

**LDDA Board of Directors Board Retreat**  
**BPOE Elks Lodge, 306 Coffman Street**  
**February 13, 2018, 8:30 a.m.**

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**Present:** Ex-officio Member: City of Longmont, Jim Golden, John Creighton, Marcia Martin, Chris McGilvray, Alex Sammoury, Kirsten Pellicer, Thaxter Williams

**Absent:** Joe Perrotto

**Guest:** Burbidge Austin (left after first hour); Barb Ratner, City Parking Enforcement, Becky Richardson (volunteer)

**Staff:** Executive Director, Kimberlee McKee, Del Rae Heiser, Emelie Torres, Rob Warner, Colin Argys,

**Facilitator:** Principal Planner City of Longmont, Erin Fosdick

Erin began by stating the objectives for this meeting:

- Prioritize/rank priority projects and programs
  - -3-5 year programs and projects from Master Plan
- Confirm metrics and accountability for ongoing tracking
- Set direction for next steps in parking

Meeting Norms and introductions were made. Birthday greetings were extended to Alex.

### **Master Plan Overview & Accomplishments**

Kimberlee began with PowerPoint presentation (copy attached). Initial image was drone shot of downtown. Kimberlee stated this is where we live, how inspiring to be nestled in the foothills. It is a view we don't see. She referred to article in past Sunday's paper are increased sales tax collections in Longmont. All other towns in Boulder County have shown decreases in sales tax collections.

- Property taxes since 1983 have shown 563.81% increase in sales and property taxes collections with a 22.74% increase in property tax collections over last year. She noted that 2013 was the loss of Butterball. A \$67 million Phase I project for South Main Station is slated to start on this site in two weeks
- Tax Increment Financing (TIF) dollars have grown, decreased and are now back up. This is how LDDA is funded. When LDDA became 31 years old, state statute changed the funding so base year rolled up ten years. Of this increment 50% went back to taxing body resulting in 64% loss of tax generation. Negotiated to get 100% back to LDDA; 25% of this money is allocated for infrastructure replacement.
- Sales tax collection has grown through the years - 7.7% increase downtown; citywide increased 10.1%.
- 19 total Downtown incentive investments. Around \$40 million investment since 2011 consisting of one large project and many small projects.
- Capital Improvement Projects for 2017 equaled \$915,265 for Main Street rehab concrete and asphalt and irrigation assessment. Kimberlee thanked Del Rae for managing yet another construction project.
- Downtown Profile – Residential Population of 1,083 residents in 625 households within boundaries of the DDA. There are 483 businesses with 4,145 employees. Services is the largest sector, financial and real estate followed by retail, government. Benchmarking data is now available each year. Previously worked with source that could not go back so no trending has been being done.
- Marketing and Social Media events that LDDA coordinated or sponsored were reviewed. It was noted that there was no Festival on Main this year.
- Longmont in the news – 62 stories in the Times Call about happenings in downtown. Parking is still a hot topic. Most recent story highlighted that Longmont is outperforming others in Boulder County.
- Website had approximately 80,000 users. This is the first year for the mobile friendly website investment.
- Facebook is going strong over 6,000 followers, over 12,000 engaged users and video views are up. Videos are being pushed out so people know what is going on inside our businesses. Over 400 followers from Denver and 3,400 from outer ring – Frederick, Firestone. Continuing to target these.
- More active on Twitter this year – 31,300 impression; 971 followers for 104 Tweets. The top Tweet was about holiday libations downtown. Second was shop local.

- Email marketing is slightly down from last year. 115,588 emails sent; 56,000 opened them, 6,900 clicked on links for calendar, downtown Longmont and surveys.
- Continuing with Downtown gift card program. These are still a strong option for people with 552 cards totaling \$24,866 for 2017.

#### Work plan highlights were reviewed.

- Community Outreach and Advocacy.
  - **Committees** A Downtown Residential Advisory Group is being led by Thaxter. Continue with Block Captains, Downtown/City Collaboration Team, and Arts Admin. Kimberlee attends all Advance Longmont meetings and events. Kirsten is leading the Retail Group. The Marketing and Program committee were stopped. They seemed to have lost their luster and it seemed to be time to reset them (members telling us what to do instead of how to achieve our goals).
  - **Advocacy** worked with Downtown Colorado Inc (DCI) chipped in on collective lobbying to stop proposed legislation that would have been harmful to DDAs. Legislation was stopped in the Senate Committee and it did not come back this year. Continue to work as a coalition of DDAs to assure if this conversation comes back, the group has a common story to tell. Historical Tax Credits and Downtown Development Advocacy continues. LDDA continually works with Business Owners on safety – either real or perceived.
  - **Presentations** were made at Advance Longmont Leadership Summit, Start Up Week, Real Estate Showcase and City Council. Rob developed a Shop Local coalition. Partnered with other economic partners in Harvest Junction and the Mall resulting in about 300 added to mailing list that weren't previously targeted. Will be adding quarterly newsletters targeted to remind people to shop locally.
- Placemaking & Urban Design. There is a new maintenance agreement with city to streamline services. Continue to work on transient and safety issues. Downtown is now a National Register District. Over 100 people attended the Dedication. The Creative District, continues with marketing - had a strong holiday presence; concert series, block parties, and themed 2nd Friday. There is a new mural on Century Link building, 605 Coffman, funded by Arts Galore and Community Foundation.
- Connectivity & Access spent lots of time on parking. Parking study recommendations were implemented - changed time limits, no diagonal parking added, permit costs increased, allowed additional permits in lots. Capital Projects continue to discuss alternate modes – bike share, added bike racks, ran trolley on 2nd Fridays to try and get people to think about moving in things other than cars while they are downtown.
- Land Use – held a charrette for 300 Coffman. The Elks Lodge ballroom was discussed as possibly being something that could “go” and rebuilt as something better on this lot while maintaining the historic lodge with the grand entrance on Coffman. Continue to work with mixed use projects-South Main Station and 500 Coffman Street. Did development surveys to find out common problems and identify issues that downtown can play. Continue to discuss how LDDA can help those development projects go smoother in the future.
- Leadership and Management. LDDA managed 70 volunteers for Clean & Green (Mark calendars for 2018 Clean & Green on May 5, 2018); 32 monetary or in kind sponsorships.
- Creative Employer Makes Impact. Kimberlee and Rob worked with F9, architectural design group from Denver. Asked them what they would do to make a breezeway more inviting. Visuals were reviewed that could be installed to create “Pop up” community spaces.
  1. Explore & Connect. Rob discussed ideas related Explore & Connect. A handout was provided that references the Master Plan and how some of these things could be implemented (copy attached). Page 4 of the handout which explains what a Creative District is will be distributed to the public so that they understand what it means.
    - a. Block Connectivity via color coding – activating crosswalks, engaging to walk about and connect; easier to identify areas by color versus “500 block”
    - b. String lighting throughout alleyways to get people to move through
    - c. Branded
    - d. Color coding, creative crosswalks
    - e. Adventure wayfinding signage is a cheap, easy and fun way to get people engaged. Adventure ahead – sounds like fun ahead
  2. Murals – 250 feet of murals on 605 Coffman – connectivity

- a. Visual Potential Mural database – GPS located individual buildings could be highlighted; owner information would be available. Could identify potential sites for murals.
- b. Circle Graphics has temporary mural options – printed on alumaflex – takes on texture of the surface it is applied to. Will pilot a program with Circle Graphics for annual events.

Kimberlee thanked Rob for his services and getting everyone to come together as a Creative District.

Realigning investment in downtowns was discussed by Kimberlee. She noted that downtown is not green fields, maximizing the density downtown makes sense. It is usually the first place that develops in a town. How do we keep our town resilient and sustainable? Reviewed “Why Invest in Downtown?” There are common themes regarding what companies look for when choosing a new location.

1. Vibrant, walkable neighborhoods
2. Places people want to live and work
3. Access by a range of transportation options
4. Great office space – renovated warehouses or other unique architecture
5. Welcoming community
6. Assistance with permitting or financial incentives

These are all things that LDDA has identified and all are currently working towards in the Master Plan. We have a good plan and are on a good path. We are working smart.

#### **Master Plan of Development – live, work, play is still the mantra.**

1. Extend the vibrancy of Downtown to an 18 hour day, 7 day activity zone by adding more residents, entertainment and jobs.
2. Build on Downtown’s vibe of authentic and real productivity to grow the employment base.
3. Create more visible signals to showcase, promote and increase Longmont’s abundant local creativity and culture.
4. Increase the safety and comfort to a level that is welcoming to all ages and cultures of our community.
5. Improve and expand the infrastructure that ensures Downtown is well connected and easily accessible by multiple transportation modes.
6. Collaborate with coalition of partners to achieve shared community priorities.

LDDA needs to look with a critical eye how to welcome, grow, encourage and create safety for everyone downtown. 2017 was a big year; 2018 promises to be great as well.

Participants were paired up and asked to come up with an “elevator pitch” for “What is downtown to you?”

#### **Kirsten & Thaxter**

Wow! Downtown Longmont has it all. You can spend the day eating, drinking, shopping, and more. Parking is easy and you can walk or take the trolley to explore.

#### **Chris & Alex**

Creative, historic downtown is your destination to enjoy great food, brews, art and shopping anytime.

#### **John, Marcia & Jim**

Downtown is the heart of Longmont where you go to work, eat, play, gather, have fun and do exciting things. It is a seasonal, ever changing experience. Downtown is the experience not an individual store.

Kimberlee provided overview of Master Plan. Referred to **Implementation Tables** (copy attached). At the end of last retreat, had just adopted the Master Plan and were looking at some priorities. There are several new board members and because there hasn’t been a full year to live and work with Master Plan, now is a good time to talk about this a little more. She reviewed some best practices and projects that are happening around the country.

Top Projects were:

- Market rate and workforce housing
- Adding more office space that appeals to tech
- Business development around the craft and culinary world
- Extending Coffman as a complete street. Complete street is one that has bike lanes, pedestrian, bus lanes, parking. All modes of transportation can live comfortably on that street.
- Adding more mixed use with parking

Top Programs were:

- Marketing
- Design guidelines
- Creating a parking entity
- Assisting local businesses

Kimberlee looked ahead to see where there might be willing partners with some of these projects. County, Longmont EDP, Advance Longmont Partners are all interested.

Kimberlee reviewed best practices and projects that are going on around the country. Denver, Tucson, Baltimore, Lafayette Louisiana, Portland Maine, Madison Wisconsin, Oyster Bay New York, Winnipeg Canada and Chicago were highlighted.

- Partnerships between City and private entities
- Concentration and focus on particular businesses – Latino
- How to help businesses and property owners to invest
- Work to overcome negative perceptions of downtown
- Placemaking
- Vibrant streets
- Parklets
- Paint it or plant it
- People spots
- Assisting and troubleshooting safety issues
- Ambassadors
- Re-envision underutilized areas
- Tactical Urbanism
- Advocacy
- Community champions
- Project champions
- Community Investment

All best practices talk about invest in place; make this a place you want to be.

Erin asked “As Board members, what are you going to do between next retreat and five years to make this a reality?”

Participants were asked split into three groups – Board Members and staff – to look at how to further prioritize and rank projects and programs. Rank high, medium and low. This will help to hone in on top priorities and generate some ideas about what success looks like. Then write down three to five specific things/ideas that will make this successful and will help define what the DDA role should be. *Written results documented below. Please note some topics were combined.*

Groups were as follows: 1) **Jim, Alex, Kirsten, Emelie** 2) **Thaxter, John, Kimberlee, Rob** 3) **Chris, Marcia, Colin, Del Rae**

#### **Complete Street enhancements for bikes and pedestrians**

- Initiate tactical urbanism to do temporary enhancements
- Try to promote adding to CIP budget
- Really commit to “We want you to walk here”
- Longer time to cross street – e.g. 6<sup>th</sup> and Main
- 4-way Stop @ 6<sup>th</sup> and Kimbark
- Faster response to crosswalk request
- More colorful crosswalks
- Bike and pedestrian enhancements
- More evening pedestrian traffic
- Measurable reduction in auto traffic

#### **Mixed Use redevelopment/Façade and 2<sup>nd</sup> story office grants programs**

- Identify potential space and provide up front design assistance
- Work to identify developers and sites for impactful mixed use development – Housing – Office – Retail
- Design/build 2<sup>nd</sup> stories and up to suite offices or residential
- Make grants readily available

- 500 block of Coffman mixed use project

#### **Retail shop and local business owner support**

- More retail shop options
- Incentives directed to property between 1<sup>st</sup> and 3<sup>rd</sup> on Main
- Increase sales tax
- Thriving retail
- Retail sales tax increase 20%
- Experienced based
- Destination stores
- Increased sales tax receipts
- Project and event assistance

#### **Clean and safe maintenance**

- Consistently clean sidewalks and alleys – pressure wash
- Lighting in alleyway
- Police patrols
- Washing of sidewalks
- Signage
- Clean/paint goose at 5<sup>th</sup> and Main so it's not an eyesore

#### **Comprehensive wayfinding plan/placemaking program/Signature lighting or signage**

- Entry way signage – North/South of Main Street
- Improved lighting and signage
- Make downtown vibrant with color, lights and signs
- Amazing signage for Beginning and end of downtown
- Well-lit alleyscapes
- Color coded block identities and alley crosswalk continuity
- More foot traffic in alleys resulting from more alley lighting and perceived safety
- Stores open later – people on streets
- More pedestrian traffic

#### **Implement 1<sup>st</sup> & Main Redevelopment Plan**

- South Main Station
- Follow-up, Follow-up City 100% support financial assistance
- 1<sup>st</sup> & Main
  - Quiet zones implemented
  - South Main Station (all 3 phases)
  - RTD sued by City of Longmont – Longmont used funds for practical bus station – light rail never going to happen!
  - Mixed-use development finished in parking lot between Longmont Liquor and Cheese Importers

#### **Modern office space that appeals to creative/tech talent**

- Work with EDP to make sure downtown space is included/highlighted
- Work with city to provide business Nextlight incentive
- Work with two existing Co-Working spaces to maximize impacts

#### **Build on “The Real Longmont” brand**

- Use branding for broader business attraction
- Coordinated marketing/PR with other businesses and organizations
- City Center ideology (Hub)/downtown the core of entire City of Longmont
- More downtown news/PR

After this exercise Erin asked that the Board choose what projects they specifically want the focus to be on. What do you want all resources to be focused on? Answer this from your role as a LDDA Board member, not a business owner, council member. Consensus was that the focus should be on:

- **Complete Street enhancements for bikes and pedestrians**
  - Focus on pedestrians, four way stops, safety.
- **Clean and safe maintenance**
  - Keep talking about it and hold people accountable.
  - We can't change the transient and homeless but we can help manage it by working hard with other resources.
  - Take a role in making sure correct agreements and tools are in place to make it happen.
  - More management role. Advocating with police department.
- **Mixed Use redevelopment/Façade and 2<sup>nd</sup> story office grants programs**
  - Incentives to developers are very important. Example was Roosevelt Apartments took lots of time and money but paying dividends now. We need to do the same with South Main Station.
- **Implement 1st & Main Redevelopment Plan**
  - Takes lots of time so facilitate conversations.
  - Help to make the "yellow dirt", undeveloped areas, bring in revenue. Roosevelt was the first project; South Main Station will be the second; what will be the third?
- **Build on "The Real Longmont" brand**
  - Real people doing real things and making real impacts. This is the only thing LDDA "really owns"; make this happen.

See tables below capturing top, medium and low priorities per group:

Group 1: Alex, Jim, Kirsten, Emelie			
<u>Top Priorities</u>	<u>Medium Priorities</u>	<u>Med to Low</u>	<u>Lower Priorities</u>
Complete street enhancement for bikes and pedestrians	Kiosks to promote local events & attractions	Arts & Culture venue	A turn-key festival event space
Modern Office space that appeals to creative/tech talent	Downtown design guidelines	A multi-cultural center	Property developer's manual
Mixed use redevelopment	Creative arts & culinary business development		Bike share
Comprehensive wayfinding plan/placemaking program	Policy advocacy related to plan goals		Track data and report in a web-based dashboard
Signature lighting or signage	Extend alley treatments		2nd Ave. multi-use trail
Implement 1st & Main redevelopment plan	Coordinated marketing and information		Promote fiber capacity and maker cluster
Build on "The Real Longmont" brand	Welcome ambassadors/case managers		Coffman Street extension
Façade and 2nd story office grants program	Arts venue support grants		
Clean and safe maintenance	Public parking in redevelopments		
Retail shop and local business owner support	Police bike and foot patrols		
	Consolidate parking resources		
	Enhancements to existing plazas		
	Events that advance plan priorities		

Group 2: Thaxter, John, Rob, Kimberlee		
Top Priorities	Medium Priorities	Lower Priorities
Complete street enhancement for bikes and pedestrians	Property developer's <i>RESOURCES</i>	Police bike and foot patrols
Comprehensive wayfinding plan/placemaking program	Track data and report in a web-based dashboard	2nd Ave. multi-use trail
Signature lighting or signage	Downtown design guidelines	Bike share
Implement 1st & Main redevelopment plan	Arts venue support grants	Promote fiber capacity and maker cluster
Public parking in redevelopments	Arts and culture venue enhancements	Events that advance plan priorities
Mixed use redevelopment	Welcome ambassadors/case managers	Coffman Street extension
Policy advocacy related to plan goals	Creative arts & culinary business development	A multicultural center
Build on "The Real Longmont" brand	Enhancements to existing plazas	A turn-key festival event space
Coordinated marketing and information	Façade and 2nd story office grants program	
Retail shop and local business owner support	<i>Incentives to do:</i> Modern office that appeals to creative/tech talent - <i>max space</i>	
Clean and safe maintenance	Extend alley treatments	
	Consolidate parking resources	
	Kiosks to promote local events & attractions	

Group 3: Chris, Marcia, Colin, Del Rae		
Top Priorities	Medium Priorities	Lower Priorities
Mixed use redevelopment	2nd Ave. multi-use trail - <i>RSVP?</i>	A turn-key festival event space
Implement 1st & Main redevelopment plan	Policy advocacy related to plan goals	Kiosks to promote local events & attractions
Coffman Street extension	Signature lighting or signage	<i>We just promote</i> Events that advance plan priorities <i>facilitate &amp; partner</i>
Creative arts & culinary business development	Clean and safe maintenance	Promote fiber capacity and maker cluster
Façade and 2nd story office grants program	Welcome ambassadors/case managers	A multicultural center - <i>not downtown?</i>
Arts venue support grants - <i>clarify?</i>	Police bike and foot patrols	Bike share
Modern Office space that appeals to creative/tech talent	Build on "The Real Longmont" brand?	Extend alley treatments - <i>adopt-a-block</i>
Arts and culture venue enhancements	Coordinated marketing and information	Enhancements to existing plazas - <i>adopt-a-plaza</i>
Complete street enhancement for bikes and pedestrians	Downtown design guidelines	Property developer's manual
Comprehensive wayfinding plan/placemaking program	Retail shop and local business owner support	Track data and report in a web-based dashboard
	Consolidate parking resources	
	Public parking in redevelopments	

## Parking Recap & Overview

Barb Ratner, 18 year parking enforcement officer for City of Longmont, provided PowerPoint (copy attached). She is the senior officer with the Parking Enforcement Bureau. She reviewed Roles in Parking Management, staffing, enforcement, administrative work required. Ticket activity was highlighted. Appeal process was reviewed in detail.

She explained about new License Plate Recognition (LPR). This e-ticketing system has proved to be a great statistical piece of equipment. It has helped parking enforcement officers become more uniform in their duties.

It was noted that parking signs state parking is enforced from 8:00 a.m. to 6:00 p.m. but is actually only monitored from 9:00 a.m. to 4:00 p.m. Volunteers monitor handicapped parking throughout the city. Boulder County property parking is handled by Boulder County Sheriff.

The new 25 minute time limit for alleys has been helpful in keeping traffic flowing.

Tickets may be paid via check, cash or money order. 2018 goal is to find a credit card company to take payments. More money would be collected this way.

Jim discussed the Parking fund. It is a city fund. Currently just short of \$250,000 in the fund for 2017. Parking funds go into general fund where parking enforcement program is paid for. If revenues from parking fines exceeds the cost for the program itself, that revenue gets transferred into the downtown parking fund. No transfer last year or this year because 2016 and 2017 costs were higher mainly due to purchase and implementation of LPR.

Parking Implementation Study 2018-2020 was reviewed (copy attached). There are eight strategic things that LDDA has been charged with.

1. Confirm shared vision
2. Invest in staff
3. Economic development

4. Right transportation choice
5. Maximize existing resources
6. Branding & Communication
7. Broader parking and access management philosophy
8. Progressive funding strategies

LDDA and parking enforcement have been in collaborative partnership for several years. LDDA issues parking permits, educates about parking and manages many of the complaints. Kimberlee thanked Emelie for her tireless work. She handles the majority of the complaints with grace.

Kimberlee re-iterated that the parking study states you don't have a parking problem yet; you will have in the next five years.

Erin if we are thinking long term and we have solved parking issues, real or perceived, what are the most important things for us to focus on?

1. Parking facilities in works – 1<sup>st</sup> and Main, 500 block of Coffman
2. Making it easier and safer to walk; park on west and get to east
3. Making it easier for employees to park on perimeters to not clog downtown and Kimbark Possibly trolley/bus service to these spots
4. Make it easier to find empty parking spots that exist
5. Make it easier and convenient for getting from parking spots to where you want to be
6. Incentivize employees to park on the perimeter
7. Engage private brokers to be able to use under-utilized spaces as public/private partnerships
8. Revisit angled parking for some areas to maximize parking spaces
9. Get creative for existing spaces. Think outside the box. Example was given of possibly an additional level to Justice Center.
10. Do something, don't plan and talk anymore. Just do something.

It was agreed that there is not actually a parking problem, there is a problem from getting from where you park to where you want to be. Thaxter pointed out that when we talk parking we sometimes have competing issues; the newly implemented traffic signal timing system now makes it harder to cross Main. City does the timing of the stoplights. Erin stated it is on the radar for the City.

Based on the City's role and Envision Longmont there is a shared vision for a walkable/bikable downtown but it may not appear that way. Erin will take some information regarding signal timing and have conversation with Planning that it is not a "one size fits all"; Main may need to be different than Ken Pratt. It is valuable for staff and City Council to hear why this is so important. The LDDA needs to champion this happening. There have been and will be big changes in Public Works Department. A new city engineer will be starting soon and Nick Wolfrum is leaving within the next ten days so now may be the perfect time to communicate this. There may have a new take on how to work with state and other entities.

Thanks for participation. Erin asked that participants please leave with thinking back to describing Longmont in five years, what is the one thing that you as a board member will commit to doing between now and next year's retreat?

**Thaxter** - commit to getting a stop sign at 6<sup>th</sup> & Kimbark

**John** - support the staff on moving forward with these issues and provide direction

**Kirsten** – Retail committee will move in the direction toward mixed use/retail

**DelRae** – Discuss and review walkability study before budgeting time in case LDDA needs to partner and use funds

Kimberlee reviewed her next steps. In February she will review walkability audit. In March have a more formal work plan that will focus on priorities that we came up with today. It will touch several things in the Master Plan. It will be structured differently.

Questions Kimberlee has for the Board are what are:

1. What are the expectations for this year?
2. How will we know we were successful?
3. What time frame do we want to do this?

She would also like to assign Board members to a particular something so that she and the staff have that touchstone that is formally engaged in that item.

Meeting adjourned at **2:07 p.m.**

Respectfully submitted by:

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**Kimberlee McKee**  
Executive Director, LDDA

**Alex Sammoury**  
Chairperson, LDDA