

**Longmont Downtown Development Board Retreat**  
**Wednesday, February 26, 2020 at 8 a.m., 300 Suns/Scratch Kitchen (335 1<sup>st</sup> Ave)**

--- **CONNECTING DOWNTOWN** ---

**Present:** John Creighton; Ex-officio Member: City of Longmont, Jim Golden; Marcia Martin; Chris McGilvray; Kirsten Pellicer; Joe Perrotto; Jim Wardell; Thaxter Williams

**Guests:** David Starnes (Civistruct Strategy & Development, Erin Fosdick, Phil Greenwald, Kathy Fedler (City of Longmont), Trevor Owens (Mass Equities), David Hoffman (Tres Birds Workshop), Brian Bair (SMS), Justin, Norrie (BCHA), Luke Farney (Rossmoister Vans)

**Staff:** Executive Director, Kimberlee McKee; Del Rae Heiser; Colin Argys; Emelie Torres; Mersadi McClure

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7:50 a.m. Light Breakfast

8 a.m. Welcome and Introductions – Kimberlee introduced Erin Fosdick as the facilitator. Ground rules were also stated. Approval of Agenda (Thaxter)

**Motion:** Kirsten Pellicer moved to approve the agenda, Chris McGilvray seconded the motion. The motion passed unanimously.

- A. Market Analysis Key Findings (David Starnes) – David presented the analysis on slideshow which is attached on the April 22, 2020 Board Meeting Packet - Downtown Longmont Market Analysis.pdf
  - a. Questions?/Discussion (ERIN)
    - What surprised you?
      - Historical trends in flex space, a lot of inventory in Boulder and Longmont is flex space. David will provide more details on his report.
      - What is the appropriate role for DDA with the gap? Kirsten pointed out shift on incentives for offices. There are challenges of matching ideal space and tenants. Rehab a building to be sustainable.
      - Marcia was surprised that 88% of sales is still from brick and mortar with presence of online businesses. Are there incentives we can do to help businesses adapt to the slight shrinkage in their margin so they don't fail? Kimberlee stated that downtown is a central business district with low percentage of employment. Live, work and play will get people to downtown. Downtown has a lower rental rate than the County.
      - David's presentation on vacant land does not include surface lot such as parking lots.
      - Chris agreed with Kirsten idea of incentive shift. Current retail incentives do not create jobs. Joe asked if Longmont is ready for a \$30/sf rent. Brian Bair stated everything is driven by cost for tenants to rent spaces. Joe added building to suit is the only option.
      - Erin – What is the role of the board? Marcia – subsidy for adding additional floors to existing buildings. Kimberlee stated that there has not been evidence of a need yet nor has anyone tried. Staff has seen changes in interior of buildings such as 251 Main.
      - Brian added the 3 components to real estate – land, building cost and soft cost

B. Overview of Master Plan Priorities & Exercise (Kimberlee)

9 a.m. Kimberlee explained the Board EXERCISE: You each have a sheet with 2017 – 2022 project/program priorities outlined from the Master Plan. At the end of the retreat, you will choose your TOP 3 priorities. After hearing the Market Analysis, keep a list of ideas for what LDDA should do to fulfill the Master Plan vision in the future. For each of your top 3 priorities, list ONE THING that we should consider/invest in/ do to advance our goals. YOU WILL PRESENT OUT AT THE END.

C. LDDA / GID Boundary Expansion Discovery (Kimberlee) – annexation with contiguous boundaries. GID creation – look at other areas.

D. Main Street Corridor Plan (Erin Fosdick) – Project covers Hwy 66 to Plateau. Plan has been accepted and implementation can start. Recommendations were developed at a corridor scale including the downtown area (200 block).

Update on recommendation from Board - traffic lights, crosswalks, medians, placemaking and gateway signage, bicycle route, bus stop improvements. Code recommendations will need to be in place. Downtown character area has a section with different zoning and land use. Plan is to evaluate this area so that extension of boundaries can blend in. Examples of other downtown design/signage standards were shown. Height and density will need to be evaluated as well. Entire Main St. corridor has mixed use domain.

- i. Does the Downtown Character Area still seem right for some type of expansion or comprehensive management?
  - o 200 block and lot and 300E lot for zoning
  - o Main St. continues to be a challenge, not conducive in terms of spontaneity in all directions
  - o Main St. crossing is tough. Car centric hurts walkability, Make pedestrian a priority – Ft. Collin is easy to cross
  - o Will Coffman changes help with diversifying traffic from Main St. Vehicle speed on Main St. is very fast, corner buttons must be pressed in order to cross but signal timing is very short
  - o Update study to cut through traffic?
  - o Initiate mid-block crossing flashers
  - o Alley upgrades will help with median in the 200 block
  - o Enforce speed limit in the downtown area
  - o More in-depth study and conversations with CDOT regarding 200 block median and pedestrian crossing – Board wants to make this a true priority
  - o Conversation with BNSF regarding train schedule on Main St.? Their schedule is time sensitive

9: 35 a.m. EXERCISE: On your map of the Downtown Character Area, where are the natural zones within this character area? Describe each area in a few words. Note 1 – 2 improvements that are top priority.

E. Coffman St. Corridor (Phil Greenwald & Erin)

a. Overview of project / timelines

Coffman has 100' of existing ROW. Funding fundamentals will need to be in place. Elements of project to get funding secured - add bus lane, bike lane, sidewalks, accommodate street parking, and enhancing pedestrian connections

Problem solving issues – major utility work, move people through RTD with BRT project, handling traffic through different modes of transportation and routes

Timelines – final design in 2020, and should be completed by end of 2021. Construction to begin in 2022-23, completion late 2023–early 2024.

DRCOG TIP Award in 2018, Final design cost is \$750,000 in 2020, construction cost is 6,000,000, with federal funding at +7,000,000 and City \$150,000. There is a 25% contingency on the project.

- o Distance of coverage – under 1 mile (north of 1<sup>st</sup>, south of 9<sup>th</sup>)
- o How does Coffman St. Redevelopment impact the project? Encourage walkability and bikability and robust transit.
- o What is the contingency plan? RTD is involved but the project is primarily the City's
- o With 30,000 vehicles passing through Main St. daily, how much of it is bus traffic? There is a small percentage of it which peaks from 4-7 p.m. There is a safety issue with buses on Main St.
- o What is the overall sentiment of business and property owners? Cautiously positive. They have parking and character concerns
- o West side neighborhood requested a meeting with Kimberlee and Phil
- o Is landscaping and lighting included? Traffic lights and landscaping will be updated.

- Is there a connection to Ft. Collins? The bus service is different from RTD and they are great to work with.
- What is the likelihood of BRT working out to transport people from outside Longmont? It is possible. Kimberlee sees the need for further conversations about bus connection to Longmont for employment.
- This is a sign of progress which standards and expectations also elevate
- This project would encourage people to park and walk
- Will there be incentives to businesses (sidewalks)? City will fund it.
- b. Overview of LDDA opportunities in this corridor (Master Plan)
  - i. What is the Board's message concerning parking in Downtown? – Board will revisit in a future meeting.

10: 15 a.m. BREAK (10 min)

- F. 500/300 Coffman St. Update (Justin, Norrie & Kimberlee) – housing & Parking, 500 Coffman, Elks Lodge, 300 W lot
- i. Overview of design changes/update – update exterior finish was shown. They are resubmitting for site redevelopment and permitting. Housing will have 73 units, a 3,000 sf café, 6,000sf BCHA offices and 260 parking spaces divided with partners  
 Floor plan – 1<sup>st</sup> fl commercial space and café  
 Elevation – material mixture of brick, metal and glass, stucco, ground face. Café space will have rolling garage door, garage will have art/decorative panels – associated cost is \$135,000-228,220 with \$15,000 art commission
  - ii. Overview of construction timing & needs from LDDA – 4-6 months  
 Financial closing end of April, construction begin end April, construction duration - 18 months  
 Overview of parking plan - Recommendations Draft – working with City on license agreement to allow parking to stakeholders  
 Open House on March 10 – naming contest, vote on your favorite name by March 9
  - iii. Overview of AIPP collaboration – the director stated that AIPP could fund up to 1/3 of project. Would LDDA put additional money for AIPP to get their 1% funding?  
 John asked about the process to lease housing - there is an Interest List (no priorities) now and BCHA will work with prospective tenant applications  
 Chris added he is impressed with the design updates and in line with Master Plan  
 Total cost of housing - \$35,000,000 approx. Housing will be funded through BCHS low income housing tax credits, state tax credit, other county funding and City of Longmont. Parking garage will cost \$8,000,000 partly funded through County, LDDA Burden Inc. and low income housing tax credit partnership  
 Revisit in the future – Board interest in the panel to identify funding source  
 Keith Burden from Burden Inc. and RLET Properties sent a note through Kimberlee about their part of the project. Currently investing in the parking structure and investigating feasibility of developing new office building of 30,000-40,000 sf. The new office building would utilize 75 parking spaces of the new garage. Once development agreement and other documents related to the County project is finalized, they will hire an architects to explore redevelopment.
- G. South Main Station – Phase 2 Overview (Brian Bair)
- 3 Categories of development:
- 1) Update of Phase 1 – 4 buildings: 253 units will be released in the next 45-60 days  
 Residential Leasing has begun. Retail space – 23% leased.  
 Building 5: 61 units, start late 3<sup>rd</sup> quarter this yr., 8 months timing  
 Kirsten asked about incentives for new residents. Sean Gafner has started with discounts from his 3 businesses.
  - 2) Phase 2 – 15,000 sf with creative work spaces for lease, north end of the property would be apartments of 160 units.

- 3) Redevelopment of Granary Bldg. – food hall on ground floor/event space, Concept rendering was shown. Conference rooms, creative work space would be on the 2<sup>nd</sup> or 3<sup>rd</sup> level. Site has more land for future developments, possibly apartments (in lieu of town homes) with lower price point. Cost would be \$314/sf to redevelop which equals to \$7,626,000. Gap analysis –target is at 6.5% return. To get to target ROC they would need private/public partnership such as EZ, LDDA, City funding.

Timeline –Start construction in late summer to fall, Deliver core/shell in spring 2021. Food hall and office in summer 2021.

John asked if Brian sees a shift of gravity in downtown with RPA and SMS? No, SMS is more industrial, not as dense. Joe doesn't see a big shift either. They will strengthen each other

LUNCH – 11:35 – 12:15 p.m. (Round table discussion with Advance Longmont Partners)

Kathy Fedler, with Housing and Community Investment Division, handed out information about the programs and grants they oversee such as 2 Federal Grants, Block Grant, Home Investments Partnerships Grant, Local Affordable Housing Plan, Inclusionary Housing Program, incentives and operation of rehab program, down payment assistance program, and flood recovery program. Goal is to have 3,500 new affordable housing units by 2035. There are 22 developments in process and some already under construction.

Market conditions show slight leveling of pricing.

How is HUD and City median income determined? Boulder County does it based on SMSA, updated each year for federal funding.

Jessica Ericson with Longmont Economic Development Partnership talked about 4 focus areas.

1. Talent – goal is to attract new and needed talent to the community. Partners are SVVSD, Front Range Community College and University of Colorado. There is a national marketing campaign to track local talents.
2. Industry – traditional economic development tool box attracting and retaining primary base.  
Four target clusters: manufacturing - smart manufacturing 4.0, food & beverage, business catalysts, knowledge creation of employment
3. Connectivity - transportation between cities, in between, and national connectivity addressing funding and issues.  
Job creation through appealing to investors, Current and new companies
4. Place – placemaking component conducive to attracting talent

Innovate Longmont as part of the program, is an incubator platform working with 10 highly advanced tech companies.

Chris asked for data of people using EZ. Most of the companies are especially with the expansion from 1<sup>st</sup> Ave to Hwy 66 on Main St. and a little bit to the east and west. Jessica will share more data with Kimberlee.

Nancy Rezac with Visit Longmont shared they are working on 35,000 copies of Visitor Guide. Launch of Visitor Guide is on March 30 at 300 Suns Brewing. Wayfinding and gateway signage are in the works. A community survey was sent out, a site visit with the designer is scheduled on Monday to determine sign placement. The Performing Art Center and Conference Center feasible study is moving forward. The center could be feasible at 25,000 sf which would provide up to 15,000 seats and 5,000 of event space. Phase 2 of the study would involve recommendations for a site and operational cost. Visit Longmont launched their new website in June 2019. To get access to the back side of website for events submission and such, contact Nancy Rezac.

H. 1<sup>st</sup> & Main / 200 Block (Kimberlee, Erin, Luke Farney)

Rossmooster Vans – founded in 2016, they custom build camper vans around the nation. This location will also serve Traction Coffee owned by mountain bikers enthusiasts and entrepreneurs.

- a. Overview of 611 2<sup>nd</sup> Avenue Project / Gaps (Luke) – They plan to revitalize and modernize the space inside and out, convert 2,000 sf for coffee shop with a roaster on site. Second floor would be office space. Van operation is going on now. Another business operating in the space is Ice bumper car design/build.

Obstacles – bringing old building up to code, water line relocation from north side to 2<sup>nd</sup> Ave and add sprinklers.

Partners and funding – this is a catalyst project, they are asking LDDA to lift façade grant cap to offset sprinkler system cost and have some flexibility in timing of application process.

Chris asked about thought process on parking. On-site parking and on-street parking would be sufficient.

Van renovation will occupy 5,000 sf of lot on the west side of building.

Kimberlee added that they would qualify for façade grant, retail conversion and hood.

Board thoughts on project - Could cap be raised? Yes, will revisit it at next month's meeting.

- b. 1<sup>st</sup> & Main RTD (Tony Chacon) – RTD is still preparing their infrastructure master plan prior to funding draft in July. RTD will initiate acquisition. City staff will meet with RTD on Friday to work on details of scope of work. Coffman corridor is their primary focus right now which will extend to Boston. One larger issue is massive flood plain possibly inhibiting vertical construction and other associated development. Roadway and infrastructure can proceed.

- c. John asked if there is plan B. There isn't one. They are working on it and has new leadership and new set of ears.

Timeline - 1) physical removal from the flood plain. City is awaiting MOU from Engineers for removal including ponds which may start next year and completion anticipated end of 2022 to early 2023. 2) FEMA remapping the flood plain which would take some time.

Board would like to see Flood Plain presentation.

#### I. Building Steam / City Council Work Plan (Joni)

- d. Feasibility Plan Update / Next Steps (Joni & Kimberlee) – Council initiative to look at Martin/Pratt Parkway/1<sup>st</sup> Ave. incorporating education, Performing Art and Conference Center, 1<sup>st</sup> & Main, Main St. Corridor Plan and Coffman St. Corridor Plan. Council will do more detailed work on STEAM and look at market and land use. Look at right tools for mixed-use and bring back to Council.

Do we have the right tools? Set a better stage on redevelopments, work with properties on environmental issues. What impacts will this have on LDDA's development?

- i. What should be considered as we advance LDDA goals?
- ii. What should be considered as we advance LDDA goals?
- iii. What role does the LDDA Board plan in supporting this work? Joni will keep the Board posted on progress. Advisory panel is in place and possibly involve the LDDA Board and partners.

- e. Overview of Advance Longmont 2.0 Place based work (Kimberlee & Erin) –

Maker block – defining and break out EZ areas

Planning charrette - build off work that was done with Main St. Corridor plan. Some ideas talked about are food hall, destination element, common consumption, smaller maker pieces etc.

- i. What else should we consider in the 200 Block work? (ERIN) – a catalyst area in downtown with opportunities for transportation improvements.
  - o Chris would like to push P3 conversations with property and business owners and use influence. Based on density growth, challenges would include pedestrian crossing/walkability, access and traffic. Look at crossings and feel of Main St. - awareness and wayfinding.
  - o 1<sup>st</sup> and 2<sup>nd</sup> blocks feel like a mile when walking, no landscaping, not inviting, getting to St. Vrain bridge with beautiful vistas would be wonderful
  - o Align codes with vision
  - o Keep engaging store fronts
  - o How to deal with congestion and 30 minute pause with train crossing Main St. Train overpass?

What challenges does AL 2.0 face? Property owners being out of state, not enough money and some uses of properties are still a barrier, mid-block crossing. Work on

codes.

- ii. What are the top priorities? -
- iii. What is the LDDA Role? Incentive assistance to 200 block businesses. Identify gap and have conversations to get information from business/property owners on their needs to want to invest.

Performing Art Center Overview – phase 1 was identifying inventory of what's around the region and gap of facilities and what's feasible in Longmont. LPAI is also involved in looking at site location, building size, community, corporate, operations demand, market limitations, space capacity and class type. Recommendation was for a shared common area.

Hotel overview – currently not able to support a full service hotel. Land space will need to be dedicated for future development.

Phase 2 – financial study, identify site location, operation and management cost, economic impact. One site consideration is the land between Main St. and Martin, south of 1<sup>st</sup> Ave.

- J. Downtown Partnership Models (Kimberlee) – organization with several districts/partnerships under it. The partnerships share a common vision, share common staff and share common message. New partners can be brought where people can be involved on boards, not limited to DDA board requirements. Membership organization will have strong advocacy. Partnership allows for enhanced community engagement, participation and leadership roles. As our downtown grows it is important to have efforts aligned.

How does it work? Downtown models were shown:

- o CO Springs was shown as a model with different districts within the boundaries of DDA including BID, DDA, education, memberships, and downtown ventures. All share a common goal. Each district has its own Board members and government.
- o Downtown Boulder changed to a partnership with BID and foundation are under it. A partnership model usually comprises of 2 seats for each of the Board on the partnership model.
- o St. Charles, IL (non-profit model) was also shown where Visitor's organization and the DDA are combined with overhead eliminated.
- o Cedar Rapids, MI has an entity that manages BID, GID and TIF district. They also have a 5 Citizens Alliances which gets more stakeholders in the area.

- f. Break into group discussion

- i. Pros & Cons analysis of this model, as we look at the evolution of the Downtown Character Area and Longmont?

- o **Group 1** (Kirsten, Jim, Jim, John):

PROS: economies of scale, synergy across organizations, no. of voices, more nimble, more resources, visibility

CONS: limited scope (too downtown focused), no. of voices, limitations on usage, dilute funding/passion

Questions: 1) leadership 2) communication 3) local vs. remote ownership

- o **Group 2** (Del Rae, Joe, Marcia, Chris, Thaxter):

PROS: community engagement, diverse groups/stakeholders, combined resources (money, knowledge), shared workload and space

CONS: confusing role, organizational structure, conflict of interest, capital resources, less is more

Additional information needed – deeper dive (looking at different level), possible tour at other downtowns

Marcia commented that the LDDA is about as nimble of a commission is. Staff is doing a good job. Maintain it.

What other information would you like to have? CO Springs DDA has offered a tour to



get more information. Like Fort Collins, LDDA TIF will run out in 12 years. Board is interested on a tour.

g. Report out

K. Master Plan Grid / Character Area Report Out

Jim – visibility expanded beyond Boulder County, visibility raising awareness internally and externally on what's going on in downtown, enhanced parking messaging

Joe – wayfinding extending to the River corridor, long term look at private/public partnership on the 200 block, more visible signals

John – accelerate incentives and redevelopment on 200 block, people to enjoy and feel safe walking from 1<sup>st</sup> Ave. to 9<sup>th</sup> Ave, continue to elevate downtown, parking messaging (in the pipeline)

Chris – 40% have been in business 10+ years so conversations with them re: redevelopment ideas to enhance our goals, grow Board influence by attending block meetings, incentives flexibility (catalyst), focus and develop strategy to enhance pedestrian walkability, respect character and blend with new building, softer requirements on incentives

Kirsten – review and rethink incentives/grant guidelines and how this fits in the master plan

Thaxter – signage, lighting (color messaging per block), cameras

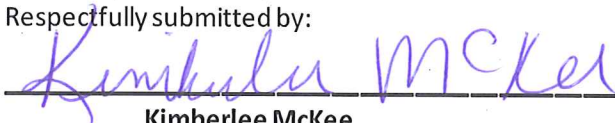
Marcia – clear messaging to public as public is leery of public/private partnerships, congestion, connection from St. Vrain River corridor/Coffman Corridor to downtown

Summary of consistency of above report:

1. Modern office space that appeals to creative/tech talent and makers
2. Signature lighting, signage or similar
3. Build Coffman St. block from Boston to 1<sup>st</sup> and redesign Coffman from Boston to 9<sup>th</sup> as a complete street with enhanced streetscape and protected bike lanes
4. Pedestrian between 1<sup>st</sup>-9<sup>th</sup> on Main
5. Participate in public-private redevelopment projects that advance plan goals (as prioritized above and in future work plan – 200 block)
6. Coordinate City and LDDA resources for priority public infrastructure enhancements that advance plan goals
7. Coordinated marketing and information i.e., website, social media and promotions
8. Include marketing for arts, culture and events in coordinated marketing program
9. Develop Downtown Design Guidelines and tie to TIF – character, uniqueness, consistency
10. Develop and implement a comprehensive wayfinding plan and program – parking, trails, directional signs

ii. Adjourn: 2:25 p.m.

Respectfully submitted by:



**Kimberlee McKee**  
Executive Director, LDDA



**Thaxter Williams**  
Chairperson, LDDA

