

## Town of Loomis Council Strategic Planning Retreat Summary

### *Town of Loomis Mission Statement*

*The Town of Loomis is committed to preserving: a quality of life in which families can grow and enjoy the small town atmosphere; a town in which there are concerns for all segments of society, including businesses and residents; a town that encourages the participation of all of its citizens in civic and community activities; a council and town staff that responds courteously and respectfully to the concerns and needs of the town's residents; and a plan that calls for slow, quality growth while preserving the financial integrity of the town.*

Agenda	Activity – Process - Outcomes
<b>Welcome Agenda Review</b>	<p>Workshop began with a review of the planned agenda and approach for the day:</p> <ul style="list-style-type: none"> <li>• What We Planned and 2015-16 Results – Town Manager Report</li> <li>• Mining the Council Survey for an Updated SWOT Assessment</li> <li>• Issues &amp; Opportunities Reframed as Strategic Possibilities</li> <li>• Mid-Term Goals and Approach – 3 to 5 years Out</li> <li>• Updating Strategic Directions – Year 2 Actions and Commitments</li> <li>• From Planning to Doing</li> </ul>
<b>What We Planned and 2015-16 Results</b>	<p><b>Town Manager Report</b> was reviewed and discussed for key outcomes in 2015 A debrief was facilitated to identify:</p> <ol style="list-style-type: none"> <li>1. What results in 2015 stood out from the perspective of Council?</li> <li>2. What were the compelling accomplishments Council is most proud of?</li> <li>3. What issues were encountered that may have blocked or delayed results?</li> <li>4. Where are opportunities to build on 2015 successes in 2016 and beyond?</li> </ol> <p>Council reflections and comments are noted via yellow highlighting on the Town Manager’s Report – page 8 following this retreat summary.</p>
<b>Mining the Council Survey – From Issues to Opportunities</b>	<p>Council reviewed the pre-retreat survey to identify responses from Questions 4, 5, 6, and 7 that are consistent with a SWOT (<i>Strengths, Weaknesses, Opportunities, Threats</i>) and PEST (Political, Economic, Social/ Cultural, Technological) approach to assessing both the current state and near term context for Town of Loomis planning purposes</p> <ul style="list-style-type: none"> <li>• The complete survey responses are reported without attribution on pages 9, 10, 11 of this report.</li> <li>• Council was facilitated through a robust SWOT assessment with comments and Council reflections reported in the SWOT summary on the next page and the PEST analysis reported on the 2<sup>nd</sup> page following:</li> </ul> <p>Council then discussed a reframe of key SWOT/PEST issues as <i>Strategic Possibilities</i>. This exercise was designed to take present concerns and reframe them as future focused positive outcomes to reflect:</p> <ul style="list-style-type: none"> <li>• Threats, Opportunities, and Weaknesses as “possibilities”</li> <li>• Strengths to build upon</li> </ul>

**SWOT Assessment:**

	Positive	Negative
<b>Internal</b>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Signage due for completion – 2016</li> <li>• Maintaining rural atmosphere in Loomis</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Many people do not know what is happening in Loomis</li> <li>• We lack activity at night – after hours (even after 6:00pm)</li> <li>• Permit applications are up 50% - need to address our capacity to process this increased demand</li> </ul>
<b>External</b>	<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Potential for a large “box store” to anchor development on the Tanklage property               <ul style="list-style-type: none"> <li>○ Could change perception of Loomis as receptive to targeted development (type and location)</li> </ul> </li> <li>• Move “villages” project forward               <ul style="list-style-type: none"> <li>○ Currently zoned commercial and residential</li> <li>○ Could trade office zoning for residential focus</li> </ul> </li> <li>• Need a strategy for development along Sierra College Blvd</li> <li>• Could build a new downtown center with a focus on pedestrian oriented, historical Loomis, and rural attributes</li> <li>• The ATP grant enables implementation of the current downtown plan by funding pre-requisite infrastructure including streetlights, etc.</li> <li>• Need a clear economic strategy encompassing downtown</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Infrastructure for growth including:               <ul style="list-style-type: none"> <li>○ Sewer capacity</li> <li>○ Parking downtown</li> </ul> </li> <li>• Local “nimby-ism” producing objections to some growth</li> <li>• Development in Placer County and Sierra College producing increased traffic impacts in Loomis</li> </ul>

**PEST Assessment:** What are the factors that may influence strategy, resource planning, and how Loomis might best capitalize on opportunities?

<p><b>Political:</b></p> <ul style="list-style-type: none"> <li>● Placer County Land planning</li> <li>● Negotiation with border communities</li> <li>● ½ cent sales tax for Placer County</li> <li>● Sierra College traffic only two lanes</li> <li>● Pending decreased gas tax and increased carbon trading</li> <li>● Special districts frame funding</li> </ul>	<p><b>Economic:</b></p> <ul style="list-style-type: none"> <li>● Population growth – 60k in Placer</li> <li>● Tax structure</li> <li>● Costs drive revenue needs</li> <li>● Development on borders</li> <li>● Lack of housing affordability             <ul style="list-style-type: none"> <li>○ Shift to smaller homes</li> </ul> </li> </ul>
<p><b>Social/ Cultural:</b></p> <ul style="list-style-type: none"> <li>● Pending county library shut down</li> <li>● Aging Loomis population</li> <li>● Asset transfers between generations</li> <li>● Changing family dynamics             <ul style="list-style-type: none"> <li>○ Desire for the “Loomis Lifestyle”</li> </ul> </li> <li>● Community centric activities             <ul style="list-style-type: none"> <li>○ Friday nights farmer’s markets</li> </ul> </li> </ul>	<p><b>Technological:</b></p> <ul style="list-style-type: none"> <li>● Existing library model             <ul style="list-style-type: none"> <li>○ May not serve local needs</li> <li>○ Provides internet access to some locals</li> </ul> </li> <li>● Increased demand for internet             <ul style="list-style-type: none"> <li>○ Strategic nodes</li> <li>○ Preserve local “rural centric” life</li> </ul> </li> </ul>

Agenda	Activity – Process - Outcomes
<p><b>Mid-Term Goals and Approach - 3 to 5 years Out</b></p>	<p>Council produced the following possibilities based upon a mid-term (3 to 5 years) time scale:</p> <ul style="list-style-type: none"> <li>☛ 3-5 Year = Finish sewer infrastructure by Spring 2017</li> <li>☛ 3-5 Year = sewer infrastructure and traffic mitigation subject to council General Plan and Zoning discretion <ul style="list-style-type: none"> <li>○ Need a maintenance district agreement for roads inclusive</li> </ul> </li> <li>☛ 3-5 Year = liquidate Town assets to fund and enable achievement of Town strategic goals addressing revenue, parking, and similar needs</li> <li>☛ 3-5 Year = Establish a specific “Sphere of Influence” to secure and possibly buffer negotiation space that protects Town advantages <ul style="list-style-type: none"> <li>○ Request a LAFCO study to support this</li> </ul> </li> <li>☛ 3 to 5 Year = complete both west &amp; eastbound traffic overpass signs on I80</li> <li>☛ 3 to 5 Year = look for funding (including grants) to support next phases of ATP funded infrastructure to support the Downtown Master Plan</li> <li>☛ 3 to 5 Year = Develop a plan for the WWMolding property to maximize commercial benefit as a possible community “node”</li> </ul>
<p><b>Updating Strategic Directions - Year 2 Actions and Commitments</b></p>	<p>Council produced the following direction based upon a short-term ( 1 year) time scale. In effect these priorities represent year two of the 2015-2017 two year plan:</p> <ul style="list-style-type: none"> <li>☛ 1 Year = Establish cooperative relations with Placer County</li> <li>☛ 1Year = Ensure any proposed Village development protects town interests</li> <li>☛ 1Year = Loomis needs and Events Master Plan that specifies revenue, resources, advertising, etc. <ul style="list-style-type: none"> <li>○ This plan should build on the existing branding strategy emphasizing historical, rural, businesses that bring people to Loomis</li> <li>○ Need an integrated approach that drives revenue <u>and</u> brand equity</li> </ul> </li> <li>☛ 1Year = define a package of incentives attractive to commercial development on the Tanklage property <ul style="list-style-type: none"> <li>○ Take advantage of “adjacencies”</li> <li>○ Maximize net revenues</li> </ul> </li> </ul>
<p><b>From Planning to Doing</b></p>	<p>Action planning by the Town Manager, staff, and community partners will be needed to implement the 2016-17 and 2018-20 priorities itemized in alignment with the three Town of Loomis Strategic Directions reflected in the table on pages 6 and 7 following.</p>
<p><b>Adjourn</b></p>	

## Focused Implementation

1 Year – 2016-17  
3 to 5 Years – 2018-20

Council input regarding new 1 year priorities are reported here aligned with the three Strategic Directions developed for the two year 2015-17 Strategic Plan at the February 2015 Council Retreat. The Year 2 priorities are outlined in the third column of the table below and provide Council direction to the Town Manager on where to focus efforts in the coming year. Year 3 to 5 priorities are outlined in the right hand column.

Strategic Directions	2015-16 Priorities (Year 1)	2016-17 Priorities (Year 2)	2018-20 Priorities (Years 3 to 5)
<b>1. Plan Realistically For Our Future</b>	<ul style="list-style-type: none"> <li>✓ Review General Plan And Zoning</li> <li>✓ Focus And Plan So That Success Of Future Projects Work For Future Generations</li> <li>✓ Finalize And Begin To Implement A Downtown Master Plan That Is Workable</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish cooperative relations with Placer County</li> <li>✓ Ensure any proposed Village development protects town interests</li> <li>✓ Define a package of incentives attractive to commercial development on the Tanklage property                             <ul style="list-style-type: none"> <li>○ Take advantage of “adjacencies”</li> <li>○ Maximize net revenues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Finish sewer infrastructure by Spring 2017                             <ul style="list-style-type: none"> <li>○ Sewer infrastructure and traffic mitigation subject to council General Plan &amp; Zoning discretion</li> <li>○ Need a maintenance district agreement for inclusive roads</li> </ul> </li> <li>✓ Secure funding to expand next phase of ATP funded infrastructure to support the Downtown Master Plan</li> <li>✓ Liquidate Town assets to fund and enable achievement of Town strategic goals addressing revenue, parking, and similar needs</li> <li>✓ Establish a specific “Sphere of Influence” to secure and possibly buffer negotiation space that protects Town advantages                             <ul style="list-style-type: none"> <li>○ Request a LAFCO study to support</li> </ul> </li> <li>✓ Develop a plan for the WW/Molding property to maximize commercial benefit as possible community node</li> </ul>

Strategic Directions	2015-16 Priorities (Year 1)	2016-17 Priorities (Year 2)	2018-20 Priorities (Years 3 to 5)
<b>2. Build An Involved Community</b>	<ul style="list-style-type: none"> <li>✓ Open Lines Of Communication To Increase Interaction With Schools, Service Groups, Community Groups, Churches, Chamber</li> <li>✓ New Website               <ul style="list-style-type: none"> <li>○ Link Social Media</li> <li>○ Link With Chamber</li> <li>○ Better Town Calendar</li> <li>○ Pictures Of Events</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Continue to deliver information and communications to community members via the website and social media links</li> <li>✓ Continue to engage schools, service groups, churches, chamber, and community groups</li> </ul>	<ul style="list-style-type: none"> <li>✓ Success implementing the growth strategies outlined in this plan should invite active discussion at the 2017 Council Retreat on further expanding community involvement</li> </ul>
<b>3. Brand Loomis As A Historical Destination &amp; Small Town Experience</b>	<ul style="list-style-type: none"> <li>✓ Signage On Borders To Direct Business/ People To Town; Involve Historic Society And Chamber With Town To Brand</li> <li>✓ Freeway Bridge Sign               <ul style="list-style-type: none"> <li>○ Create A New Logo</li> </ul> </li> <li>✓ Town To Partner With Downtown Business To: Paint, Awnings, Signage; Historical Signage</li> </ul>	<ul style="list-style-type: none"> <li>✓ Loomis needs an Events Master Plan that specifies revenue, resources, advertising, etc.               <ul style="list-style-type: none"> <li>○ This plan should build on the existing branding strategy emphasizing historical, rural, businesses that bring people to Loomis</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Complete both west &amp; eastbound traffic overpass signs on 180</li> <li>✓ Determine long term Town facilities strategy for growing events that also maximize pedestrian access to business and community assets</li> </ul>

**Town Manager Report of Progress Implementing Year 1 of the 2 Year 2015 Strategic Plan**

STRATEGIC DIRECTION	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<p><b>1. Plan realistically for our future</b></p>	<p>Review General Plan and Zoning</p>	<p>Focus and plan so that success of future Projects work for future generations</p>	<p>Finalize and begin to implement a Downtown Master Plan that is workable</p>	<p>Finalize and begin to implement a Downtown Master Plan that is workable</p>
<p><b>STATUS</b></p>	<p>Contract Planners, Planning Director, and Planning Assistant have reviewed. In addition, several Code amendments were done throughout the year to address issues that arose and to keep the Town legal. Currently processing update to the Circulation Element of the General Plan. <b>COMPLETE/ONGOING</b></p>	<p>Incorporating in review and design of current and proposed projects such as the Village. <b>COMPLETE/ONGOING</b></p>	<p>January 21, 2016 Town received approval of ATP Grant for \$1,436,000 to implement the Downtown Master Plan. Construction scheduled for 2017. Final design workshop scheduled for summer 2016. <b>COMPLETE/ONGOING</b></p>	<p>January 21, 2016 Town received approval of ATP Grant for \$1,436,000 to implement the Downtown Master Plan. Construction scheduled for 2017. Final design workshop scheduled for summer 2016. <b>COMPLETE/ONGOING</b></p>
<p><b>2. Build an involved community</b></p>	<p>Open lines of communication to increase interaction with schools, service groups, community groups, churches, Chamber</p>	<p>Increased frequency of meetings with schools and community groups. Staff has been meeting with service groups at their request to discuss current State of the Town; Councilman Black and Town Manager meet frequently with Chamber President and CEO, Chamber Economic Development Committee and schools. Received California Association of Local Economic Development (CALED) Award of Merit for "Partnering for Economic Growth" for partnering with the Loomis Basin Chamber of Commerce. Continued meetings between School Districts and staff/school Council liaison. <b>COMPLETE/ONGOING</b></p>	<p>New Website -Link Social Media -Link with Chamber -Better Town calendar -Pictures of events</p>	<p>Web site went live on January 12, 2016. Includes link with Social Media (Instagram #visitloomis); Link to Chamber, Chamber/Town Calendar, Video <b>COMPLETE/ONGOING.</b></p>
<p><b>3. Brand Loomis as a Historical Destination &amp; small Town experience</b></p>	<p>Signage on borders to direct business/people to Town; involve Historic Society and Chamber with Town to brand</p>	<p>Approved "Branding" concept and sign entrance design August 2015. Approved \$20,000 for mural paintings for branding January, 2016. Applied for lease of Union Pacific property for entrance signage. Anticipate approval of lease by April 1, 2016. Installation by June, 2016. <b>COMPLETE/ONGOING</b></p>	<p>Freeway Bridge Sign -Create a new logo</p>	<p>Town to partner with downtown business to: paint, awnings, signage, Historical signage</p>
<p><b>STATUS</b></p>	<p>Contract originally awarded in September, 2015 by Council. Needed re-engineering due to design flaws (could not be constructed as originally drawn); rebid March, 2016. Scheduled installation is summer, 2016. No new logo has been designed. <b>PARTIAL COMPLETE</b></p>	<p>Contract originally awarded in September, 2015 by Council. Needed re-engineering due to design flaws (could not be constructed as originally drawn); rebid March, 2016. Scheduled installation is summer, 2016. No new logo has been designed. <b>PARTIAL COMPLETE</b></p>	<p>Town and Chamber are partnering with downtown businesses with the award of the ATP grant and the Branding program which will include a "Downtown Fruit Shed" walking trail. Sample sidewalk fruit label being created for review by staff and Chamber <b>COMPLETE/ONGOING</b></p>	<p>Town and Chamber are partnering with downtown businesses with the award of the ATP grant and the Branding program which will include a "Downtown Fruit Shed" walking trail. Sample sidewalk fruit label being created for review by staff and Chamber <b>COMPLETE/ONGOING</b></p>

## Town of Loomis Council Strategic Planning Pre-Retreat Survey - March 2016

**Q2 Assuming we continue to make progress implementing our vision where do you see the Town of Loomis in 1 year, 3 years, 5 years, and 20 Years?**

#	1 Year:
1	Elect good people to continue our work
2	Downtown plan completed and construction started. SPMUD sewer under construction and 'will serve' letters being issued.
3	Finalizing and starting construction on the downtown master plan
4	Working towards completion of the downtown redevelopment, and promoting local downtown business
5	still where we are today
#	3 Years:
1	Keep working like a team - no drama
2	The liquidation of excess Town real estate (Heritage Park, WW Molding & Corp Yard.) Village Development over 50% including road improvements reducing the Horseshoe Bar & Taylor Rd. intersection.
3	Thriving downtown, working to improve traffic flow
4	Maintain the rural atmosphere, and promote business and tax generation for the Town's use.
5	establishing ground work
#	5 Years:
1	?
2	Increasing the Town revenue with the addition of more commercial development. Be on pace for road maintenance and replacement.
3	More improvements to our aging infrastructure
4	Maintain the rural atmosphere, and promote business and tax generation for the Town's use.
5	having some of the goals accomplished
#	20 Years:
1	Be fully developed - especially by I-80
2	Development of Taylor Rd (West of Highland) and Sierra College Blvd. commercial opportunities.
3	I see a family friendly town with more and more generations continuing to raise their families in Loomis.
4	Maintain the rural atmosphere, and promote business and tax generation for the Town's use.
5	who knows

**Q3 What do you feel you as council can do to move our strategies and goals forward?**

#	Responses
1	Open communication with staff and other council members
2	Continue to clearly state of the goals of our community; Safety, Family Friendly, Welcoming, Clean... Focus on traffic mitigation and stabilize revenue to maintain Town of Loomis service levels.
3	Continue to look at things with an open mind and a level head. Moving forward with a greater level of professionalism will do nothing but benefit the town.
4	We must work together as a team for the common good of the Town. We must use all of the resources available to improve the Town, and promote the businesses in town.
5	Hire professional people who can give direction so we can achieve our goals. Need to be realistic about what the Town of Loomis needs to continue operating

**Q4 What, if anything, would you like to change about our current direction?**

#	Responses
1	Move at a faster pace. We go too slowly sometimes and projects seem to stall out.
2	Continue with forward movement of projects that are within the Strategic and General Plans without getting into the weeds and being sidetracked.
3	I would like us to aggressively look for opportunities to increase our downtown parking
4	More emphasis on generating tax revenue through commercial development
5	Need to attract high generating sales tax business into Loomis. Need to have a sphere of influence to protect the area next to the existing limits of Loomis. Need to have a marketing plan that works and not based to ideas of people who do not know what a real market plan is

**Q5 How do you feel we can better partner with the Chamber?**

#	Responses
1	We are working very well with the Chamber. Branding and other projects.
2	I feel we probably have as close of as relationship that any town or city could have with the Chamber. I would just continue the open communications.
3	I would like to see a grant program to help downtown business make store front improvements to go along with the downtown master plan implementation.
4	I already meet once a month with the Chamber, as the Town's business liaison. We are working actively to promote the businesses in Loomis, and attract new business.
5	The main function of the chamber has been a social activity. Mixers and a few special events like the eggplant festival. Not until recently has it started to work toward attracting business into Loomis. The Town needs to figure out a marketing plan and then work with the chamber in carrying it out. The chamber has only one employee so it cannot do a great deal

**Q6 In reflecting on what has been accomplished in the Town of Loomis in the past year what are the successes you hope to build on?**

#	Responses
1	Keep working with Chamber, streamlining permit process, and work with those people closer and more helpful.
2	We have been successful in responding to public issues in a respectful and professional manner. We are now suffering from low attendance at Council Meetings so, we must reach out to the community more.
3	Our community outreach has been much better over the last year. I would like to find ways to get greater involvement from the residents of Loomis.
4	The Town Council is now, working together to approve and pass needed changes in Town policy. The Town Manager is working with staff to keep pace with changes in our area, and addressing the needs of the Town's people. We've paved the southern portion of Taylor Road, and about to embark on a downtown revitalization plan, to promote pedestrian and bicycle use for the businesses in the downtown corridor.
5	We have not accomplished much this past year. The main thing has been moving the sewer project ahead. While we agreed on a sign board on the freeway nothing has happened. More business have moved out of Loomis than have come in. The Loomis library may close. Bottom line is little has been done in a positive manner

**Q7 What issues do we need to resolve that might block our progress forward as a community?**

#	Responses
1	Encouraging business to move to Loomis and help them process permits easily.
2	As development continues to go forward there will be some strong opposition and as elected officials we must be willing to educated the public of the advantages that those changes.
3	Parking and traffic flow
4	Address the concerns of major projects that are in the planning stage. Traffic and traffic mitigation are my major concerns for the Town, and the impact on the residents and business.
5	1. Develop business that brings in sales tax revenue. Turtle Island, the Villages and along Sierra College are the locations. 2. Work to resolve pending traffic problems cause by new development. 3. Development next to our existing borders that is negative to our life styles. 4.How to deal with reduced revenues so that the town cannot afford to provide services. 5. Get people on IS80 and the region to know what Loomis has to offer them as far as retail sales. Have new residential development not ruin the existing lifestyle of Loomis