

AGENDA ITEM SUMMARY

June 6, 2017

City Council

STAFF

Darin Atteberry, City Manager
 Kelly DiMartino, Assistant City Manager

SUBJECT

Resolution 2017-056 Adopting Council Retreat Priorities for 2017-2019.

EXECUTIVE SUMMARY

The purpose of this item is to adopt the City Council Priorities as identified during the May 2017 retreat.

STAFF RECOMMENDATION

Staff recommends adoption of the Resolution.

BACKGROUND / DISCUSSION

City Council plays an integral role in establishing long and near-term priorities for the City. This is done through a regular cycle of strategic planning, establishing goals and priorities, and directing resources to accomplish priorities through the Budgeting for Outcomes (BFO) process.

In March 2016, City Council met at a work session to discuss the Strategic Plan, which forms the foundation for preparation of the budget. The Strategic Plan is based on identification and analysis of:

- A. Organizational inputs, such as emerging trends and issues, financial information, and workforce trends;
- B. Citizen Survey and input information, which included extensive community outreach and the Citizen Survey; and
- C. Council priorities and input.

At its retreat on May 12 and 13, 2017, City Council discussed its priorities for the next two years and aligned them within the seven Key Outcome Areas. A report summarizing the retreat is included. (**Attachment 1**)

Councilmembers expressed a desire to amend the Transportation outcome area to Transportation and Mobility. Upon adoption of this change, it will be reflected throughout City documents as they are updated, including City Plan and the City's Strategic Plan.

The priorities identified by Council are summarized below; highlighted items are expanded upon after the table:

Outcome Area	Priorities
Economic Health	<ul style="list-style-type: none"> • Small Business Visibility • Economic Health Focus • Connected Smart City
Environmental Health	<ul style="list-style-type: none"> • Air Quality Issues • Continued Progress on Climate Action Plan • Platte River Power Authority and Fort Collins Utilities Energy Futures • Prescription Drug Takeback Program

Outcome Area	Priorities
Safe Community	<ul style="list-style-type: none"> • Expand Community Policing • Community Trust in Policing Policy
Neighborhood Livability & Social Health	<ul style="list-style-type: none"> • Residential Parking Permit Program and CSU Parking Impact • Expand IGA Discussion to Include Use of Hughes Stadium • Short Term Rental Review • Utility/Efficiency Programs for Low Income Families and Individuals • Behavioral Health/Detox Facility • Smoking in Old Town • Landbank Property RFP for Ownership
Culture & Recreation	<ul style="list-style-type: none"> • Museum Integration
Transportation & Mobility	<ul style="list-style-type: none"> • County Engagement for Funding within City Growth Management Area • Complete Sidewalk Program for Public Safety • North College Bus Rapid Transit
High Performing Government	<ul style="list-style-type: none"> • Reprioritize/Rescope City Plan • Reimagine Community Engagement

Highlighted items are priorities that the ELT has identified as being “umbrella priorities” having more than one large initiative included as a necessary component to make progress on. Below, those three priorities are broken down into the initiatives staff will be reporting on:

1. Economic Health Focus
 - a. Business Retention and Expansion
 - b. Workforce
 - c. Strategic thinking about Fees
 - d. Continue Focus on I-25 ultimate design
2. Connected Smart City
 - a. Innovation/City as a Platform
 - b. Broadband
 - c. Smart City Technology and Infrastructure
3. Air Quality Issues
 - a. Ozone
 - b. Radon
 - c. Outdoor Burning

Not included on the final list of priorities are items that did not receive preliminary support of four (4) Councilmembers.

Over the next several weeks, the ELT will be constructing action plans to make progress on all of the adopted priorities. Scheduling needs and suggestions will be reported through the Leadership Planning Team and six month planning calendar, while overall progress will be reported through the Council Initiatives Dashboard, which is updated quarterly.

CITY FINANCIAL IMPACTS

Priorities that do not have an identified funding source (Capital Improvement Tax or BOB 2.0, KFCG, 2017-2018 Adopted Budget) will need to be included in the mid-year budget revision.

ATTACHMENTS

1. Retreat Report (PDF)

City of Fort Collins

**2017 Mayor and Council
Retreat Report**

May 2017



On May 12 and 13, the Fort Collins Mayor and City Council held its annual goal setting retreat at the Rocky Mountain Innosphere. The first day of the retreat was attended by the Mayor and Council's appointed staff (City Manager, City Attorney, and Municipal Judge); the City's Executive Leadership Team joined the retreat for the second day. The retreat was facilitated by The Novak Consulting Group.

Setting the Stage

The facilitator reviewed the agenda and reviewed the meeting norms.

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - **BOLD**
 - positive and realistic
 - candid and honest
 - patient and self-aware
 - engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of "if" and "and"
- Have fun!

Each person was then asked to share the expectations they had for the retreat.

- New Council – what will we affirm? What are our expectations for working together and with our staff and the community?
- Get on the same page to move forward together; anticipate no issues – we do a good job respecting one another and setting priorities
- Reset – reflect and review the strategic plan
- Alignment – prioritize what of our seven focus areas are most important for the next two years
- Listen, learn about priorities and issues of the council
- Hear the Council discuss priorities and processes at a high level
- We communicate well – let's not fix things that aren't broken; we have to focus on providing basic services to the community; look at solvability and solutions
- 2015 norms and prioritization made the last 2 year the most productive! Agree on HOW!
- Reaffirm expectations – shared norms on how we interact together and with our employees; preserve what has served the community well
- Look forward to the conversation – want to know what you want to accomplish! Clarity/Prioritization and Alignment! Model the culture

The Transition: From Campaigning to Governing

Are there any issues or concerns that surfaced during the election that the group would like to discuss?

- The April 2017 election was different from 2015 – not the same level of discontent during campaigning
- Open process – nothing extraordinary occurred
- Election is over – respect the outcomes in each district
- Where are the female candidates? Is there something in our culture that discourages female candidates? What about other demographic areas – age, race, etc.?
 - The group discussed their role in encouraging participation through appointments to Boards and Commissions and was open to observing things that may prevent women, minorities, and young people from participating in local government
 - The City Manager pointed out that 7 of 12 members of the City's Executive Leadership Team are women and he has worked very intentionally to elevate competent women in the organization. He recognizes that there is still room to improve with regard to racial diversity at the highest levels of the organization.

*"The process works better when more people are engaged."
Councilmember
Kristin Stephens"*

The Mayor and Council then considered the question "What do you hope this governing body is known for two years from now?" The group discussed how they wanted to be remembered. They want to be known for being:

- Competent
- Truly representative
- Citizen and community focused
- Resourceful
- Transparent
- Perspicacious¹
- Fair
- Smart on the issues
- Solution oriented and productive
- Proactive about engaging more people
- Respectful – model respectful behavior
- Forward and future thinking
- Leaders who allow residents to have confidence in their government
- Willing to overcome organizational inertia
- Willing to explain the why behind their votes
- A group that brings their best game, listens to everyone, and who continue to build on the community trust this group has inherited
- A Council that does what is best for the community
- A Council willing to take on big issues – BOLD

*Plan in decades...
Think in years...
Work in months...
Live in days...
Councilmember Ray Martinez*

*"If we are working well as a Council, we are serving our community well."
Mayor Wade Troxell*

¹ Perspicacious: having keen mental perception and understanding; discerning

- A Council who stands behind “our” decisions
- A governing body that remembers that “*Local government works when we work well together*”

Procedural Items

The following list of procedural items have been collected during the past several months and Council’s input/direction is sought.

- Governing Expectations

The Mayor and Council have been intentional about articulating expectations that they have for one another as they work together. During the retreat, they reflected on the expectations first articulated in 2015 and used that as a starting point for the conversation.

- What about our procedural interactions and expectations have served us well?
 - We offered amendments that got us to yes – people looked to understand what one another’s needs were to help get to yes!
 - Don’t triangulate with staff – talk directly to one another
 - Continue to work with and speak to one another during work sessions to provide clear direction to the staff
 - Mayor should feel free to redirect the Council to talk to one another versus talking directly “to” the staff
 - Support staff when impugned by the public or when one another have been attacked – we have spoken up and been supportive
- What expectations have not been met?
 - One-on-one meetings are not a routine practice – we could do a better job with this; good to have structured time with one another
 - Observed more council-to-staff interaction in work sessions vs. council-to-council interactions
 - Would like to see more council engagement in business and industry visits – monthly; not just the Mayor
 - This can be more intentional and links to opportunities for improvement in the City’s Baldrige quest
- What do we need to discuss or change as this Mayor and Council begin work together in 2017?
 - Make sure Ken is involved and we hear what he has to say
 - Avoid asking questions of staff to make your point
 - CM suggested that after the staff report and Q&A then staff will sit at the staff table so the Council is better positioned to have dialogue with one another. Staff should be visible and accessible during the meetings to minimize the time it takes for staff to answer questions
 - During the work sessions, it would be helpful to have someone from the City Attorney’s office sit closer to the table; City Attorney could sit at the table during work sessions
 - The group continued to express appreciation for how Wade runs the meetings

The list from 2015 follows:

<p>What do you expect from your colleagues on the Council?</p>	<p>What additional expectations do you have for the Mayor?</p>	<p>What expectations do we have for the staff?</p>
<ul style="list-style-type: none"> • Meet 1-1 with each other • When a decision is made – it is done • Try not to ascribe motive to behaviors • Share the “why” behind your vote • No second guessing – assume everyone reaches an informed conclusion • Don’t triangulate through staff • Support one another when a factual matter is questioned • Support staff when/if impugned by public • No badgering one another or staff • Avoid “gotchas” – staff and one another • Ask questions in advance • Be present and engaged in the meeting • Read the materials in advance – PREPARE • Don’t rush the development of policy language – wait until next meeting; Mayor will not entertain this • Don’t disrespect the public and each other • Offer amendments if it will get us to yes! • Take lead on things we are passionate about as long as staff time is not impacted outside our normal process 	<ul style="list-style-type: none"> • Appreciation expressed for Wade’s style and how he has led meetings to-date • Meet with each member of Council monthly – work with our individual needs and styles • Provide Councilmembers equal time • Clarify and limit “comments” during question <ul style="list-style-type: none"> ○ Questions ○ Motion ○ Comments • Remind us if we start commenting before a motion • Let us know about events in our district – invite us, acknowledge us when we are there (Sarah can invite automatically) • Include Council on industry visits • Formality at Council • Informal at work sessions • Give us feedback on industry meetings • Remind us to make reports from committees • It is appreciated when you call people by name at the podium • Use the gavel if you have to in order to maintain order 	<p>City Manager</p> <ul style="list-style-type: none"> • Genuine follow-up on matters of inquiry • SAR guidelines <ul style="list-style-type: none"> ○ Ask for clarification from Council if needed ○ Prepare an FAQ with standard responses for Council to use ○ Put “Hot Topics” Q&A on website ○ Show us how to search the database of prior SARs • Don’t read P*P presentations • Provide materials in a timely manner (don’t wait until Tuesday) • Highlight changes to presentations and ordinances <p>Judge</p> <ul style="list-style-type: none"> • Quarterly reports are helpful • Point out things that you see are emerging issues • Judge requests feedback on quarterly and annual report and appreciates the Judicial Review meetings <p>Attorney</p> <ul style="list-style-type: none"> • Share case law trends • Appreciate 1-1 interaction with City Council • CC all of Council on responses • City Attorney appreciates if you provide a heads up when you have legal questions and welcomes your feedback

- Council Meetings
 - If a Councilmember would like to ask a question or give information about an item on the Consent Agenda, should the item be pulled, or should the Councilmember ask the question under “Consent Calendar Follow-up?”
 - If the answer would change their vote, they would remove the item, otherwise asking on consent calendar follow-up is fine
 - It is also appropriate to speak with the Mayor, City Manager or Mayor Pro Tem at the beginning of the meeting
 - If a Councilmember intends to bring up a new topic under “other business,” should the agenda be amended to include the topic?
 - If someone knows they will be bringing up an item under Other Business, this should be reflected on the agenda. Council may text a member of the leadership team; and if the issue comes up later in the day, this can be done at the beginning of the meeting during agenda review
 - Rather than reporting all activities at a meeting, could Council enter Councilmember reports as the City does media reports so they will post to their individual web page?
 - Council does not wish to change the practice of reporting at meetings, but they would like to have their reports shared on the fcgov.com web pages
 - We need a process for Council requested videos.
 - The group decided that this was not necessary at this time.
 - Expectation: If a Councilmember has a significant question or concern about an item on the agenda, please inform the City Manager or Mayor in advance of the meeting (*example: concerns expressed about agreement with Lyric on Jan. 3 meeting*)
 - Council understands this ground rule – no surprises, no gotchas
 - Citizen Comments
 - Do we need to have some ground rules for public participation and input so individuals understand they direct comments to the body, not to any one individual and comments need to be on point, etc.? There are models for this type of language in other communities.
 - Council needs to work to not embolden disrespectful communication from the public during Council meetings
 - Mayor can summarize and direct the City Manager on issues that they do want to follow up on
- Email and Council Support
 - If an email comes to all members of Council, past practice has been a coordinated response is sent by the Mayor.
 - This works well
 - Expectation: Staff does not have capacity to monitor and respond to individual Councilmember’s email.
 - Council understands this expectation

Policy Items

The following list of policy items are placeholders of items that have been collected by staff for Council to have in front of them for Saturday's conversation.

- Sanctuary City Status
- Funding for CAP projects to close the 3% gap
- Electric Time of Use – Rate Policy Issue
- Smoking in downtown – request by restaurant owners to decriminalize violation and establish a smoking area for employees.
- Role of boards and commissions (March 27 LPT)
- PSD/Transport Partnerships
- Child Abuse Prevention
- Food Bank Capital Campaign – what should the City's policy be in responding to these types of requests?

Closing

- | | | |
|--------------|--------------|---------------|
| • Good | • Helpful | • Awesomeness |
| • Hungry | • Respectful | • Thanks |
| • Good | • Good-bye | • Thank you |
| • Analytical | | |

Day 2

The City's Executive Leadership Team joined the group on Saturday morning.

Check-in/Expectations

Each person was asked to "check-in" and either reflect on the prior evening's work or share the expectation they had for the day's retreat.

- Clarity (x3)
- Alignment (x2)
- Contribution
- Present
- Celebration – graduations, birthday, Mother's Day
- Cautious
- Short
- Denotative
- Integration
- Delivering results PDCA
- Optimistic
- Focus
- Energized
- Absorbing
- Gratitude
- Prioritization

Reflections on What Worked

The group reflected on the past 12 to 24 months to identify moments where they were especially proud of FCGOV – what got accomplished and who made it happen.

CSU IGA

- Highly political discussion
- Good guidance from the Council
- BIG ASK
- Teamwork

Emergency Shelter/Safe Place to Rest

- Funding was there
- Caring approach
- Teamwork to make it happen
- Community-wide problem with a community-wide solution

Strategic Plan Alignment

- Council – Staff – Community
- Priorities and clarity

Collaborations & Partnerships

- Stadium IGA – Infrastructure construction
- I25 North Regional Partner
- Boxelder District
- Council worked together

KFCG Tabor Issue

- City acknowledged an issue, crafted a solution, got citizen buy-in for solution
- Was not about fault/blame

Day-in/Day-out

- Serving the community and delivering to citizens

Staff Lives Continuous Improvement – bought into it

Utilities – one for each area

- Michigan Ditch Tunnel
- Woodward Wastewater Partnership
- Boxelder SW District Planning
- Diversify Energy Portfolio

Air Quality – Rolling Coal

- Police addressed with creativity and innovation

Multi-cultural Initiative

- Organizational agility to make it happen

Willingness of Council to reconsider how we do business

- Campus West Police Substation
- Budget Transparency – Simplicity

Two-year budget with citizen engagement

- Process improvements
- Meets community needs

Organizational Progression in last ten years – night and day – TRUST with Council and Staff

SAR Process – makes Council look great!

Broadband Process

- Good community involvement

Baldrige Visit – receiving Leadership Best Practice

- Council leadership
- Integration of the Strategic Plan
- What we have learned to do better and integrating the business community
- Prioritization process of Council has been totally integrated into the life of the organization and connects with Baldrige

Process of Mayor signing on to the letter to POTUS on the Paris Agreement

- Community doesn't take decisions lightly

Appreciative of how Council prioritizes Capital each year

- \$100M annual investment
- Orchestrated and executed

Safety

- People are safer in the work place – we have built this into our culture

Public Service Week

- 141 nominations for best practice work in the organization

2013 Flood

- Organization has been consistently responsible and responsive to addressing risks
- Day to day follow-up contributes to resiliency

Reviewing the Framework

The City's Strategic Plan identifies seven Strategic Outcome Areas that provide a framework for both the work of the organization and the Council priorities. The City Manager reflected on how the Outcome Areas fully integrate throughout the organization. The organization is driven by Vision, Mission, and Values. The organization is focused on providing world class municipal services – it's measurable and resonates throughout the organization. Through the Baldrige Process, the City submitted an application for each of the seven areas. From the initial application, the City learned about Opportunities for Improvement and focused on achieving excellence, worked with the Council and the staff, and developed the strategic plan. The Plan is a 5-year open window that is reviewed every two years.

Organizational Alignment is critical to a successful organization. Fort Collins plans and operationalizes the plan.

The governing body reviewed the Outcome Areas and assessed whether these are still the "right" areas on which to focus in order to achieve the Vision for Fort Collins city government.

- Economic Health
- Transportation
- Safe Community
- Neighborhood Livability & Social Health
- Culture and Recreation
- Environmental Health
- High Performing Government

The group then engaged in a robust conversation about how the strategic outcome areas integrate Council goal setting and the budgeting for outcome process. The group reflected on whether or not "High Performing Government" should be considered an Outcome or if it is more appropriately reflected as foundational to the ability of the City to achieve excellence in the other outcome areas. The City Manager noted that:

- "Overhead" is how we equip our departments in providing high quality services to residents
- We benchmark outside our industry to ensure we are doing the best
- High Performing Government is "how" we do things

The group discussed "Transportation" and decided to rename this as Transportation & Mobility.

The subject of Culture and Recreation was raised as perhaps not being fully inclusive of the social vibrancy the community expects. People raised the following "words" as important pieces of this outcome area:

- Multi-cultural celebrations
- Vibrancy
- Heritage and History

Next Step: Staff will consider this during the strategic plan update process and bring recommendations back to Council.

Council Initiatives

After reviewing and adjusting the Strategic Outcome Areas, each member of the governing body was asked to share their priorities for critical policies and initiatives they wish the City to pursue in the coming two years.

After sharing the items, Council identified their priorities. Each item is listed below with a number in parenthesis that reflects how many individual Councilmembers were interested in each item. Any item receiving at least four expressions of interest is shown in bold print, and will become part of the Council priorities for 2017-2019.

Strategic Outcome Area	Policy – Project - Adjustment
Economic Health	<ul style="list-style-type: none"> • Work with business community to increase visibility of small businesses (4) • Economic Health Focus (5) <ul style="list-style-type: none"> ○ Multi-faceted integrated approach ○ Develop community economic plan ○ Align city activity and policies with focus on economy, not City government ○ Ramp up focus on existing primary employees ○ Be more strategic with fees ○ More efficient in workforce development ○ Continued focus on I25 ultimate design • Connected Smart City (4) <ul style="list-style-type: none"> ○ Innovation ○ Broadband ○ City Services ○ Business and Industry • Focus on collaborative Economic/Job Development Plan (2) • Seed Funding for FOCO Foundation – partner with Community Funding (1) • NOCO Regional Airport Transformation (2) <ul style="list-style-type: none"> ○ Terminal ○ Virtual Air tower ○ Economic Impact driven
Transportation & Mobility	<ul style="list-style-type: none"> • Engagement and Funding of County in City GMA (e.g. sidewalks, streets, bike trail, social issues) – Joint Active Committee (5) • Complete Sidewalk Program for public safety reasons (5) <ul style="list-style-type: none"> ○ Poudre & Lincoln Middle Schools • North College Rapid Bus Service (5) • Neighborhood Calming Bulb Outs (3) • Autonomous Vehicle policy (1) <ul style="list-style-type: none"> ○ Connected vehicles ○ Mobility

Strategic Outcome Area	Policy – Project - Adjustment
	<ul style="list-style-type: none"> ○ CAP ○ Alternative parking garages
<p>Safe Community</p>	<ul style="list-style-type: none"> ● Expand Community Policing (4) ● Community Trust in Policing Policy (vs. Ordinance) (4) ● Transition Plan for new police leadership and build public confidence in the department (2) ● Safest City Metric (2) ● Alcohol in Parks Policy/City Park (1)
<p>Neighborhood Livability & Social Health</p>	<ul style="list-style-type: none"> ● Expand IGA Discussion to use of Hughes Stadium (carryover from 2015-2017) ● RP3, CSU Reduce impacts (4) ● Short term rental review – grandparenting – primaries possibly in all areas (4) ● Utility/Efficiency programs for low income families and individuals (4) ● Behavior Health Facility/Detox (4) ● Smoking in Old Town (4) ● Landbank property RFP homeownership (4) ● Child Abuse Prevention (3) ● Barn raising for affordable housing (3) <ul style="list-style-type: none"> ○ Bottom up ○ Ecodistrict ○ Flexibility ○ Innovation in affordable housing plan ● PSD & City Partnerships – tear down houses, walls around fields (2) ● Homelessness (2) ● Iconic Architectures – sense of place, community architect (2) ● Municipal Campus Next Step (1) ● U+2 Enforcement focus not trash cans (2) ● LaPorte Ave. Sense of Place enhancements – arterial corridor (1)
<p>Culture and Recreation</p>	<ul style="list-style-type: none"> ● Museum Integration (4) <ul style="list-style-type: none"> ○ Lee Martinez ○ Music ○ CSU Museums ○ Science & Discovery ○ Fort Fun ● Preserve/Protect FoCo Regional Character (3) ● Community-wide cultural celebrations year-round (2) ● Increase STEM programming at Recreation facilities, more partnerships with CSU local businesses (1) ● Skookum Days – more cultural integration (1) ● Sports Authority (1) <ul style="list-style-type: none"> ○ Playing field ○ Complex

Strategic Outcome Area	Policy – Project - Adjustment
	<ul style="list-style-type: none"> ○ Pro sports ○ Economic health ● Revise Park Master Plan and identify when or how much vs. enough for community parks (2) ● Important Bird Area (2)
<p>Environmental Health</p>	<ul style="list-style-type: none"> ● Air Quality Issues (4) <ul style="list-style-type: none"> ○ Bonfire Pits ○ Radon ○ Ozone ○ Ozone Plan ○ Do More Using Technology ○ Incorporate into City Contracts ● Continued Progress on Climate Action Plan (4) <ul style="list-style-type: none"> ○ Accelerate ○ Carbon Neutral ○ Net Zero ● PRPA & FCU Energy Futures (4) <ul style="list-style-type: none"> ○ Integrated Resource Plan ○ Waste to Energy ○ CSU & AB 100% Reusable Energy ● Prescription Drug Take Back Program to protect water quality (4) ● Urban Noise, Traffic, and Natural Areas (3) ● Regenerative Futures and Circular Economy (2) <ul style="list-style-type: none"> ○ Rethink Sustainability ○ Waste to Energy ○ CAP ● Prioritize Energy Conservation and Efficiency over focus on CO2 (1) ● Biocides phase out in parks – round up (1) ● Modify West Nile Virus Spray Policy (0)
<p>High Performing Government</p>	<ul style="list-style-type: none"> ● Reprioritize City Plan (6) ● Reimagine Community Engagement (6) ● Development Review Excellence (3) ● Institute public process of large project post mortem (e.g. mall) (3) ● Eminent Domain (3) ● Assistant to Council (1) ● Millennial Community Involvement (2) ● Eyes & Ears Action Plan (2) <ul style="list-style-type: none"> ○ Fully engage our workforce to identify problems even when they fall outside their area ● Implement data transparency initiatives (2) ● User friendly government services ● Poudre School District + Transfort Partnership Plan (2) ● Increase diversity on Boards & Commissions ● City Customer Service Excellence (1)

Strategic Outcome Area	Policy – Project - Adjustment
	<ul style="list-style-type: none"> • Create your FoCo Vision – citizen engagement model • Role of City Government in non-profit capital campaigns • Emphasis on inclusivity training programs for staff, possible office to deal with this (1)

Next Steps

Staff will come back to Council with the work plan for them to adopt in resolution form. The ELT will also review items that did not make the priority list to see if organizational effort is already underway for any item or if there would be little resources to implement.

Closing

- **Kristin** – everything went really well; we came to our final items easily and it was a good process and I leave happy and ready to go to work
- **Bob** – going down the road feeling bad in a good way; 😊 it's going to be fun to work with this Council on the priorities; good collaboration and wanting to work together
- **Chief DeMitt** – I feel good
- **Ken** – Looking forward to seeing what we accomplish as we get the report on our priorities; ready to jump into the process with our Boards and Commissions
- **Judge Lane** – appreciate everyone's passion and dedication to this community and organization; I wrote down 27 different words or phrases – agile, aligned, partners, transparent, collaborative, cohesive – just a lot of positive comments
- **Therese** – fascinated and grateful
- **Kelly** – grateful for the time and appreciative of the work that was done
- **Wendy** – been a good day; impressed at these retreats with the passion of Council and your own alignment with values; good enthusiasm for community
- **Wanda** – excited for what we will dive into the next few years
- **Laurie** – grateful to be part of this team, ELT, and appreciate the time folks spent to get focused on what will be meaningful to you so we can create alignment in the community
- **Carrie** – impressed by breadth of different ideas and issues that have been identified; will want to see what they look like
- **Jeff** – look forward to operationalizing the priorities
- **Jackie** – grateful to be part of the conversation; neat moment for Council to trust staff to bring things back to you; symbol of alignment between the two teams
- **Interim Chief Jones** – dynamic, spirited, and passionate; seems like a great relationship; folks disagree, but are respectful; look forward to working with you
- **Kevin** – proud to work for you and the citizens; look forward to getting results
- **Mike** – appreciation – from 116 times the first time – the last two times we had about 20! Appreciate the priorities; also get a real sense of teamwork and collaboration with Council
- **Ray** – it went smoother this time – we got more focused; feel good about it, good direction
- **Gerry** – good
- **Ross** – ready to get to work
- **Darin** – earlier I wanted clarity and alignment – got them both

- **Mayor** – thank the staff that are here on a Saturday and your commitment to the community and your expertise and what you are doing for the City at large; you are making it better; to Council – lot of strong individuals, but the strongest part is in working together; we are so fortunate to have a strong Council; in many ways, we work well together and we get better outcomes when we work through things we may not be comfortable with; started the day with gratitude; I am grateful to live in such a wonderful community and to serve a community that appreciates good governance

RESOLUTION 2017-056
OF THE COUNCIL OF THE CITY OF FORT COLLINS
ADOPTING COUNCIL RETREAT PRIORITIES FOR 2017–2019

WHEREAS, the Fort Collins City Council met on May 12 and 13, 2017, to conduct a planning retreat, and

WHEREAS, the purpose of the retreat was to develop Council priorities to guide the City organization over the next two years, and

WHEREAS, an overview of the City’s Strategic Plan, Vision, Mission, and Values was conducted at the retreat to help guide the list of priorities, and

WHEREAS, City Council may amend the list of retreat priorities from time to time, based on community needs, available resources, and new opportunities.

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FORT COLLINS, that the following initiatives within the seven Key Outcome Areas were identified by City Council to pursue over the next two years, in addition to previously approved Strategic Plan, Budgeting for Outcomes and other approved programs and plans:

1. **Economic Health:**

- a. Small Business Visibility;
- b. Economic Health Focus (including business retention and expansion, workforce, strategic thinking about fees, and continued focus on Interstate 25 ultimate design); and
- c. Connected Smart City (including Innovation/City as a platform, broadband and Smart City technology and infrastructure);

2. **Environmental Health:**

- a. Air Quality Issues (including ozone, radon and outdoor burning);
- b. Continued Progress on Climate Action Plan;
- c. Platte River Power Authority and Fort Collins Utilities Energy Futures; and
- d. Prescription Drug Takeback Program;

3. **Safe Community:**

- a. Expand Community Policing;
- b. Community Trust in Policing Policy;

4. **Neighborhood Livability & Social Health:**

- a. Residential Parking Permit Program and CSU Parking Impact;
- b. Expand IGA Discussion to Include Use of Hughes Stadium;

- c. Short Term Rental Review;
 - d. Utility/Efficiency Programs for Low Income Families and Individuals;
 - e. Behavioral Health/Detox Facility;
 - f. Smoking in Old Town; and
 - g. Land Bank Property RFP for Ownership;
5. **Culture & Recreation: Provide diverse cultural and recreational amenities.**
- a. Museum Integration;
6. **Transportation & Mobility:**
- a. County Engagement for Funding within City Growth Management Area;
 - b. Complete Sidewalk Program for Public Safety; and
 - c. North College Bus Rapid Transit;
7. **High Performing Government:**
- a. Reprioritize/Rescope City Plan; and
 - b. Reimagine Community Engagement.

Passed and adopted at a regular meeting of the Council of the City of Fort Collins this 6th day of June, A.D. 2017.

Mayor

ATTEST:

City Clerk