

Business Retention & Development Committee

**Monday, July 6, 2020
8:00 AM**

Electronic Meeting

This meeting will be held electronically. Residents interested in listening to the meeting or making public comments can join in one of two ways:

- 1) You can call in to 888-788-0099, Webinar ID# 880 8670 5666
- 2) You can log in via your computer. Please visit the City's website to link to the meeting: <https://www.louisvilleco.gov/government/boards-commissions/business-retention-development-committee>

The Committee will accommodate public comments as much as possible during the meeting. Anyone may also email comments to the Committee prior to the meeting at MPierce@LouisvilleCO.gov.

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of March 2, 2020 Meeting Minutes
- V. Public Comments on Items Not on the Agenda
- VI. Business Matters of Committee:
 - Discussion- Economic Vitality Strategic Plan Update
 - Discussion- Business Outreach and Business Forum
 - Discussion- Ideas for Business Support During Re-opening and Recovery
- VII. Committee Updates:
 - 2020 Work Plan
- VIII. Reports from Committee Members
- IX. Items for Next Meeting (August 3, 2020): To be determined
- X. Adjourn

Business Retention and Development Committee

Meeting Minutes

**March 2, 2020
Library Meeting Room
951 Spruce Street
Louisville, CO 80027**

- I. CALL TO ORDER** –The meeting was called to order by Committee President Oberholzer at 8:01 AM in the Library Meeting Room at the Louisville Public Library, 951 Spruce Street, Louisville, Colorado 80027.
- II. ROLL CALL** – Committee Members present: Mark Oberholzer, Jim Bolt, Barbara Butterworth, Warren Merlino, and Amy O’Neill. Committee Members absent: Steve Erickson. Staff present: Economic Vitality Director Megan Pierce and Planning & Building Safety Director Rob Zuccaro. There were also two members of the public in attendance.
- III. APPROVAL OF FEBRUARY 3, 2020 MINUTES** – Mr. Bolt made a motion to approve the BRaD Committee meeting minutes of February 3, 2020; Mr. Merlino seconded the motion. Motion passed.
- IV. APPROVAL OF AGENDA** – Mr. Oberholzer made a motion to approve the agenda as presented; Mr. Merlino seconded the motion. Motion passed.
- V. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA:** None.
- VI. BUSINESS MATTERS OF THE COMMITTEE:**
 - 1. Election of Officers (Committee Secretary):** Ms. O’Neill made a motion to approve Ms. Butterworth as the BRaD Committee Secretary; Mr. Bolt seconded the motion. Motion passed.
 - 2. Discussion- 2020 Business Forum:** Create an environment to support our businesses. How BraD can connect the city more fully with the business community. Mr. Zuccaro suggested the role of BRaD to see how businesses are interacting with the city. City might provide businesses with how zoning works and options of how the city might review these zones.

City of Louisville
City Council 749 Main Street Louisville CO 80027
303.335.4533 (phone) 303.335.4550 (fax) www.LouisvilleCO.gov

3. **Discussion- 2020 BRaD Meeting Work Plan:** How the business retention visits help us educate and react to the data. BRaD will review the City's 10 year Strategic Plan to help set goals. June rollout of action plan will also be reviewed for BRaD goals.

4. **Discussion- City 2021/2022 Budget Plan:** Economic Vitality \$30k allocation for retail currently undecided how the monies will be used. Suggestions to spend on parking, advertising, and marketing. Ms. Pierce will give us a sense of how much is available at the next meeting.

5. **Discussion- Business Retention Report:** Chamber will provide their business retention visits as needed. Ms Butterworth will contact a local business about speaking to the BRaD during one of the upcoming meetings.

6. **Discussion- Business Satisfaction Survey:** Summarized by Ms Pierce. Status update planned for March 12th. Database to be developed. Survey discussed for possible changes using comparative points from previous surveys.

VII. REPORTS FROM COMMITTEE MEMBERS: None.

VIII. ITEMS FOR NEXT MEETING: The next BRaD meeting is scheduled for April 6, 2020 at 8:00 AM in the Library Meeting Room.

IX. ADJOURNMENT: Mr. Oberholzer moved to adjourn the meeting; Mr. Bolt seconded the motion. Motion passed and meeting adjourned at 9:58 AM.

SUBJECT: DISCUSSION- ECONOMIC VITALITY STRATEGIC PLAN
UPDATE

DATE: JULY 6, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

One of the priority items on the City Council's 2020 Work Plan is developing an Economic Vitality Strategic Plan, including goals and implementation action items. The Economic Vitality Committee (EVC), which consists of Chair and Councilmember Caleb Dickinson, Mayor Ashley Stolzmann, and Mayor Pro Tem Dennis Maloney, has been the primary group working on strategic plan development.

DISCUSSION:

EVC discussed and began outlining the components of the Strategic Plan early in 2020; a visual of the Committee's planning process is included as *Attachment #1*. The initial focus has been on the Vision Statement and Strategic Goals. On June 2, 2020 these elements were presented to the City Council for input and confirmation before proceeding to develop the more detailed and specific Plan components.

Vision Statement: *Louisville is dedicated to producing reliable revenue to support City services which enhance our quality of life by fostering an economic environment that generates high quality jobs, innovative companies, and a diversity of businesses, employees, and customers.*

Strategic Goals:

- *Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue generating activities;*
- *Focus retention, expansion, and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies;*
- *Improve our business climate through collaborative relationships and effective processes;*
- *Facilitate a mix of diverse and quality job opportunities for Louisville residents; and*
- *Invest in green practices and programs that enhance environmental sustainability in our business community.*

The Council approved the Vision Statement and Strategic Goals as presented. The EVC has also discussed whether the goals should be revised given the unprecedented economic circumstances created by the pandemic; the Committee affirmed they are still relevant and can guide future discussions. At this time, the Committee has decided to

SUBJECT: ECONOMIC VITALITY STRATEGIC PLAN UPDATE

DATE: JULY 6, 2020

PAGE 2 OF 2

pause on development of the next plan components, including programs and actions so staff can focus on short-term business support and initiatives.

RECOMMENDATION:

No action required; review information about progress on the City's Economic Vitality Strategic Plan.

ATTACHMENTS:

- Attachment #1: EVC Planning Process Visual

Economic Vitality Committee

PURPOSE



OBJECTIVES



Economic Vitality Strategic Plan

VISION STATEMENT
DRAFT

DRAFT



STRATEGIC GOALS
DRAFT

DRAFT

MEASURES

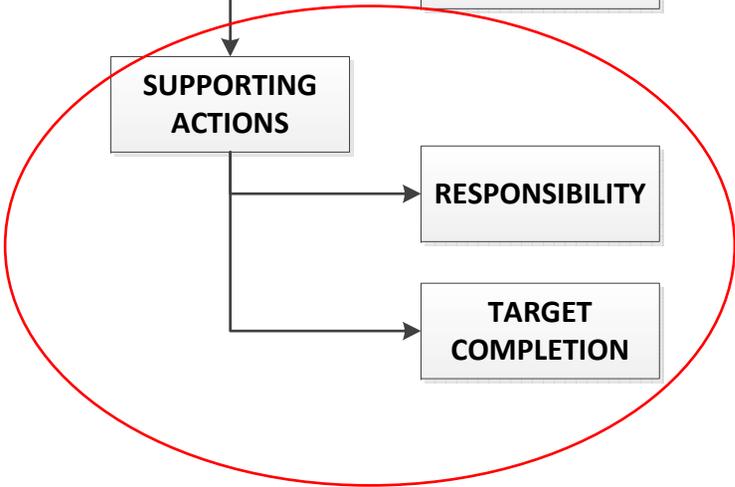
Awaiting KPI Process

PRIORITY

SUPPORTING ACTIONS

RESPONSIBILITY

TARGET COMPLETION



SUBJECT: DISCUSSION- BUSINESS OUTREACH AND BUSINESS FORUM

DATE: JULY 6, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

The BRaD Committee had a number of initiatives planned for 2020 that have been disrupted by the COVID-19 pandemic. Other planned activities may also need to be adjusted based on public health guidance for groups and gatherings.

DISCUSSION:

Below is a summary of initiatives that have been impacted and for which the Committee may wish to discuss alternatives.

Business Retention Visits

Earlier this year, BRaD conducted retention visits with Crystal Springs Brewing Company and Moxie Bread Co. Staff was planning for Q2 retention visits when the shutdown occurred in March. While City Hall remains closed except for limited in-person appointments, staff has started conducting occasional in-person meetings with businesses. Based on the State guidance, most businesses are still limited in their capacity. Staff will likely employ a mixture of in-person and virtual meetings with businesses for the remainder of the year—driven by purpose of the meeting and comfort level of the business owner. The Committee should discuss the approach to business retention visits for the remainder of 2020, including when visits might restart and how they will be conducted.

Business Forum

BRaD previously planned to host early summer and fall forum events. The summer event was planned to be held at the Louisville Underground and to include City Council members. The City has essentially canceled all of its planned events through August; there is also currently not a target for when the City will likely resume in-person Council or board and commission meetings. Given timing and capacity for planning, it is feasible to still conduct one forum event this year. The Committee should discuss the possibility of hosting a virtual forum and any change in topic or event focus.

RECOMMENDATION:

Review the summary of business outreach initiatives and provide input to staff on next steps.

ATTACHMENTS:

- None.

SUBJECT: DISCUSSION- IDEAS FOR BUSINESS SUPPORT DURING RE-OPENING AND RECOVERY

DATE: JULY 6, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

Although some of staff's planned initiatives and regular programming was disrupted by the COVID-19 pandemic this spring, the unprecedented circumstances created new opportunities for business support and retention. In the short-term, staff will continue its focus on re-opening and recovery, and over time, will consider how newly developed programs or initiatives may become part of the City's long-term strategy.

DISCUSSION:

Both the Council Economic Vitality Committee (EVC) and the Louisville Revitalization Commission (LRC) have been involved with proposing possible next steps for business recovery programming. Some of the brainstorming among those groups included: Louisville gift card program, assistance with special event re-programming, continued learning and development opportunities, business coaching/consulting, façade improvement program, and assistance with business building projects. Below is a summary of current programs in development.

Louisville Business Webinar Series

In April and May, the City (in partnership with Gambale Labs) developed and launched a webinar series exclusively for Louisville businesses: Thriving in Business Uncertainty. It was originally planned to be a weekly, four-part series, but based on positive feedback and engagement, a fifth webinar was offered. Staff is currently working with Gambale Labs on a second webinar series, which will be focused on business reinvention and resiliency. Staff also offered three other business webinars in May, including Website 101, Energy Efficiency with Xcel, and Telework with Commuting Solutions.

Business Recovery & Improvement Program

Staff is working with the EVC and LRC on a program to incentivize businesses making investments or reinvestments in their business as a result of the pandemic (please see more detail in *Attachment #1*). The detailed program eligibility and criteria is still in development (and requires City Council approval), but businesses would be able to apply for matching funds (50%, up to \$10,000) to undertake improvements to their building or changes to their operations. It is anticipated that if approved, the program would launch in August or September.

Marketing & Communications

Since staff launched the Support Local campaign in March (<https://www.louisvilleco.gov/business/economic-development/support-local/support->

SUBJECT: BUSINESS SUPPORT DURING RE-OPENING AND RECOVERY

DATE: JULY 6, 2020

PAGE 2 OF 2

[local-businesses](https://www.louisvilleco.gov/business/economic-development/support-local/outdoor-dining)), the information about local business offerings, hours, or special notifications has been promoted to the Louisville community. In tandem with this development was the Restaurant Takeout and Delivery map (<https://www.louisvilleco.gov/business/economic-development/support-local/outdoor-dining>). It has been difficult to keep this individualized information up-to-date, but staff is trying to get new information from participants to keep these tools fresh. In addition, Louisville's Outdoor Dining has its own planned communication campaign, which includes both Main Street and any other restaurant that has expanded with outdoor dining. Over the summer staff hopes to incorporate more art into the outdoor dining on Main Street and will also tie in a walk/bike to downtown encouragement with the completion of bike lanes anticipated for Pine Street.

Based on regular workload and the additional programming staff has undertaken during the pandemic closure and re-opening, capacity for significant new programs is limited. However, staff would like feedback on programs in-the-works as well as other ideas that could be considered for implementation in the future.

RECOMMENDATION:

Review staff's ideas for business support during re-opening and recovery. Provide input and contribute other ideas to be considered.

ATTACHMENTS:

- Attachment #1: EVC Memo, Louisville's Recovery & Improvement Program Proposal (June 19, 2020)

ECONOMIC VITALITY COMMITTEE

SUBJECT: DISCUSSION/DIRECTION- LOUISVILLE'S RECOVERY & IMPROVEMENT PROGRAM PROPOSAL

DATE: JUNE 19, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

At the May 6 and May 22 Economic Vitality Committee (EVC) meetings, the Committee discussed the City's current Business Assistance Program (BAP) and recent applicants, as well as asked staff to explore program alternatives focused on existing business retention and recovery from the COVID-19 pandemic. Below is a proposal for Louisville's Recovery & Improvement Program that would be run concurrently with the existing BAP, but with a different focus and funding. Staff will seek EVC input on this recommendation, which would then need to be advanced for City Council consideration.

The potential program was also reviewed with the Louisville Revitalization Commission (LRC) at their June 10 meeting. The LRC felt their might be synergy to collaborate with the City on such a program, similar to the Emergency Solutions Grant process. However, the LRC is interested in having input into the specific program criteria. Staff will provide LRC members with the details to participate in the EVC electronic meeting.

DISCUSSION/DIRECTION:

Our existing assistance program (please see *Attachment #1* for criteria and application) provides a structure to offer incentives to new businesses seeking to locate in Louisville or to our existing businesses that are undertaking significant expansions. While it can be a retention tool, it is more commonly an attraction tool. The BAP is rebate-based, and depending on the particular business, rebates are structured around building permit fees, construction use tax, sales tax, and consumer use tax.

Under the Recovery & Improvement Program, staff suggests developing a new set of criteria, outlining a new applicant process, and providing incentives on a matching rather than rebate basis. The focus and intent of the proposed program would be to help local businesses impacted by the COVID-19 pandemic and attempting to transition to re-opening or recovery.

Recovery & Improvement Program Criteria

Both EVC and LRC have expressed a desire to potentially assist businesses with a recovery focus. The focus could incorporate building projects and improvements necessary to transform the way they operate as a result of the pandemic and façade improvements to make sure commercial buildings stay well-maintained and vibrant during difficult economic circumstances. The EVC also discussed incentivizing businesses to work collaboratively, such as on a unique or reformatted special event or service to the community.

Consistent with the Emergency Solutions Grant program, the EVC should determine the target audience eligible for Louisville's Recovery & Improvement Program. Reasonably, the applicants should be actively licensed, brick-and-mortar businesses within the City of Louisville, but we may also wish to allow owners of commercial properties to apply if the project meets the determined criteria and is improving a Louisville commercial space. Staff recommends we require that business applicants must currently have their business open and again, be current on all City accounts at time of application. If there are other eligibility factors to consider (size of business, length of time in Louisville), those should be determined and listed clearly in the application.

As the EVC and City Council experienced with grants, the most difficult part is developing consistent and objective criteria. However, the time spent in development also makes the review and approval process much more efficient and shows the applicants the program is fair and transparent. Below are criteria for the Committee to review and consider:

- Project provides for restructuring, retooling, or implementing best practices in a business operation, consistent with public health guidance for physical distancing or sanitation
- Project enhances the exterior appearance of the building façade with improvements such as painting, awnings, and permanent signage
- Project allows business to purchase new interior or exterior furniture and fixtures to accommodate appropriate physical distancing
- Project improves the physical tenant or building space to accommodate operational or service changes, such as take-out windows or creation of outdoor patios
- Project creates or reformats a special event that is of general benefit to the Louisville community and meets current public health requirements for public gatherings
- Project supports a collaboration between two or more Louisville businesses seeking to offer a unique product or community service

Recovery & Improvement Program Process

The existing BAP has a streamlined structure. The applicant reviews program criteria and completes a one-page application. Staff reviews the application for completeness, often coordinating with the applicant for additional information. Based on data provided and type of project, staff then makes an estimate of potential rebate incentives. The recommended incentives are reviewed with the City Manager. Once there is consensus, staff drafts an agreement, which is reviewed and agreed-to by the applicant before proceeding. Staff presents the application for business assistance, including a proposed resolution and agreement to City Council. If approved, staff continues to work with the applicant on process steps, including calculating the rebates at the appropriate time and issuing payment.

Staff suggests that a similar process be employed for the Recovery & Improvement Program. A packet would be created to communicate the program criteria and would include a simplified application form. Applicants would be required to submit cost estimates for the project and explain how the project also aligns with program criteria. The application should be crafted to be clear that applicants must pledge the matching funding. Staff would review the form, communicate with the applicant, and prepare a recommendation for the City Manager, including project summary and funding. To facilitate responsiveness, staff proposes to administratively approve Recovery & Improvement Program applications, within the funding allocated and matching funding level (see discussion below).

Staff envisions an agreement would still be required between the applicant and City, to include an appropriate clawback if the project is not performed or is not completed within a certain timeframe. If a request is approved, staff would coordinate with the applicant and proceed to disburse funding. If a request is denied, such as for not meeting the program criteria or not pledging matching project funds, the denial would be communicated to the applicant by staff. Staff would provide a monthly update to the EVC on program applications, including approvals and denials.

Funding

Through the current BAP, the City offers a percentage of rebates on taxes and fees. These are generally paid after the business obtains a certificate of occupancy or meets other milestones for taxes. There is not an allocated budget for incentives, since it is assumed the City has generated and received new tax or fee revenue before rebates are paid. For the Recovery & Improvement Program, staff alternatively suggests setting aside a pre-approved amount of funding that is available. This method would also be a good fit if the LRC is a program/funding participant, because they could set their own threshold of funding available to businesses within the Urban Renewal Area (URA).

Staff and EVC also briefly discussed a "matching" funding structure. For example, the Recovery & Improvement Program could provide matching funds of up 50%, not to exceed a certain dollar amount (such as \$10,000). The top threshold should consider the variety of projects for which businesses could seek this type of assistance and to make the process to apply and receive approval efficient. The EVC should give staff input about overall funding and individual project dollars. Staff suggests that a business entity only be permitted to receive one-time funding under this program to make sure a number of eligible businesses have sufficient opportunity. Due to the economic circumstances created by the pandemic, matching funds would be provided at the start of a project rather than as a rebate. Staff believes this will encourage businesses to take advantage of the program for projects they would otherwise not have sufficient cash flow to pursue.

If the EVC wishes to advance the Recovery & Improvement Program, staff can take input to refine the program criteria and process. The next steps would then include obtaining approvals (potentially from LRC and City Council) and creating the process tools and promotional information. With summer meeting schedules, the program could probably

SUBJECT: LOUISVILLE'S RECOVERY & IMPROVEMENT PROGRAM PROPOSAL

DATE: JUNE 19, 2020

PAGE 4 OF 4

be launched in August. Although the program would likely accept applications on a rolling basis, it should be assigned an initial duration (such as six months or a year), which could be renewed by Council action should additional need and funding still exist.

RECOMMENDATION:

Review the Recovery & Improvement Program proposal and provide direction to staff on next steps.

ATTACHMENTS:

- Attachment #1: Current Business Assistance Program (BAP) Criteria and Application

SUBJECT: DISCUSSION- 2020 BRaD MEETING WORK PLAN

DATE: JULY 6, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

In the past, the BRaD Committee has maintained a list of topical items to address at its monthly meetings. This year, staff prepared a Meeting Work Plan for the Committee to guide work during calendar year 2020. Staff will plan to keep this as a standing agenda item for 2020 in order to track priorities and future agenda items.

DISCUSSION:

Based on the COVID-19 pandemic, the City closed its in-person operations in mid-March. Economic Vitality staff has been working remotely during this time, but BRaD Committee meetings for April, May, and June were canceled so that staff could focus on critical business support activities. Because priorities have been significantly shifted toward programming such as the Support Local Campaign, Emergency Solutions Grant Program, business webinar series, and Louisville's Outdoor Dining, staff has added notes and comments to the existing Work Plan document (please see *Attachment #1*).

Committee members should review staff's comments and discuss potential changes to timing and work priorities for the remainder of 2020.

RECOMMENDATION:

Review and provide recommendations for the 2020 Meeting Work Plan.

ATTACHMENTS:

- Attachment #1: 2020 Meeting Work Plan

**Business Retention and Development Committee
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
January 6, 2020	N/A	Canceled
February 3, 2020	• Plan Spring Business Forum	Staff suggests revising this concept and potentially reorienting the two planned in-person forums to one virtual forum. Discuss potential topics, approach, and timing
	• Local Licensing Authority Overview	Complete
March 2, 2020	• Determine Q2 Retention Visits	Initial contacts for Q2 retention visits were made prior to pandemic shutdown. Committee should discuss timing and approach to future retention visit programming
	• Discuss Business Satisfaction Survey	On hold- City did COVID-19 Impact Survey in March as well as asked informational questions as part of the Emergency Solutions Grant program in April. Suggest delaying consideration of satisfaction survey until determined if we need to survey about additional re-opening and recovery focused support
	• Post Retention Visit Survey	Complete
4/6/2020 (Canceled)	• Prepare for Annual Council Dinner	2020 Council dinners with boards and commissions have been delayed indefinitely based on lack of guidance/allowance for in-person gatherings
	• City & Business Communications	On hold- Communications have been heavily focused on short-term program needs. Suggest this might be a topic for early fall, once the communication needs related to the pandemic have lessened
5/4/2020 (Canceled)	• Discuss Economic Vitality Strategy	On July 6, 2020 meeting agenda
	• Review City Programs for Business Incentives	On hold- This discussion will be tied in with Council consideration of our Business Assistance Program (BAP). Based on the status of the Economic Vitality Strategic Plan, staff does not yet have a revised target date for that discussion

**Business Retention and Development Committee
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
6/1/2020 (Canceled)	• Determine Q3 Retention Visits	See above
	• Provide Input for Business Resource Guide	On hold- This project has been deprioritized; staff does not have an anticipated date for review
	• Review Cost of Development Scorecard	On hold- This project has been deprioritized; staff does not have an anticipated date for review
July 6, 2020	• Plan Fall Business Forum	See above
	• PACE Programs/Green Biz Program	This review/discussion is one that could be held virtually and might be ripe for fall, given the rescheduling of the Green Business Breakfast
August 3, 2020	• Website Resources for Businesses	On hold- The City is still in process with redesign of the City website, but it has been delayed by the pandemic. Staff suggests we could tie this topic in with business communications more generally, again, probably a few months in the future. Economic Vitality staff continues to create new pages and content, especially focused on business resources for the pandemic
	• Commuting Solutions Presentation	Staff partnered with Commuting Solutions for a business webinar in late May. This review/discussion is another that could be held virtually depending on desirability or tie in with other priorities

**Business Retention and Development Committee
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
September 7, 2020	• Determine Q4 Retention Visits	See above
October 5, 2020	• TBD	
November 2, 2020	• TBD	
December 7, 2020	• TBD	