

# 2017 City Council Priorities and Workplan

The Littleton City Council held a facilitated workshop on April 28, 2017 to understand council's perspectives on current issues and key objectives for the next five months. Working with a facilitator and the executive team, the council agreed on seven priorities:

1. The TABOR issue, refund versus investment in infrastructure.
2. Change how council meets with the public, holding district meetings once per quarter.
3. Fire department unification decision or redesign of current system including dispatch.
4. Address design guidelines for impact to community culture.
5. Prioritize corridor study for Belleview Avenue.
6. Ensure maintenance of the public infrastructure, decide on an infrastructure approach and develop a funding source to support it.
7. Develop process to determine the Voice of the Community.

The material that follows includes a statement of the issue or opportunity with action steps for accomplishing the issue. Accompanying this work plan is a schedule that includes dates for significant milestones and decision points for council. This schedule then updates the council's tentative calendar for future study sessions and regular meetings. The appropriate departments will be involved depending on the issue.

## **Priority 1 – The TABOR issue, refund versus investment in infrastructure.**

Preliminary financial estimates indicate an estimated excess of \$1.9 million over the TABOR cap for 2016. Council will determine whether to refund this amount to citizens or place a question on the ballot asking whether the city can spend the funds on specific issues; e.g. capital projects. Staff is developing a list of potential capital projects for council to consider. Council must decide on a refund method regardless of whether a TABOR election is scheduled or approved by voters so that staff is prepared to deliver a refund by the end of the year. There are two proposed tracks for pursuing this issue, depending upon the council's decision for a refund or an election.

### **1a. Refund**

#### **Action Steps**

1. Staff prepare options and recommendations on refund methods 6/26.
2. Council review all options at study session 7/25.
3. Resolution on decision to refund and methodology 8/1.
4. First reading if property tax mill levy reduction 10/3.
5. Second reading if property tax mill levy reduction 10/17.

### **1b. Election**

#### **Action Steps**

1. Staff deadline to narrow list of projects by 6/26.
2. Council review all options at study session 7/25 plus draft ballot language.
3. Resolution at regular meeting 8/1.
4. Intent to coordinate election with county clerks 7/28.
5. Solicit public input for Blue Book 8/2.
7. Deadline for IGAs to counties 8/29.
8. Deadline for TABOR information for October issues of the Littleton Report 9/1.

9. Certify ballot by 9/8.
10. Pro/con statements for Blue Book 9/22.
11. Election 11/7.

**Priority 2 – Change how council meets with the public, holding district meetings once per quarter.**

Council expressed interest in holding quarterly meetings targeted to each of the four districts of the city. These district meetings would be held quarterly from September to May at the Littleton Center in the evenings from 6:30 to 8:30 p.m. with refreshments. The meetings would include a brief overview of current issues and lead to an open and transparent community dialog focusing on the immediate and future needs of the city as well as untapped opportunities. This is an option to become the venue for Littleton Listens, the continuing process to engage the community.

**Action Steps**

1. Study session 7/11.
2. Set dates (September 9, November 9, January 18, March 14)
3. Mail invitations
4. Write overview script on current issues. Utilize Systematic Development of Informed Consent and Appreciative Inquiry to engage community members in discussing specific issues facing Littleton.
5. Report and build upon results.

**Priority 3 – Fire department unification discussion or redesign of current system including dispatch.**

Littleton Fire Rescue (LFR) was approached by South Metro Fire Rescue (SMFR) to discuss the potential for unification of the departments. Littleton and its fire partners along with Cunningham Fire and South Metro Fire Rescue (SMFR) boards and councils agreed to discuss and evaluate the feasibility of unifying the three departments.

The first draft of the written proposal was presented to the four policy making boards and council in early May, 2017. Feedback indicated that the proposal lacked depth for the policy makers to make a decision as to the feasibility of the proposal. Additional information is being developed to ensure the proposal is comprehensive.

Lastly, the City of Littleton (COL) and its fire partners (Highlands Ranch Metro District and the Littleton Fire Protection District) originally agreed to hire a consultant, the Center for Public Safety Management (CPSM), as a ‘neutral’ third party to evaluate the proposal and list the pros and cons comparing services and costs. As of late May, the fire partners agreed to stop the work of CPSM. The COL is to pursue a separate contract with CPSM for the evaluation of the revised proposal. The fire partners may or may not use CPSM collectively for the review of the revised proposal.

COL and its partners did consider a separate contract for dispatch services. The city council did not approve an IGA for dispatch on June 27th; therefore, the dispatch service will remain as a COL operation.

It is anticipated the COL will pursue over the balance of the year a discussion with our fire partners multiple options for improving the existing relationship. The existing fire partner relationship would be the priority for review, but staff would continue to discuss and evaluate options with South Metro Fire Rescue. Staff would provide periodic updates to all policy makers as conditions require.

### **3a. Dispatch**

#### **Action Steps**

1. Council study session 3/28/17.
2. Council study session 5/19/17.
3. Ordinance on first reading at regular meeting 6/6/17.
4. Ordinance on second reading at regular meeting 6/27/17 - Not approved.

### **3b. Unification**

#### **Action Steps**

1. First draft of proposal submitted to four policy making boards and council 5/1/17.
2. LFR partners review committee monthly discussion 5/12/17.
3. CPSM stops work on the evaluation. The other two fire partners submit issues to South Metro for consideration in a revised proposal 5/30/17.
4. CPSM attends council study session to develop issues for South Metro consideration for a revised proposal 6/13/17.
5. LFR partners review committee monthly discussion 6/13/17.
6. LFR partners review committee monthly discussion 7/11/17.
8. Continued discussion with the fire partners and possibly South Metro - present to 12/29/2017
9. Updates to council and other policy makers as conditions require - TBD

### **Priority 4 – Address design guidelines for impact to community culture.**

Council identified a priority to address design guidelines for future development and redevelopment to ensure the community's character is maintained and enhanced over time. The city has adopted design guidelines for the Santa Fe Corridor and for Downtown Littleton. The design guidelines for Downtown Littleton and the design guidelines for Historic Preservation are in need of a thorough review and to consider some design updates. Staff recommends the review of the Downtown Littleton and Historic Preservation design guidelines first, and then identify a prioritized list of other areas for application of design guidelines.

#### **Action Steps**

1. Define problem or opportunity. Hold study session with council on concept and public process 8/22/17.
2. Field trip with Planning Commission and Historical Preservation Board to other local, similar-size communities to tour historic areas and alleyways (Louisville, Longmont, Arvada) September 2017.
3. RFP for design professional team to assist staff - August to October 2017.
4. Conduct public process November 2017 to April 2018.

5. Draft the city's downtown design guidelines/historic guidelines 5/1/18.
6. Establish updated document and move forward for adoption by Planning Commission 5/14/18.
7. Establish updated document and move forward for city council adoption 6/5/18.
8. Future next step-identify list of other areas of city in need of design guidelines July 2018.

**Priority 5 – Prioritize corridor study for Belleview Avenue.**

Council identified a priority to establish a corridor plan for Belleview Avenue, between Lowell and Santa Fe, to ensure future development and redevelopment of this area of the city happens in a manner consistent with the neighborhood it serves.

In the 2017 budget, an update to the Santa Fe Corridor Plan was to be done, and it included adding the Belleview corridor. With city staff initiating a Planning and Environmental Linkages (PEL) study to get underway in coordination with CDOT and other jurisdictions to the north, it appears appropriate to start with Belleview and to consider the Santa Fe corridor and any updates to that plan, once the PEL is further along as it will influence the Santa Fe plan.

**Action Steps**

1. Planning Commission to brainstorm ideas on corridor plan for Belleview - 5/22/17.
2. Define problem or opportunity. Hold study session with council on concept and public process - 7/11/17.
3. Hire contractor/consultant help to develop the plan - August 2017.
4. Conduct public process August-October 2017.
5. Establish plan and move forward for adoption - Planning Commission 10/24/17, Council 11/21/17.
6. Future action step-establish a priority list for creating additional corridor plans for city's main corridor areas - November 2017.

**Priority 6 – Long-term capital funding strategy.**

Ensure maintenance of public infrastructure, decide on an infrastructure approach, and develop a funding source to support it.

**Action Steps**

1. Define the problem or opportunity – 8/28/17.
  - i. Update a draft of the fiscally constrained 5-year Capital Projects Plan.
  - ii. Define the problem; consider the outcome from TABOR election.
  - iii. Provide revenue options menu – short-term and long-term (borrow, sales or lodging tax election, reserve policy, etc.).
2. Present to council as part of the budget process - 9/11/17 (budget meeting).
3. Study session to evaluate the funding options relative to the TABOR vote outcome. Provide direction on which options to move forward and timeline – 11/14/17.
4. If something moves forward, study session to review the public process (e.g. district meetings, open houses, newsletter, citizen committee) and if voter approval is necessary, review schedule for a possible ballot measure– 1/23/2018.
5. Implement public process - first and second quarter 2018.

6. Council study session to confirm if something moves forward – 07/10/18.

### **Priority 7 – Develop Process to Determine Voice of the Community**

The Voice of the Community is an opportunity to gain both short-term feedback from the community, as well as a broad, long-term approach on defining the needs and direction of the city. This priority is an opportunity to define the values of the community and create a lasting vision that can then be used to create policy direction for updating the city's comprehensive plan and codes. This process could also establish a foundation for developing a broader strategic plan for the city. This priority would include utilizing the services of a professional firm to assist with a process.

The shorter term aspect could allow for periodic council feedback at specific points in time, thereby informing annual efforts such as goal setting and the budget process. One such example is "Littleton Listens," which is for a project or area-specific approach. The first Littleton Listens are scheduled for 6/22 and 6/24.

There are two additional aspects the council could consider: hearing from other local cities that have addressed a similar goal (i.e. vision to ComPlan to code update); and a city-sponsored "speaker series" where subject matter experts are invited to present on such topics as economic development, changing character of retail development, and public processes that balance neighborhood character with long-term redevelopment opportunities. The former provides the council and community some understanding of what other local communities learned with such an effort. The speaker series is an opportunity for a community-wide discussion on a series of topics which the city will likely address through formal policy action (e.g. Vision, ComPlan and code updates).

### **Action Steps**

- 1) Other local jurisdictions sharing their experience with Vision, ComPlan and code update – study session 8/22/17.
- 2) Review Scope of Service for "Voice of the Community" and outline of concept for speaker series – study session 9/26/17.
- 3) Publish Vision RFP 10/6/17.
- 4) Deadline for response to RFP 11/7/17.
- 5) Study session to review RFP 12/12/17.
- 6) Award contract for RFP at regular meeting 1/16/18.
- 7) Vision process begins 2/1/18.
- 8) Draft Vision due in council packet 12/4/18.
- 9) Study session to review Vision document 12/11/18 - Decision: Short and long-term priorities - ComPlan, Strategic Plan, code changes, master plans.
- 10) Adopt Vision at regular meeting 1/15/19.

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## **OTHER PROJECTS**

### **Zoning/Subdivision/Land Use Code Updates – Community Development and Public Works**

Community Development has updated Chapter 9 of the Subdivision Code and plans to work with Public Works to complete revision of the Subdivision Code this year. This also includes Public

Works completing Transportation Engineering Design Standards (TEDS).

If city council decides to undertake a visioning process, it may make sense for larger policy items (such as review of the zone districts) in the zoning code to be addressed after the visioning is complete. If that is the direction council wants to proceed, Community Development and Public Works have put together a prioritization list of performance standards in the land use codes to be addressed now. Additionally, previously the city had started to review the zoning code use table, and it was put on hold during the transition to a new city manager. Staff will bring this to council for discussion. Two study sessions are scheduled later this fall on these items.

#### **Mineral Station Master Plan – Community Development**

This project will be restarted and a draft plan, titled “Mineral Station Action Plan” is scheduled to be reviewed by the planning commission and city council in a joint session on 9/26/17. Prior to that, the steering committee will provide input. After the joint study session, a community-wide input session and opportunity will be scheduled. From there, the plan will be before planning commission and council for formal consideration.

#### **Downtown Area Light Rail Master Plan – Community Development**

Community Development is starting this process with the June Littleton Listens meetings which will be followed by a month long Open Littleton process culminating in recommendations and direction for this item. Community Development will use that information to identify the problem or opportunity, and define a scope of work to be reviewed at the 10/10/17 study session. Next step would be to conduct the public process and create a draft plan, November to June. A draft plan would be presented to council on 6/26/18. Note: this project must be started by the end of 2017 to retain the grant funding.

#### **Traffic – Public Works**

10/24/2017

#### **ADA Transition Plan – Public Works**

10/24/2017