

**Golden City Council
Annual Retreat
January 26-27, 2024
Meeting Summary**

Councilors: Don Cameron, Patty Evans, Bill Fisher, Paul Haseman, and Lisa Vitry

Mayor: Laura Weinberg

City Manager: Scott Vargo

City Attorney: Sandra Llanes

City Staff: Carly Lorentz (Deputy City Manager)

Facilitation Team: Dominique Ashe and Heather Bergman

COUNCIL RULES AND COMMUNICATION GUIDELINES

The Mayor, Councilors, City Manager, and Deputy City Manager reviewed and discussed newly adopted Council rules and communication practices between Councilors, Councilors and City staff, and Councilors on behalf of the Council.

CIVILITY/CIVIL DISCOURSE

The Mayor, Councilors, City Manager, and Deputy City Manager discussed opportunities and model behavior for engaging in community civil discourses. They will also consider the use of Colorado Municipal League tools currently in development.

COUNCIL MEMBER COMMUNICATIONS AND COMMUNITY OUTREACH

The Mayor, Councilors, City Manager, and Deputy City Manager discussed opportunities for Councilors to engage the community, including ward meetings

LEGAL TRAINING

Sandra Llanes, Golden City Attorney, provided an overview of the City's governing structure and the role of the Council.

BRIEFINGS/UPDATES

The City Manager and Deputy City Manager provided the Mayor and Councilors with an overview of the status of ongoing issues and solicited the Council's direction to move forward.

COUNCIL DIRECTION FOR TOPIC-SPECIFIC STAFF WORK

The City Manager, Deputy City Manager, Mayor, and Councilors discussed the Council's direction to City staff. Topics such as: the Arts and Culture Advisory Commission, right of ways, field replacements, the budget.

COUNCIL BRAINSTORMING

The City Manager, Deputy City Manager, Mayor, and Councilors brainstormed opportunities to improve topics such as: sustainability, residents' quality of life, and business support.

2024 COUNCIL INITIATIVES

The City Manager, Deputy City Manager, Mayor, and Councilors reviewed and discussed the 2024 Council Initiatives and Key City Projects. Their discussion is summarized below.

Initiatives and Key Projects Discussion

- The City completed the listed actions of the following 2023 Council Initiatives: the Bicycle and Pedestrian Master Plan, the Cultural Master Plan, establishing a broadband and fiber plan, planning long-term sustainability for Golden Fire Services, and retaining and recruiting staff to provide quality services.
- The City staff has limited capacity to add 1-3 initiatives if the Council expresses interest in adding more, the number would be based on the amount of staff resources required. City staff solicited the Council's direction on the 2024 Council Initiative list.
- City staff are formalizing and consolidating community outreach events across departments throughout the year into one tracking document. The City staff will use this document to prioritize community event planning, especially for Council-led initiatives. With this document, the City staff also plans to create a minimum engagement response threshold for public engagement activities.
- Councilors expressed interest in deciding on a municipal civic campus and net-zero energy codes in 2024.
- In addition to the 2024 Council Initiatives, City staff will work through various 2024 Key Projects that are also based on the Council's five Success Factors:
 - Active, Connected, and Sustainable
 - Affordable and Thriving
 - Safe, Inclusive, and Engaged
 - Respected and Relational Governance
 - Quality Service
- One 2024 key project is to revisit the Historic Preservation Board's framework. This will allow the Council to suggest that the board develop criteria for certificates of appropriateness, reassess the stakeholders involved, and comment on any other workplan concerns or needs.
- The Council made progress between 2023 and 2024 on the Net-zero Energy Codes Council Initiative. The initiative's goals should be revised to further communicate its progress to the public.
- Although the Adopting Zoning Code 2024 Council Initiative description could benefit from emphasizing the commission's need to evaluate recently developed buildings compared to the original vision, the number of existing projects might not provide a well-rounded evaluation and may delay other Planning Department efforts. Staff will determine if a limited evaluation can be conducted in the near term or if more project activity or staff resources are required.
- The City is addressing challenges regarding the timing of board and commission work plans. Two potential solutions are to 1) align work plans with budget cycles and 2) create two-year board work plans, although the two-year work plans might be challenging to establish given the turnover of Councilors every two years.
- Implementing a four-day/compressed workweek was initially tied to a broader Council Initiative of creating a competitive and desirable workplace for employees. While that initiative was dropped from council initiatives, it will be included as an ongoing key project.
- The City plans to extend the compressed workweek pilot within the Police Department and explore parallel pilots in other City departments.
- The City has relied heavily on the Guiding Golden website, while the functionality of the City's website has been challenging. The City's new website will resume as the primary avenue for the public to find information. Guiding Golden will focus on active projects soliciting public feedback.
- The Council might consider incorporating quality of life factors in the Council Initiatives, Key Projects, or the overarching City Success Factors that were first identified in 2020. The

City should also address aspects of quality of life in the Comprehensive Plan update that is set to begin in 2024.

- The Racial Equity Diversity and Inclusion (REDI) group will utilize the Council subcommittee as it formalizes how participants join it, develops attendance rules, and identifies other opportunities to create a well-rounded committee. The REDI group also plans to establish internal sub-committees for events, communication, and education that become ongoing.

Council Decisions on Initiatives and Key Projects

- In the 2024 Council Initiatives document, the first column's "Timeline for Completion" title should be changed to "Decision Points" to reflect the initiative's progress more specifically tied to decision-making.
- Given the community's interest and engagement in the topic, the four-day workweek should be included in the City's 2024 Key Projects.
- The City staff will move the Arts and Culture Master Plan Implementation from the 2024 Key Projects list to the 2024 Council Initiative list, given the Council's increasing role in the new subcommittee.
- The City staff will break the Downtown Mobility 2024 Council Initiative into key projects, including initiating a transportation management plan and establishing baseline information about new signaling/streetlight projects.
- The City staff will add a new Council Initiative strategic action "Reimagining Community Marketing Program" as the current vendor fee is set to expire without renewal at the end of 2025.
- The Council will ask Council member Robert Reed if he will sit on the reimagining community marketing program subcommittee. Council member Lisa Vitry will sit as the second Council member on the subcommittee.
- The City staff will consider how to present the strategic planning to the public until the City's website can house the information.
- City Staff will rewrite "The Housing for All" 2024 Council Initiative language to include updates to the code language policies based on the affordable housing committee and naming the City's work with Proposition 123.
- The Creek Strategies 2024 Council Initiative should highlight the City's capital investments or projects.
- This year's REDI Council Initiative should focus on building the committee's capacity to stand up on its own in the future and increase its communication on progress to the Council.
- The City staff will reorganize the Housing for All 2024 Council Initiative and the newly added arts and culture initiative under the Affordable and Thriving Success factor.
- The City staff will reorganize the Heart of Golden 2024 Council Initiative and the newly added reimagining community marketing program initiative under the Quality of Services Success Factor. The Net-Zero Energy Codes, Park and Recreation Plans, and Comprehensive Plan updates will remain under the Active, Connected, and Sustainable Success Factor.
- The Council will review the 2024 Council Initiatives and Key Projects for adoption during a business meeting on February 27.
- The City staff will help the Council better track events, decisions, and other major topics by creating a visual calendar, including the 2024 Council Initiatives framework.
- The City staff will continue to provide quarterly Council Initiatives updates to the Council to show progress or address changes.
- The Council will review the City's Success Factors in 2025.

ADDITIONAL THOUGHTS AND CLOSE REMARKS

The City Manager, Deputy City Manager, Mayor, and Councilors discussed outstanding topics and shared their reflections on the retreat process. Highlights from their discussion are summarized below.

- The Council missed Councilor Robert Reed’s presence. However, the Mayor made an effort to include his perspectives in the discussions.
- The two new Councilors fully participated in the discussion, a retreat outcome many Councilors expressed interest in seeing during their one-on-one interviews with Peak Facilitation.
- The Council will discuss in a study session and vote this year on whether to create a charter commission to review the existing charter, identify the number of members on the commission, and determine the frequency of reviewing the charter. The commission would discuss general language improvements and address specific incentives. If the Council approves the commission, the City will begin recruiting charter commission members next year.
- The discussions during this retreat were extremely valuable for setting the Council and City staff up for a successful year. The two days also reaffirmed how the Councilors and City staff work together, which is crucial for ongoing collaboration and effectiveness.

ACTION ITEMS

Sandra Llanes	Send Councilors answers to outstanding questions from the legal training session.
City Manager and Deputy City Manager	<ul style="list-style-type: none"> • Consistently attach Council member questions, staff responses, and relevant public comments to the Council’s agendas. • Prepare staff for Council’s questions during readings/public hearings. • Link previous study or board and commission sessions to Council packets when possible and when possible, include relevant timestamps. • Include public meeting information in the Council’s weekly updates, with the goal of providing one month’s advanced notice. • Add public meeting information to the City’s calendar two weeks ahead and in the Weekly Digest one week before the event. • Add an ad hoc Council subcommittee for the Arts and Culture Advisory Committee with the Mayor and Councilor Evans to the Council agenda resolution. • Add an ad hoc Council subcommittee with Mayor Pro Tem Reed and Councilor Vitry to “Reimagine the community marketing program”, as the vendor fee is set to expire at the end of 2025. • Consider USPS mail options to solicit feedback and inform residents, particularly seniors, of events. • Reach out individually to Councilors for preliminary discussions on the grant program at the end of spring 2024/beginning of summer 2024. • Send the existing special events list to Councilors. • Endeavor to send information packets to Councilors with enough lead time so they can provide the City with feedback before the public-facing event. • Convey Council feedback to the Sustainability Board. • Develop a dashboard to track, consolidate, and synthesize measurable data regarding quality-of-life issues. • Develop a visual Council calendar that includes the 2024 Council Initiatives framework.

	<ul style="list-style-type: none"> • Update the 2024 Council Initiatives and 2024 Key Projects to reflect the Council’s feedback. • Continue to provide quarterly Council Initiatives updates to the Council to show progress or address changes. • Weigh options for presenting the Council’s strategic planning process to the public while the City’s website upgrade is underway.
<p>Councilors, the Mayor, and City staff</p>	<ul style="list-style-type: none"> • Consider a deadline for Councilors to submit questions to staff for inclusion in relevant agendas. • Better define the intent and uses of the existing City and Council emails and consolidate where appropriate. • Identify opportunities to host Council-led public engagement (e.g., ward/neighborhood meetings).
<p>Councilors</p>	<ul style="list-style-type: none"> • Carbon copy (cc) the City Manager in all correspondences and the Deputy City Manager for the following departments: Information Technology (IT), Communication, Sustainability, Community Development, Parks and Recreation, and Clerks Office. • Discuss the grants process and criteria further with key City staff possibly at a mid-year off-site and/or subsequent study session(s). • Discuss a special event permit regulatory structure during a study session. • Discuss right-of-way uses in September 2024 to affect the 2025 season. • Vote on whether the City’s field replacement should be synthetic or natural turf during an upcoming business meeting. • Incorporate the business support topic into the reimaging of the community marketing program subcommittee discussion. • Ask Council member Robert Reed if he will sit on the reimaging community marketing program subcommittee • Review the City’s Success Factors in 2025.