

Economic Vitality Committee

**Wednesday, February 5, 2020
Council Chambers Conference
749 Main Street, Louisville, CO 80027
2:30 PM**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of January 22, 2020 Meeting Minutes
- V. Public Comments on Items Not on the Agenda (Limit to 3 Minutes)
- VI. Discussion- Committee Purpose and Objectives
- VII. Discussion- Economic Vitality Strategy
- VIII. Next Meeting (date and time to be determined)
- IX. Adjourn

Economic Vitality Committee

Meeting Minutes

Wednesday, January 22, 2020

- I. **Call to Order:** Council Member Dickinson called the meeting to order at 10:00 AM in the Spruce Conference Room, 749 Main Street, Louisville, CO.
- II. **Roll Call:** The following members of the City Council were present: Council Member Dickinson, Mayor Stolzmann, and Council Member Maloney. Also present were City Manager Heather Balsler, Deputy Manager Megan Davis, Economic Vitality Director Megan E. Pierce, and five members of the public.
- III. **Approval of Agenda:** Approved as presented.
- IV. **Public Comments on Items Not on the Agenda:** None.
- V. **2020 Open Governments and Ethics Handbook:** Provided as information only.
- VI. **2020 Posting Notices of Public Meetings:** Mayor Stolzmann made a motion to approve the City website, Recreation and Senior Center, Library, City Hall, and Police Department as the posting locations of public meetings for 2020.

Council Member Maloney seconded the motion. All in favor.

- VII. **Discussion to Define Committee Purpose and Objectives:** Council Member Dickinson explained that the Committee should determine how it can be an effective body working in conjunction with the City Council. He stated he felt the Committee could keep momentum by focusing on three phases: assistance to the Council in developing the strategic plan; set more specific goals of priorities and areas for Committee focus; and report back to Council on status as involved in actions.

Council Member Maloney agreed the Committee needed a framework to focus its efforts. He said it should reflect whether the City has the tools in place to see the things that it wants to happen. He also suggested the need to identify funding sources and where investments will have the greatest impact.

Mayor Stolzmann agreed that the City's investments need to be deliberate. She said it is important to agree on priorities and focus on executing the plan. She

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sees that the Committee should be bringing forward policies and actions that respond to areas of community concern.

All Committee members agreed that this meeting was a forum to have more in-depth conversations and dialogue.

Andy Clark, Owner of Moxie Bread, stated that it is not just what the City is doing now but the direction it is going. He said Lafayette has been thoughtful toward its retail and events.

The Committee agreed Director Pierce would try to incorporate the discussion and feedback into a distinct Purpose and Objectives for their consideration.

VIII. **Discussion on Draft Cost of Development Scorecard:** Director Pierce explained that the Scorecard grew out of City Council's review of water tap fees in November 2019. There was a desire to understand the total impact of the City's fees on a development, as well as how this compared to surrounding communities.

Mayor Stolzmann said the Scorecard should include information on the difference in property taxes and property tax burden. She also suggested it include a comparison of sales taxes in other communities.

Council Member Dickinson said that there was understanding as to why the water tap fees increased significantly, but that the City needs to be able to explain the ways in which we are competitive.

Jim Tienken, resident, stated that this does not capture the time value of money. He understood it is difficult to empirically measure, but that the reception from the City and the process are a big deal to developers.

Susan Loo, resident, suggested the Scorecard needs to capture the subsidies that may be given by other entities. She said Louisville has not had a handle on the packages other communities offer.

Mr. Clark said that he was not presented the option for business assistance until after his lease was signed, so he was no longer eligible to apply. He believes a business owner should not have to fish for that information. Mayor Stolzmann agreed that there needs to be a conversation about the purpose and for the program to be clear.

City Manager Balsler clarified that it will be difficult for the Scorecard to be a true apples-to-apples comparison. She also expressed it is important to focus on what the City controls.

Staff will continue to gather data and refine the Scorecard information received.

- IX. **Discussion on ICSC RECon 2020:** Director Pierce noted that the International Council of Shopping Centers is holding its annual retail-focused conference on May 17-20. The City typically attends this event in order to meet with representatives and brokers of existing businesses as well as recruit new businesses that may be a fit in Louisville.

Mayor Stolzmann said the City needs to have a strategy in place for what it hopes to accomplish, including setting up meetings ahead of time and having specific marketing materials.

Susan Loo and Mike Kranzdorf, residents, expressed that the City should not expect to get a tremendous amount of benefit from such meetings.

Mr. Clark suggested the conference may make sense for recruiting businesses to the McCaslin Corridor, but now Old Town. He suggested the City should be recruiting businesses from places like Lyons and Aspen.

Mr. Tienken said that business assistance packages and economic development agreements really skew the playing field because Louisville is not offering big money like Lafayette and Broomfield. Council Member Dickinson said the City definitely needs to have a conversation around how aggressive to be in recruitment and that when a decision is made, the Council should understand the potential consequences.

Mr. Clark suggested that the City host an event like a job fair, because there may be untapped local residents interested in starting a business.

- X. **Discussion on Economic Vitality Strategy (Draft):** Council Member Dickinson said that the Committee desires direction as to what it will present to Council as the Economic Vitality Plan.

On Goal #1, Council Member Dickinson suggested there should be inclusion of sustainability and community building. Mayor Stolzmann suggested this goal may require frank discussions around regional issues like liveability, affordability, and minimum wage. The Mayor and Council Members discussed the inclusion of "growth" in this goal; they suggested putting the focus on a sustainable economy or economic sustainability.

On Goal #3, Council Member Maloney suggested that the City needs to be more agile and that not all actions should go through the series of boards and commissions. Council Member Dickinson said they should consider how the groups (like BRaD and LRC) can be a tool for collaboration.

Based on time, Council Member Dickinson suggested that each member said feedback on the draft goals and priorities to Director Pierce. She would incorporate that feedback for consideration at the next meeting.

- XI. **Staff Updates:** Director Pierce briefly reviewed the four areas of the Staff report, which included Business Assistance Program, Retention Visits, Business Retention & Development Committee, and Louisville Revitalization Commission. She noted she would be further developing the structure of and materials for retention visits because it is important to go with a positive message but also take in feedback about what may or may not be working well.
- Mayor Stolzmann requested that when applicable, a summary of businesses using historic preservation tools and funding, be included in the report.
- XII. **Current Articles:** Director Pierce explained that she would provide informational articles relevant to the Committee's work when available. The article in the packet, "The Future of Retail: Creative Approaches to Place-Based Entrepreneurship" was published by the Main Street America organization.
- XIII. **Next Meeting:** Members determined the next Committee meeting would be held on February 5th at 2:30 PM. The agenda will focus on the Purpose and Objectives as well as further refinements to the Strategy Goals.
- XIV. **Adjourn:** The meeting adjourned at 12:13 PM.

SUBJECT: DISCUSSION- COMMITTEE PURPOSE AND OBJECTIVES

DATE: FEBRUARY 5, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

At the January 22 meeting, members discussed how to define the purpose and objectives of the Economic Vitality Committee. Discussion focused on how their purpose related to the development of an economic vitality strategy as well as how the Committee would interact with the City Council on economic vitality issues and policies. Staff was asked to draft the purpose and objectives based on this discussion, which is outlined below.

The draft also seeks to incorporate the vision already expressed in the existing Economic Prosperity Program.

Purpose:

The Louisville Economic Vitality Committee (EVC) provides leadership, policy recommendations, and support for the City's programs to promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.

Objectives:

- Facilitate the development of an Economic Vitality Strategic Plan, including goals and specific supporting actions.
- Make recommendations in support of the City's Economic Prosperity Program by maintaining positive business relationships; assisting property owners, brokers, and companies in finding locations and/or constructing new buildings; and attracting/retaining a diverse mix of businesses that provide employment opportunities for Louisville residents.
- Monitor progress toward the Economic Vitality Strategic Plan goals through Key Performance Indicators and annually review prioritization.

Staff will gather any additional feedback to revise and refine the Committee's purpose and objectives.

RECOMMENDATION:

Discuss draft purpose and objectives and provide feedback.

ATTACHMENTS:

None.

SUBJECT: DISCUSSION- ECONOMIC VITALITY STRATEGY

DATE: FEBRUARY 5, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

One of the high priority items on City Council's 2020 Work Plan is development of an economic vitality strategy that outlines goals and implementation steps. With input from Council discussions that took place late last summer and an understanding of our existing programs and practices, staff has created a draft strategy for the Economic Vitality Committee to consider. This strategy matrix was reviewed in January.

The draft matrix contained five plan Goals. These are intentionally broad in nature—stating what we hope can ultimately be achieved by the individual and more specific Supporting actions. Goals are more “visionary” in nature, as the Supporting Actions needed to achieve them may also be accomplished and replaced with new or refined Goals over time. Staff recommends limiting the number of plan Goals to between five and seven, so that we are focused on those items that the Council truly considers strategic.

The original draft Goals included:

1. Grow our local economy and create sustainable revenue by supporting retail business growth, high quality jobs, and an entrepreneurial environment.
2. Be dynamic and proactive to assert a competitive stance in the Denver Metro and Boulder County markets.
3. Improve the City's reputation as a place to do business.
4. Support revitalization of our community through public investment in targeted areas.
5. Further enhance Louisville as a visitor destination.

The Committee submitted feedback to facilitate a next discussion to refine the Goals, which included:

- Specify that the City will invest in projects that have a positive long-term impact on the City budget
- Add more emphasis to high quality jobs in the community
- Add focus on environmentally sustainable practices
- Discuss how to provide a focus on companies that have socially conscious products and services
- Incorporate language about innovation in addition to entrepreneurial activity
- Enhance how economic vitality actions are intertwined with community building (creating a sense of place)
- Eliminate growth as part of Goal #1

SUBJECT: DISCUSSION ON ECONOMIC VITALITY STRATEGY

DATE: JANUARY 22, 2020

PAGE 2 OF 2

- Need to discuss “improve” as the appropriate language related to the City’s reputation as a place to do business
- Need to review wording of “support revitalization” as described for public investment in targeted areas
- Lack clarity about enhancing Louisville as a visitor destination

The Committee needs to reach consensus on goal language before we can begin reviewing other plan components. As currently structured, the Priority level and KPI Alignment are at the Goal level, and should therefore be reviewed. After consensus there, the Committee can continue to discuss the Supporting Actions, Responsibility, and Timeline.

RECOMMENDATION:

Discuss and offer feedback to refine strategy Goals.

ATTACHMENTS:

None.