

LEWISTON CITY COUNCIL PLANNING RETREAT
8:00 A.M. February 6, 2016
COMMUNITY ROOM, CHAMBER OF COMMERCE, 415 LISBON STREET

OUTLINE/AGENDA

- 8:00 - 8:30 Gathering/Coffee/Social Time
- 8:30 – 9:00 Warm-up Activities - Getting to Know Each Other A little Better
- 9:00 – 10:00 Mutual Expectations/Ground Rules - The group develops a brief list of behaviors they will all commit to demonstrate during this retreat (and beyond) All agree to abide by those set.
- 10:00 - 10:15 Break
- 10:15 - 11:15 Possible Areas of Focus - The group brainstorms a comprehensive list of all possible areas of focus toward which the Council and City Government could devote time, energy, resources over the next two years.
- 11:15 - 12:15 Priorities - The group organizes the list to eliminate redundancies, combine similar items, and then prioritizes the list to identify the Council's highest priorities.
- 12:15 - 1:00 Lunch
- 1:00 - 1:30 Completion of any remaining items from the AM agenda
- 1:30 - 3:30 Developing Objectives and Goals - Beginning with the highest priority item and working downward, the council develops specific, measurable, and (hopefully) achievable two-year goal statements for each item. Some of this work may be done in subgroups.
- 3:30 - 4:00 Next Steps
- 4:00 Adjourn

**NOTES FROM LEWISTON CITY COUNCIL PLANNING RETREAT
FEBRUARY 8, 2014**

MUTUAL EXPECTATIONS – FOR THIS RETREAT AND BEYOND

- Civility – Listen to each other without criticism
- One Speaker at a time
- Respect for diversity of opinion – allow alternative viewpoints
- Open Mindedness – Consider ideas other than your own
- Avoid surprises – Keep us all informed and included; avoid “blind-siding”
- Avoid “back-door” politics – Keep the agenda and the process public and “out front”
- Don’t take disagreement personally
- Encourage and practice open communication
- Resist the urge to cut off debate before it’s complete
- Be open to compromise

**POSSIBLE AREAS OF FOCUS – WHERE THE COUNCIL AND THE CITY COULD DEVOTE
TIME, ENERGY, ATTENTION, AND RESOURCES OVER THE NEXT 2 YEARS**

- Upgrading Housing Options
- Increasing our Assessed Value (2)
- Marketing, Image and Public Relations for the City (1)
- Encouraging Collaboration in the Medical Community; the Two Hospitals; Mental Health Providers
- Maintain Current Property Tax Levels (3)
- Finalize the Joint Economic Agreement with Auburn (4)
- Improve the Relationship with the Auburn Council
- Downtown and Riverfront Development (5)
- Small Business Development (1)
- Replace any lost State and Federal Funding (3)
- Create a Public Works Oversight Committee (2)
- Expand Workfare for Welfare
- Improve Communication with Residents (13 - 6+6+1)
- Implement Rooming House Restrictions
- Improve Recycling Rates
- Develop an Overall Housing Plan – Including Codes Enforcement (16 - 9+7)
- Develop a Transportation Plan (2)
- Focus on Green Space and Trees (4)
- Adopt the Comprehensive Plan
- Track and Coordinate the Multiple Plans within City Government (4)
- Retain Existing Businesses (3)
- Increase and Recognize Citizen Involvement (6)
- Aligning the Union Contracts (2)

- The New Downtown School (4)
- Encourage Neighborhood-centric Development
- Expand Community Policing (3)
- Create a Master Plan for the “Big 3” Departments
- Encourage Private Investment (1)
- Obtain Control of the Canals; Wiseman Bridge (3)
- Address the Steam Plant Issue
- Continue Acquisition and Demolition of Blighted Housing (7)
- Downtown Parking (3)
- Franklin Company (1)
- Improve relationships with State and Federal Legislative Delegations
- Maintain a Focus on Reducing Welfare Abuse (3)
- Focus on Infrastructure Needs; Legacy and 21st Century Infrastructure (3)
- Make Cost-effective Investments in Technology
- Encourage and Incent Conversion to Natural Gas for Heating (3)
- Improve the Recreational Infrastructure
- Grow Incomes

POSSIBLE AREAS OF FOCUS – CATEGORIZED WITH VOTE TOTALS

CATEGORY 1 – ECONOMIC DEVELOPMENT (21 votes)

- Downtown/Riverfront Development (5)
- Finalize the Joint Agreement with Auburn (4)
- Downtown Parking (3)
- Retain Existing Businesses (3)
- Canals and Wiseman Bridge (3)
- Marketing the city (1)
- Encourage small business development (1)
- Encourage private investment (1)
- Grow local incomes
- Resolve the Steam Plant issue
- Focus on the telecom infrastructure
- Develop a Transportation Plan

CATEGORY 2 – CITY OPERATIONS (20 votes total)

- Improve Communication with residents (6)
- Maintain Property Tax levels (3)
- Plan for 21st Century Infrastructure (3)
- Replace lost State and Federal Funding (3)
- Create Public Works Oversight Committee (2)

- Align Union Contracts (2)
- Recognize creative thinking/solutions by employees and residents (1)
- Create a Master Plan for the “Big 3”
- Increase Recycling
- Look for cost-effective technology improvements
- Expand workfare for welfare

CATEGORY 3 – HOUSING (20 votes)

- Develop an Overall housing Plan including Codes Enforcement (7)
- Continue with Acquisition and demolition (7)
- Implement natural gas incentives (3)
- Increased assessed value (2)
- Franklin Company (1)
- Rooming House restrictions

CATEGORY 4 – COMMUNITY DEVELOPMENT (19 votes)

- Improve resident communication and recognition (6)
- Downtown School (4)
- Green space and Trees (4)
- Community Policing (3)
- Transportation plan (2)
- Encourage neighborhood-centric development
- Improve the Recreation Infrastructure

CATEGORY 5 – PLANNING (13 votes)

- Develop an overall Housing Plan (9)
- Track and coordinate the multiple existing plans (4)
- Adopt the Comprehensive Plan
- Develop a “Big 3” Master Plan

CATEGORY 6 – MAINTAIN A FOCUS ON WELFARE ABUSE (3)

CATEGORY 7 – MARKETING, IMAGE, AND PUBLIC RELATIONS (1 vote)

- Improve communication with residents (1)
- Increase recognition for residents who help others

CATEGORY 8 – ENCOURAGE COLLABORATION IN THE MEDICAL COMMUNITY (0 votes)

CATEGORY 9 – INTERGOVERNMENTAL COLLABORATION (0 votes)

- Improve relations with Auburn Council
- Improve relationship with Regional, State and Federal government entities

GOALS (MANY NEED DATES AND STRATEGIES)

Develop and launch a comprehensive resident communication strategy (electronic, print, broadcast) by 5/30/14

- staff to plan and implement

Identify the current status of gas and telecom infrastructures within the City.

Create a vision for a desired natural gas and telecom infrastructure\

Create a technology plan and budget for the City

Create a Comprehensive Housing Plan and Policy

- Identify important issues to be addressed in the plan – 4/15/14
- Follow through on the list of landlord-initiated items – 8/15/14
- Publish a Comprehensive Housing Plan – 8/15/15

Maintain Current demolition rate of approximately 10 properties per year

Obtain control of the city canals; Continue to implement the Riverfront Island Development Plan

Communicate the Council's support for a downtown school to the School Board

Establish a Tree Nursery (possibly with Auburn)

Create a consolidated list of recommendations from all current city plans

- Develop a tracking system for plan recommendations
- Add at least two plans to the tracking system each year

Sign a Joint Economic Agreement with Auburn by 7/1/14

NOTES FROM LEWISTON CITY COUNCIL PLANNING RETREAT
MARCH 10, 2012

2012-13 PRIORITIES FOR THE COUNCIL (AND SUGGESTED ACTIVITIES):

The following are generally presented in priority order.

BUDGET

Adopt a budget that keeps property taxes stable, meets debt policy guidelines, and maintains current service levels, all on a long-term sustainable basis.

IMPROVE HOUSING CITY-WIDE

- Assess the effectiveness of the additional code enforcement officer position and decide whether or not to continue that position in the future.
- Evaluate whether or not record keeping in code has improved and what additional changes to record keeping should be made in the future.
- Support mixed-income residential development.
- Eliminate at least as many new units as are added to the housing stock inventory to improve the stock and help balance supply and demand.
- Work closely with landlords and property managers who manage and maintain their properties well and explore ways to support their efforts.
- Create more incentives to support owner-occupied residential properties.
- Review and revise city loan programs to increase utilization and user-friendliness.
- Maintain an appropriate urban population density.
- Review zoning requirements for parking and winter parking rules.
- Investigate establishing a "disorderly house" ordinance.

DOWNTOWN DEVELOPMENT

- Review our parking policies and make the parking system more visible and user-friendly
- Reach out to larger employers in the city to promote the benefits of downtown residences for their staff/employees, especially high income staff.
- Evaluate and upgrade our loan and assistance programs targeted at downtown.
- Make developers aware of all potential assistance programs available by providing a comprehensive list of city, regional, state, and federal programs.
- Consider establishing design standards for the downtown in order to encourage and protect development; If non-mandatory, look at linking city assistance programs to compliance with recommended standards.
- Promote local ownership of downtown businesses and properties.
- Complete the implementation of the Kennedy Park master plan.
- Coordinate Downtown Development with Riverfront Island plans/development.

RIVERFRONT ISLAND DEVELOPMENT

- Adopt the Riverfront Island master plan.
- Allocate federal earmark grant funds remaining after the master plan for a Riverfront Island project.
- Move to acquire the canals.
- Determine a final disposition for Mill #5

STRATEGIC AND MASTER PLANNING

- Evaluate the current Comprehensive and Strategic Plans to look for gaps and redundancies; work to make the plans complete, consistent, and up-to-date.
- Review city-wide zoning and land use policies/ordinances for consistency, with special attention to high traffic corridors, transitional areas, rural areas, and open space.
- Include bike and pedestrian planning in multi-modal transportation plans.

NEW SCHOOL

- The council will, at a time to be determined, take and communicate a position on the location of the new school.

MARKETING THE CITY TO CHANGE PERCEPTIONS

- Develop a new brand and logo for the city.
- Develop a city marketing plan that dovetails with regional marketing plans.
- Develop and distribute stories and story ideas for local and regional press and broadcast outlets that support a positive image of the city.
- Explore moving Great Falls Television into the downtown.

JOINT PUBLIC/PRIVATE RFPs IN SUPPORT OF CITY-WIDE ECONOMIC DEVELOPMENT

- Identify properties which could benefit from being included in such a program.
- Test and evaluate the concept with a limited pilot program, perhaps in the downtown.

OTHER POSSIBLE AREAS FOR COUNCIL FOCUS

- REGIONAL ECONOMIC DEVELOPMENT; WORK WITH AUBURN, AVCOG, AND LAEGC TO COORDINATE ACTIVITIES; ENCOURAGE A REGIONAL MULTI-MODAL TRANSPORTATION PLAN.
- IMPROVE COLLABORATION WITH OTHER GROUPS AND ENTITIES INCLUDING: THE CITY OF AUBURN, THE SCHOOL DEPARTMENT, HOSPITALS, BATES COLLEGE, THE IMMIGRANT COMMUNITY, YPLAA, AND THE VISIBLE COMMUNITY.
- THE FRANKLIN COMPANY
- EXPAND UTILIZATION OF THE RECYCLING PROGRAM; PROMOTE WASTE REDUCTION.