

**Longmont Downtown Development Authority**  
**Wednesday, February 28, 2024 Board Meeting & Retreat Agenda**

**Present:** John Creighton, Ex-officio Member: City of Longmont, Jim Golden, Chris McGilvray, Wes Parker, Kirsten Pellicer, Joe Perrotto, Jim Wardell, Shiquita Yarbrough

**Guests:** Taylor Wickland, SMS developers: David Hoffman, Brian Bair, Philip Ost; City Staff: Jenny Diaz Leon, Adrianna Perea. Tony Chacon; CIVISTRUCT: David Starnes

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

8:15 am Continental Breakfast

8:30 am REGULAR MEETING CALLED TO ORDER AND SILENT ROLL TAKING

1. CONSENT AGENDA

- a. APPROVAL OF AGENDA
- b. APPROVAL OF JANUARY 24 BOARD MINUTES
- c. APPROVAL OF INTERGOVERNMENTAL AGREEMENTS
  - i. City - LDDA
  - ii. GID - LDDA
- d. 516 Main Incentive Package

**Motion:** Joe Perrotto moved to approve the consent agenda, Wes Parker seconded the motion.  
The motion passed unanimously.

2. BOARD AND EX-OFFICIO MEMBER COMMENTS

Kirsten announced that 464 Main is for sale.

3. PUBLIC INVITED TO BE HEARD (5 MINUTE MAX PER SPEAKER)

Taylor loves all the development in downtown.

4. INCENTIVES

a. Granary

Brian and team shared they have funding commitment from their lender. There will be 4 food stalls, 3 dialed in (taco, burger/chicken, and sushi), 4<sup>th</sup> one is still open. Construction may start sometime in spring.

Biggest challenge in South Main Station is the cost to bring in new tenants with first generation space.

He is requesting the maximum amount allowed for TIF and DIP.

**Motion:** Joe Perrotto moved to approve \$846,601 TIF and the approximate \$134,431 DIP, (he will be reimbursed what he pays into the account from this project), Jim Wardell seconded the motion.  
The motion passed unanimously.

Other investments: Town homes on Emery Street were just finished and 10% is leased.

Projecting 80 townhomes started on southeast corner of Emery and 2<sup>nd</sup> Ave. They are working on bakery/coffee shop concept on 300 2<sup>nd</sup> Ave property. There is no activity at the moment at the Collyer St. building.

Kirsten stated for the board to look at incentives to apply to 2<sup>nd</sup> and 3<sup>rd</sup> level.

5. NEW BUSINESS - none

6. OLD BUSINESS - none

7. LONGMONT CREATIVE DISTRICT UPDATE

- a. Contract for Service - Part time staff to serve the creative community. Staff would report to Longmont Creates board. Construction fund would cover the cost.

**Motion:** Kirsten Pellicer moved to accept contract for services for \$20,000 as presented, Wes Parker seconded the motion. The motion passed unanimously.

8. FINANCE REPORT

Draft was presented, final report will be provided upon completion.

9. EXECUTIVE DIRECTOR'S REPORT

a. Future Board Recruitment Change

LDDA Board can run the recruitment process for future Board Members. The Board can determine best practices for board member recruitment and send slate of officers to council for approval. The board is in favor of this new procedure.

b. Spoke Issues

Kimberlee reported unsightly issues on maintenance, cleanliness and safety currently going on at the garage parking and building. She met with Marta and addressed these and will continue conversations to resolve issues with urgency.

Police patrol will need to get permission as this is a private property.

Kimberlee is looking at cost to hiring cleaning company and will continue conversations with the county as well for a resolution.

Kimberlee gave staff their anniversary pins – Del Rae and Emelie, 10 years of service, and Colin, 5 years.

10. ITEMS FROM STAFF

Emelie is back to work.

11. BOARD MEMBER COMMENTS

Costume Crawl was successful and fun! People were creative with their costumes and specials.

Chris shared FRCC will have 5-year celebration open house legacy for Integrated Manufacturing, March 21 at 4-6 pm on 1351 Sunset St. Topics will include optics, workforce development etc. He extended invitation to the board members to attend.

Shaquita also shared Life Skills Fair at the Boulder County Fairgrounds, 9595 Nelson road, Barn A on March 30, 12-2 pm. Youth, 11-17 years old, will learn skills and enjoy music during the event.

12. ADJOURN

**Motion:** John Creighton moved to adjourn the meeting at 9:09 am, Joe Perrotto seconded the motion. The motion passed unanimously.

QUICK BREAK

## Board Retreat Agenda

### 9:10 am RETREAT BEGINS

1. Ice Breaker

Showcase your example of your favorite destination city

Kimberlee - Little Italy, San Diego

Chris - Greenville, SC

Emelie - San Pedro, Belize

Colin - Telluride

Del Rae - Norway

Kirsten - Cheese Importers

Shiquita - a place in downtown with mountain view to relax and unwind

John - Austin, TX

Joe - Nashville, TN

Jim W. - Carnival

Wes - Hawaii, Dublin, Paris, Lake he fishes

Jim G. - Hawaii Lava Lava Club

2. ACTIVITY: What does a destination mean to you? What are the top three things that make this a destination?

**WHAT MAKES A DESTINATION?**

FEATURES	Kimberlee	Chris	Emalee	Colin	Delia	Krista	Shirley	John	Joe	Jim	Wes	Jim
Buildings & Architecture						✓		✓			✓	✓
Building Uses	✓	✓		✓		✓	✓	✓			✓	✓
Local History			✓	✓							✓	✓
Regional Landscape			✓		✓		✓				✓	✓
Climate and weather			✓		✓						✓	✓
Great Public Spaces							✓				✓	✓
Great Events/Venues	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Built Environment	✓			✓	✓	✓	✓				✓	✓
Outdoor recreation options				✓	✓		✓				✓	✓
Welcoming Feel			✓				✓	✓			✓	✓
<i>Redestrian <sup>Big</sup> Friendly</i>		✓	✓	✓			✓	✓			✓	✓
<i>Food Accessibility (Something for</i>			✓				✓		✓		✓	✓

**TOPIC: How do we build an approachable Downtown?**

Jenny and Adrianna presented this segment about 'Cultivating an Inviting Downtown for Everyone'.

Below are shared feedback from the board:

- Strategies for engagement and diversity - Equity
- Longevity - Current community is aging, difficult for younger folks to move here, global environment is important.
- Sustained Impact - Keep momentum going.
- Practical - Vulnerability to demographic changes.
- Make people comfortable and feel safe for multi-cultural mix.
- Sense of belonging and community working together - Engagement and intentional conversations.
- Acceptance, experience, inclusion.
- Different but cool.

The Power of Diversity & Inclusion:

1. Economic Vitality
2. Cultural Enrichment
3. Enhanced Community Engagement
4. Social Unity
5. Talent Attraction
6. Innovation & Creativity
7. Improved Quality of Life

Kimberlee shared PUMA document about welcoming diverse cultures, offering both social and economic opportunities.

Events by local businesses have been located outside of Longmont and we are missing out on economic prosperity. Why? How do we bring them back?

*Big Idea: Increase the safety and comfort to a level that is welcoming to all ages and cultures in the Longmont community.*

**Facilitated Questions:**

1. How are we going to PROVE that this matters to us? What can we do?  
ACTIVITY: One idea this year and next 5 years (Work in pairs of two/report out)

- Joe and John:

This year - art installations throughout the city, social networks

Next 5 years - diverse board members, keep the momentum on cultural activities, flexibility on board members outside of statute potentially ex-officio

- Kirsten, Shiquita:
  - This year - quarterly listening sessions for 1 year, business to community conversations, celebrate diverse culture visibly
  - Next 5 years - develop programs that support diverse businesses, commitment
- Several echoed to listening element. Suggested actions would be on-site meetings with businesses/community, board members listening with tangible and visible outcome.
- Del Rae, Jim W.:
  - This year - outreach and use city resources, expand relationships with neighboring cities
  - Next 5 years - developer meetings, include diversity subject
- Colin - this and next 5 years: diverse board and Spanish speaking
- Kimberlee, Jim G.:
  - This year - flags on Main St, showcase cultural cuisine in Times Collaborative
  - Next 5 years - incentivize cultural businesses; 320 Main front office use for cultural pop-up
- Chris, Wes - website visibility, demographics to include families with activities to do, connections, taking action

What strategies can we deploy to attract and celebrate businesses and cultural organization that reflect Longmont's rich history and ethnic diversity?

- Social networks drive growth
- Representation
- Visibility - businesses embracing cultural representation of countries thru merchandise and events
- Support and facilitation of events
- Process is long term - time and commitment come in different levels
- Mini strategies to implement - cultural relevancies, building relationships and understanding
- Sponsorships with organization matching amounts or in-kind
- Social network - Start today!
- Vibrancy - businesses open later than 10 pm
- Calling out/in - community engagement
- Awareness

#### Individual Actions:

Shaquita - listen, hold each other accountable, being vulnerable to learn something different

John - engage differently with clients, ask questions

Joe - specific interactions with tenants and find out what's missing

Jim W. - introduce himself and offer assistance as board member

Wes - outreach to cultural clients

Jim G. - identify funding for these resources

Kimberlee - accountability, meet and engage partners who can help solidify relationships and have the right people in the mix

Chris - continue conversations with Kimberlee about board succession and guidelines to ensure board is represented well, empathy and building connections, surround himself with community outside his normal groups, events focused on minority businesses

Emelie - join LMAC, continue conversations with downtown businesses and ask questions

Colin - reach out and build relationships with businesses and ask them about what would make them more comfortable in downtown

Del Rae - reconnect with clean and safety staff, attend meetings, and find out their challenges in downtown

Kirsten - take opportunities that come and ask questions and listen to answers

## TOPIC: REDEVELOPMENT Opportunities

*Big Idea: Extend the vibrancy of Downtown to an 18-hour, 7-day activity zone by adding more residents, entertainment, and jobs.*

1. Overview of projects and opportunities in Downtown and along 1<sup>st</sup> & Main URA area – Tony Chacon  
Tony shared following about the project and map was shown:
  - 1<sup>st</sup> and Main – TEBO Properties is the prospective developer. They are looking develop 1st to Boston.
  - Residential building will have 300-400 units surrounding parking garage
  - Garage will have 200 spaces to RTD commuter parking, 1 space/residential unit (300-400), excess public parking, 600-700 spaces.
  - Current cost to build parking garage spaces is \$45,000 per space.
  - Funding - GID overlay possibility, RTD funds, rental income.
  - There is an overlap of properties in the development site. Part of it is under DDA and URA, an IGA may need to be formulated.
  - South/East property (Main & Boston) - Another developer is planning to acquire property.
  - 301 1<sup>st</sup> Ave. parcel is planned for 350 residential units.
  - All residential occupancy will be non-ownership.
  - TIF availability - DDA can have unlimited timing, URA is limited to 25 years.
  - Board members have concerns about the amount of parking and size of parking structure would limit other usage. Parking size, usage and funding will change as future developments are in the pipeline.
  - Boston-3<sup>rd</sup> Ave, Coffman corridor – LDDA will strategize lot use on new development.
2. Review of Master Plan Redevelopment Opportunity
  - a. ACTIVITY: Goals from LDDA Master Plan - What is relevant, what else is critical? (DOT VOTE)  
Below is a list of 15 of 36 items on the Master Plan in order of number of votes:
    1. Increase the number of businesses through both retention and attraction.
    2. Incentivize creative industries and retailers, particularly those the generate tax revenue that can be reinvested in the district.
    3. Encourage greater development intensity and vertical mixed use, especially of surface parking and other underutilized land.
    4. Invest in amenities and uses that increase the desirability of downtown living and serve residents of multiple housing developments.
    5. Encourage development of infill housing to achieve a mix of housing types at a range of price points, including higher density residential building and upper story residential uses.
    6. Facilitate redevelopment of underutilized and blighted properties through incentives, partnerships, and land assembly.
    7. Actively work to restore, renovate, and repurpose historic buildings. Incentivize owners to renovate deteriorated properties of historical significance.
    8. Align the City's Capital Improvement Plan with the goals and policies of this Plan to ensure that adequate infrastructure is in place to enable and encourage desired development.
    9. Seek out and leverage potential third-party funding mechanisms for development and rehabilitation projects in the district.
    10. Encourage property owners with vacant space to activate it with pop-up retail, artist display space, educational offerings, etc.
    11. Encourage transit-oriented development around the future 1<sup>st</sup> and Main Transit Station.
    12. Support development projects that add tax-paying uses.
    13. Acquire target properties to determine the outcome of their redevelopment more directly.
    14. Prioritize retail and restaurant uses on the ground floor along Main Street.
    15. Invest strategically in public/private partnerships in diverse projects to make private development financially more attractive and competitive with other areas of the community.

b. ACTIVITY: 600 Main St. What are short term (2-3 years) and long term uses for this space?

David Starnes facilitated discussions:

i. Break into teams of 2 and put on post its

Del Rae, Jim G.:

Short term - activity/fun, remove chain link fence, clean up building for possible temporary storage for Taylor (landscaper)

Long term - multi-use development, entertainment use, retail/grocery

Joe, Jim W.:

Short term - construction parking (per existing lease), entertainment, farmers market

Long term - entertainment use, mixed use office

Kirsten, John:

Short term - food truck court (lease spaces), concert relocation, outdoor event venue, demolish building, balance cost with benefits of activation

Long term - ingress/egress parking, work with a developer, long term food truck court if it takes off

Chris, Shaquita:

Short term - live/work, needs by walking/biking (basic pop-up/grocery/farmers market)

Long term - planning to start now, work with developer for use that fits our goals and master plan

Kimberlee, Jim W.:

Short term - evaluate and fix it for short term, activate for events and niche market, use parklets or shipping containers, entrepreneur market space, turnkey small event space

Long term - land swap for bigger opportunities

c. ACTIVITY: SLOPE Project - What are the MUST HAVES in the project for us to invest?

i. Break into teams of 2 and put on post its

Colin, Emelie - entertainment venue, mixed use (retail on ground floor) that would potentially connect walkability down to 1<sup>st</sup> Ave. businesses

Wes, Kirsten - retail/restaurant with posh lobby

John, Jim W. - fill gaps for residents (grocery, drug store, etc.)

Joe, Del Rae - Front Range College expanded, market and retail

Shiquita, Jim G, - another dinner theatre, services not in downtown right now (childcare, do daycare, workout facility)

Kimberlee, Chris - ground floor with 7day/18hr use, activated all the time, iconic building on a prominent corner, shared parking

d. ACTIVITY: 121 Main St. Where does or doesn't this plan align with DDA Master Plan? Is there a role DDA can play for better alignment?

i. Break into teams of 2 and put on post its

o Kimberlee shared that prospective attainable housing project. It will be removed from tax roll, 1.6 acres with 2-story podium parking, 198 residential units (studio - 2-bedroom units):

unit mix - 25 units (50% of average median income), 122 units (80% of average median income), 51 units (70% average median income), all 80% and below

o Building will house 4600 sqft commercial/retail. This would be the north/east corner, generating taxes. Previous visioning exercise was shared by Kimberlee.

o Project flexibility for street front engagement depends on LDDA being able to help fund the project. A partnership with the LDDA could change the model.

o Affordable housing unit requirement is 60%, 50% city requirement, banks finance 80% and below.

*(Chris left at 12:23 pm)*

- The housing efforts south of 3<sup>rd</sup> create a brand-new community. It needs to be supported with services or it would just create a lot of traffic.
  - Affordable housing management would fall under Longmont Housing Authority.
  - Align this with the master plan by creating more taxable entities, reduce leasing office space size to increase retail spaces, make walking comfortable down to the train hub, cohesive entrance with transit hub and services available to residents. This could be the gateway to downtown from south.
  - Engage corner and make the project an anchor with destination art (work with AIPP), gallery, mural, etc. If retail doesn't happen, introduce placemaking and activate Main St. frontage by engaging outdoor amenities as outlined on the master plan. Make it attractive as people walk by.
  - Bus and train will be easily accessible to the property.
  - Attainable housing may not be the best fit for the land.
3. Based on information collected above, how do we prioritize Master Plan goals reviewed above in 2. a.? (10 min)
- a. Dot Vote highest 1-5 priorities Below, see number of votes for 1-5 priority):
- Increase downtown's sales and property tax revenues to support needed investments in the district. #1 (5 votes), #2 (4 votes)
  - Encourage a compact urban form that efficiently utilizes land and supports multimodal transportation structure. #3 (3), #4 (4), #5 (1)
  - Add housing, providing diverse living choices that support active use of downtown. #1, (1), #2 (1), #3 (3), #5 (1)
    - Item b. Invest in amenities and uses that increase the desirability of downtown living and serve residents of multiple housing developments. #4 (1)
  - Encourage redevelopment and reuse of underutilized and blighted properties. #1 (3), #2 (3), #4 (1)
    - Item e. Actively work to restore, renovate, and repurpose historic buildings. Incentivize owners to renovate deteriorated properties of historical significance. #5 (1)
  - Encourage, promote, and assist creative industries and retailers to locate in downtown. #4 (2), #5 (1)
    - Item b. Incentivize creative industries and retailers, particularly those that generate tax revenue that can be invested in the district. #1 (1), #2 (1)
  - Partner with private sector to attract and leverage reinvestment. #3 (1), #4 (1), #5 (1)
  - Encourage active ground floor uses that create foot traffic and vibrancy. #3 (1), #5 (3)
  - Advocate for development regulations that advance plan goals and attract investment through both flexibility and predictability. #3 (1), #4(1)
4. What can DDA Board do at a policy level and/or what tools/resources will DDA invest in to ensure future redevelopment/housing projects align with master plan goals?
- a. Facilitated conversation - what can staff bring back in future meetings?
- Unoccupied or existing buildings - Do a study on planning, zoning and identify under-utilized buildings. Review these and decide advocacy for redevelopment and changes.
  - Look at more targeted policy and advocate for changes.
  - Rental properties are more common than for sale properties due to state policy - DDAs can affect policy.
  - City Council retreat discussed housing and the lack of condos. Mix housing is the way to go. Condos can be on top floors.
  - Does the LDDA have input on CIP? Yes.
  - Kimberlee continues to bring up connectivity such as the need for sidewalks, and transportation issues with City Engineer. LDDA could lobby priorities with Council. LDDA can go to transportation advisory board for transportation issues.
- (John left at 12:41 pm)*

## Status of Downtown Finances

1. Overview of TIF & Debt Authorization Update - Jim Golden  
TIF Debt Authorization worksheet (December 31, 2023) presented by Jim G.  
*(Chris rejoined at 1:03 pm)*
  - TIF funds have been used since 2005 for smaller projects.
  - Debt Authorizations were \$10M in Nov 2005, and \$25M in 2012, 2nd extension in TIF life.
  - Debt authorization goes through an election in the downtown district.
  - The previous Debt Authorization election gives DDA ability to implement its Plan of Development using TIF dollars.
  - There is currently a TIF fund balance of \$4.3 M
  - Uncommitted debt authorizations are \$17.1M, \$850,000 would be used for the purchase of the 600 Main St property.
  - TIF life was extended to 2032 plus 20 years extension which puts TIF life to 29 years
  - \$17M in debt authorization would cover TIF for the next several years, but an election would be needed in the next few years.
  - Projection: \$30-\$50M additional capacity for debt authorization could get us through the 20-year extension but may need additional funds before 29 years
  - 2024 - year 41 of TIF, county will go through valuation with all taxing entities. Estimate is provided for base valuation and increment for each district. LDDA can get 50% or more of TIF from all entities.
  - LDDA received \$1.65M TIF in 2023
  - Each September, the county presents an estimate of TIF. September 2023 estimate was at 2.15M. This is the first year that the DDA base year rolls up by one. It was missed in this estimate. Final worksheet provided in mid-December showing amount going down to \$1.15 M. We have asked for more information on calculations and Jim is awaiting final report and resolution from the county assessor and state to date.

## **TOPIC: What is our role in creating a diversified, secure economy the promotes sustainable business practices and how do we collaborate with partners?**

*Big Idea: Build on Downtown's vibe of authenticity and real productivity to grow the employment base.*

Erin showed a slide about economic development and facilitated discussions.

Business Retention, Attraction, and Creation

Discussion:

- Trouble-shooting problems and be more proactive, not reactive.
- LDDA did a great job supporting businesses during COVID 19.
- Create and continue relationships and listen to businesses.
- Keep recruiting businesses - Size would depend on what spaces are available and the right fit; less in size, more in use. Identify development ready properties and business use.
- Majority of industry survey businesses from LEDP is for 20 or less employees. Downtown could be an opportunity for this type of employers.
- Sustainability for residents - Figure out resident needs for them to stay.
- Shared space - Boulder County work from home rate is high.
- Analysis of current and vacant land - This would be useful for future types of space occupancy.
- Provide support on workforce and education partners.
- LEDP extended an invitation for the LDDA board to join primary business recruitment. Downtown data could be a subset of LEDP data.
- Attraction - Highlight real estate assets in downtown.
- Dial in with businesses after property analysis is completed.

Does LDDA see a role in highlighting assets to brokers? Yes, LDDA could benefit from it. Investigation of current and vacant land would be helpful in partnering with brokers for recruitment.

Ensuring robust supply of high quality, skilled workers for local jobs

Job Creation - developing and growing the number of high quality good-paying jobs



Infrastructure development and placemaking – creating a vibrant amenity-rich accessible community

1. What is Economic Development & What is our role at the DDA? (What should be, could be or is not DDAs role and where do we put our focus?)
  - a. Spend a day of DDA time among those goals (8 hrs.)

Below are results from most time spent:

    - Business retention and expansion (13 hours)
    - Infrastructure development and placemaking (9 hours)
    - Business Attraction (7.5 hours)
    - Workforce attraction (7 hours)
    - Job creation (6 hours)
    - Business creation (5.5 hours)

Key industry Clusters:

1. Aerospace
2. Food & beverage production
3. Bioscience
4. IT software and hardware

There is great support to these industries. Some may start small as start-up and would be a great fit for downtown. Aerospace is so big, there are smaller businesses supporting it. Optics technology is also growing with new job creation in the Boulder County. Consulting firms can be a good fit in downtown given the space offering and available spaces on the 2<sup>nd</sup> floor. Post COVID 19 ‘work from home’ model has affected downtown having more available spaces.

- b. With employment being the #1 priority of the Board, what is LDDAs role in moving this forward? What is one thing we can focus on to move the needle?

Other potential downtown employment and/or amenity opportunities:

- Capture hybrid office space for a company with a dispersed workforce throughout the region
- Incentivize offices for workforce to come back
- Office flex to accommodate meeting space
- Workout space
- Bodega
- Urgent care
- Business conversion incentives for shared space for different businesses
- Incentivize small maker spaces to host small manufacturing business
- How can we incentivize property owners to sell their buildings that have sat for a while?

**TOPIC: How do we manage all the projects and achieve our vision while aligning with our partners? (30 min)**

*Big Idea: Collaborate with a coalition of partners to achieve shared community priorities.*

Advance Longmont Ecosystem (ALE) - LEDP, FRCC, Downtown Longmont, Visit Longmont, City of Longmont, SBDC workforce Boulder County, EforAll, LACC, TinkerMill

Focus on alignment and impact between groups to make sure there are no overlaps and duplication on activities and reports. How do we do that?

- Cohesive planning and vision of groups – meet regularly and discuss each group’s plans to have cohesive plans and direction
- Collective impact - Helping business community needs, uniform outreach language from each stakeholder. Form a committee? Challenges of overlap of interest and priorities. Impact committee could help facilitate decisions and resolutions.
- Silo is real - one focus is workforce, aligning all boards or network with each other
- DDA board representation at different board meetings or social networking.
- How do we extend invitations to people to get involved other than familiar faces? Organizations have small presence and not able to commit to all invitations. Start making connections.
- What organizations do we need to align with? Focus on priorities.
- Funding competition from groups asking for the same thing – Identify common interests and priorities as there could be duplication.

- Collaboration with groups could start smaller based on size and scope of organization. There are cross connections between board members with shared positions. Impact committee would be helpful.
- Form an Impact Committee. How is impact committee different from LEDP board or what's current already? Impact committee would help define business/economic development issues that affect all stakeholders within organizations

**Adjourn:** 2:56 pm

**Respectfully yours,**

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**Kimberlee McKee**  
Executive Director, LDDA

**Chris McGilvray**  
Board Chair, LDDA