



LDDA Board of Directors Retreat

February 13, 2014 – 8:30 AM – 3:30 PM

Pumphouse Brewery - 540 Main Street

Facilitator: Nancy Rezac, Visit Longmont

Present: Bill Sawyers, Sharon Smith-Eisler, Gabe Santos, Larry Stauss, Burbidge Austin, Bob Goff, Joseph Perrotto, Ex-officio Member: City of Longmont, Jim Golden

Guests: Anne Smith, Joanne Kirves, City of Longmont: Brad Powers, Joni Marsh, Doug Ward, Brien Schumacher, David Starnes, Shawn Smith, Chris Huffer, Times Call: Tony Kindelspire

Staff: Executive Director, Kimberlee McKee; Del Rae Heiser; Emelie Torres

- A. Tour of Roosevelt Park Apartments – 8:30 a.m. (corner of Longs Peak & Main Streets)
- B. Year in Review – Kimberlee thanked the LDDA board and the staff for all their help and contribution to the success in 2013.
 - a. Update of work plan -
 - Streetscape was upgraded and an on-going project
 - Clean and Green project had over 100 volunteers, some of whom were not necessarily engaged with downtown and it was good to welcome them
 - Police patrol around downtown was requested and business owners have noticed a big difference in safety
 - Merchant photo shoot has done a good job personifying businesses. Next session is in March.
 - Holiday promotions – bell theme was a success with 34 businesses participating. We received at least 25 drawing entries with bell clues
 - Signage guidelines will go to Planning and Commission in February and then to City Council
 - Roosevelt Park Apartments has become a catalyst with some units already occupied, commercial spaces are 100% leased
 - Parking – increased permit rates, some businesses at the 300E cancelled their permits due to the increase but waitlist has been contacted for the available permits.
 - Authenticity – JC Penny was honored at the Longmont Then and Now event. Other merchants were honored as well.
 - Event management – Concerts, Longmont Then and Now, Festival on Main, Drink or Treat, Tree Lighting
 - A&E District – several committees have been formed. The application to become a designated creative district this year is in process and has seen a lot of clarity and collaborations between partners and committees.
 - Downtown Community Ventures members have started to raise money. The committee has identified projects. Current project is the LTC marquee lighting.
 - New incentives were created for residential, signage and retail conversion grant. There were 14 DIP incentives granted in 2013. This was a combination of existing and new businesses. There were only 3 in 2012.
 - TIF Negotiation – Kimberlee shared the report and thanked Jim Golden for his contribution to the successful meeting with the City and the SVVSD. Kimberlee will try again with the County next time.
 - Stakeholders meetings were held on December 2nd and 3rd. DCI consultants facilitated the meeting and provided a report.
 - b. DCI Report Review – Kimberlee shared the report with everyone and highlighted key the items. What kind of investment did the stakeholders needed/wanted to see for services with the reduced funds in downtown? Majority of stakeholders expressed infill development, new commercial and residential spaces and business attraction.

Results and plans from discussions:

- Communications plan – 3 groups to communicate with: a) stakeholders - business and property owners, b) collaborators - developers, land owners and major employers and c) public
Create communications and events calendar including street closures; convening focus groups for business retention and recruitment.
 - Communication tool – email, social media, face to face meetings, letters – DCI recommended forms of useful communications moving forward.
 - BID – additional financing mechanism identification over the next 3 years, engaging property owners in discussions and see what the plan and needs are; may need to cut some of the services offered due to budget analysis, need to start tracking dollars.
 - Common impression was positive that downtown is on the verge of greatness.
 - City involvement – stakeholders expressed lack of involvement from City Council in the downtown area; safety issues especially around the 200 block of Main St.; lack of police presence and patrolling around downtown.
 - Look at economic development and catalyst sites; identify large development projects
 - Business development with more diverse business mix

 - Main St. pedestrian corridor - talked about considering BID to be funded. BID can be done with tier funding where business zones pay appropriately according to the level of service they desire. This zone expressed the feeling of uniqueness by walkability, diversity of businesses and events and synergy, key zone to the district, the need to enhance business and resident mix, look at specific demographics (*millennials*, youth, and creative industries). They also stated maintenance and beautification and outdoor gathering places (breezeways, alleys); internal downtown communication; improving signage with directories and walkways; events and marketing – identify target demographics (*millennials*).
 - Commercial Transition – love the idea that they could spill-over from Main S.; businesses close earlier; transitional character and historic nature; strength - comfort and safety of a hometown feel complete with historic buildings, parks and other amenities
Their no. 1 focus is business attraction and development and attracting retail and A&E to fill vacancies and expand beyond downtown and the 3-block core
Promoting events and marketing to expand beyond pedestrian core; signage; continuing streetscape and collaborative marketing
 - Residential Transition – great atmosphere with close proximity to Main St. event; more communications for greater connectivity to downtown; business recruitment and redevelopment; expanding offerings and make it walkable to the area; attract *millennials* to businesses.
 - Commercial/Industrial Zone – positive feedback with the Butterball development; transportation and connectivity in the area (1st and 3rd transit plan) is great; maintain authentic and diverse businesses; redevelopment and activating under- utilized spaces in the corridor; new jobs and activities; more foot traffic and focus on *millennials* to the area; incorporating the zone without alienating existing tenants; streamlining and simplifying processes for new businesses and employment; signage and connectivity
 - Leadership meeting (LDDA Board, City staff and Council) – top choices were A&E, business recruitment, development. Clean is managed and handled well and they want to see it maintained and consistent.
- c) Where do we go with unmet goals?
Kimberlee revisited and shared a chart of the unattained and goals started in 2013. She asked the LDDA Board (7) and Downtown Longmont Community Ventures Board (3) to vote on their preference for 2014, Follow-up discussion will take place at a future LDDA Board meeting.

Preference: Do it, Discuss it or Dismiss it

- Clean: Cigarette litter campaign – 7 do it, 1 discuss, 1 dismiss
Survey creation to get baseline – 6 do it, 2 discuss, 1 dismiss
- Marketing: Social Media – 8 do it, 1 discuss, 0 dismiss

- o Placemaking: Increase exposure (signage) – 10 do it
Placemaking elements – 7 do it, 2 discuss, 1 dismiss
- o Development: Alleyway and breezeway (east and west side) – 9 do it, 1 discuss, 0 dismiss
Zoning (review with City staff) – 3 do it, 7 discuss, 0 dismiss
Butterball/County Facility (partnerships) – 9 do it, 1 discuss, 0 dismiss
- o Historic Preservation: Design Guidelines on signage – 7 do it, 2 discuss, 1 dismiss
- o Business Retention: Retention Interviews – 0 do it, 9 discuss, 1 dismiss
Downtown maps – 2 do it, 6 discuss, 2 dismiss
Retail recruitment program – 2 do it, 4 discuss, 4 dismiss
- o Business Recruitment: Recruitment materials – 3 do it, 7 discuss, 0 dismiss
Arts Incubator plan – 5 do it, 5 discuss it, 0 dismiss
- o Arts & Entertainment: Farmers Market – 9 do it, 1 discuss, 0 dismiss
Outdoor movie – 1 do it, 5 discuss, 4 dismiss
A&E Annual Meeting – 1 do it, 8 discuss, 1 dismiss
Artist Stipend – 4 do it, 6 discuss it, 0 dismiss
Enhance Partnerships (SVVSD, Front Range) – 9 do it, 1 discuss, 0 dismiss
Labor Day event – 0 do it, 1 discuss, 9 dismiss
- o Financial Development: Downtown Longmont Community Ventures – 10 do it
Sponsorships – 9 do it, 1 discuss
County of Boulder (negotiate for TIF funding) – 9 do it, 0 discuss, 1 dismiss

Financial Overview - Kimberlee shared current TIF balance (1.7M), projections and expectations for modest growth of TIF collections. Current existing incentives and balances as shown on the chart were also presented:

Grant:

DIP - \$99,824 includes 100,000 TIF alloc.	FIP - \$250,000	Retail Conversion - \$60,000
Residential Grant - \$100,000	A&E Signage - \$100,000	Alleyscape - \$100,000 West Side

Incentives available:

Retail - \$225,000 (to be allocated)	A&E - \$300,000 (to be allocated)	
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Balances:

Parking balance available - \$87,593	A&E balance available - \$477,376	Operating balance available - \$210,780
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Main Street Vacancy – currently 5 (recent closings, Old Town Market, 600 block)

Opened and Closed Businesses in the district – 2012: 31 closed, 49 opened 2013: 34 closed, 31 opened

C. Planning a Downtown for the Future -

Break into 4 work group teams (2 board; city staff; LDDA staff)

a. Butterball Development

1) What would we like to see there?

- Commercial on Main Street /residential behind
- Boston Ave developed for better views
- Ice Rink
- Phased development
- Multi-family dwelling
- Community market
- Silo-Funky offices

2) Are there any barriers that would currently prohibit that from happening (zoning, neighborhood, etc.)?

- Railroad tracks – switching station
- Easement requirements
- Buffer for residential
- 2nd Avenue – establish consistency

3) What role would we play/what would be needed for successful retail recruitment or residential recruitment? Who would we go after? How would we reach them? What tools are needed:

Focus on Main St. from 2nd to 3rd Ave., east of Butterball factory – long term plan

4) What is the role of the DDA to make this happen? DIP, Propose types of retailers

5) What is the role of the City to make this happen?

Reconstruct Main St. and Boston Avenue

Bridges

Complex development

Demolition (?)

HUD Funding

Fee waivers/reductions

Look into environmental issues and water/sewer taps

b. Times Call Development

1) What would we like to see there?

Apartments with restaurants

High density residential

Live-work art space

Aging-well space

Cooking/craft workspace

Downtown gym

Retail / theatre

Transition from East to West

2) Are there any barriers that would currently prohibit that from happening (zoning, neighborhood, etc.)?

Funeral home

Available parking

Existing building layout

Financing

3) What role would we play/what would be needed for successful retail recruitment or residential recruitment? Who would we go after? How would we reach them? What tools are needed:

Infill residential, offices - western edge

Transitional corridor – zoning consideration

Maintain character / quality

4) What is the role of the DDA to make this happen? Incentives, steer outcome, get property owners on board

5) What is the role of the City to make this happen? City incentives, project review and priority

c. County Redevelopment & Other Opportunities

1) What would we like to see there?

Residential emphasis

Live-work art studios

Retail on 5th Ave side

Pocket Park

2) Are there any barriers that would currently prohibit that from happening (zoning, neighborhood, etc.)?

Crematorium in neighborhood

Pocket park should complement Crackpots area

Parking – important to get property back on tax rolls. Could county have access to funds?

3) What role would we play/what would be needed for successful retail recruitment or residential recruitment? Who would we go after? How would we reach them? What tools are needed:

Market/grocery store

Burn building/church – could be benefactor of development

4) What is the role of the DDA to make this happen? Incentives, work with the City and County for funding.

5) What is the role of the City to make this happen? Work with the County for funding.

d) Main Street Pedestrian Corridor

1) What would we like to see there?

Connectivity to current activity

N-S-E-W development

Grander entry – signage/identity

Focus on breezeways/pocket parks

Mixed-use building

Tourist friendly zoning

Downtown market

2. Are there any barriers that would currently prohibit that from happening (zoning, neighborhood, etc.)? Lighting/sidewalks/signage

3. What role would we play/what would be needed for successful retail recruitment or residential recruitment? Who would we go after? How would we reach them? What tools are needed:

Educational outreach

4. What is the role of the DDA to make this happen?

Actively go out and seek retailers/list to recruit for empty spaces
 Partner with City, property owners buy in
 Relocation options

6) What is the role of the City to make this happen? Partner with LDDA

Votes on priorities for development among the 4 areas as discussed above (1-priority thru 4-least):

PRIORITY ---	1	2	3	4
Butterball	9 votes	2	1	0
County Redevelopment & other Opportunities	3	5	4	3
Times Call Development	2	2	7	3
Main Street Pedestrian Corridor	0	3	2	9

(Working Lunch Roosevelt Park Apartments – impacts & opportunities)

- Job creations with new businesses coming
- LDDA role: fill the gap from the apartments to downtown; focus on that block and create continuity and connectivity to the district; work with the leasing office to offer residents ways to be aware and explore events and activities downtown
- Opportunity for development on the east side of 600 block
- LDDA social media should be updated frequently so that viewers will have current information on events and other activities going on downtown
- Artist studios can create continuity to the district

D. Planning a Downtown for the Future & Report Out – reports combined with item C.

- a. 3rd Avenue
- b. Commercial / Residential Transition
- c. Alleyscape
- d. Arts District

E. Task Force Development –

a. Business Recruitment & Attraction Strategies

Task Force: Sharon – leader, Larry, Bill, Kimberlee, City staff

- Task force could consist of LAEC, realtors, property owners, council member(s)
- Pulling together a team to get the businesses you want: Realtors, developers, property owner buy-in
- What businesses would we recruit to augment Cheese Importers/Roosevelt Park Apts.?
- What complementary businesses will we recruit?
- Educate people on vision and ask for their buy-in
- Focus tools on incentives available
- What direction will your property take in 5 years?
- Successful recruitment
- Higher and better uses
- Sales tax
- Reduced vacancy

b. Residential Density

Task Force: Bill, Joe, Burbidge, along with realtor(s), city planning, Don Burchette

- Most important to increase population density to get buy-in from retailers
- Determine what people demand
- Outreach to Roosevelt Park Apts.
- Look at E and W sides of Main to transitional areas

- DDA to be one-stop shop for various uses
- Marketing Downtown as a viable residential area
- Opportunities at Mill Village people?
- Flour Mill – where do we stand with redevelopment?
- What parcels are available for sale and are desirable? Create a map
- Focus on medium to high density
- Mid-range cost for leasing?
- Identify all opportunities, capitalize on catalyst project

c. Fund Development – Sponsorships & Grants

Task Force: Leader – Bob, Joanne, Doug will help with key community players

- Entire group responsible for implementation
- Ongoing process
- Important for continued and future success – traditional income stream impacted
- Sponsorships beefed up for events
- Have someone assist with development of proposal packet
- Board relationships are a good starting point for sponsorships
- Mission is to try to generate sufficient revenue to augment budget
- Cruising event – potential event for sponsorship? Media sponsors?
- Secure another car event for sponsorships and generate regional draw
- The more money secured thru sponsorships the less requested from Council
- Success – increase funds and sponsorships, consider sponsorships outside the district

d. Strategic Partnerships – County, School District, Economic Partner Groups, Others? Decide who we should be working with more in the future and how those relationships should be cultivated

Task Force: Gabe will assist

- Realtors, Developers
- Strong partnerships with County, SVVSD and Economic partners will attract other organizations
- Strengthen and create partnerships – mission: relationship building
- Invite School Board member
- Success – awareness, conversations, engagements and ongoing conversation

e. Others

- 200 Block – current tenant mix impedes redevelopment
- Add to business recruitment task force and provide relocation incentives

F. Work & Strategic Plan Prioritization –

a. Future – what are our priorities in 2014 Short Term / Long Term

Short term: (voted highest to lowest priority)

1. Increase revenue via Downtown Ventures
2. Finalize and implement Signage guidelines
3. Apply to become Colorado Creative District
4. Establish and implement communication plan (DCI report)

Long term:

1. Become more involved in the development process – 8 votes (priority)
2. Active marketing incentives – 2 votes (priority)

Ongoing LDDA Task – a list was presented to the board for their input on which ones to keep doing, discuss or dismiss.

Discuss:

- o Marketing/events outsourcing

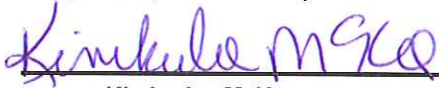
- Arts & Entertainment Administration – 2 to 3 year transition out of LDDA's responsibility

Dismiss:

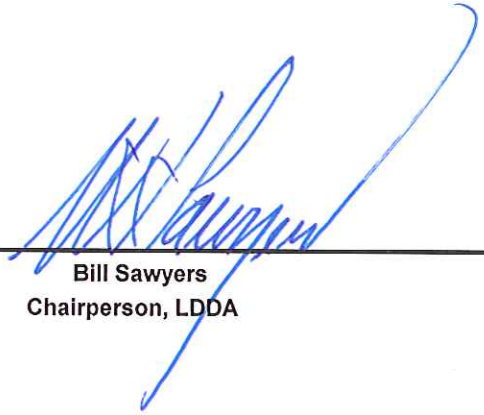
- Holiday marketing
- Troubleshooting parking
- Troubleshooting alleyscape
- Business owners meetings
- Gift Card program
- Photo shoot

G. Wrap Up / Other – adjourn: 3:45 p.m.

Respectfully Submitted by:



Kimberlee McKee
Executive Director, LDDA



Bill Sawyers
Chairperson, LDDA