

Economic Vitality Committee

**Friday, September 25, 2020
1:30 PM**

Rescheduled Regular 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# 858 1672 6560
- 2) You can log in via your computer. Please visit the City's website to link to the meeting: <https://www.louisvilleco.gov/government/city-council/city-council-meeting-agendas-packets-minutes#EV>

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 Meeting Minutes:
 - a. August 18, 2020
 - b. September 1, 2020
- V. Public Comments on Items Not on the Agenda (Limit to 3 Minutes)
- VI. Discussion/Direction - Economic Vitality Strategic Plan Next Steps
- VII. Discussion- Recovery & Improvement Matching Grant Program Update
- VIII. Staff Updates
- IX. Current Articles: None.
- X. Next Regular Meeting: October 16, 2020 @ 1:30 PM
- XI. Adjourn

Citizen Information

Persons with disabilities planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact Megan Pierce @ 303-335-4531. A forty-eight-hour notice is requested.

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Economic Vitality Committee

Meeting Minutes

Tuesday, August 18, 2020
(Rescheduled Regular Electronic Meeting)

- I. **Call to Order:** Councilmember Dickinson (Chair) called the electronic meeting to order at 1:33 PM.
- II. **Roll Call:** The following members of the City Council were present: Councilmember Dickinson, Mayor Stolzmann, and Mayor Pro Tem Maloney. Also present were City Manager Heather Balsler, Economic Vitality Director Megan Pierce, and one member of the public.
- III. **Approval of Agenda:** Mayor Pro Tem Maloney made a motion to approve the agenda as presented; motion was seconded by Mayor Stolzmann. Motion passed.
- IV. **Approval of July 17, 2020 Meeting Minutes:** Mayor Stolzmann made a motion to approve the minutes; motion was seconded by Mayor Pro Tem Maloney. Motion passed.
- V. **Public Comments on Items Not on the Agenda:** None.
- VI. **Discussion- Louisville's Recovery & Improvement Program Update:** Chair Dickinson noted that he appreciated the consideration and adoption of the program by City Council during his absence on August 11. Director Pierce updated the Committee on steps taken toward implementation, including development of an electronic application form and dedicated website page.

Mayor Pro Tem Maloney inquired as to whether staff had received any feedback from businesses about the criteria or proposed projects that might have not been contemplated. Director Pierce noted that feedback thus far had been on consistent topics and positive overall. The Committee agreed Director Pierce should share any business concerns or feedback about criteria as the program is launched.

Mayor Stolzmann said she has received numerous resident comments about whether the City is involved with reviewing or certifying changes to air flow or ventilation that businesses may make in response to the pandemic. Staff and the Committee discussed that data could begin to be gathered about actions

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business undertake and to then also try to educate and inform about best practices. These steps might lead to an ability to recognize businesses employing such practices.

VII. **Discussion/Direction- Business Assistance Program (BAP) Analysis:**

Director Pierce presented a 2019 analysis of the City's Business Assistance Program, drawn from City data as well as the State's quarterly report of employment and wages for businesses. The Committee discussed the basis of the analysis and had several questions about measuring the totality of the program impacts vs. the current year data.

Chair Dickinson noted that measures speak to the benefit creating incentives can have for the community over the long-term. Mayor Pro Tem Maloney asked about the context for the measure about cost per job added. Director Pierce responded that the measure would be more valuable if it had context of data from comparable communities.

Next the Committee also discussed the presentation of 2019 sales tax in relation to the totality of incentives offered. Director Pierce will review the ability to break-down sales tax by incentive over time to provide more precise data in this regard. Chair Dickinson and Mayor Stolzmann also discussed how reviewing incentive agreements and revenue generation by area (as is done with Finance's quarterly sales tax reports) could provide a sense of the value of packages activating vacant space and benefiting surrounding businesses.

Mayor Pro Tem Maloney asked if there are other forms of incentives besides rebates that should be considered. Director Pierce said she would like to review this possibility as part of a more complete BAP evaluation—this could involve differentiating the incentives for retention and attraction efforts.

The Committee agreed the data creates increased understanding and could be further developed to help answer additional program questions.

VIII. **Discussion/Direction- Economic Prosperity Program Key Performance Indicators (KPIs):**

Director Pierce reviewed the City's existing KPIs as they relate to Economic Vitality and shared differences in data that may exist comparing 2018 to 2019 actual data. Next the Committee discussed revised KPIs that have been developed. Mayor Pro Tem Maloney asked if there was a way to measure the economic and sales tax impact of employees and to differentiate that from residential spend locally. He hopes to better understand the impact of incentivizing new employees to the City. Director Pierce said that she has seen this type of analysis in retail market studies, but that she can investigate how that data is gathered.

Chair Dickinson said that the indicator relating to authorized incentives compared to actual rebates would not be as meaningful unless there was a

further breakdown. He suggested reviewing how this could better align with the impact of the successful, active BAPs rather than all funds offered.

Director Pierce said these indicators could be considered in context to the Economic Vitality Strategic Plan and more may need to be developed to help measure the success of those strategic goals, which are separate from the Economic Prosperity Program.

- IX. **Staff Updates:** Director Pierce noted the success of an art installation and community art program in the Main Street Outdoor Dining closure. Mayor Stolzmann informed the Committee that she would raise the Downtown Business Association's request for extending the closure at the August 18 City Council meeting. She suggested that Council address the near-term extension but that study of a permanent closure would need to be agreed-to for incorporation in the Council's Work Plan.
- X. **Current Articles:** None.
- XI. **Next Meeting:** The next regular meeting will be September 18, 2020 @ 1:30 PM. The Economic Vitality Committee will also conduct a special meeting on Friday, August 21 @ 1:30 PM to brainstorm on the Economic Vitality Strategic Plan.
- XII. **Adjourn:** Mayor Pro Tem Maloney made a motion to adjourn the meeting; motion was seconded by Mayor Stolzmann. The meeting adjourned at 2:44 PM.

Economic Vitality Committee

Meeting Minutes

**Tuesday, September 1, 2020
(Rescheduled Special Electronic Meeting)**

- I. **Call to Order:** Councilmember Dickinson (Chair) called the electronic meeting to order at 1:45 PM.
- II. **Roll Call:** The following members of the City Council were present: Councilmember Dickinson, Mayor Stolzmann, and Mayor Pro Tem Maloney. Also present were City Manager Heather Balsler, Economic Vitality Director Megan Pierce, and one member of the public.
- III. **Approval of Agenda:** Mayor Stolzmann made a motion to approve the agenda as presented; motion was seconded by Mayor Pro Tem Maloney. Motion passed.
- IV. **Public Comments on Items Not on the Agenda:** None.
- V. **Discussion/Direction- Economic Vitality Strategic Plan Brainstorming:** Chair Dickinson asked Director Pierce to lead the Committee in a brainstorming discussion. Working from the adopted Strategic Goals, Director Pierce shared potential Support Actions, many of which had been discussed by the Committee during prior planning activities. For each Goal, Director Pierce asked the Committee if they had questions about items presented or suggested items to be added.

The Committee discussed the following additions and changes, which Director Pierce will further develop and refine:

- Goal #1: Add action to evaluate and employ Urban Renewal Area tools to promote retail within the existing Urban Renewal District.
 - Create sub-action to consider specific applications for the Business Assistance Program to retail recruitment.
- Goal #2: Add action to identify priority properties and areas of focus (such as Sam's Club, Cinebarre, and Village Square).

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- Add action to develop understanding of Transit Oriented Development (TOD) and its application to desired outcomes of development within the City.
- Add action to facilitate and/or promote strategic special events that drive people to patronize local businesses.
- Add action to develop a shortlist of priority businesses for recruitment activities.
- Add action to evaluate program for business incubator on City-owned property to encourage small business growth.
- Create action to brainstorm about previously purchased parking lots and evaluate future use/application.
- Create sub-action to change perception or raise awareness of the cost of doing business in Louisville (and incorporate into marketing materials).
- Create sub-action to raise awareness of existing approved PAD sites.
- Goal #3: Add action to develop ombudsman role for economic development that facilitates business accessibility. Create sub-action to increase collaboration between Planning, Building, and Code Enforcement for seamless business interactions.
 - Add action to consider role of the Economic Vitality Committee and other committees in business community advocacy.
 - Create sub-action to facilitate brainstorming on barriers to entry (from the business perspective).
- Goal #4: Add action to develop definition of “quality” employment that includes diverse industries and types for economic sustainability.
 - Add action to develop understanding of different desirable amenities between residents and workers and seek projects that balance needs.
 - Create sub-action to develop trends of people living and working in Louisville overtime.
 - Create sub-action to raise awareness of Boulder County Workforce, including opportunities for job resources and training.

- Create sub-action to look at incentives that would specifically encourage local employment.
- Goal #5: Add action to develop understanding of “carrots” that encourage businesses to undertake new, sustainable or green practices. Create sub-action to educate businesses of green business practices with checklist or toolbox for marketing materials.
 - Add action to incentivize use of existing vacant space or new commercial buildings where applicable.
 - Create sub-action on developing a market and pilot program for compostable containers.

With the Committee’s feedback, Director Pierce will create a new plan outline that includes each Strategic Goal along with Supporting Actions and potential Required Steps. It is anticipated the Committee would review this at the next meeting and then also discuss prioritization and appropriate timelines.

VI. **Staff Updates:** None.

VII. **Current Articles:** None.

VIII. **Next Meeting:** The next regular meeting will be September 25, 2020 @ 1:30 PM (rescheduled from September 18).

IX. **Adjourn:** Mayor Stolzmann made a motion to adjourn the meeting; motion was seconded by Chair Dickinson. The meeting adjourned at 3:27 PM.

SUBJECT: DISCUSSION/DIRECTION- ECONOMIC VITALITY STRATEGIC PLAN NEXT STEPS

DATE: SEPTEMBER 25, 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. This plan has been a key focus item for the Economic Vitality Committee (EVC), though plan development paused over the last several months to address business support due to the COVID-19 pandemic.

DISCUSSION:

On June 2, 2020, the City Council approved the EVC's draft Vision Statement and Strategic Goals. Revised Key Performance Indicators (KPIs) have also been crafted for the Economic Prosperity Program. Based on the outlined planning process, the next area to address are Supporting Actions for each Strategic Goal.

The EVC held a brainstorming session on September 1 (reference *Attachment #1* for presentation) focusing on potential actions, programs, and strategies. Since that time, staff has incorporated what was presented with the additions and feedback received to create a plan matrix (included as *Attachment #2*).

Staff has also drafted some tasks or sub-actions to the Supporting Actions discussed earlier in the month. Where feasible, Responsibility for the Action has also been designated. This session is another opportunity review the Supporting Actions, in context of the likely tasks required to consider the Action "complete," and make sure there is understanding and commitment to those plan components. Staff has not yet drafted many tasks under the Green Practices goal, so this area will need more input and development.

The EVC has arrived at a very sticky part of the planning process—it is time not only to consider the items that are desirable, but to put into context the resources required to make those desires possible. The discussions from this point forward will also need to continually touch on priority, measurement, and timing. Staff suggests the following questions and prompts can guide next steps:

- Are the Strategic Goals listed in the appropriate order of priority? If not, they should be re-ordered.
 - What is the overall priority level of each goal (low, medium, or high)?
- Do the suggested KPIs fit with the Strategic Goals as written?
 - Will the KPI help you determine if a goal is successfully accomplished in the next three to five years?

SUBJECT: ECONOMIC VITALITY STRATEGIC PLAN

DATE: SEPTEMBER 25, 2020

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- If there are not existing KPIs, what suggestions are there for measures?
- In light of prioritization, are all of the Supporting Actions still appropriate?
 - Are there any that require clarification or fit with a different goal than where they are listed?
 - If considering the overall amount of priority items, are there Supporting Actions that should be placed in a “parking lot” for future consideration?
- Should the Supporting Actions also be ordered from most to least important? This in context with the Timing component will give an overall schedule to the plan document.
- Are the tasks drafted by staff too detailed for the plan document?
 - Would the Committee prefer to wrap more context into the Supporting Action itself and leave out the detailed tasks?
- What suggestions does the Committee have on the assignment of Responsibility?

Staff will facilitate the Committee’s discussion of the above questions and review of the draft plan matrix.

RECOMMENDATION:

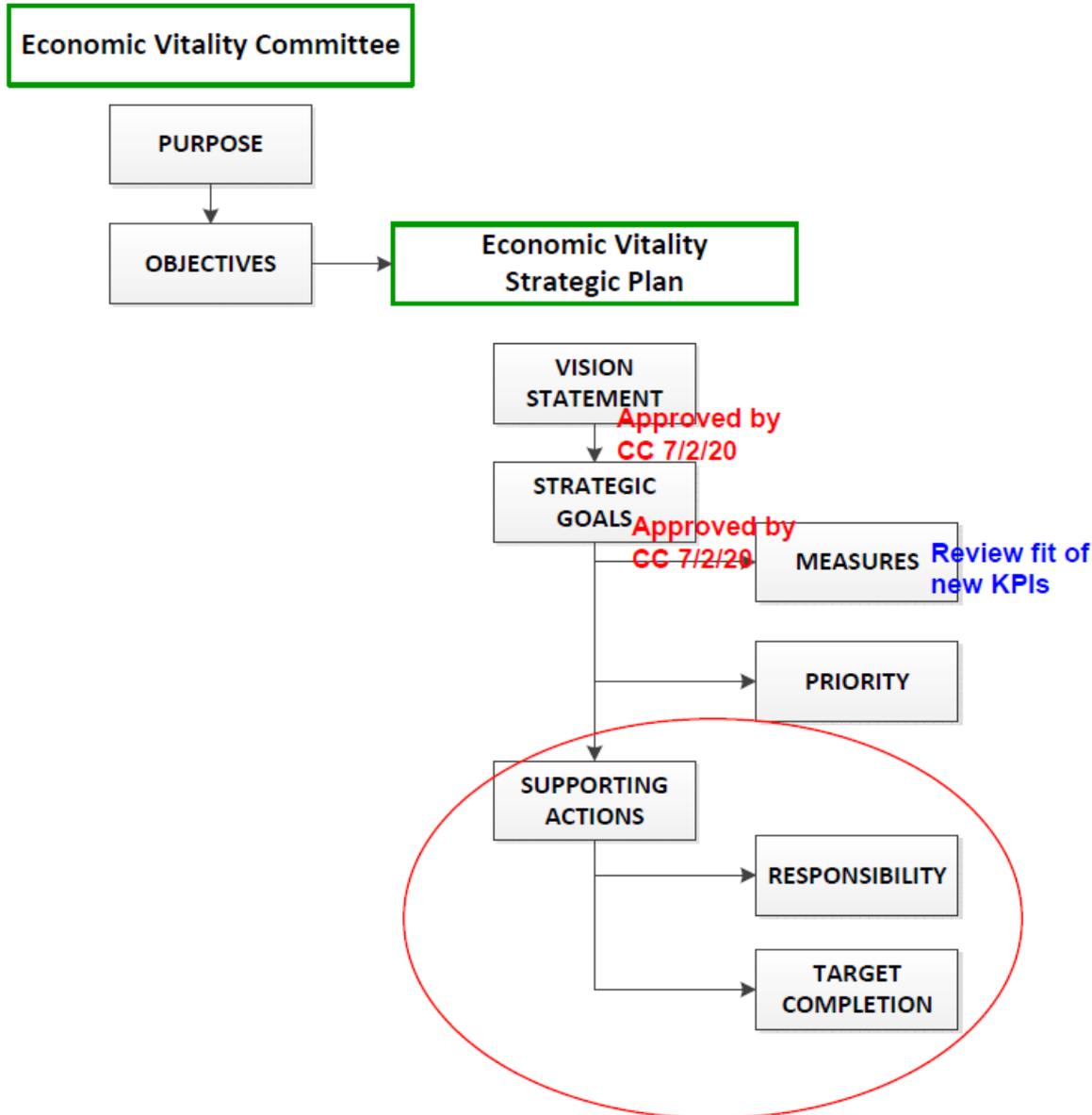
Review Economic Vitality Strategic Plan matrix and provide feedback.

ATTACHMENTS:

- Attachment #1: September 1, 2020 Economic Vitality Strategic Planning Presentation
- Attachment #2: Economic Vitality Strategic Plan Matrix (draft)

Economic Vitality Strategic Plan

Strategic Plan Process



Strategic Plan- Vision Statement and Goals

- **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 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.

Economic Prosperity Program- Key Performance Indicators

- Commercial vacancy rate (retail, office, industrial)
- In-City sales tax per square foot of retail space
- In-City sales tax per capita
- Percentage of BAP incentive dollars rebated of total incentive dollars authorized
- Ratio of BAP incentive dollars rebated to jobs added
- Community survey: Rating of the overall economic health of Louisville
- Business satisfaction survey rating (TBD)

Build consensus on differentiated strategies for retail, small business, and primary recruitment to guide future and prioritized actions

Develop business support programs for retailers re-opening and recovering from the COVID-19 pandemic to regenerate & stabilize lost tax revenues

Identify market gaps through analysis and by monitoring retail leakage to adjacent communities

Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue generating activities

Attend regional & national retail focused events to stay engaged with brokers, owners, and tenants

Look for opportunities to implement recommendations from the McCaslin Area Market Study that support redevelopment

Create & distribute quarterly commercial vacancy report to monitor lease rates & available space

Create & maintain Available Properties database to assist brokers and interested businesses seeking space

Develop targeted business marketing & attraction materials to distribute to business recruitment leads

Evaluate & potentially revise Business Assistance Program to align with City's strategic goals for business attraction & retention

Focus retention and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies

Create & review Cost of Development Scorecard to better understand cost of doing business in CoL

Create a business communication toolkit, including a Business Resource Guide, to distribute critical business information

Conduct regular business retention visits to understand issues and address concerns

Seek additional opportunities to buy or lease parking downtown that allow supply to meet demand

Conduct a Business Satisfaction Survey every other year to monitor changes & new ideas in the business community

Perform regular & coordinated outreach with local property owners, brokers, and developers

Launch monthly business-focused e-newsletter & expand social media outreach to promote & interact with business community

Conduct process improvement initiative for business-related services to improve efficiency & customer service

Improve our business climate through collaborative relationships and effective processes

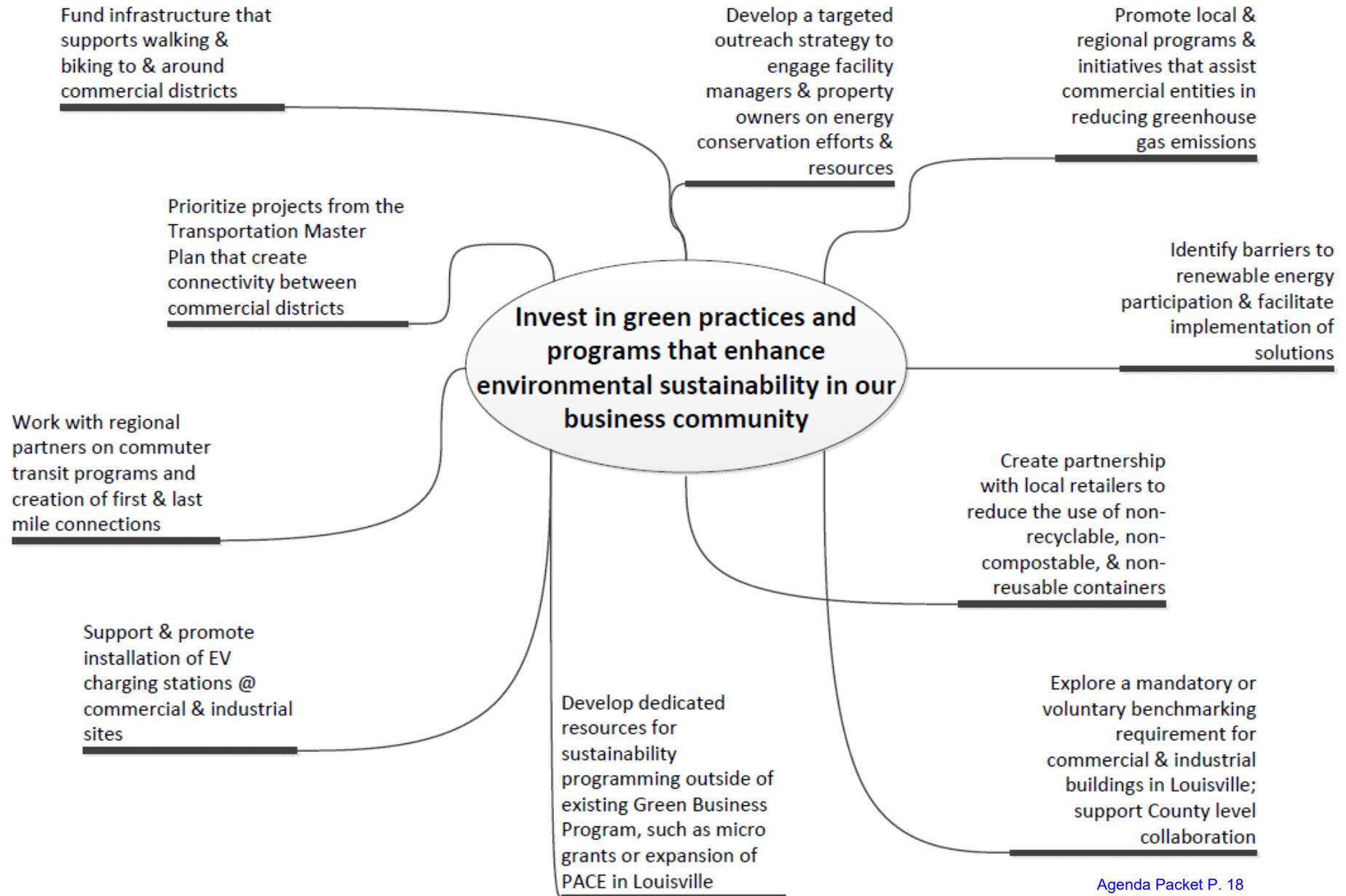
Remain active in the Metro Denver Economic Development Corporation & Boulder Chamber

Conduct business exit surveys by visiting closing or at-risk businesses to understand opportunities for improvement or assistance

Host annual Business Forum to gather all stakeholders, review City priorities, & gather feedback

Develop business outreach campaigns that promote local businesses & available services





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Goal	Priority	KPI Alignment
<p><i>Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue-generating activities</i></p>	<p>TO BE DETERMINED: High / Medium / Low</p>	<ul style="list-style-type: none"> • Commercial vacancy rate for retail space • In-City sales tax per square foot of retail space • Percentage of Business Assistance Package incentive dollars rebated of total incentive dollars authorized (retail)
Supporting Actions	Responsibility	Timing
<ul style="list-style-type: none"> • Identify market gaps through analysis and by monitoring retail leakage to adjacent communities <ul style="list-style-type: none"> ◦ Determine appropriate scope of market analysis desired; engage consultant; and determine stakeholders to be involved in process ◦ Work with consultant to support data needs of the market study; assist in developing recommendations and action plan ◦ Prioritize outcomes of market study, especially into new strategies for retail attraction 	<p>EVD/EVC</p>	
<ul style="list-style-type: none"> • Build consensus on differentiated strategies for retail, small business, and primary recruitment to guide future and prioritized actions <ul style="list-style-type: none"> ◦ Consider specific application of Business Assistance Program for retail recruitment 	<p>EVD</p>	
<ul style="list-style-type: none"> • Look for opportunities to implement recommendations from the McCaslin Area Market Study that support redevelopment <ul style="list-style-type: none"> ◦ Establish regular engagement and coordination with key property owners, including Ascent Church, Koelbel & Co, and Regal Cinemas/Cinebarre 	<p>EVD</p>	
<ul style="list-style-type: none"> • Develop business support programs for retailers re-opening and recovering from the COVID-19 pandemic to regenerate and stabilize lost tax revenues <ul style="list-style-type: none"> ◦ Complete Recovery & Improvement Matching Grant program; evaluate how funded projects positively impacted businesses 	<p>EVD</p>	
<ul style="list-style-type: none"> ◦ Regenerate COVID-19 Business Resources webpage with information focused on recovery and shifting away from initial closure and public health information 		
<ul style="list-style-type: none"> ◦ Transition "Support Local" campaign into "Louisville Thrives" which will initially focus on support of local business in recovery but can evolve to an ongoing campaign for both residents and visitors to support local 		
<ul style="list-style-type: none"> ◦ Administer follow-up business impact survey to learn about ongoing pandemic resources, at risk businesses, and strategies desired for business support 		
<ul style="list-style-type: none"> • Evaluate Urban Renewal Area tools for retail application within the District in coordination with the Louisville Revitalization Commission 	<p>EVC/LRC</p>	

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<ul style="list-style-type: none">• Attend regional and national retail focused events to stay engaged with brokers, owners, and tenants	EVD	
<ul style="list-style-type: none">○ Provide timely follow-up to those engaged at events, including marketing materials and any relevant attraction information/data		

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Goal	Priority	KPI Alignment
<i>Focus retention and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies</i>	TO BE DETERMINED: High / Medium / Low	<ul style="list-style-type: none"> • Commercial vacancy rate (retail, office, industrial) • In-City sales tax per capita • Percentage of Business Assistance Package incentive dollars rebated of total incentive dollars authorized (all)
Supporting Actions	Responsibility	Timing
<ul style="list-style-type: none"> • Create and distribute quarterly commercial vacancy report to monitor lease rates and available space <ul style="list-style-type: none"> ○ Utilize CoStar and City licensing database to build report of total commercial square feet by occupancy type (industrial, office, and retail) ○ Identify and agree to key data for quarterly report and prepare report template ○ Produce quarterly report in the month following the end of each quarter 	EVD	
<ul style="list-style-type: none"> • Identify priority properties/areas (such as Sam's Club, Kohl's, Cinebarre, and Village Square) for focus of any City attraction efforts or influence to private redevelopment undertakings <ul style="list-style-type: none"> ○ Facilitate discussion of EVC to draft priority ideas, including rationale and market potential ○ Seek input from City Council on EVC priority properties/areas ○ Incorporate priorities into other Strategic Plan Goals and Supporting Actions, to match tasks with properties/areas 	CC/EVC	
<ul style="list-style-type: none"> • Develop understanding of Transit Oriented Development and application to desired outcomes of development within Louisville 	EVD	
<ul style="list-style-type: none"> • Create and maintain Available Properties database to assist brokers and interested businesses in seeking space <ul style="list-style-type: none"> ○ Utilize development of commercial property database to also tag and identify available properties; gather additional market information on priority properties ○ Produce distributable template to share properties matched with seekers such as brokers and new businesses ○ Raise awareness of existing approved Pad sites (DeLo and McCaslin) 	EVD	
<ul style="list-style-type: none"> • Develop targeted business marketing and attraction materials to distribute to business recruitment leads <ul style="list-style-type: none"> ○ Review past marketing and promotional materials; gather comparable examples; and prepare data (demographic, market, etc.) for inclusion ○ Determine design focus, target audiences, and develop content. Engage graphic designer to compile marketing samples ○ Post final materials to appropriate places on "Doing Business" section of the website; send to distribution of local brokers and previously engaged new businesses; and monitor data that will need routinely updated to keep materials fresh 	EVD	

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• Evaluate and potentially revise Business Assistance Program to align with the City's strategic goals for business attraction and retention	CC/EVC	
○ Facilitate EVC discussion about pros and cons of existing program; determine any needs for data or analysis to support		
○ Schedule City Council program evaluation, including information from EVC as well as the annual BAP analysis prepared by staff (should also include comparative information about other regional incentive programs)		
○ Use input to develop program alternatives for follow-up Council discussion and/or approval of new program criteria		
○ Revise Incentives and Grants section of the Doing Business webpages; create new program package and application based on changes adopted		
• Develop shortlist of priority businesses to guide recruitment efforts	EVC/EVD	
○ Consider window display sponsorship to showcase community and property information in key vacant storefronts		
• Evaluate a program for business incubator or pop-up on City-owned property to encourage small business growth	EVC/EVD	
○ Research regional incubator programs; assess what works well, what does not work well		
○ Develop list of potential properties or spaces for incubator; determine whether to pursue private property arrangements or limit only to City-owned property		
○ Agree to terms for incubator spaces and determine level of support to be provided		
○ Market program and available spaces for small business start-ups		
• Consider need to evaluate supply/demand of downtown parking	EVC/EVD	
○ Review prior downtown parking lot purchases and current use of land		
• Conduct regular business retention visits to understand issues and address concerns	EVD/BRaD	
○ Maintain master list of businesses visited as well as database of notes based on business feedback received		
○ Provide regular reporting on retention to BRaD Committee and EVC		
• Create a business communication toolkit, including a Business Resource Guide, to distribute critical business information	EVD	
○ Seek input from City departments about most frequent type of interactions with and questions from businesses; develop list of topics for Resource Guide		
○ Use development of Resource Guide to determine what other methods or forms of communications should be part of the toolkit (either existing plans, forms, etc. or new items to be created)		
• Facilitate and/or promote strategic special events that drive people to access surrounding local businesses	EVD/Arts & Events Program Manager	
• Create and review Cost of Development Scorecard to better understand cost of doing business in Louisville	EVD	

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o Revisit and complete survey of comparable communities for matrix of total fees that impact most commercial developments		
o Develop City Council report on scorecard		
o Seek to change perception of cost of doing business in Louisville and incorporate highlights from scorecard in marketing materials		

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Goal	Priority	KPI Alignment
<i>Improve our business climate through collaborative relationships and effective processes</i>	TO BE DETERMINED: High / Medium / Low	• Business satisfaction survey rating (question TBD)
Supporting Actions	Responsibility	Timing
• Conduct a Business Satisfaction Survey every other year to monitor changes and new ideas in the business community	EVD	
○ Review past survey questions to develop new survey tool; determine whether to administer in-house or through 3rd party		
○ Develop results report that is shared broadly with business community and City Council		
○ Create list of opportunities for improvement or action as a result of feedback received from survey		
• Perform regular and coordinated outreach with local property owners, brokers, and developers	EVD	
• Launch monthly business focused e-newsletter and expand social media outreach to promote and interact with the business community	EVD	
○ Gather input from business owners, Chamber of Commerce, and DBA to guide type of content for target audience (training, resources, good news/announcements, City updates, etc.)		
○ Establish regular campaigns and postings with Communications staff that will be shared through social media channels		
• Determine role of the Economic Vitality Committee and/or other committees participating in business community advocacy to clarify responsibilities	EVC/CC	
• Conduct process improvement initiative for business-related services to improve efficiency and customer service	EVD	
○ Facilitate brainstorming on barriers to entry (from business perspective)		
○ Use information from brainstorming and staff engagement to determine the highest priority processes for improvement initiatives; determine if improvements can be conducted in-house or require 3rd party		
○ Conduct improvement processes that rely extensively on stakeholder engagement to ensure commitment to outcomes		
• Develop business outreach campaigns that promote local businesses and available services	EVD	
• Host annual Business Forum to gather all stakeholders, review City priorities, and gather feedback	EVD/BRaD	
• Remain active in the Metro Denver Economic Development Corporation & Boulder Chamber	EVD	

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• Conduct business exit surveys by visiting closing or at-risk businesses to understand opportunities for improvement or assistance	EVD	
○ Develop exit survey tool with questions that will provide information to staff and leaders		
○ Create database of survey information received and reporting tool		
• Develop ombudsman role for economic development to facilitate business accessibility	EVD	
○ Consider how to create a welcome process or packet for new businesses		
○ Increase collaboration between Planning, Building, Code, and Economic Vitality to create seamless business interactions		

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Goal	Priority	KPI Alignment
<i>Facilitate a mix of diverse and quality job opportunities for Louisville residents</i>	TO BE DETERMINED: High / Medium / Low	<ul style="list-style-type: none"> • Community survey question: Rating of the overall economic health of Louisville • Ratio of Business Assistance Package incentive dollars rebated to jobs added
Supporting Actions	Responsibility	Timing
<ul style="list-style-type: none"> • Create public, comprehensive business directory to increase resident and visitor awareness of existing business community <ul style="list-style-type: none"> ○ Set-up searchable interface for directory within City website ○ Evaluate business directory kiosk with replaceable information panel for downtown 	EVD	
<ul style="list-style-type: none"> • Provide primary employers with community information to facilitate recruitment activities 	EVD	
<ul style="list-style-type: none"> • Attempt to develop specific business incentives that would specifically encourage local employment 	EVC/EVD	
<ul style="list-style-type: none"> • Remain active in BoCo Talen Collaborative to match workforce needs with community desires in locally present industries <ul style="list-style-type: none"> ○ Create connectivity for Louisville to Boulder County Workforce, including job resources and training 	EVD	
<ul style="list-style-type: none"> • Develop understanding of quality employment in diverse industries as well as balance of amenities desired for residents and workers to target matched employers <ul style="list-style-type: none"> ○ Survey residents about desired job opportunities 	EVC/EVD	
<ul style="list-style-type: none"> • Develop analysis of current residential job types and interactions, including the trends of people living and working over time, to inform future decision-making 	EVD	

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Goal	Priority	KPI Alignment
<i>Invest in green practices and programs that enhance environmental sustainability in our business community</i>	TO BE DETERMINED: High / Medium / Low	N/A
Supporting Actions	Responsibility	Timing
• Fund infrastructure that supports walking and biking around commercial districts to reduce the need for parking and improve the environment		
• Develop understanding of incentives to encourage businesses to undertake new, sustainable practices <ul style="list-style-type: none"> ◦ Create education "checklist" of sustainable practices for distribution 		
• Prioritize projects from the Transportation Master Plan that create connectivity between commercial districts		
• Work with regional partners on commuter transit programs and creation of first and last mile connections to help Louisville employers attract and retain employees		
• Support and promote installation of EV charging stations at commercial and industrial sites to promote shift to electric vehicles in the region		
• Prioritize projects from the Transportation Master Plan that create connectivity between commercial districts		
• Incentivize use of existing vacant space over new commercial buildings where applicable in Business Assistance applications		
• Develop dedicated resources for sustainability programming outside of existing Green Business Program, such as micro grants or expansion of PACE services in Louisville, to broaden sustainable practices and those participating in the annual award program		
• Explore a mandatory or voluntary benchmarking requirement for commercial and industrial buildings in Louisville (possibly collaboration at County level) to ensure green practices are incorporated in new development		
• Create partnership with local retailers to reduce the use of non-recyclable, non-compostable, and non-reusable containers <ul style="list-style-type: none"> ◦ Seek out local or regional businesses that produce compostable products and explore interest in pilot program for food and beverage businesses 		
• Identify barriers to renewable energy participation and facilitate implementation of solutions		
• Promote local and regional programs and initiatives that assist commercial businesses interested in reducing green house gas emissions		
• Develop a targeted outreach strategy to engage facility managers and property owners on energy conservation efforts and resources		

**SUBJECT: DISCUSSION- RECOVERY & IMPROVEMENT MATCHING
GRANT PROGRAM UPDATE**

DATE: SEPTEMBER 25, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

The Recovery & Improvement Matching Grant program was approved by City Council on August 11, including \$150,000 of funding. The program was promoted for approximately two weeks and then the online application opened on September 3, 2020. The program is set to run through December 31, 2020 or until all program funding has been allocated. Since this program is structured for a rolling application, complete applications are being reviewed and processed in the order they are received.

DISCUSSION:

Staff developed a dedicated program webpage to help businesses learn about and understand requirements prior to the application opening. In addition, several e-blasts were distributed, which were also co-promoted by the Louisville Chamber of Commerce and the Downtown Business Association. Staff was able to have numerous conversations with businesses to help them understand the criteria and prepare for application requirements in the time leading up to the application (please see *Attachment #1* for the final program application, which is hosted electronically through SurveyMonkey).

As of September 16, staff has received 16 applications. Nine of the 16 have been approved—meaning the required agreement has been signed, an approval letter issued, and a check requested. The nine approved applications represent approximately \$53,000 allocated. Two of these approvals were for matching funds of \$10,000; the other approvals to-date range from \$1,200 to \$5,000.

There are seven applications that are at various stages of completeness. Staff spot-checks applications as they are received and notifies the applicant of any missing or required information. Several of these applicants are waiting on cost proposals from contractors.

So far, projects contemplated by businesses generally fit well within the criteria developed for the grants. Businesses are proposing to make changes to entrances/exits, service windows, outdoor seating areas, ventilation, and in some cases, shift the focus of their business or look to alternative revenues. Importantly, a number of businesses are also “shopping” or transacting their business locally for their grant related purchases.

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Due to the Revitalization Commission's (LRC) past interest in the Recovery & Improvement program, staff provided an update to the Commission on September 9. LRC is still reviewing its work plan and 2021 budget considerations, but at this time, did not direct staff to prepare for participation in grant program funding.

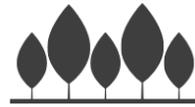
Staff can provide more up-to-date information on grants received and/or approved as of the September 25 meeting date.

RECOMMENDATION:

No action required; program update only.

ATTACHMENTS:

- Attachment #1: Recovery & Improvement Matching Grant Program Application

**RECOVERY & IMPROVEMENT**City of Louisville
Matching Grant Program**Recovery & Improvement Application****City of Louisville Matching Grant Program**

The COVID-19 pandemic has had significant adverse economic impacts on the Louisville business community. Recovery & Improvement is a matching grant program focused on assisting businesses that have suffered economic injury to stabilize and improve operations.

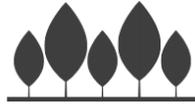
The City Council has authorized \$150,000 of funding to be directed to the Recovery & Improvement Program. The program is anticipated to run through December 31, 2020, but may end earlier if program funds have been spent. Eligible businesses seek 50% matching funds for projects that meet the Program Criteria, with a maximum matching grant of \$10,000. Each eligible business may only receive one funded project under this program. Only projects that have not been completed or previously paid-for will be considered. Program Eligibility and Program Criteria are outlined below.

Applications will be reviewed on a first-come, first-serve basis. Staff will review and approve applications until all funding has been allocated. To process applications efficiently, it is important for applicants to supply complete information. All applicants who are approved for funding will need to sign an agreement with the City—pledging to pay the remaining 50% of the project cost, and to submit documentation showing paid expenses at project completion. A copy of the [template agreement](#) is available on the City's website.

Submitting an application is not a guarantee of a project award, and the City may terminate the Recovery & Improvement Program at any time, for any reason. Prior to submitting an application, you should also ensure you have permission from your landlord if you propose to make any physical changes to your business space. A program application also does not substitute for permit approvals that may be required. You should consult with the Planning and Building Safety Department if you believe your project may require a permit: 303-335-4584 and building@louisvilleco.gov.

Please note that only complete applications will be reviewed.

Questions? Please contact Economic Vitality Director Megan Pierce at 303-335-4531 or mpierce@louisvilleco.gov.



RECOVERY & IMPROVEMENT

City of Louisville
Matching Grant Program

Recovery & Improvement Application

Program Eligibility (you must meet all eligibility factors in order to apply)

1. Are you a brick-and-mortar business, currently licensed in the City of Louisville?

Yes

No

2. Was your business in operation as of March 10, 2020 (date of the Governor's State of Emergency Declaration)?

Yes

No

3. Are you current on all City accounts as of the date of this application (Sales Tax, Use Tax, Lodging Tax, and all Utility accounts, if applicable)?

Yes

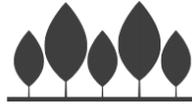
No

4. Only complete and signed applications will be considered. Please submit a W-9 below (this allows the City to process a check if your program application is approved).

Choose File

Choose File

No file chosen



RECOVERY & IMPROVEMENT

City of Louisville
Matching Grant Program

Recovery & Improvement Application

Applicant and Business Information

Privacy Note: All applications will become property of the City of Louisville, and all applications are subject to the Colorado Open Records Act, C.R.S. § 24-6-200.1, et seq., provided that the City will use reasonable efforts to maintain the confidentiality of any confidential financial information submitted, as permitted by law.

5. Please provide your contact information.

Applicant Name	<input type="text"/>
Business Name	<input type="text"/>
Business Address	<input type="text"/>
City/Town	<input type="text"/>
State/Province	<input type="text"/>
ZIP/Postal Code	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

Program Criteria

6. Please describe the specific type and amount of economic injury you have experienced as a result of the COVID-19 pandemic.

7. What was your Sales or Use Tax Remittance to the City of Louisville in April 2019 compared to April 2020?

\$ Amount of April 2019 Sales/Use Tax Remittance

\$ Amount of April 2020 Sales/Use Tax Remittance

8. A proposed project must meet at least one of the following criteria. Please select the box(es) that most closely match the project for which you are applying for funding.

- Project provides for restructuring, retooling, or implementing best practices in a business operation that addresses applicable public health guidance for physical distancing or sanitation. Potential project examples include installing plexiglass or new fixtures to separate customers and staff, purchasing sanitation stations, or enhancing indoor ventilation systems.
- Project enhances the exterior appearance of the building facade with improvements such as painting, awnings, and permanent signage. Potential project examples include exterior paint, installation of new awnings, creating and installing permanent signage (temporary signage is not eligible), or developing a public art project to increase vibrancy.
- Project allows business to purchase new interior or exterior furniture and fixtures to accommodate appropriate physical distancing. Proposed project examples include new outdoor seating due to limited indoor capacity, outdoor space canopies/umbrellas, fixtures that allow you to alter interior space for one-way traffic and physical distancing, or furniture that eliminates communal style seating or self-service/buffet options.
- Project improves the physical tenant or building space to accommodate operational, service, or infrastructure changes. Potential project examples include creation of a take-out window or an outdoor patio or contracting to install solar panels to reduce utility costs.
- Project supports a collaboration between two or more Louisville businesses seeking to offer a unique product or community service.

9. Please describe your proposed project, as well as how it aligns with the Program Criteria you selected.

10. Please describe how this project will specifically contribute to your business recovering from the COVID-19 pandemic and being sustainable in the future.

11. What is the estimated project cost?

- If the proposed project is less than \$5,000 in total cost, please provide one quote or bid.
- If the proposed project is \$5,000 or more, please provide at least two quotes or bids.
- If project is \$5,000 or more, and you wish to pursue the higher cost option from your quotes, please provide a justification.

12. Please upload your project quotes or bids.

Choose File

Choose File

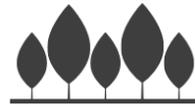
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13. Has any part of the proposed project already been completed or paid for?

- Yes
- No
- If yes, please describe.

14. Are you able to pledge 50% of the estimated project cost to match the City's contribution?

- Yes
- No



RECOVERY & IMPROVEMENT

City of Louisville
Matching Grant Program

Recovery & Improvement Application

Acknowledgements and Signature

15. Please check each statement acknowledging that you have read and affirm the information you have submitted with this application is true and accurate to the best of your knowledge.

- Business meets Program Eligibility and Criteria as outlined in the above application.
- Business has experienced a significant decline in revenue as a result of the COVID-19 pandemic.
- Business is in good standing with the City of Louisville with respect to taxes and fees; and is in good standing with the County, State, and Federal governments.
- As of March 10, 2020, business is not subject to an administrative order, civil lien, or civil judgment held by or on behalf of any Federal, State, County, or Municipal government; political subdivision; or special district; or criminal restitution order.
- Any program monies received will be used on the described project-related expenses in Louisville. If approved for funding, the applicant is required to sign an agreement with the City of Louisville-- pledging matching funds-- and to submit proof of expenses at project completion.

16. By typing your name and today's date below, you are providing your digital signature to this application.

Applicant Name:

Applicant Title:

Date:

SUBJECT: STAFF UPDATES

DATE: SEPTEMBER 25, 2020

PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR

SUMMARY:

In the following, staff provides updates on recent activity related to core economic vitality functions.

Louisville's Outdoor Dining Program:

On September 1, 2020, City Council approved staff's recommendation to extend the Main Street closure to facilitate continuation of the Outdoor Dining program through October 31. Staff issued updated licenses to all program participants (those on Main Street as well as those utilizing other City right-of-way) and also coordinated with the State to ensure coordination for liquor service.

Staff plans to meet mid-October to discuss a plan for removal of street fixtures and furniture and for the street re-opening. Additionally, we plan to develop a plan for curbside and take-out parking that can assist restaurants in this operation that has become critical to their survival.

At their September 3 board meeting, the Downtown Business Association (DBA) decided to alternatively pursue a more extended Main Street closure through the winter months for dining. The DBA also discussed how to continue to pursue a recommendation for a permanent closure of Main Street. If the DBA does pursue a winter closure, staff has advised them in a recent meeting that they will need to present a plan, including funding, that supports such an initiative. Staff will keep Council apprised as this item develops.

Webinar Series:

As of September 10, three of the four parts of the peer panel webinar series, *Recovering with Resiliency: How to Reposition Your Small Business for Success* have taken place. This webinar series is again being done in collaboration with local business, Gambale Labs. While each webinar features local business owners on topics aligned with recovery and sustainability, participation has been much lower than the first series from April. The date and time were adjusted to better accommodate business schedules, but participation is still mainly through the recordings posted rather than the live webinar. Based on the participation this round, it is not anticipated we will develop a new series. The following business representatives have participated (or will participate) in the webinar series:

- Jerry Manning, Three Leaf Concepts
- TJ Ingraham, Verde

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- Adam Perkins, Murphy's Tap House
- Sarah Lynch, Assorted Goods & Candy
- Wendy Wassom, Old Friends
- Michael Finnessey, Synergy Business Advisors
- Tracy Bodden, Center Stream Pilates
- Julie Dunigan, Jules Gourmet Catering

Retention Visits:

Regular retention visits got off to a good start in 2020, but the last one conducted by staff took place on March 16. In August, staff started outreach to businesses, offering to conduct these visits in-person or virtually based on comfort level. Response thus far has been positive, though taking advantage of the opportunities now requires having shorter meetings almost immediately after making contact (previously visits might be scheduled weeks in advance). Visits have been more conversational and in many cases, a little less focused on experience with the City and more on navigating the current environment. The following visits have been conducted since August:

- Audit Logistics
- Sweet Cow Ice Cream
- Molecular Products
- Unified Building Group
- Cinebarre

Staff also continues to assist the Business Development & Retention Committee (BRaD) with retention visits. The Committee will be conducting all these visits virtually at this time. In August, staff developed and distributed an e-blast to the business community, inviting them to request a retention visit (please see *Attachment #1*). The Committee held its first visit since early March on September 11 with Koru Chiropractic. BRaD retention visits have been a bit more difficult to schedule, given that these require lead time and availability of the Committee. Interestingly, a number of businesses staff contacted on behalf of BRaD declined visits—saying that they felt stable and that visits should focus on those with greater need.

RECOMMENDATION:

No action required; for information only.

ATTACHMENTS:

- Attachment #1: BRaD Committee Email re Business Retention Visits



Business Retention Visits

The Business Retention & Development Committee (BRaD) was established to provide guidance to the Louisville City Council on policies that foster a vibrant and thriving business community. One of the Committee's ongoing programs in support of that mission is conducting Business Retention Visits.

Retention Visits are an opportunity for you to help us better understand your business and goals-- this can lead to improvements and suggestions of new ways for the City to support a vibrant business climate.

The BRaD Committee is seeking requests for visits. Due to the pandemic, visits

in the near-term will be scheduled virtually. The Committee looks forward to the time when it can restart in-person visits.

Interested in scheduling a visit or learning more? Please contact Economic Vitality Director Megan Pierce: mpierce@louisvilleco.gov or 303-335-4531.

To learn more about the BRaD Committee, please visit the [committee page on the City website](#).
