. Increased diversity of housing types (Envision) e. f. Annual report on Boulder Regional Housing Partnership accomplishments by community # of market rate housing units built in urban renewal/lower income areas		
B1.2	Transportation – connected, efficient, safe, innovative, affordable local and regional transportation	a. Refine transportation “wish list,” conduct gap analysis and determine transportation priorities 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 c. Secure commitments from Mayors and Commissioners Coalition to provide funding for Peak Rail	2020-2021	1. Increase transit service hours 2. Increase usage of alternate modes 3. Increase transit ridership	a. Transit service hours provided b. Number of modes offered (Envision) c. Utilization of alternate modes d. Net gain/loss in transit ridership (Envision) e. Households within ¼ mile of transit (Sustainability)	Planning and Development Services, Public Works and Natural Resources	

		<p>d. Provide adequate funding for existing transportation options and create the infrastructure to administer pilot local transportation programs and services</p> <p>e. Update Multimodal Transportation Implementation Plan as needed</p> <p>f. Explore “Vision Zero” designation and relay information to Council about what the investment and corresponding benefits to the community associated with the plan</p>		4. Improve walkability/ bikeability	f. Walkability/ bikeability index (Sustainability)		
B1.3	Quality employment for all	<p>a. Review regulatory and permitting procedures for target industries</p> <p>b. Continue to support small business development initiative</p> <p>c. Provide outreach to minority populations.</p> <p>d. Ensure that Longmont has buildings for start-ups and second stage companies</p> <p>e. Organize Startup Week and other networking events among entrepreneurs, capital and start up support organizations.</p>	<p>2018</p> <p>Ongoing</p>	<p>1. Increase efficiency of dev. review process</p> <p>2. Increase small business support opportunities</p> <p>3. Increase outreach to minority population</p> <p>4. Increase number of commercial buildings</p> <p>5. Increase participation in startup activities and events</p>	<p>a. Timeline improvement in platting and permitting</p> <p>b. Number of small business grants awarded</p> <ul style="list-style-type: none"> <li>Number of small business direct contacts</li> </ul> <p>c. Number of minority-owned businesses</p> <p>d. Number of commercial construction/renovation permits</p> <p>e. Number of networking/education events related to startups</p> <ul style="list-style-type: none"> <li>Number of attendees</li> </ul>	<p>Longmont Economic Development Partnership/ Planning and Development Services / PWNR and Sustainability</p>	

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 amounts of food	a. Number of Longmont receiving food assistance b. Demonstrated progress toward outcomes as reported in grant-funded agencies' mid and year-end reports		
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## Goal B2: Protect and respect our natural public amenities as part of the development process

### Possible Council Roles:

1. Formalize development plans for both natural and built environments along the river.
2. Provide specific policy direction that can be included in the plan for the area and associated codes, thereby providing property owners, potential developers/redevelopers 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
B2.1	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.	Q4 2018 & Q1 2019	1. Review current draft, engage community and provide staff direction regarding St. Vrain Blueprint (St. Vrain Creek Corridor Focus Area)	a. Work session for City Council to review St. Vrain Blueprint plan and issues description. Nov 2018 b. City Council presented with specific options in areas of contention and make decision. Commence document revisions. Dec 2018. c. Plan Approval - Jan 2019 & begin implementation.	Planning and Development Services, City Manager's Office, PWRN and Sustainability	

## 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 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 redevelopment 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
B3.1 2018 FOCUS AREA	Create a series of vibrant community-supporting centers along the Main Street Corridor (Midtown/North Main Focus Area)	<ol style="list-style-type: none"> <li>a. Complete preparation of the Main Street Corridor Plan</li> <li>b. Identify and assess redevelopment opportunity sites along with funding potential</li> <li>c. Assist the Downtown Development Authority in its redevelopment/revitalization endeavors</li> </ol>	<p>Q3 2019</p> <p>Q3 2019</p> <p>Ongoing</p>	1. Improve the economic vitality, viability, and economic base in the area	<ol style="list-style-type: none"> <li>a. Increased sales tax and property tax valuation in the tax districts encompassing the Main Street Corridor</li> <li>b. Sustainable buildings developed (Sustainability)</li> <li>c. Development activity in Areas of Change (Envision)               <ul style="list-style-type: none"> <li>• Plats submitted</li> <li>• Permits issued</li> <li>• Zone changes</li> </ul> </li> </ol>	Planning and Development Services; Redevelopment	

					<ul style="list-style-type: none"> <li>• Meetings with potential developers</li> </ul>		
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	
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"> <li>• Plats submitted</li> <li>• Permits issued</li> <li>• Zone changes</li> <li>• Meetings with potential developers</li> </ul>	Planning and Development Services	
B3.4	Prepare Main & 1 <sup>st</sup> Area for Bus/Rail TOD	a. Conduct negotiations with RTD on infrastructure, land acquisition, and funding priorities b. Complete infrastructure planning and design	Q4 2019  Q2 2020  Q4 2019	1. City Council/ RTD approval of IGAs  2. Civil plans completed and	a. Private investment leveraged  b. RTD funding invested in City infrastructure	Redevelopment; Public Works; Planning and Development Services	Final location of bus/parking transit center at 1 <sup>st</sup> /Main has been determined and agreed to by both parties. RTD is proceeding with preparation of the Infrastructure Master Plan

		<ul style="list-style-type: none"> <li>c. Recruit development prospects focusing on public/private partnerships</li> <li>d. Conduct negotiations with property owners relative to acquisitions to facilitate infrastructure/redevelopment.</li> </ul>	Q2 2020	<ul style="list-style-type: none"> <li>start of improvements</li> <li>3. Redevelopment project Commencement</li> </ul>	<ul style="list-style-type: none"> <li>c. Increased level of redevelopment interest</li> </ul>		so property acquisition can begin.
B3.5	Conference/ Performance Center & Hotel Complex	<ul style="list-style-type: none"> <li>a. Prepare a market and funding study to determine viability of a project</li> <li>b. Identify prospective site(s) and prepare development concept(s)</li> <li>c. Initiate and complete private capital campaign</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2019</li> <li>Q2 2019</li> <li>Q4 2020</li> </ul>	<ul style="list-style-type: none"> <li>1. Pursue development of conference and/ or performance venue</li> </ul>	<ul style="list-style-type: none"> <li>a. Private funding commitments raised</li> <li>b. Level of community support for project</li> </ul>	City Manager's Office; Redevelopment	Feasibility study results presented to City Council on February 4.
B3.6	Enhance economic vitality along St.Vrain corridor in environmentally sustainable and sensitive manner	<ul style="list-style-type: none"> <li>a. Conduct market and redevelopment assessment to prioritize developer recruitment</li> <li>b. Initiate dialog with taxing entities relative to potential creation of TIF areas</li> <li>c. Initiate developer recruitment per opportunities identified in assessment</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2020</li> <li>Q2 2021</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>1. Increase the amount of jobs generating redevelopment</li> <li>2. Redevelop environs into attractive place to live, work and recreate</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of jobs created in corridor</li> <li>b. Number of new residential units constructed</li> <li>c. % of area preserved for open space</li> </ul>	Redevelopment; Planning and Development Services; Sustainability	See STEAM process above SES process is in place and ready for final edits and use in development applications first quarter 2020.

## 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:

1. Engage Front Range Community College, the University of Colorado, and Colorado State University to begin discussions regarding creating a 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
2. 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
B4.1	Provide new opportunities for higher education in Longmont	<ol style="list-style-type: none"> <li>a. Identify higher education targets for area and begin conversations about locating in this area</li> <li>b. Work with FRCC to determine physical growth/expansion requirements relative to future curriculum expansion</li> <li>c. Commission study to determine gaps in technical skill/learning needs and local educational offerings.</li> </ol>	<p>2019</p> <p>Ongoing</p> <p>2020</p>	1. Increase the number of technical program offerings	<ol style="list-style-type: none"> <li>a. Green/clean tech industries supported/recruited (Sustainability)</li> <li>b. Increase in # of technical program offerings</li> <li>c. # of students enrolled in higher ed courses</li> </ol>	City Manager's Office	

## Goal B5: Achieve 100% renewable power for life by 2030

Work Item #	Objective	Actions	Timelines	Performance Goal	Performance Measures	Key Personnel	Progress to Date
B5.1	Take actions that will achieve 100% renewable power for life by 2030	<ul style="list-style-type: none"> <li>a. Complete the AMI program by 2022.</li> <li>b. Complete solar field and site selection feasibility study</li> <li>c. Accelerate AMI without breaking the ban</li> <li>d. Participate in the PRPA IRP and Identify City actions needed to ensure the community achieves 100% renewable electric energy by 2030</li> <li>e. Evaluate beneficial community electrification programs and strategies and resource needs to begin implementation in 2021</li> <li>f. Analyze program and rate structure for solar customers and bring back options</li> </ul>	<p>2022</p> <p>2020</p>	100% renewable energy by 2030	Percentage of renewable energy generated	Longmont Power & Communications and Platte River Power Authority	

## Goal B6: Ensure a healthier climate for future generations, and helps prepare and adapt our community for the impacts of climate change

Work Item #	Objective	Actions	Timelines	Performance Goal	Performance Measures	Key Personnel	Progress to Date
B6.1	Take actions that will reduce Longmont's greenhouse gas emissions and mitigate the impacts of climate change	<ul style="list-style-type: none"> <li>a. Convene a Climate Action Task Force to make recommendations on action to support a healthier climate</li> <li>b. Evaluate and allocate adequate resources for climate action implementation in 2021 budgeting process</li> <li>c. Update Longmont's GHG report</li> <li>d. Complete the Equitable Carbon-Free Transportation/Electric Vehicle Roadmap</li> <li>e. Continue to transition all City fleet vehicles to alternative fuel sources</li> <li>f. Continue to implement identified greenhouse gas reduction strategies as noted in the Sustainability Plan</li> <li>g. Continue to monitor, update and report Longmont's greenhouse gas (GHG) emissions</li> </ul>	<ul style="list-style-type: none"> <li>2020</li> <li>2020</li> <li>2020</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">See Longmont Indicators Dashboard for goals and progress</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">See Longmont Indicators Dashboard for goals and progress</a></li> </ul>	PWNR/Sustainability	

B6.2	Take actions that will prepare and adapt Longmont for the impacts of climate change	<ul style="list-style-type: none"> <li>a. Conduct research analysis to understand projected impacts to Longmont residents, businesses, infrastructure and natural environment due to climate change</li> <li>b. Evaluate and implement programs to support community resilience</li> </ul>	<p>2021</p> <p>2021-22</p>	<a href="#">See Longmont Indicators Dashboard for goals and progress</a>	<a href="#">See Longmont Indicators Dashboard for goals and progress</a>	PWNR/Sustainability, Community Services, OEM	
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