

2019 LDDA Board of Directors Board Retreat and Meeting

Draft Minutes

Wednesday, February 27, 2019 | 8 a.m. – 3 p.m.

Christ Church International, 527 Main St.



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

Absent: Jim Wardell

Guests: Erin Fosdick, Scott Cook, Tony Chacon, Shawn Lewis, Morgan Smith, Brian Bair, Pete Vitale (Stantec, City Planning Board Member), Andrew Irvine (Urban Places, Stantec), Harmon Zuckerman (FJGG, City Planning Board Member)

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

Overview & Presentations

City Plans & Initiatives

a. City Council Vision – Marcia

Marcia Martin shared the City Council Vision with a focus on community, high quality learning opportunity for children, resources for residents and opportunity to thrive, and sources of funding all of these. One emphasis in 2019 is Longmont's contribution to the mitigation of climate change consuming 100% renewable energy for the generation of electricity by 2030. The assertive efforts of the Mayor, Platt River Power Authority (PRPA) and Longmont activists resulted in PRPA adopting the resolution and rewriting the contract for the cities (Longmont, Ft. Collins, Estes Park & Loveland). Longmont and Ft. Collins Board Members have more control of the votes. Along with the other development plans in the City, the hope is to improve Longmont's economy without exploding in population.

5 things City Council is looking at for the success of the vision:

1. Commitment to the sustainable Smart City
2. Outreach to the Longmont community to make sure everyone understands the vision
3. Development projects within the newly adapted parameters of land use and improve housing quality especially for the entry level work force
4. Inception of Private/Public partnerships that empower Longmont to develop amenities that could include the convention center, athletic and recreation facilities and performing arts center which in turn would attract businesses, build the economy and reinforce the vision of Longmont as the 'hidden gem' or the 'sweet spot'. These would thus enable the higher quality of education and life in the City.

Chris asked how Advance 2.0 aligns with City Council's vision. The focus on advance manufacturing and new technology skills would hopefully attract the right tech start-up businesses. The idea is not compete but enhance FRCC's offerings. Companies could potentially come and help Longmont with funding for technology businesses.

Joe asked what type of initiative the City offers to attract these businesses. Affordable housing ordinance contains incentives that alleviate the cost of development, tax funding for special districts providing a means of financing some of the infrastructure cost that usually are passed on upfront. Financing can be on deferred basis instead. Lower work force housing is exempt from the mandate data. Marcia is in favor of the program.

Kirsten asked about the status of construction defects override. Shawn stated that there hasn't been any different legislation in Longmont, but the State has been updated.

Marcia asked how the process works. Development community was pushing for a high percentage of people to sign on to the law suit for the construction defects to move forward. A mediation is also required prior to the law suit. Shawn will follow up with the group.

b. River Corridor Plan – Sugar Mill to Hover Road

Two workshops occurred with community leadership involved to come up with general thoughts of what should be part of the equation moving forward with the development. The vision is to get Longmont to be a nationally recognized geographic center of science, technology, engineering, education, arts and entrepreneurship.

The workshop themes and discussions included –

- Potential conference/performing arts center and a hotel
- Continuing education campus that offers a multitude of higher/continuing education, entrepreneurship and innovation space
- Housing for tech-savvy operatives and entrepreneurs (lacking at this time)
- Affordable housing
- Infrastructure investment enhancing social and recreational experiences and interactions, and supporting industrial/tech advancement
- Enhancing and protecting the environmental attributes of the river ecosystem – recapture elements lost during the flood at the same time not inhibiting development

They will take the comments to the general public and have presence at the Cinco de Mayo and Rhythm of the River events to allow the community for input.

Kirsten asked to define the width of the corridor. Focus is from 1st Ave to the River itself although the project is much bigger than the area.

c. 1st & Main Plan – Tony

The plan is to complete the station planning and initial phase of the project by 2023 and fully institute Bus Rapid Transit service. City consulting team is working with RTD moving forward with the intent to proceed with improvements in 2020. The area was designated for rail traffic which will be sometime in the future. Parking is critical and the team will work on ideal no. of parking spaces needed. The City plans to attract developer for housing and commercial with parking. RTD has \$17 million funding for this project to include streets, infrastructure, parking garage(s) and bus terminal. Chris stated that last year's retreat talked about the same presentation. The City consulting team is facilitating the progress and communication of the project.

John asked what leverage the City has to dislodge RTD from paralysis. City Leadership is working on getting the project moving forward. Another way is to find a developer to partner with City to get the project moving.

Shawn added that a resident in Longmont is on the RTD board and is pushing and waiting for plan to wrap up and push the agenda.

Kimberlee asked if RTD has a time frame. By virtue of their service, the plan is to complete the project and have service in 2023.

Marcia cited that last year there was Council direction to see what can be done with the 2020 budget cycle to improve the service level of the special transit services offered to the elderly. What is the progress of this? Phil Greenwald can pass information.

Kimberlee asked Tony to keep the LDDA informed and how we can help. This is included in the Master Plan.

d. Coffman St. Redevelopment (5 min) – Erin / Tony

In addition to the project Tony spoke about, they are looking to improve Coffman St. corridor and transition this to serve 1st & Main service. Initial funding for design and construction from 2nd Ave to 9th and 2nd to Boston Ave.) have been secured. They will look at design work. Rendering shows corridor to serve bus transit from diagonal to 1st and Main, 8th & Coffman St and look at stops and improvement needed. It will also accommodate auto traffic/parking reconfigure/bike lanes and enhance Coffman St. pedestrian enhancement. The corridor will ultimately be from 1st to 11th. Time frame would be 2022-2023 in anticipation to the 1st and Main service start. RTD's 17 million funding will also help on this project.

Marcia asked what happens to buses after 11th Ave. BRT will transition either from 9th or 11th back to Main St. Tony added that local service is also included within the project. Stops for BRT will be limited.

Kimberlee and Del Rae will meet with property owners along the corridor and find out immediate and future plans to get the needed infrastructure to their growth.

Downtown Update

a. Development Update

500 Coffman St. (5 min) – Ian Swallow

The project is a partnership between Boulder County, Boulder County Housing, LDDA, City of Longmont and Burden. Application for affordable housing tax credits was submitted on Feb. 1st.

Project will consist of 4-story housing of 73 units (1-4 BR), ground floor offices for Boulder County DMV, 260 spaces of parking, office for other tenants, shared parking agreement. Housing units will have 30 dedicated spaces, Boulder County 85, RLET 75, LDDA 70 with 40 spaces permitted. Boulder County will have the first right of refusal for permits as needed. Anticipated grand opening is 3rd quarter of 2021, construction will start 1st quarter of 2020 Kirsten asked how competitive the tax credit application is. Very.

Chris asked what the contingency plan is if not approved. Re-apply next year. Chances are looking good based on the work done.

Shawn added that Private/Public sector have been waiting for this project also.

South Main Station – Brian Bair

Building 2 Façade changed due to Platt River Power Authority Easement – as shown on the rendering, about 8 ft. of balcony is sticking into the easement has been taken out. Site plan showed easement area.

Chris asked if this changed the number of units. Brian said no. The change is very minor.

Other sites update – all buildings will be completed in 2020 summer.

South Main property map was shown. There is 4 acre to the east, concept was started with pre-app in May for 110 Townhomes. Concept rendering was shown.

Granary on 320 2nd Ave. The adjacent yellow building had a permit pulled in Dec. 2018. They are facing some challenges but work has started. Concept and floor plan were also shown with a food hall on the 1st level, plaza outside, upper floor will have creative office, and east/west side will be parking.

121 Main St. currently a parking lot is for sale and an Opportunity Zone property.

Kimberlee asked about challenges to Granary and bldg. 2. Rising construction cost most of all.

Economic Development Updates

a. Advance Longmont 2.0 / LEDP– Morgan

Updating Advance Longmont, originally drafted in 2013-2014, to reflect changes to economic situation. They are targeting industry clusters, looking at primary industries outside Longmont and see where these industries are what these industries are linked to with other. They identified target industry clusters to help Longmont attract businesses and create jobs.

- Smart Manufacturing (laser, optics) – 2,154 jobs in 2018, 6.7 times more jobs in Longmont, 1.8 projected 5-yr growth
Goal: Longmont is a national center for Industry 4.0, designing and manufacturing the next frontier of advanced technology.
- Business Catalysts (business support infrastructure) - 3,904 jobs in 2018, 13% grown projected 5-yr growth
Goal: Longmont is home to a comprehensive business support sector that catalyzes primary and local industry growth.
- Food & Beverage – 15% projected 5-yr growth
Goal: Longmont offers world-class food and beverage manufacturing, production, and service.
- Knowledge Creation and Deployment (R&D, Engineering) – 5.0% 5-yr projected growth
Goal: Longmont is a national center for R&D and deployment in engineering, physical, and life sciences.

5 FOCUS AREAS UPDATED:

Talent – Goal: Longmont successfully recruits and retains new, needed talent while building an industry- and future-responsive talent infrastructure.

Place – Goal: Longmont is a vibrant and amenity-rich community that offers a diverse mixture of options for play, food, culture, and unique experiences.

Industry – Goal: Primary, local, and startup companies in Longmont thrive with a collaborative business environment and easy access to financing, real estate, and mentorship.

Connectivity – Goal: Longmont is the gold standard for multimodal transportation, offering innovative modes and points of access throughout the city, region and the nation.

Impact – Goal: Longmont is nationally recognized as a city that solves problems together: we unite organizations, resources, and people from all sectors to implement what matters.

Advance Longmont Partners are aligning work together towards a common goal.

Kimberlee added that the DDA could play a role in place and industry. She also asked how the DDA could be more engaged in the process of targeting prospects in terms of building/rehab of properties. The Master Plan identified Coffman and 1st & Main employment areas moving forward. Downtown is lacking industry employer. She and a Board member could potentially be included in the work groups. Morgan cited that primary employers are the ones who make more than 50% revenue outside of the city. John added that there are a lot of primary employers in downtown.

b. Chamber Update – Scott

The Chamber of Commerce collaborates with Economic Partners (LDDA, City and LEDP) on their events. They work closely with the Denver Chamber with access to resources and other Chambers. Recent Chamber Board Retreat identified structured advocacy. They hired a contract employee to focus on advocacy to include looking at bills such as the a) Wayfair vs. South Dakota Decision which includes local retailers to collect and remit sales tax in all jurisdictions when selling around the State, 2) Public Policy where members are welcome to give feedback, 3) Communication. They updated their website and they are currently restructuring staff responsibilities. Their next event is Restaurant Week on 3/29 - 4/7/19 as part of their marketing tool. They are anticipating 45 restaurants to join. E-News will continue to go out. Unity in the community will be held in Downtown this year on 8/23/19 in collaboration with the LDDA.

City Plans & Initiatives (continued)

e. Main St. Corridor Plan – Erin

Purpose:

- **Focus** on a vision for the Main Street Corridor from State Highway 66 on the north to Plateau Road on the south
- **Identify** the areas of strength and stability, and areas of change along the corridor
- **Develop** a cohesive plan for revitalization and redevelopment
- **Emphasis** on catalyst development areas and transportation improvements that will enhance mobility

GOALS:

- Embrace Historic Significance
- Strategic Infill
- Strengthen Economic Base
- Integrate Main
- Improve Safety and Mobility
- Transit as Catalyst
- Create a Sense of Place

Corridor character areas: Hwy 66-17th, 17th-11th Ave, 11th - St. Vrain Creek (Downtown) - Plateau Rd.

Catalyst areas – City is looking at initial concepts for consideration, transferrable concepts, 1st & Main, SMS developments, 2nd & Main (200 Block Planning Charrette)

Downtown Update (continued)

Development Update

300 Block/Elks Property – Kimberlee

Concept plan was shown.

Next steps: Historical assessment, Developers to assess the site

200 Block / Planning Charrette – Kimberlee & Erin

High level catalyst areas: 1st – 3rd Ave. City is looking at how to complement downtown area down to 200 block. Discussion included bus circulator, 'hard to cross' 3rd-Main, parking and improvements to Main St., RTD stops, block character, branding of the block etc.

Options to explore are raised medians, narrowing down crossing distance, bump outs on intersections to slow down traffic, central mid-block crossing, and access consolidation from all directions. Currently, 300-600 blocks don't have curb cuts.

Transformative Projects – Peter Vitale and Andrew Levine, Stantec

Examples of transformative projects in other destinations were shown with emphasis to urban branding, wayfinding and signage, plaza activation, pattern, pedestrian engagement, ecology – connecting back to nature through garden and streetscape, health & wellness and cohesiveness.

Visioning Exercise

Create a bold plan that engages people (100 & 200 Block Sites) – Board members and staff came up with the following ideas:

Market, Lodging, Underground parking, Bodega, Grocery Store, Lodging - Boutique Hotel, Pre-school, Co-working Space, Mixed-use Commercial/Housing, Small Conference Center, Green Plains/Natural Environment, Craft Food, Educational Hub/Shared Space for SVVSD, FRCC, CU, Metro, Interactive Retail, Small Entertainment Space, Small Space Living, Residential, Tiny Homes – rental or sale, Multi-use Green Roof, Interesting Walk from 1st to Longs Peak Ave.

Development 2.0 - How does this move beyond simply a great plan –

- Harmon Zuckerman A developer should have a planner and a lawyer through the process of development.

Developers – what works/what doesn't:

- Balance or finance/risk – what is the process? Make it predictable
- Level of review
- Small margins – don't lease
- Find unknowns in parcel
- Cost prohibits buying real estate
- Lease rate vs. construction cost
- Lose parking lot and put more interest on Main St. and people will not mind parking farther and walk to downtown – John gave Lawrence, KS as an example
- Pedestrian environment is not good

Balance is important between affordable housing and cost construction. What would converting current parking lots do to downtown? John thought that keeping Main St. interesting would get people to park somewhere and walk to Downtown. John gave Lawrence, KS as an example.

Kimberlee cited that the Flour Mill and 2nd Ave from Pratt are not well connected to downtown and property owners feel zoning is not a good fit with the uses they could have. Andrew pointed out that there isn't much that can be done with Main St. but consider making projects different within the area but not compete with Main St. Brand 'history', do not fake it

Tactics to Change Perception:

- Create buzz (RayBack Collective)
- Zappos –crazy art
- Plant bread crumbs (art, placemaking elements) along the way – change perception

Need a story and big idea

Companies will follow people

Don't lose our identity and authenticity

LDDA Role in achieving vision

For transformational development – what is role of Board / Organization?

- Marketing – incentives, infrastructure needed, P3 only option to infill
- Think about Personality – we can't do everything, be different enough
- Break down Silo
- Put public buildings on the river
- Tell the story, reach out to developers

Harmon stated that he thinks Longmont is the only large community in Boulder County founded, built and developed to the point that it is by people making an honest buck. It is not a university or laboratory town. It is a town build on industry, agriculture and transportation. West of Main Street has an unbroken 120 square block area with good housing with better quality abodes than any unbroken Boulder neighborhood.

Longmont has a lot of diverse housing, it is larger than Boulder with a powerful economic engine and should not be referred to as part of an 'LBurb'. The city can market itself as a genuine place. Market Longmont for its authenticity. It is a complete community.

How do we get ready? What is our role? Take conversations out of Longmont within the next 5 years. Transform with residents. Do not become a bedroom community.

1. Find interested parties and land – work with City Development Director, talk to developers
2. Put together an Opportunity Fund for non-accredited investors – retired people with capital gains (Longmont has a lot)
3. Put together something to story-tell our vision
4. Identify partners – what is needed? How do we get there? Development communication, people of Longmont (Opportunity Fund), LEDP, Boulder Commercial Realtor – tell our story, show data
5. Prepare existing community for what is coming – initiate community tour to new developments
6. Collect examples/data – create a vision board (RayBack, The Lark – Boseman)
7. Matchmaking – partnerships – make calls

Discussion: Kimberlee cited that next steps could be to talk with Stantec about brands and projects somewhere else and how those work. We need to be ahead of the game, look at things now and see what's missing. Building Better Cities gave solid information as to securing the identity and get the tools to make Longmont development ready (usage, pedestrian, utility, streetscape) with solid underground infrastructure. Marcia added to develop a vision on how to reclaim the blighted area for advance manufacturing. Kimberlee pointed out areas in the district that could be developed for manufacturing. Marcia cited that we need to connect the identities of manufacturing to education and performing arts center with potentially a shuttle to and fro. Kimberlee added not to lose sight of connectivity. Transportation work group also discussed comprehensive connectivity from the River, Boston, and Emery to Main St. Current trend for small developments are housing with commercial space.

Andrew asked how the City leverages Opportunity Zone funds. Longmont EDP is spearheading the attraction of OZ fund. Prospectus is being developed.

The Board discussed the sale of 121 Main St. lot. Kimberlee will follow up with property owner on parameters for the purchase.

Stantec offered for the LDDA to use their resources and for guidance as we implement in the future.

Adjourn: 1:52 p.m.

February Board Meeting – 2 p.m.

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

Absent: Jim Wardell; John Creighton

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

1. APPROVAL OF AGENDA

Motion: Kirsten Pellicer moved to approve the agenda, Joe Perrotto seconded the motion. The motion passed unanimously.

2. APPROVAL OF MINUTES

Motion to approve the January 23, 2019 Board Minutes – Chris McGilvray moved to approve the minutes, Joe Perrotto seconded the motion. The motion passed unanimously.

3. PUBLIC INVITED TO BE HEARD (5 MINUTE MAX PER SPEAKER) - none

4. NEW BUSINESS

SMS Façade Change – as presented by Brian Bair during the Board Retreat

Motion: Kirsten Pellicer moved to approve the changes to building 2 facade, Chris McGilvray seconded the motion. The motion passed unanimously.

LDDA and City of Longmont IGA approval – updates, wording clarifications, changes and additions were made as reflected on the documents.

Motion: Chris McGilvray moved to approve the LDDA and City IGA for January to December 2019 as noted on the documents. Kirsten seconded the motion, the motion passed unanimously.

LDDA and General Improvement District IGA approval – updates and wording clarifications were made as reflected on the documents.

Motion: Chris McGilvray moved to approve the LDDA and GID IGA changes for January to December 2019 as noted on the documents. Kirsten Pellicer seconded the motion, the motion passed unanimously.

Trash Enclosure Update – Alley Incentive Dollars

A new trash enclosure in the SE corner of US Bank parking lot will be shared by businesses on the north end. This will cost approximately \$40,000 from design to build and funding can be made available thru the Alley Incentive Fund with a remainder of \$55,555 on the west side.

Motion: Chris McGilvray moved to approve using the alley incentive fund for the amount of the new trash enclosure design/build project, Joe Perrotto seconded the motion. The motion passed unanimously.

2018 Downtown overview & accomplishments – Kimberlee showed a slide with the following items:

- Historic Assessed Value – Downtown Property Tax +1%
- TIF collected +2.25%
- Sales & Use Tax collected +15.1%
- Total Incentive Investment projected cost \$3,248,953, Total DDA funded \$95,188
- CIP DDA and City total investment \$68,000
- Residential Profile: Population – 1,048; No. of households – 588, average size 1.71; Median Age 41.3
- Business Profile: No. of businesses – 485; No. of employees – 4,142
- Marketing: 102 stories in Times Call, Longmont Observer started covering downtown in 2018
 - Website stats** – Users +3.41%, Page Views +4.36%
 - Facebook stats** - Followers +10.26%, Engagements +30%, Video views 21,449
 - Twitter stats** – Impressions +56.13%, Followers +21.64%, Tweets +8.65%
 - Instagram stats** – Followers +1,243, Posts 1,095
 - Event Email stats** – Emails +11.32%, Clicks +165.4%
 - Gift Card** – Total sales +43.3%
- Pedestrian counts – total 239,087, peak counts during events
- Economic Vitality – Redevelopment Guide handouts, Winter Passport and other holiday promotions, Incentives and property searches
- Placemaking and Urban Design – clean and safe, smoking restriction
- Creative District – developed and distributed Downtown Guide, Record breaking Concert attendance, Craft and Culinary Videos on website and Social Media
- Connectivity access – Kimbark improvements, pedestrian counts, 2-way bicycle traffic in alleys
- Land use – 200 block charrette, Mixed use development and Developer meetings
- Leadership & management – increase in advocacy, volunteers and sponsorships

Work Plan approval 2019

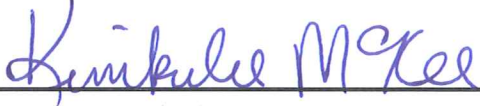
1. Goal: Extend the vibrancy of downtown to an 18-hour, 7-day activity zone by adding more residents, entertainment, and jobs.
Current Projects – 500 Coffman St., Opportunity Zone Prospectus and educate investors, 1st and Main, Property Redevelopment
2. Goal: Build on Downtown's vibe of authenticity and real productivity to grow the employment base.
Current Projects - Artisan Manufacturing, Incentive Programs, Robust Shop Local Holiday Campaign, Match businesses with space
3. Create more visible signals to showcase, promote and increase Longmont's abundant local creativity and culture.
Current Projects: Content Creator Program, Produce, sponsor and facilitate a diverse range of events, Work with AIPP for art pieces in downtown, Ventures is working on the 2ns Fri Mobile Block Party, Prepare community for upcoming City developments and projects in the next 5 years
ADD: Land owners/developer tours
4. GOAL: Increase the safety and comfort to a level that is welcoming to all ages and cultures in the Longmont community.
Current Projects – MetroLab, Camera installation in parking lots, Increase eyes and ears – partner with City on safety resources, Smoking restrictions/implementation
5. Goal: Improve and expand the infrastructure that ensures Downtown is well-connected and easily accessible by multiple transportation modes.
Current Projects – Wayfinding plan, Coffman St. planning/development, Alley Planning – 200 and 600 blocks, Parking Management Strategy, 300 Block Parking Lot Rehab
6. Goal: Collaborate with a coalition of partners to achieve shared community priorities. Kirsten added collaboration with partners to maximize the Opportunity Zone is key and there is a short window.
Current Projects – Main St. Corridor, St. Vrain River Corridor, Performing Arts/Convention Center
Measures will be discussed in March Board Meeting

Motion: Chris McGilvray moved to approve the 2019 Work Plan as amended and revisit measures in the March meeting, Kirsten Pellicer seconded the motion. The motion passed unanimously.

Joe Perrotto left at 2:39 p.m.

5. **EXECUTIVE DIRECTORS REPORT** – included in the packet
6. **ITEMS FROM STAFF** - none
7. **BOARD MEMBER COMMENTS** - none
8. **ADJOURN** – 2:40 p.m.

Respectfully submitted by:



Kimberlee McKee
Executive Director, LDDA



Thaxter Williams
Chairperson, LDDA