

## ***Business Retention & Development Committee***

**Monday, October 7, 2019  
8:00 AM – 10:00 AM  
Library Meeting Room  
951 Spruce Street  
(entry on the north side of building)**

- I. Call to Order
- II. Roll Call
- III. Approval of September 3, 2019 Minutes
- IV. Approval of Agenda
- V. Public Comments on Items Not on the Agenda
- VI. Business Matters of Committee
  1. Retention Visits
  2. Continuation of BRaD Next Steps Discussion
  3. Urban Renewal Authority (LRC) Policies
  4. BRaD Mission and Vision
- VII. Council Liaison Update
- VIII. ED Report
- IX. Reports from committee members –
  - Potential Discussion Items for Next Meeting: October 7, 2019
- X. Adjourn

***City Council  
Business Retention and  
Development Committee  
Meeting Minutes***

**September 3, 2019  
Library Meeting Room  
951 Spruce Street  
Louisville, CO 80027**

- I. CALL TO ORDER** –The meeting was called to order by Committee Member Erickson at 8:08 AM in the Library Meeting Room at the Louisville Public Library, 951 Spruce Street, Louisville, Colorado 80027.
- II. ROLL CALL** – The following members were present:

Committee Members Present:

Nicole Mansour  
Steve Erickson  
Darryl LaRue  
Scott Reichenberg  
Todd Budin

Council Liaisons:

Council Member Susan Loo

Absent Committee Members: Mark Oberholzer, Shelley Angell

Staff Present:

Stan Zemler, Interim Economic Development Director  
Heather Balsler, City Manager  
Rob Zuccaro, Director – Planning & Building Safety Director

Others Present:

Randy Caranci,

**MEETING WAS CALLED TO ORDER BY COMMITTEE MEMBER ERICKSON**

**III. APPROVAL OF AUGUST 5, 2019 MINUTES** – On proper motion, the Committee approved the BRaD Committee minutes of August 5, 2019.

**IV. APPROVAL OF AGENDA** – Approved.

**V. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA:** None

**VI. BUSINESS MATTERS OF THE COMMITTEE:**

**1. Transportation Master Plan Update:**

Planning & Building Safety Director Rob Zuccaro provided the Committee with a review of the Louisville Transportation Master Plan update. Comments and discussion by the Committee included:

- Connectivity enhancements to the former Conoco Phillips site.
- How better connect CTC with Old Town and McCaslin commercial area.
- Improvements to main corridors: McCaslin, Via Appia, Monarch HS, Highway 42, South Boulder Road, Old Town.

**2. BRaD Next Steps Discussion (continued):** City Manager Heather Balsler kicked off discussion of the BRaD Next Steps topic. Discussion included:

- Business Retention Visits: How select businesses, how often, when, who attends, topics to discuss, how target a broader brush of businesses.
  - o Committee agreed that an important purpose of the Retention Visits is to let local business know that they are considered important.
  - o Louisville Community Interim Economic Development Director Stan Zemler agreed to select and coordinate the Business Retention Visits as a means to restart this area of outreach, and would report back at next BRaD meeting.
- Council Updates: How structure, how often, who attends Council meetings, should a written report be provided or simply verbal update. Committee members generally agreed that appearance before Council should be a shared duty. Further discussion required to finalize Committee agreement on Council update procedure.

**3. Business Forum Next Steps.** The Committee discussed when to hold the next Louisville Business Forum and possible topics. Council Member Susan Loo suggested the Committee consider holding the next Forum as a 'Meet the City Council'. After discussion, the Committee agreed that a Meet the City Council as a Forum focus would be an excellent opportunity for local business to interact with City Council. Staff agreed to look at the January / February time frame for scheduling the next Business Forum.

4. **Open Government Training.** Committee members needing to update their Open Government training compliance may attend the Open Government seminar at City Hall on Wednesday Oct. 23 at 6:30pm.

**VII. COUNCIL LIAISON UPDATE.**

- Councilperson Susan Lu noted that City Council was discussing the McCaslin Parcel O zoning change on that evening.
- Councilperson Lu noted that Council was beginning work on the 2020 budget, and noted that sales taxes recently are flat and projected to decline due to retail uncertainty (noting Kohls closing and Lowes uncertainty).

**VIII. ED REPORT.** None.

**IX. REPORTS FROM COMMITTEE MEMBERS.** None.

**X. POTENTIAL DISCUSSION ITEMS FOR NEXT MEETING.** The Committee identified the following topics for potential discussion at the next meeting to be held on October 7, 2019:

- Specific Process for BRaD updates to City Council
- Stan Zemler to provide suggested procedure for Business Retention visits
- BRaD Position on LRC urban renewal funding policy (TIF, etc.)

**XI. ADJOURN** – The meeting adjourned at 9:55 am.

**SUBJECT: RETENTION VISITS**

**DATE: OCTOBER 7, 2019**

**PRESENTED BY: STAN ZEMLER, INTERIM ECONOMIC DEVELOPMENT  
DIRECTOR**

**SUMMARY:**

At the September 3<sup>rd</sup>, 2019 BRaD meeting a discussion was held concerning how best to reactivate business retention visits. The discussion centered around two possibilities: monthly formalized committee visits and/or informal visits conducted by individual committee members. There was also discussion regarding how to establish some level of consistency with these visits (questions, timing, etc.).

Monthly Committee Visits

These visits would occur on a monthly basis, dates and times to be determined. The full committee would be invited to attend. For example, these businesses are interested:

Solid Power, Fresca Food and Crystal Springs Brewing to name a few.

These meetings would be organized by the Economic Vitality office. Committee members would be expected to allocate at least 2 hours for each visit. Visits should include: retail, industry, new businesses and property owners.

The Committee would report back at the next monthly meeting and determine what, if any, follow-up is required. The Committee, in order to create consistent information would utilize the following set of questions:

For Discussion:

1. Generally speaking, how are things going for your business?
2. What are the challenges facing you today and going forward?
3. What can the City of Louisville or the Committee do to be helpful?
4. Other questions?

Informal Visits

The idea of informal retention visits was also discussed. This proposal would encourage BRaD Committee members to conduct visits on their own. The visit would not be scheduled by the Economic Vitality office but instead, arranged by each Committee member.

The same set of questions as proposed above would be used. The Committee member would report back at the next scheduled BRaD meeting and it would be determined what, if any, follow-up is necessary.

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**RECOMMENDATION:**

The Committee should commit to a formal monthly retention visit. The day and times of the month for the two hours visits should be determined. The proposed list of questions for each visit should be discussed and finalized. A time for an October retention visit should be finalized.

Finally, more discussion should occur concerning the idea of “informal visits” as outlined above.

**SUBJECT: BRaD NEXT STEPS DISCUSSION CONTINUATION**

**DATE: OCTOBER 7, 2019**

**PRESENTED BY: HEATHER BALSER, CITY MANAGER  
STAN ZEMLER, INTERIM ECONOMIC DEVELOPMENT  
DIRECTOR**

### **SUMMARY:**

#### **Continued Conversation from September 3, 2019 Meeting**

- Continue the discussion on BRaD current role and any future work efforts.
- Retention Visits, see previous agenda item.
- Specific Process for Updating City Council on BRaD activities. BRaD may wish to request an annual joint meeting with City Council to highlight their annual work efforts and priorities. It might make sense to schedule this after the Business Forum in Spring 2020, when BRaD will host an opportunity for local business to interact with City Council ("Meet the City Council"). BRaD members may also wish to attend City Council meetings where economic and business issues are discussed. Staff can discuss at each BRaD meeting anticipated topics of interest at future City Council meetings and who may wish to attend.

#### **Continued Conversation from August 5, 2019 Meeting**

The Chair and staff would like to continue the discussion with the Business Retention and Development (BRaD) Committee regarding its current role and any new initiatives or future opportunities it might have an interest in pursuing. Questions that were raised at the August 5 meeting, summarized from the minutes include the following:

- Should BRaD be Proactive or Reactive on Louisville business / economic matters?
- Can or Should BRaD be a business advocacy group?
- What are other cities (particularly Boulder County / North Metro) doing toward economic sustainability? **Please see the attached August 13, 2019 City Council packet for the recent discussion on an Economic Vitality Strategic Plan discussion which includes recent retail studies and metro area economic development/vitality strategic plans.**
- Need regular BRaD updates to City Council.
- What has happened to business retention visits? Need to re-engage in retention visits. **Look to schedule a few a month and assign BRaD Committee members to attend. Should there be a subcommittee to determine which businesses to visit monthly, based on geography, industry, size, etc.? Staff has included the current business listings by main industry categories for reference.**
- Can there be a consistent City welcome process when new businesses open?

**SUBJECT: BRAD POTENTIAL DISCUSSION TOPICS**

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- What does the City / Community desire for the Louisville City Economy? Place making (Zemler comment) as an economic and sustainability goal.
- Next Steps / BRaD input on Parcel O and recent Conoco Phillips land use proposal.
- What does City Council want from BRaD? **Economic development budget attached for reference.**
- What are the near term economic headwinds for Louisville (e.g., exit of one or more Big Box retailers from McCaslin / Centennial Valley retail area) and what advice / recommendations will BRaD provide to Council for response?
- Can / should BRaD educate the public on the importance of business and business issues in achieving economic vitality for the City?
- How can BRaD assist the City in creating a better experience when businesses interact with the City (e.g., permit process, sign code, etc.)?
- BRaD should have a member attend each City Council public meeting, and regularly (not necessarily at every meeting) report to the Council regarding BRaD activities and relay BRaD's position (if such exists) on current matters before the Council. The Committee agreed that all members should participate on a rolling basis as the attendee at Council meetings – to be agreed / calendared in advance beginning with the next BRaD meeting.

Attached is a previous list of topics the Committee discussed in March and April of 2019 for reference.

**ATTACHMENTS:**

- 1) April 1, 2019 BRaD topics memo

**SUBJECT: 2019 BRAD POTENTIAL DISCUSSION TOPICS**

**DATE: APRIL 1, 2019**

**PRESENTED BY: AARON DEJONG, ECONOMIC DEVELOPMENT**

As requested in the March 2019 BRaD meeting, below is a draft topic calendar for future BRaD meetings.

**2019 BRaD Topic Draft Calendar**

As of: 3/7/2019

<u>April</u>	<u>Topic 'Parking Lot'</u>
Sign Code	Height Calculations
Business Forum	Phillips 66 Property
	Development Fees
<u>May</u>	Marketing Program
Business Forum Planning	Downtown Retail
	Transit Oriented
Transportation Master Plan	Development
McCaslin GDP Amendment	Industry Diversification
<u>June</u>	
BAP Program Overview	
Design Guidelines	
<u>July</u>	
cancel for Independence Day?	
<u>August</u>	
Fall Business Forum Discussion	
September (Will need to move for Labor Day)	
<u>October</u>	
Downtown Parking	
<u>November</u>	
<u>December</u>	

Below are descriptions for each mentioned topic above.

Review the City's Business Assistance Program (BAP) and compare to what other municipalities are doing

Louisville's BAP program has been available to encourage business and retail growth for many years. Conduct a review of offered incentives and other communities programs. Also review projects that did not locate in Louisville to learn lessons from lost projects.

Investigate the development fees and costs of doing business in Louisville compared to other cities

How does the cost of doing business in Louisville compare to neighboring communities. Look specifically at impact Fees, utility fees, utility rates, and taxes.

Discuss downtown parking challenges

Economic growth in downtown has continued since 2014. There is very little vacancy, property values continue to increase, and property owners are considering redeveloping their properties to create additional leasable space to accommodate current and future demand. A main component in evaluating redevelopment options is satisfying the off-street parking requirements. Property owners are unsure how the City plans to address parking challenges.

The BRaD committee last addressed this topic in December 2018.

Review of marketing brochures and discuss ways to promote existing businesses

Assist Staff in developing new marketing documents to use when interacting with potential new businesses. Review the current documents and make modifications to increase their value and effectiveness. Investigate implementation of a "Buy Local" campaign to encourage residents to shop within the community.

The BRaD Committee encouraged funding for added funding for communications in the 2019-20 budget.

Louisville Business Forum

The BRaD Committee has held two business forums in 2018, May and December. The Forum is an opportunity to gather area business leaders and educate, inform, and discuss topics of interest.

Industry sector diversification

Review the primary employer diversification by industry.

Discuss transportation infrastructure

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The City is underway on developing a Transportation Master Plan for Louisville. The Transportation Master Plan (TMP) is like a blueprint that will guide planning, decision making, and project implementation for all modes of transportation in Louisville over the next 20 years and beyond. The plan will correlate with the City's Comprehensive Plan, Sustainability Plan, and provide recommendations to improve safety, increase accessibility, and provide more mobility options for the community.

Discuss Downtown Retail challenges

Successful traditional downtowns have many components to foster/promote/retain a vibrant retail environment. What is going well to encourage retail vibrancy and what efforts and/or changes could be pursued?

Commercial Design Guidelines and Sign Code Update

Planning Staff is working with consultants to update the city's commercial design guidelines and Sign Code. Staff will be bringing a draft to the BRaD committee for review and input in 2019.

McCaslin Area Development Study

City Council is expected to give direction regarding next steps through the McCaslin Area Development Study.

Phillips 66 Property

Discussion of the 400 acre Phillips 66 Property and its role in Louisville's future. What uses for the property would be helpful for growing Louisville businesses?

Height Calculations

Provide input on the rules related to calculating the height of buildings as it relates in the zoning code.

Transit Oriented Development

Have a discussion about Transit Oriented Development and the positives and negatives it may have in Louisville. What locations would be good candidates for a transit oriented development concept?

**RECOMMENDATION:**

Staff requests the BRaD committee review the topic list to add/delete/modify topics and prioritize the discussions.

# **LOUISVILLE REVITALIZATION COMMISSION**

## **Property Tax Increment Financing Rebate Assistance Policy**

**Implementation Date: 7/15/19**

### **Introduction:**

The Louisville Revitalization Commission (“LRC”) is the Urban Renewal Authority for the City of Louisville, Colorado (“City”). The LRC’s mission includes implementing the Highway 42 Revitalization Area Urban Renewal Plan (the “Plan”) which was adopted by the City of Louisville in December 2006.

The purpose of the Plan is to reduce, eliminate and prevent the spread of blight within the Urban Renewal Area (“URA”) and to stimulate growth and reinvestment within the Area boundaries, on surrounding blocks and throughout the Louisville downtown business district.

### **Policy on Use of Property Tax Increment Rebates:**

It is the principal goal of the urban renewal effort to afford maximum opportunity, consistent with the sound needs of the City as a whole, to redevelop and rehabilitate the Area by private enterprise. The rehabilitation and redevelopment of properties within the Urban Renewal Area will be accomplished through the improvement of existing structures and infrastructure, attraction of new investment and reinvestment, and preventing deterioration of properties in the Area. It is the City’s general intent to use urban renewal funds to support public infrastructure improvements that are needed to facilitate private investment and reinvestment in the plan area.

In unique situations, and on a case-by-case basis, in the sole and absolute discretion of the LRC and the City, certain forms of financial and other economic assistance may be awarded to a private property owner to undertake projects to redevelop or rehabilitate properties contained in the Area. Projects that are awarded support must demonstrate that they would provide exceptional and unique public benefits to qualify and would not be reasonably expected to be feasible without City financial or other economic support.

### **Property Tax Increment Rebates for Private Development:**

It is the policy of the LRC and the City that consideration may be given to requests for financial assistance by the use of property tax increment rebates to private property owners within the LRC authority to collect incremental property taxes from taxable new construction in the Area and to provide assistance to projects meeting the goals and objectives in the Highway 42 Urban Renewal Plan and which are also deemed to be in the best interests of the City.

To be considered for assistance, proposed projects must support the overall goals of the City and the Plan which specifically include promoting an environment which allows for a range of uses and product types which can respond to market conditions over time along with furthering the goals and objectives of the Louisville Comprehensive Plan; Highway 42 Framework Plan, Historic Preservation Plan and other relevant policies, while leveraging the community's investment in public improvement projects in the Area.

In addition to eliminating and preventing blight, proposed projects must address at least three or more of the objectives outlined in the Plan. Those objectives include:

- A. Improve relationship between the URA and surrounding areas
- B. Provide uses supportive of and complementary to planned improvements
- C. Encourage a mix of uses and/or mixed-use projects
- D. Promote a variety of products to address multiple income segments
- E. Provide ease of vehicular and pedestrian circulation and improve connections
- F. Encourage continued presence of businesses consistent with the plan vision
- G. Mitigate impacts from future transportation improvements
- H. Encourage public-private partnerships to implement the plan
- I. Encourage shared parking among projects in the area
- J. Landscape streetscapes to unify uses and plan components.

As specifically related to the use of property tax increment financing, a proposed project must clearly demonstrate that the project will provide the clear and present potential to generate substantial increases to the property tax values directly attributable to the project which could support the sharing of the incremental property tax increments between the property owners and the LRC.

### **Criteria for Evaluation**

After a property owner submits an application for property tax increment rebate assistance, the project will be evaluated based on how the project provides positive impacts to the community and how the project addresses the following criteria:

1. The elimination or prevention of blight in the URA
2. The ability to stimulate growth and reinvestment in the URA
3. The economic benefits to the community from the project
4. The effect of the project on surrounding property
5. The increase in property value created from the project
6. For property within downtown Louisville, the project is consistent with the City's historic preservation goals and objectives.

In addition to the criteria listed above, the LRC will give special consideration to projects that will also provide potential sales and other forms of tax revenue increases to the City and/or other significant community benefits, which might include but would not be limited to; providing outdoor and indoor public spaces, public art, affordable housing,

transportation infrastructure improvements, parking beyond the needs of the project and historic building restoration or improvements.

### **Potential Property Tax Increment Rebate Consideration**

The LRC and the City may consider awarding a 50% property tax increment rebate for a period up to five (5) years from the direct collection of the incremental property taxes attributable to the project. However, for projects that provide extraordinary community benefits or will generate substantial sales and other taxes for the City, the LRC and the City Council may consider awarding up to a 90% property tax increment rebate for a period of up to ten (10) years. No assistance will be granted to a project beyond the 2033 LRC budget year.

### **Project Transfer Criteria**

Transfers of a property tax increment rebate agreement may be made under at least one of the following circumstances:

- The new entity is wholly or significantly owned by the previous owners of the project
- The project is being transferred to at least one of the business/tenant (or an entity owned and controlled by the business/tenant) occupying the building
- To a non-related entity only after the project receives a Certificate of Occupancy after construction is complete, and only with the written consent of the City and LRC.

A property tax increment rebate agreement will contain an expiration date, upon which the agreement will expire if the project is not timely completed.

Applicants for tax increment property tax rebates or other financial assistance must first obtain the City's required land-use approvals for the project prior to receiving approval by the LRC and by the City for the financial assistance.

Applicants must submit all pertinent project financial information related to the project and the developer organization, including estimated development costs and a financing and operating plan. All financial information shall be referred by the City to a qualified professional for third-party review at LRC expense

All information submitted to the LRC or to the City is subject to public disclosure consistent with the requirements of the Colorado Open Records Act, the City of Louisville Charter, and related City, policies and ordinances.

The application for property tax increment rebate assistance may be found on the City's website at the following address:

<http://www.louisvilleco.gov/home/showdocument?id=22682>

### **Contact Information**

For additional information on Louisville's Urban Renewal assistance options, please contact [dburgess@louisvilleco.gov](mailto:dburgess@louisvilleco.gov).

## LOUISVILLE ECONOMIC MISSION & GOALS

Provide guidance to the City Council on policies that foster a vibrant and thriving business community.

The goal is to ensure long-term revenue through the creation and promotion of a business-friendly climate, while maintaining a high quality of life for residents and workers.



### Sustainable Revenue

- Diversify revenue sources
- Methodical long-term planning
- A culture of adaptability and responsiveness



### Business Friendly

- Healthy Communication
- Efficient processes and decision making
- Supportive of existing business
- Proactively market and communicate to new biz



### Quality of Life

- Create environment for high wage jobs
- Continue to protect, invest and market our amenities
- Continue to protect and invest in our community