



# CITY OF ELKO

## Planning Department

Website: [www.elkocitynv.gov](http://www.elkocitynv.gov)  
Email: [planning@elkocitynv.gov](mailto:planning@elkocitynv.gov)

1751 College Avenue • Elko, Nevada 89801 • (775) 777-7160 • Fax (775) 777-7219

### PUBLIC MEETING NOTICE

The City of Elko Redevelopment Agency will meet in a regular session on Tuesday, January 9, 2018 in the Council Chambers at Elko City Hall, 1751 College Avenue, Elko, Nevada, beginning at 3:30 P.M., P.S.T.

Attached with this notice is the agenda for said meeting of the Redevelopment Agency. In accordance with NRS 241.020, the public notice and agenda were posted on the City of Elko Website at <http://www.elkocitynv.gov/>, the State of Nevada's Public Notice Website at <https://notice.nv.gov>, and in the following locations:

ELKO COUNTY COURTHOUSE – 571 Idaho Street, Street, Elko, NV 89801

Date/Time Posted: January 3, 2018 4:10 p.m.

ELKO COUNTY LIBRARY – 720 Court Street, Elko, NV 89801

Date/Time Posted: January 3, 2018 4:05 p.m.

ELKO POLICE DEPARTMENT – 1448 Silver Street, Elko NV 89801

Date/Time Posted: January 3, 2018 4:20 p.m.

ELKO CITY HALL – 1751 College Avenue, Elko, NV 89801

Date/Time Posted: January 3, 2018 4:00 p.m.

Posted by: Shelby Archuleta, Planning Technician  
Name Title

Shelby Archuleta  
Signature

The public may contact Shelby Archuleta by phone at (775) 777-7160 or by email at [sarchuleta@elkocitynv.gov](mailto:sarchuleta@elkocitynv.gov) to request supporting material for the meeting described herein. The agenda and supporting material is also available at Elko City Hall, 1751 College Avenue, Elko, NV, or on the City website at <http://www.elkocitynv.gov/>.

Dated this 3<sup>rd</sup> day of January, 2018.

### NOTICE TO PERSONS WITH DISABILITIES

Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to notify the City of Elko Planning Department, 1751 College Avenue, Elko, Nevada, 89801 or by calling (775) 777-7160.

Scott A. Wilkinson  
Scott Wilkinson, Assistant City Manager

**CITY OF ELKO**  
**REDEVELOPMENT AGENCY**  
**REGULAR MEETING AGENDA**  
**3:30 P.M., P.S.T., TUESDAY, JANUARY 9, 2018**  
**ELKO CITY HALL, COUNCIL CHAMBERS,**  
**1751 COLLEGE AVENUE, ELKO, NEVADA**

**CALL TO ORDER**

The agenda for this meeting of the City of Elko Redevelopment Agency (RDA) has been properly posted for this date and time in accordance with NRS requirements.

**ROLL CALL**

**PLEDGE OF ALLEGIANCE**

**COMMENTS BY THE GENERAL PUBLIC**

Pursuant to N.R.S. 241, this time is devoted to comments by the public, if any, and discussion of those comments. No action may be taken upon a matter raised under this item on the agenda until the matter itself has been specifically included on a successive agenda and identified as an item for possible action. **ACTION WILL NOT BE TAKEN**

**APPROVAL OF MINUTES**

November 14, 2017 – Regular meeting **FOR POSSIBLE ACTION**

**I. NEW BUSINESS**

- A. Review, consideration, and possible approval to pay for a portion of the cost associated with Change Order #3 for the Centennial Park Electrical Improvements, and matters related thereto. **FOR POSSIBLE ACTION**

NV Energy required trenching width was approximately 40” and the plan called for 24” which resulted in additional labor and equipment for excavation and compaction. In addition, seventeen unknown utility crossings were encountered during the project. The additional utility crossings required considerable handwork for excavation, fill and compaction.

**II. REPORTS**

- A. **Budget**  
B. **Other**


## COMMENTS BY THE GENERAL PUBLIC

Pursuant to N.R.S. 241, this time is devoted to comments by the public, if any, and discussion of those comments. No action may be taken upon a matter raised under this item on the agenda until the matter itself has been specifically included on a successive agenda and identified as an item for possible action. **ACTION WILL NOT BE TAKEN**

**NOTE:** The Chairman or Vice Chairman reserves the right to change the order of the agenda and if the agenda is not completed, to recess the meeting and continue on another specified date and time. Additionally, the Redevelopment Agency reserves the right to combine two or more agenda items, and/or remove an item from the agenda, or delay discussion relating to an item on the agenda at any time.

## ADJOURNMENT

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Scott Wilkinson", is written over the printed name.

Scott Wilkinson  
Assistant City Manager

**CITY OF ELKO**  
**REDEVELOPMENT AGENCY**  
**REGULAR MEETING MINUTES**  
**3:00 P.M., P.S.T., TUESDAY, NOVEMBER 14, 2017**  
**ELKO CITY HALL, COUNCIL CHAMBERS,**  
**1751 COLLEGE AVENUE, ELKO, NEVADA**

**CALL TO ORDER**

The meeting was called to order by Chris Johnson, Chairman of the City of Elko Redevelopment Agency (RDA).

**ROLL CALL**

**Present:**      **Reece Keener**  
                 **Robert Schmidlein**  
                 **Mandy Simons**  
                 **Chris Johnson**  
                 **John Rice** (*arrived at 3:15 pm*)

**City Staff:**    **Curtis Calder, City Manager**  
                 **Scott Wilkinson, Assistant City Manager**  
                 **Cathy Laughlin, City Planner**  
                 **Jeremy Draper, Development Manager**  
                 **Bob Thibault, City Engineer**  
                 **Dennis Strickland, Public Works Director**  
                 **Shelby Archuleta, Planning Technician**

**PLEDGE OF ALLEGIANCE**

**COMMENTS BY THE GENERAL PUBLIC**

*There were no public comments at this time.*

**APPROVAL OF MINUTES**

August 8, 2017 – Regular meeting **FOR POSSIBLE ACTION**

***\*\* The minutes were approved by general consent.***

**I. NEW BUSINESS**

- A. Review, consideration and possible approval to send the proposed letter to business owners in the area identified in the RDA Plan as the Central Business District, and matters related thereto. **FOR POSSIBLE ACTION**



This letter was written by two of the members of the RAC and reviewed at their August 24, 2017 meeting. Discussion included convincing property owners to clean up their properties, paint, and pull weeds which was the intent of the letter.

Cathy Laughlin, City Planner, explained that it was the intent of the agenda item, which was requested to be on the RAC Meeting, to discuss the Nuisance Law and City Codes in regards to a few of the downtown properties that have been overburdened with weeds, boarded up windows, etc. At that meeting we had discussion in regards to that and how difficult that City Code is to enforce and to consider something a true nuisance. It was discussed on how we could make the property owners in the downtown area take more pride in their properties by encouraging them to clean up their properties. From the result of the discussion Lina Blohm and Catherine Wines volunteered to write a letter and bring it back to the RAC for discussion on having the RDA send this out to all the business owners within the Central Business District.

Mayor Chris Johnson thought it was a good letter. It shows the accomplishments and the goals of the RDA. He thought they should discuss being able to get property owners to get to where we want them all to be, as far as the success of downtown. The owners would love to have the properties as a return in itself. He would be a little cautious to send a letter that was direct, but this letter is not. The letter is more of the accomplishments of the RDA, it's subtle. He would be in support of sending it out, but wouldn't address it or title it as a letter to promote people to look at their properties but more along the lines of information about the RDA, hoping that it would prompt folks to see the vision of getting things organized.

Lina Blohm, RAC Member, said that Mayor Johnson was right in that kind and sensitive to the participants and people of the Downtown Business District was definitely the theme here, and an awareness of what had been accomplished. The storefront was mentioned to encourage more to participate. They tried to subtly get a message forward.

Mayor Johnson thought the success of downtown, or the Central Business District, needed to run along the same lines as a shopping mall. What are the policies that a shopping mall puts in place when different storefronts are being renovated? When he was downtown last Christmas looking at the downtown, he envisioned himself as an outsider that just walked into Elko. What was he thinking about the things he was seeing? He picked up on that the Storefronts could be better and the sidewalks could be plowed. It's important that that image is there as a nice, proper, storefront. The challenge we have is that they are all different owners. If the DBA can continue on with their things, and take on specific roles as far as sidewalk cleaning and that kind of thing.

Reece Keener asked when Ms. Blohm wanted to send the letter out.

Ms. Blohm said as soon as the RDA ratified it.

Mr. Keener said he had a couple minor things. Rather than a generic photo, he wanted an actual photo of somewhere in the downtown.

Robert Schmidtlein suggested a photo of an achievement or something that had been accomplished in the downtown.

Mr. Keener said maybe it could show Romero's strip center along Idaho Street.

Ms. Blohm was in agreement with using local pictures.

Mr. Keener pointed out that the first sentence of the letter didn't sound like Elko. The only other thing was in the last paragraph of the first page. He wanted to see dollar symbols inserted before the numbers.

Mandy Simons thought it was great too. Her only suggestion was to put it in a Christmas card or to say "Merry Christmas". She didn't know if it would do what they wanted it to, it's a very gentle nudge.

John Rice arrived at 3:15 p.m.

Mr. Keener asked if there was any value in reminding the property owners that Cleanup Greenup Day, with free tipping fees, will be coming up in April.

Scott Wilkinson, Assistant City Manager, explained that was restricted to residential use.

Mr. Schmidtlein pointed out that he had mixed emotions when he first read the letter. You have to look at the positive side of this. This is encouragement amongst property owners in the corridor. If you see development going on in your surrounding area, or neighborhood, it's a great encouragement for the people. Plus, you have identified the return investment, established the projects that have been completed to date, and identified the future goals of the RDA, encouraging all the other business owners to continue to buy in. It doesn't come from the City, nor from the RDA, it comes from private investment. Mr. Schmidtlein thought Mayor Johnson was spot on, on a lot of things he brought up. At the end of the day all we can do is continue to encourage people to do certain things.

**\*\*\*A motion was made by Reece Keener, seconded by Robert Schmidtlein to approve the letter as submitted, with a few minor tweaks including: on the header artwork, to be left to the discretion of staff with a message of "Season's Greetings", to insert dollar symbols on the last paragraph of Page 1, and leave it up to staff on the first sentence of the letter.**

***\*Motion passed unanimously. (4-0)***

- B. Review, consideration, and possible approval of an amendment to the storefront improvement reimbursement program application package, and matters related thereto.  
**FOR POSSIBLE ACTION**

After the first year of the Storefront Improvement Grant Program, the program guidelines and application should be reviewed to consider any possible amendments.

Ms. Laughlin explained that after the first year of Storefront Grant Applications they looked at the process. She felt that they had a successful first year. They had a request for more money than what was budgeted, which is a successful first year. Some of the projects probably weren't of the magnitude that some of the individuals in the downtown wanted, but we are seeing progress with it, and the word is getting out. She was anxious to see what the next year would

hold. Looking at that, staff thought this would be the time to update and modify the forms. The changes are pretty minor technicalities and some of the changes were done by the City Attorney, RAC, and Staff. She went over the proposed changes to the Grant Application and Guidelines. There was great discussion regarding the 9 months that we allow for the projects to be completed, unless they are issued an extension by the Agency. We were trying to get it so that it was 9 months from the date that the Participation Agreement was signed, because they all have to sign a Participation Agreement. The RAC recommended to keep in the building permit portion, so it would be whichever is the later of the two. It gives it a little more complication for staff, but we are willing to accommodate that and make it work. There was great discussion last year regarding "Non-Taxed Entities", so we added: 7. Properties, with respect to which a portion of the property taxes are not allocated to the City of Elko Redevelopment Agency. If they don't pay into the RDA fund they are not eligible. We left it at three competitive bids, as it is a NRS requirement that anything with Redevelopment Funds that is over \$10,000 must be competitively bid.

Mayor Johnson asked if the NRS qualified it as three bids. (No) He asked the Agency if they wanted to talk about that. What were the struggles in getting the number of contractors?

Ms. Laughlin said everyone, but one applicant, turned in three bids.

Mayor Johnson said the resource is there.

Ms. Laughlin felt it was. She felt that the applicants are given three months to get three bids.

Mayor Johnson asked if one project was too specific in the work that they wanted. Was that where they were limited, or did they just not take the steps that were needed? Was the work that they were after a little different than the others?

Ms. Laughlin said no, it was painting, door replacement, and stone replacement. They just couldn't get the three bids put together.

Mayor Johnson asked if they were limited on contractors to a specific trade. (No)

Ms. Simons said they could get them, they just didn't.

Ms. Laughlin said that was personally how she felt.

Ms. Blohm explained that the applicant said because the project was an inexpensive amount. The applicant said she tried to reach out to get the three bids, but they weren't forthcoming.

Ms. Laughlin continued to go over the proposed changes to the Guideline and went over the proposed changes to the Reimbursement Form. The process will begin January 1<sup>st</sup>, applications are being accepted, through March 31<sup>st</sup>, and in April the Review Committee will meet and review the application and bring it back to the RDA.

Mr. Schmidlein assumed advertisement would go out 30 days before, to really try to encourage other people. He knew word of mouth had really gotten around.

Ms. Laughlin explained that they mentioned it in the letter that would be going out to all businesses in the Central Business District. Last year we sent out 420 notifications, which was costly to the Agency, but we can do that again this year if you want us to. We also had it on the front page of the City Website. Ms. Laughlin did some Lori Gilbert interviews, and tried to get the word of mouth out.

Mr. Wilkinson added that there were quite a few PSAs in regards to the Storefront Program, during the open period. He thought if they continued doing that it should be as effective as it could be.

Mr. Keener thought it would be effective, and not very expensive, to put a flyer in the Chamber of Commerce's monthly mailing. And reach out to the DBA, so they can promote it to their members in their correspondence.

Mayor Johnson said there was a hiccup on one of the other projects. Is there some verbiage we need to firm up? He thought it was on Mr. Dalling project. It was something about reimbursement amount, bidding amount, or some portion of his project that raised some discussion.

Ms. Laughlin explained that he submitted three bids for his project, but two of them were complete bids from general contractors and the third was just for the windows. That bid was a lot lower than the other two and it was determined to fund the \$25,000 maximum, which was the general contractor bids, which were for everything not just the windows.

Mayor Johnson said the discussion was whether or not the RDA should fund up to 50% of the low bid, but the low contractor wasn't a complete bid, but they did have three bids.

Ms. Laughlin said the application was complete, but it was determined that the third bid was non responsive.

Mayor Johnson asked if there was a contractor verbiage of that, which would cover that. Would it be an issue if it happened again? Is that a way to get around three bids?

Mr. Wilkinson suggested that they could add language that it requires three responsive bids, and the responsiveness of the bids will be determined by the Agency. If the Agency determined that all three bids were not responsive, then the application would be deemed incomplete at that point in time.

Mayor Johnson pointed out that those were the things you talk about when you bid. He was leaning towards having one less bidder.

Mr. Keener said that was a lot to ask for on a small project. He thought two was sufficient.

Ms. Simons asked Ms. Laughlin if there was a reason she went with three.

Ms. Laughlin said they went with three to make sure it was competitively, and correctly, done.



Mr. Wilkinson thought that having three helped identify if a bid was truly so low that it would be deemed unresponsive. He thought if there were two other bids that were fairly close it would help determine the validity of the bid.

Mr. Keener agreed with Mr. Wilkinson, but said that when contractors are busy, it's probably difficult to get one bid.

Mr. Rice pointed out that they are using public funds. While it might be inconvenient, it is a standard number. Maybe we can stick with three for this go around and see if there's difficulty.

Mr. Keener asked if there could be a clause whereby if an applicant is having difficulty getting the prescribed number of bids that they can have an extension in order to help complete the process. He asked if they had 90 days.

Ms. Laughlin confirmed that they applicants had 90 days to get three bids.

Dennis Strickland, Public Works Director, reported that they've had difficulty getting two bids on a concrete job. They were told they weren't doing concrete until October, or even looking at quoting work, that was in the spring. This summer was a difficult summer for them to contact and get responsive quotes. You might want to consider if you reach out to a contractor and they are not responsive, that you could document the correspondence. That could be the caveat for going to two bids, if there are no other responsive quotes.

Ms. Laughlin said there was conversation, last year in the RAC Meeting, about the timing and not allowing enough timing for this entire process. Last year we sent out the 420 notices in November to property owners and business owners in the Central Business District, and let them know that applications were being accepted January. The whole reason for setting that timeframe was that January through March is the slower time of most contractors, which is when they would have more time to put together bids. Then they would be completely ready for spring construction. We received all of the applications on the last day.

Ms. Simons asked if that was because people were not bidding work in January.

Mr. Keener said if you wait until the last minute to do something, it only takes a minute to do.

Ms. Blohm liked what Mr. Strickland said. She said with that they could get bigger projects that would show the proof of the benefit of the program.

**\*\*\* A motion was made by John Rice, seconded by Mandy Simons to approve the amendments as presented.**

***\*Motion passed unanimously. (5-0)***

## **II. REPORTS**

### **A. Budget**

*Ms. Laughlin reported that they are moving ahead in all of their revenue. To date we are at \$125,000 in property taxes and \$1,600 in interest. There are Legal expenses. We have had minor cost towards the Centennial Tower, but we'll have invoices on that within the next month. We've had one completed project in the Storefront Program for \$5,776. The Alley work, so far, we have had \$24,420 in expenses. The Centennial Park expansion we've had \$50,555. Total expenses to date is \$82,590.*

*Mayor Johnson asked if they could move the budget to an agenda item. (Yes)*

## **B. Other**

*Ms. Laughlin reported that Capriola's was completed with their Storefront and had been reimbursed. Gerber Law was supposed to be getting started any day. Western Folklife Center had a stucco issue, but would be finishing soon and submitting for reimbursement. Hesson Hardware is continuing to work on their project. They have 9 months from the date of their permit being issued. If they need an extension they will have to put that in writing and bring it to the Agency. We were hoping to keep all the project within that 9 months, so that it would stay within this year's Storefront budget, not being carried on for years. The Alley project is 90% complete. We are waiting on the solar light to be installed behind the trash enclosure. She then showed the before and after pictures of the project. The Centennial Tower is being erected today and Mr. Thibault can give an update on the underground electrical.*

*Bob Thibault, Civil Engineer, said they were wrapping up. They are substantially complete. All that is left is to stand up the light poles and an electrical pedestal, which have yet to arrive.*

## **COMMENTS BY THE GENERAL PUBLIC**

*There were no public comments made at this time.*

## **ADJOURNMENT**

There being no further business, the meeting was adjourned.

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Mayor Chris J. Johnson, Chairman  
Redevelopment Agency



City of Elko Redevelopment Agency  
Agenda Action Sheet

1. Title: **Review, consideration, and possible approval to pay for a portion of the cost associated with Change Order #3 for the Centennial Park Electrical Improvements, and matters related thereto, FOR POSSIBLE ACTION**
2. Meeting Date: **January 9, 2018**
3. Agenda Category: ***APPROPRIATIONS***
4. Time Required: **10 minutes**
5. Background Information: **NV Energy required trenching width was approximately 40" and the plan called for 24" which resulted in additional labor and equipment for excavation and compaction. In addition, seventeen unknown utility crossings were encountered during the project. The additional utility crossings required considerable handwork for excavation, fill and compaction.**
6. Budget Information:  
    Appropriation Required: **\$31,035.89 (RDA requested portion \$15,517.95)**  
    Budget amount available: **N/A**  
    Fund name: **RDA, General Fund**
7. Business Impact Statement: **Not Required**
8. Supplemental Agenda Information: **Change Order #3**
9. Recommended Motion: **Pleasure of the RDA**
10. Prepared By: **Cathy Laughlin, Redevelopment Manager**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution: **Intermountain Electrical Contractors  
2363 5<sup>th</sup> Street #104  
Elko, NV 89801**





# CITY OF ELKO

## Planning Department

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### *Memorandum*

To: Elko Redevelopment Agency  
From: Cathy Laughlin, Bob Thibault  
Date: January 4, 2018  
Meeting Date: Tuesday, January 9, 2018

#### **Agenda Item:**

- A. Review, consideration, and possible approval to pay for a portion of the cost associated with Change Order #3 for the Centennial Park Electrical Improvements, and matters related thereto. **FOR POSSIBLE ACTION**

A change order was submitted by Intermountain Electrical Contractors for the original amount of \$36,759.78. Scott Wilkinson and Bob Thibault met with the contractor and negotiated the change order cost down to \$31,035.89 (broken down as \$6,282.18 for the NV Energy trenching and \$24,753.71 for the additional unknown utility crossings).

The change order request stated NV Energy required trenching width was approximately 40" and the plan called for 24" which resulted in additional labor and equipment for excavation and compaction. In addition, seventeen unknown utility crossings were encountered during the project. The additional utility crossings required considerable handwork for excavation, fill and compaction.

The change order was approved by the City Manager's office based on the City of Elko Change Order Policy. This agenda item is for consideration of the possible share of the change order amount between the City of Elko and Redevelopment Agency.

### Contract Change Orders

The following policy shall apply to all public works contracts awarded under Chapter 338 of the Nevada Revised Statutes, subject to Nevada law and the relevant contract documents:

A.     Change Orders. Without invalidating the contract, the City may at any time, from time-to-time, order additions, deletions, or revisions in the work that do not result in a material change to the scope of work. These changes, as well as changes in the contract price or contract time, will only be authorized by written change orders, subject to the requirements of the contract documents. Change orders are negotiated solely with the contractor or its authorized representative and not with subcontractors or materialmen. Upon receipt of a written change order, the contractor must proceed with the work involved. All such work must be executed under the applicable conditions of the contract documents. If any change order causes an increase or decrease in the contract price or an extension or shortening of the contract time, an equitable adjustment will be made as provided in the contract.

B.     Field Orders. The City may also authorize minor changes or alterations in the work not involving extra cost and not inconsistent with the overall intent of the contract documents. These may be accomplished by a written field order. If the contractor believes that any minor changes or alterations by the City entitle it to an increase in the contract price, the contractor may suspend work until the City and the contractor agree upon the increased price.

C.     Unauthorized Additional Work. Additional work performed by the contractor without authorization of a change order will not entitle the contractor to an increase in the contract price or an extension of the contract time.

D.     Execution of Change Orders. The City will, upon approval, execute appropriate change orders prepared by the contractor covering changes in the work to be performed and any other claim of the contractor for a change in the contract time or the contract price that is reasonable.

E.     Writing Required. All change orders of whatever type or nature must be in writing and signed by an authorized representative of the City.

F.     Suspension of Work. Notwithstanding any other provision in this policy, the contractor may not suspend work based on a written change order affecting price or adding time unless the change requested materially affects the contractor's ability to perform the remainder of the work within the price or time frames of the original contract.

G.     No Material Changes to Scope. In no event shall a change order cause a material change to the scope of the work.

H.     Advertising and Bidding Requirements. Notwithstanding any other provision in this policy, change orders may not be used to divide a public work into separate portions to avoid advertising or bidding requirements.



I. Approvals. A change order which results in an increase or decrease in the contract price in an amount less than \$10,000.00 may be approved by the director of the department overseeing the public work without further authorization. A change order which results in an increase or decrease in the contract price in an amount greater than or equal to \$10,000.00 but less than \$50,000.00 shall be approved by the City Manager. A change order which results in an increase or decrease in the contract price in an amount greater than \$50,000.00 shall be approved by the City Council.

**MAYOR**

**CITY MANAGER**

\_\_\_\_\_  
**CHRIS JOHNSON**

\_\_\_\_\_  
**CURTIS CALDER**

**DATE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**CITY OF ELKO, NEVADA**  
**CONTRACT CHANGE ORDER FORM-CHANGE ORDER NO. 3**

Project: Centennial Park Elkectrical

Date of Issuance: November 20, 2017

Contractor: Intermountain Electrical Contractors

Address: P.O. BOX 974

Elko, NV 89803

Engineer: CITY OF ELKO

**CONTRACT WORK CHANGE ITEMS:**

DESCRIPTION	AMOUNT
1) NV Energy trenching width required was approx. 40", plan called for 24".	\$6,282.18
2) Additional labor and equipment for 17 additional utility crossings that were not shown on the plans.	\$24,753.71

**Change In Contract Price**

Original Contract Price

\$140,728.20

Contract Price Prior to This Change Order

\$140,728.20

Net Increase or Decrease in Contract Price

\$31,035.89

New Contract Price with all Change Orders

\$171,764.09

**Change In Contract Time**

Original Contract Time

45 DAYS

Contract Time Prior to this Change Order

72 DAYS

Net Increase or Decrease in Days

0

New Contract Time with all Change Orders

72 DAYS

Recommended:



Engineer

Approved:

 11/20/17  
City of Elko

Approved:

Contractor

Intermountain Electrical Contractors  
2363 5th Street #104  
Elko, NV 89801



### CONTRACTOR CHANGE ORDER REQUEST SUMMARY

PROJECT NAME Centennial Park Electrical Improvements CHANGE ORDER # 1  
OWNER City of Elko CONTRACT # \_\_\_\_\_  
PROJECT NO 1  
DATE 6-Nov-17

DESCRIPTION OF CHANGE TO CONTRACT:

Trenching depth and width needed to meet NVE specs for underground utilities clearances and layout "Minimum width 40 inches on straight run"  
Additional labor and equipment for excavation and compaction including extended excavation by hand around additional buried utilities located -  
original bid based on 6 utility crossings actual count of total utility crossings was 23

Totals Per Item	Day Impact to Scope
\$ 6,282.18	4
\$ 24,753.71	12
\$ 31,035.88	16

See attachments for additional supporting documentation Yes: \_\_\_\_\_ No: xxx

Additive Costs

A Labor \$22,020.00  
B Material \$1,139.57  
C Equipment \$5,054.87  
D Subtotal of Additive Cost \$28,214.44

Deductive Costs (use minus sign to denote negative figures)

E Labor  
F Material  
G Equipment  
H Subtotal of Deductive Cost \$0.00

I Contractor's Total Direct Cost (D+H) \$28,214.44

J Contractor Overheads (10%) \$2,821.44

K Total Contractor Direct Costs + Overheads \$31,035.88

L Total Subcontractor Direct Costs \$0.00

M Contractor's Mark-up on Subcontractor Direct Costs (10%) \$0.00

N Total Contractor Change Request From Original Contract (K+L+M) \$31,035.88

O Total Additional Days Added (+) or Reduced (-) From Original Contract 16 days additional

New Completion date 30 November 2017

To the best of my knowledge and belief, I certify that all costs listed above are correct.

[Signature]  
Contractor Signature

11/20/17  
Date

Approved by Owner  
[Signature]  
Owners Signature

11/20/17  
Date

## Redevopment Agency 2017/2018 Budget

July 1, 2017 to June 30, 2018

Revenues		
	Approved Budget	As of 1/3/2018
Beginning Fund Balance	<b>\$837,089</b>	
Budget to beginning fund balance dif.	<b>\$94,225</b>	
Property Tax Revenues (anticipated)	\$277,650	\$156,170
Interest Revenues (anticipated)	\$4,000	\$2,826
<b>Total Revenues</b>	<b>\$1,212,964</b>	

Balance to date	<b>\$868,738</b>
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Expenditures		
	Approved Budget	As of 1/3/2018
Legal	\$25,000	\$1,320
Public Improvements		
Centennial Tower (pledged)	\$50,000	\$1,515
Misc. items	\$1,000	\$303
Storefront Program (pledged)	\$50,000	\$5,776
Alley work	\$40,000	\$24,451
Public-Private Partnerships	\$75,000	
Centennial Park Expansion	\$196,000	\$188,206
Balance towards savings	\$681,639	
Revolving Fund	\$100	
<b>Total Expenses</b>	<b>\$1,118,739</b>	<b>\$221,572</b>



# Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

Vol. 65, No. 1  
January 2018

## Inside this issue

**Business competition attracts "second-location" retailers.** Experienced merchants mean faster start-up, better chance of success . . . 2

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Competition documents

UniverCity Neighborhood  
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Discover Your Future e-book  
and video

## ATTRACTION

### Multi-pronged approach puts more feet on a main street

To highlight its main thoroughfare, the Milwaukee Downtown BID #21 declared 2017 to be The Year of Wisconsin Avenue. Several public arts initiatives, a big media push, a walking tour, and more aim to bring pedestrians back to "the living room of our downtown, city, and region," says Beth Weirick, CEO.

"The goals, overall, were to enhance walkability and to create a sense of place along Wisconsin Avenue," says Weirick. "We have 16 major properties that have been heavily engaged in major infrastruc-

ture investment. There's already been over \$194 million invested since 2005, and right now we have another \$800 million recently completed or under construction. We felt it was time to implement some initiatives in the public right-of-way to draw people back to Wisconsin Avenue." The major initiatives include:

- Sculpture Milwaukee, a temporary outdoor exhibit of 22 sculptures by both internationally renowned and local artists, was on display along Wisconsin Avenue from June through

*(Continued on page 3)*

## ECONOMIC GROWTH

### Event aims to attract talent and retain businesses

The new Discover Your Future Career & Lifestyle Day events go "far beyond the traditional workforce job fair," says David Leezer, director of economic development in St. Charles, MO (est. pop. 65,794). The strategy has both short- and long-term goals that include attracting new talent to live and work in the city, attracting new businesses, and retaining the area's existing businesses.

The events target young professionals from the neighboring state of Illinois, and provide not only job, but quality-of-life and housing information meant to lure new employees to St. Charles and its thriving downtown.

"It is an outreach program, yes, but as far as I'm concerned, it is first and foremost a business retention program," says Leezer. "St. Charles

*(Continued on page 3)*



## Business contest attracts “second-location” retailers

The Full Forward Business Competition in Florence, SC (est. pop. 37,056), is attracting new retail to the city center. “We heard about a similar process in Hartsville [SC] where they held a Startville competition to attract startups,” says Bob Sager, a retail recruitment consultant for the Florence Downtown Development Corporation. An outline of that competition was obtained in late March, but, “we didn’t have enough time, based on the timeframe of that event, to do it this year, and we wanted to get somebody in for the holiday season,” he says.

To realize a faster turnaround, the competition was adapted to attract already-successful business owners to open a second location or new business venture in the downtown. “We were pretty sure the startup time would be much shorter, and because contestants already had a business, they were more likely to be successful,” says Sager.

The contest, which launched in May, was

publicized heavily via social media, but 1,000 fliers were also mailed out to prospective business owners statewide. Contestants could enter online or mail applications to the DDC office.

One winning entry received \$20,000 in cash for expenses related to opening a new retail location, including renovation, fixture purchase, inventory, and marketing. Additionally, a \$30,000 Tenant Up-fit Grant was offered to help pay for electrical, plumbing, HVAC, floor covering, wall/ceiling improvements, permanent fixtures, lighting, and other qualifying building renovations.

Other assistance for the winner included a \$500 signage grant, a \$500 design grant, and a \$300 credit toward the first year’s business license from the city, as well as special lease incentives offered by the selected property owner.

In return, the winner was obligated to execute at least a three-year lease at a property of their own choosing in the Downtown Florence Historic District, and had to be open by November 1. The DDC provided a list of available properties and assisted with site selection.

“We thought 15 or 20 applications would be great,” says Sager. “We didn’t know what to expect. We got 36 applications.” A committee was formed to “whittle down” the list to five semi-finalists. In mid-July, notifications were mailed to those not selected as finalists, along with information about the city’s incentives and an invitation to meet with Sager to, “discuss these programs and further explain how these incentives may be the assistance you need to open your business downtown.

“We think three to five of these other people are ultimately going to end up opening businesses down here,” says Sager. “That was the case in Hartsville, so we knew going into this it was as much about marketing as it was about filling one spot. But of the 1,000 letters we sent out, I don’t think we got one response. It was Facebook, the newspaper, and word of mouth.”

A panel of judges, including representa-



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**THE DETAILS**

- The Full Forward Downtown Business Competition (FFDBC) is designed to attract new compatible businesses to the booming Downtown Florence, SC historic district.
- FFDBC is open to all current retail business owners that have been continuously operating a business for at least 12 months.
- The contest winner will receive a \$20,000 cash prize, \$30,000 in grant money, in addition to other assistance to help get a business started in Downtown Florence, SC.
- For complete rules and regulations, and to submit a business for consideration, visit our website at [www.florenceddowntown.com](http://www.florenceddowntown.com).

**BE A V.I.P.**  
Downtown Florence is open Monday, \$100 million investment over the past five years, future use, the process and potential, and other potential. **Friday, June 30 from 6-8 p.m.** starting with meeting Florence Downtown Development Corporation. \$250 with a minimum of attendees including: 50 food, 500+ people, and more to program at [florenceddowntown.com](http://florenceddowntown.com).

The Full Forward Downtown Business Competition is sponsored by the Florence Downtown Development Corporation, a 501(c)(3) non-profit whose purpose is to help facilitate and promote the redevelopment and revitalization of Downtown Florence, SC.

The Full Forward Downtown Business Contest supported expansion for two existing business owners while also broadcasting available incentives to others.

tives from the chamber of commerce, a local bank, and the business community was selected to choose one winner. Finalists did presentations before the panel, and provided business plans. Each was scored based on criteria that included the impact of the business on the downtown, the financial strength of the business plan, the job/revenue impact, and the applicant's level of investment.

"They voted, and we stayed out of it," says Sager. The winner already owns two successful women's clothing businesses with different concepts in other South Carolina locations. At the new downtown Florence location, both concepts will be blended, with one being displayed in each of the large storefront windows to either side of the entrance.

"We were really looking for retail because we had open storefronts," says Sager, noting that several service industry businesses also applied, including event planners and caterers. "We got just about anything you could imagine — a gift shop, a flower shop, ladies' wear — it was pretty varied."

And because the winner was not a local and several local business owners who have worked toward the betterment of downtown for years were entered into the competition, a second-place prize was created, awarding \$10,000 in cash and \$30,000 in grant money to the highest-scoring local business owner.

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[DowntownDevelopment.com](http://DowntownDevelopment.com)

To view the Full Forward Business Competition rules, participant disclaimer, mailer, application form, and score sheet, visit our website and click on Web Extras.

## Multi-pronged approach puts more feet on a main street — Continued from page 1

October. Milwaukee is one of only a handful of cities to host a free, urban installation of this magnitude, says the BID. Sculptures ranged in size, with some reaching 40 feet in height.

"Over 100 individuals participated in the committee structure for Sculpture Milwaukee," Weirick says. This included a steering committee, logistics committee, art selection committee, education committee, marketing and events committee, and a fund development committee.

"We had people from all spectrums," says Weirick. "Everyone played a role, which made it feel like a community-wide project. We reached out through art museum docents to area school teachers, and found funding to provide docent tours for school children, and to pay for their transportation. This needed to be an initiative for a cross section of the generations. The message to the rest of the world is that Milwaukee has an appreciation for the arts, and how significant the arts are to creating quality of life."

• Utility Box Murals along the avenue saw new artwork depicting the past, present, and

future. A Request for Creativity invited artists working in all media to submit concepts reflecting the avenue's history of commerce, diversity of architecture and people, and its "undoubtedly bright future."

Submissions were reviewed by a Downtown Placemaking Task Force which included property owners, representatives from the arts commission and public works departments, the local electricity provider, and more. "The team short-listed the responses and conducted interviews, then hired one artist to do all 10 utility boxes," says Weirick. The public was invited to watch some of the artwork being created, and a ribbon cutting also helped promote the new exhibit.

• The West Wisconsin Audio Walking Tour, which rolled out in May, focuses on public art and historical buildings, but also touches on the forward momentum of the area. Using the platform Otocast, the BID highlights 14 points of interest, each with its own distinct narrator. "It really talks more

**Social media posts indicate a high level of public engagement.**

about the character and the vibe and the stories of the buildings,” says Weirick. “We did a nice, deep dive, but it’s also succinct and to the point. It engages pedestrians to learn a bit more and be emotionally connected.”

While the intent is for this to be a walking tour, the free app can also be downloaded and heard from anywhere via iTunes and Google Play. “During the first three months, there were over 2,500 downloads,” Weirick says.

- To make Wisconsin Avenue more accessible, VISIT Milwaukee’s Trolley Loop introduced a new route and expanded hours. The reconfigured 30-minute Hop n’ Shop, Wine n’ Dine loop offered 15-minute headways, and traveled much of the avenue each Thursday through Sunday from June 1 through the end of August.

- In 2016, the BID and its project partners issued an RFP for its Lighting the Avenue initiative, which will bring experimental lighting to the main thoroughfare, to “add to the ambience,” says Weirick. The group had hoped to have the lighting installed this year, but infrastructure issues first needed to be resolved. A vendor has been selected and several lighting concepts are currently under review.

### Promoting quality of life for all

While most of the initiatives aim to increase foot traffic, the Key to Change initiative launched in late summer is intended to assist chronically homeless individuals. “To us, Key to Change is critical because we wanted to message, as we are going

through this process of enhancing and beautifying the area, that we believe in quality of life for all,” says Weirick. “Our intention is to reeducate the community on effective ways to help our citizens with mental health and substance abuse issues, and those struggling with chronic homelessness.”

Seven parking meters were retrofitted

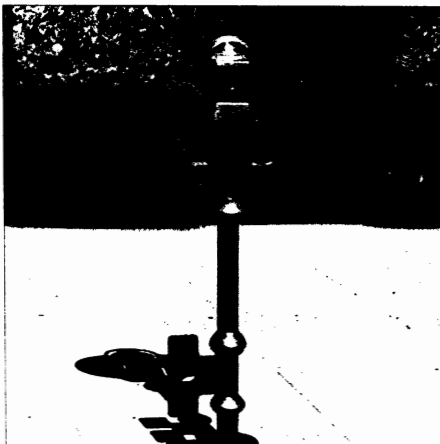
to resemble keys, both to raise awareness about the community’s quality-of-life programs and to collect donations. Online donations are also accepted. Additional Key to Change meters, capable of accepting both coins and bills, will be installed next year. Funds are used for a Downtown Homeless Outreach Coordinator to work on the front lines, canvassing the streets to help individuals find suitable housing, as well as for the Housing First Endowment Fund, which helps the chronically homeless find permanent supportive housing, and for Move-In Kits which include household essentials for new residents in the Housing First Program.

The Year of Wisconsin Avenue “has been a really successful campaign for us,” says Weirick. “We received over \$600,000 in PR from local media.” Additionally, social media posts indicate a high level of public engagement with the various public art initiatives, she says.

“Much of the success, and why we saw the levels of traffic that we did, was that there was something for everyone,” Weirick says. While the utility box project appeals on a grassroots level, art aficionados were drawn to the temporary sculpture display, and the walking tour has educational, healthful, and social components. “We learned through social media that there was a group of employees bringing their lunch, putting on their tennis shoes and walking the avenue to look at the sites on the audio tour,” she says. “It was a call to action to engage people in that space.”

Broad public engagement is a must for this type of initiative, Weirick says. “It has to be reflective of your community. Go through the work of engaging your property owners, the philanthropic community, the education community. We did this holistically, and everyone was proud to take ownership. They all felt they played a role and were an agent of change in bringing attention and love back to Milwaukee’s main street.”

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Key to Change meters collect donations that support programs for the homeless.

## Parks don't have to be at street level to attract city center visitors

Downtown leaders looking for more green space or more unique public space may want to look up. Recently completed and under-construction public space is being added to rooftops in several cities. Proponents say that additional space for events and relaxation, sky-high views, and programming will attract more visitors downtown while also enhancing quality of life for residents and employees.

The first elevated public park in Philadelphia, PA (est. pop. 1,526,006), opened in late 2015. Cira Green, in the University City district of the city, is located 95 feet above street level atop a parking garage. The 1.25-acre park affords visitors "pretty incredible views of Philadelphia's ever-evolving skyline in multiple directions," says website UWIS-HUNU. In addition to recreation space, the park has a built-in stormwater management system, and trees, shrubs, and grasses to help alleviate environmental impacts of nearby buildings.

Expansion of the Vancouver (BC, Canada, est. pop. 2,135,201) Public Library's Central branch, slated for completion next spring, includes a public rooftop garden. The two top floors of the building were former provincial government office space. The expansion is transforming 40,000 square feet into additional publicly accessible library and community spaces, and the rooftop garden, reports the *Daily Hive*.

The garden will feature two large outdoor terraces on the north and south sides. Some food vending services will be available on site, as well. Another 8,000 square feet will become space where people can read, work, or simply retreat from the busy city below, says the *Daily Hive*. Programmed events such as lectures, workshops, and community meetings will also attract visitors to the park.

"People are very excited about the garden," Chief Librarian Sandra Singh tells the *Daily Hive*, adding that the library has

been hearing requests for the past 20 years for public access to green space on top of the building.

Retail heavyweight Macy's is considering the addition of public park space on the roof of its flagship Herald Square store in New York City, according to the *New York Post*.

"As part of a strategy to attract more shoppers and make its stores more exciting, Macy's brass are considering plans to develop the rooftop of its massive 2.2 million-square-foot 34th Street store, adding restaurants and open green space, including trees and benches," the *Post* reported in June.

"That store is getting more valuable by the day as the center of gravity in Manhattan shifts southwest to Hudson Yards," Doug Sessler, vice president of real estate for Macy's, tells the *Post*. The rooftop idea is meant to encourage people to meander through the store either on their way up or down from the attractions on the roof, he says.



The new transit station rooftop park will include a dozen gardens, hundreds of trees, and plazas and grassy areas for public enjoyment.

### City planning code drives rooftop park development

In San Francisco, CA (est. pop. 805,235), where city planning codes have required public space in new downtown commercial buildings since the 1980s, rooftop parks are more plentiful. Local newspapers and websites often feature round-ups of the best rooftop hangouts, which offer panoramic views, and feature tables, benches, planters, public art, fountains, and more. One rooftop garden offers multiple water features and grassy areas atop a parking garage, for example.

Next spring, a new park will join the San Francisco skyline. Located atop the city's new transit hub, the 5.4-acre park is being billed as one of the city's larger and more spectacular rooftop spaces. The park will include 12 gardens and more than 400 trees, as

well as plazas and grassy areas located on top of the new Salesforce Transit Center, reports NextCity.com.

The park, owned by the Transbay Joint Powers Authority, will be programmed by Biederman Redevelopment Ventures, which has successfully created or revived several public parks, including Bryant Park and Triangle Park in New York City and Pioneer Park in Seattle. Other than food purchases, everything at the new park will be free. Programming will include everything from face painting booths and community festivals to free knitting classes, reports Next City.

"A lot of the attraction will be the horticulture," Dan Biederman tells the *San Francisco Chronicle*, praising the size of some of the more exotic trees that have been installed on the roof. The park is slated to open in March. **DIX**

### ECONOMIC GROWTH

## Program preserves in-town residential neighborhoods

To preserve the integrity of historically residential neighborhoods, the city of Iowa City, IA (est. pop. 67,862), and the University of Iowa launched the UniverCity Neighborhood Partnership Affordable Housing Program. The goal of the program is to preserve and build upon the unique character of residential neighborhoods adjacent to the city center and the University, "by ensuring these neighborhoods remain vital, safe, affordable, and attractive places to live and work."

"Single-family duplex homes were being purchased by landlords and turned into student housing," says Tracy Hightshoe, the city's neighborhood services coordinator. "We started buying rental properties and rehabbing them to sell as owner-occupied."

While everyone loves the students, Hightshoe says, maintaining a balance between rental and owner-occupied homes is essential. In 2010, state grant funds were used to purchase and rehab the first 20 rental properties,

"but now we use the general fund," says Hightshoe. "We work with area lenders who offer us discounted rates, and use the lender's money to buy, and ours to do the rehab."

The city funds up to \$50,000 of renovation per house, and then puts the homes on the market for income-qualified buyers. Renovations are performed by local contractors through a bid process. Home buyers pay the original acquisition price for the home, plus loan and carrying costs such as utilities, mowing, and snow removal accrued during city ownership. Renovation costs are not passed on to homeowners as long as they retain ownership of the property as their primary residence for five years. Additionally, homes must be maintained as affordable, owner-occupied housing for 20 years. "When we get paid by the homeowner, we pay the bank back," says Hightshoe.

Over the past seven years, the city has purchased 63 homes, and rehabbed and sold 58 of those. "We only buy about five a year now,"



Hightshoe says. "The council gives us about \$250,000 to rehab the five homes."

Lessons learned along the way include that purchasing larger homes does not pay. "I would look at the price, because we've learned that with really large homes, you're losing money," she says. "You're paying a lot of money for that property that the homeowner wouldn't. And they are usually run down and cost a lot more than \$50,000 to rehab. I try to go smaller, though it can be hard to find smaller homes in this market. Ideally, our expenses are capped at \$200,000. If a house costs more than that to purchase and fix, we don't buy it."

It's also good to avoid homes which lack off-street parking, she advises. "And we did make one mistake — I don't know why we didn't check, but we bought one that didn't have

a washer/dryer hookup, so even though we'd spent \$50,000 on the rehab, we spent another \$15,000 [to install the appliance hookups]."

To create more impact with the program, the city tries to cluster their purchases, and also takes, "the wart of the neighborhood and turns it into a quaint historic home," Hightshoe says. "That gets us a lot of publicity, and we won a Preservation at its Best award."

Outcomes of the program have been promising. "We've had a lot more families move back in, and we've seen increased attendance at the elementary school," says Hightshoe. "We've also seen neighbors who are not part of the program start to upgrade their own homes, as well."

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## Event aims to attract talent and retain businesses — Continued from page 1

is part of suburban St. Louis, and is located in the fastest growing county in Missouri." Several large employers in the area, mainly in the tech, health, and aerospace industries, "all have the same problem — the lack of workforce. The great news about St. Charles County is that in September, we had a 2.7-percent unemployment rate. The bad news is also that we have a 2.7-percent unemployment rate," he says.

"My focus is retention, keeping my existing businesses happy and fulfilled and wanting to reinvest in the city," Leezer says. "If they are concerned about workforce, I need to figure out a way to help them out. It's no different than if they had a street or sewer problem. It's a problem that I have to address, so I am doing something different to help my businesses thrive and prosper in St. Charles."

### Casting farther afield for new talent

There is a workforce development office in the city, "and they do great work," Leezer says. "They do job fairs in St. Louis. But with just our 2.7-percent and everybody experiencing low unemployment, all we are doing is stealing

from each other. Given that, I looked east to the state of Illinois."

While business recruitment is the more traditional role of an economic development staffer, instead, "I'm trying to recruit people to come to my town, to live here, work here, and prosper here," Leezer says. "I chose Illinois because, in the fall of 2016, Southern Illinois University at Carbondale released a report that said that over 50 percent of millennials and GenXers want to leave the state. Given that, I decided to go to Illinois and find those people who want to leave the state."

Two job fair/lifestyle events were held in towns with numerous colleges and universities this year. The first, last spring, was held in Effingham, IL, about 1.5 hours east of St. Charles. The second, in October, was held in Bloomington-Normal, IL, about three hours to the north. Representatives from eight businesses attended the first event; seven the second, and in each case, they paid \$500 to participate, with the balance of the event costs coming from the Department of Economic Development's budget.



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Advertising, the venue, and refreshments for the first event cost about \$12,000, with the second running closer to \$15,000, Leezer says. “The reason I required \$500 was that if we gave it for free, it could be valued at nothing. It makes [participating businesses] commit emotionally to the program. If I didn’t make them commit, they could wake up that morning and decide there was so much on their desks that they would pass. But if they paid \$500, they are going,” he says.

Participating business were provided with a list of attendees, denoting when possible the types of jobs each was most interested in exploring. And companies with more than one business location were not required to push only their St. Charles jobs. While pre-registration was encouraged, walk-ins were also welcome. “You could walk in, sign in, and talk to the people you were interested in,” says Leezer. “We had one guy who spent four hours there, and we had some that stayed for 15 or 20 minutes, did their thing, and walked out.”

County workforce development representatives were also in attendance, providing additional job opportunities beyond those offered by the participating businesses. In addition, representatives from the county realtors association provided housing information, and the city’s economic development staff was on hand to tout the quality of life in person, through printed materials, and by directing visitors to the dedicated website, [www.growstcharles.com/Live-Work.aspx](http://www.growstcharles.com/Live-Work.aspx).

“There was also a long-term strategy to this,” says Leezer. “If you talk to most industries, they will tell you their number one asset is their employees. If I can get the employees down here to St. Charles, eventually those companies will follow them to the city. When they see that we have the asset they are looking for, and are continuing to grow that asset, they will come here, also.”

Both events were marketed through Facebook (free posts and paid ads), Twitter, and LinkedIn. “We also had a contract with our local cable provider,” Leezer says. “It was kind of interesting, because when I called and said we wanted to do ads in Effingham, they said, ‘No, you don’t.’ They said that what I should

do was more of a Google-type ad campaign where we have banner ads on different websites such as Yahoo and Google, and when visitors see the banner and click on it for a few seconds and show interest, the ad follows them. So if they next go to MSNBC, they will see that banner. It keeps our program front and center in their minds.” A series of radio, television, and newspaper interviews were also part of the marketing strategy.

Direct outreach was also done to several local colleges and universities. “We sent staff to do local job fairs and to hand out information in cafeterias to promote what we were doing with these college kids,” says Leezer. And in Bloomington-Normal, “I personally emailed the department chairs of the universities.” Additionally, one university with strong law enforcement and fire fighter programs was targeted, and representatives of the St. Charles police and fire departments attended the event to chat with interested students.

### Lessons learned for next time

Neither event was a home run, says Leezer, “but both were really solid singles. While we did not get the numbers I wanted, in Effingham we had about 15 people, and of the 15, three of my companies hired somebody. In Bloomington-Normal last week, I had 20 people, but of the seven companies that went, all but one are ready to make an offer to somebody, which includes my fire and police departments, so my attendees were very happy. I wish I had gotten more numbers, and we tried really hard to get that. The bottom line is that if my companies are happy with it, it doesn’t matter what I think. I just want them to feel they got a return on their investment.”

The economic development staff will be meeting with each company for feedback early in 2018, and more events will be scheduled. The banner ads, which worked really well, will be used again, as will direct outreach to colleges. “I’ll probably do a television ad of some type,” says Leezer. “While we are focusing on GenX and millennials, that’s not the only thing we’re looking at. If someone is 50 and wants to come down here, I’ll take them — and they are more likely to watch television ads than YouTube.”

Facebook ads tended to reach older audiences, as well. "That older audience would see the ads and contact their kids," says Leezer. Two of the attendees in Effingham had driven three hours to be there, at the urging of their mothers, who had learned about the event on Facebook, he says.

Advertising aimed at women may be more of a focus in 2018, as will targeted outreach to several military bases within a few hours' drive of St. Charles. The hours of each event

will be reduced, as well. The Effingham event, which was the "beta test" was from 10 a.m. to 6 p.m. in hopes of capturing first, second, and third shift workers. "That really didn't pan out well," says Leezer. "So in Bloomington-Normal, from 4 to 6 p.m. was networking, followed by a reception with beer and wine from 6 to 8 p.m. Honestly, next time, I will just do the reception and make it two hours total."

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## COMMUNICATION

# Digital sign provides transit information, ad space, and collects public engagement data

The Cambridge Redevelopment Authority in Cambridge, MA (est. pop. 105,162), has teamed up with technology company Soofa to test what the partners say is the world's first digital community bulletin board. The new 42-inch Soofa Sign was installed this fall in Kendall Square, an area that sees more than 50,000 downtown employees daily. With thousands of tourists, students, and commuters also passing through the area each day, part of the CRA's mission is to provide clear messaging.

"Our team collaborates closely with the CRA to test new features, communication, and engagement strategies," says Ed Krafcik, Soofa's director of partnerships, noting that solar-powered "electronic paper" is an interesting new format that the CRA was eager to explore.

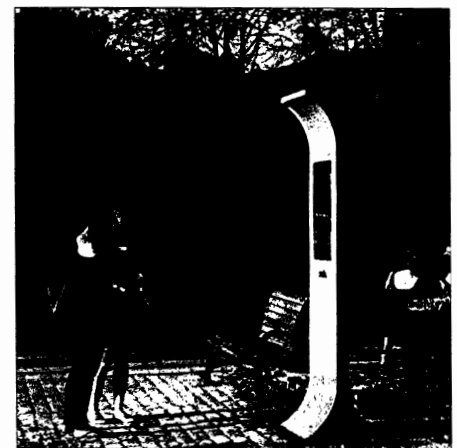
"The CRA was interested in piloting new community outreach tools for local organizations and businesses in the heart of Kendall Square, a global center of innovation for the technology and biotechnology industries," says CRA Executive Director Tom Evens. "We were especially interested in expanding our avenues for advertising public meetings and events related to our redevelopment projects and other city projects."

The cost of the signage was covered with a barter of sorts. An agreement between Soofa

and the CRA allows the company to utilize the sign location free of charge in exchange for a percentage of the advertising being devoted to CRA messages.

The sign in Kendall Square is strategically positioned in front of the outbound T-stop, and provides commuters with real-time transit information. "Along with train schedules, we are curating content featuring local artists, memes we love, and neighborhood happenings," says Krafcik, noting that the self-contained signs require only four bolts to install and provide wireless connectivity as well as public information. The sign functions as a single unit and as a network, linked together through the company's cloud-based content management system.

Since its installation, the Kendall Square sign has also been used to post help wanted ads, and to conduct public engagement experiments to see what passing pedestrians best respond to in terms of text and graphics.



Soofa signs are becoming the digital community bulletin board in Boston, Cambridge, Atlanta, and other U. S. cities.

"We're spending countless hours on site in Kendall testing different types of content and counting how many people stop, how many take action, and asking them why," says Krafcik. "Thus far, the Internet high five has been one of the most successful. Hundreds of people have given the sign a high five."

The company also hopes to attract more and different types of eye-catching advertising for the sign as people become more familiar with its capabilities.

Soofa has three more spaces available for communities wanting to participate in its early adopter program piloting the new signage technology. "Over the coming months, we will have dozens of signs across Boston, Cambridge, Atlanta, and others to be announced," Krafcik says.

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## PATHWAYS AND PUBLIC SPACES

### Alley project cleaner, safer, and less costly

Improvements to a cluttered, deteriorating alley in downtown Elko, NV (est. pop. 18,297), have not only made the area more safe, attractive, and walkable, but saved adjacent business owners money on trash collection rates, as well.

"Our downtown main central block has several bars, as well as small businesses," says Cathy Laughlin, city planner. "With those bars came several tipper cart containers for the trash collection from our local collection company, Elko Sanitation."

**There was little room to resolve issues in the cluttered alley.**

The alley was already congested, with several utility poles and gas meters protruding into the space. "Add 17 tipper carts and you have quite the obstacle course to drive through," Laughlin says. "The alley was always dirty with trash and weeds. The asphalt was deteriorating, as well."

With most properties within the block built to the property line, there was little room to resolve issues in the cluttered alley. Fortunately, one building near the center of the block varied from this practice, with a small vacant area facing the alley.

"I met with that property owner and discussed the option of the city engaging in a license agreement with him to occupy 10-feet deep by 25-feet wide of the rear of his property for a central trash collection area," says

Laughlin. The owner agreed, so the option was put before the city council. "We also surveyed the business and property owners within the block and received 100-percent positive feedback," she says.

"We then put out to bid the project of removing his old fence, adding a new fence and gate, concrete slab with curbing for the dumpster carts, and the addition of a solar street light for safety," says Laughlin. "We worked with the local trash collection company to come up with a fair fee schedule for the users of the block, and they all saw a reduction in their rates by going from the tipper carts to the consolidated collection area."

Fees are based on the square footage of a building, occupancy type, and number of days the business is open each week. "For example, a bar that is 1,500 square feet, open seven days a week is not charged the same as a bar of 1,500 square feet that is open only three days a week, as the latter would accumulate less trash," Laughlin says.

"With the removal of the tipper carts and the new consolidated trash collection area recessed off the alley, we were then able to do an asphalt overlay down the alley, as well," she says, which makes the area more walkable.

Contact: Cathy Laughlin, City of Elko, (775) 777-7160, [claughlin@elkocitynv.gov](mailto:claughlin@elkocitynv.gov). **DIX**

# Idea Exchange

## Ten things residents want

Safety, economic health, and education/enrichment opportunities are the top three things that residents nationwide want in their communities. That's according to the NRC's 2016 review of data from The National Citizen Survey which includes input from over 500 cities and 100,000 residents.

Next in order of importance are: opportunities to interact with the natural environment, strong image/reputation, overall appearance, strong sense of community, health and wellness opportunities, ease of physical mobility, and the quality of the built environment.



To view a report on the data with NRC Vice President Michelle Kobayashi, visit our website and click on Web Extras.

## Iconic department store finds new life

While the flagship Lord & Taylor department store in New York City has been an institution for over 100 years, Mark A. Cohen, the director of retail studies at Columbia Business School, tells the *New York Times* that, "The department store really is a dinosaur." Enter a creative arrangement for the landmark building.

The store's parent company will sell the building and will rent

out about a quarter of the space, where it will operate a smaller version of the original store.

## New amenities enliven park

The focal point of an effort to activate downtown Atlanta's Woodruff Park is a new game cart. The brightly-colored mobile activity kiosk is filled with recreational supplies, from chess sets and board games to whiffle balls and Frisbees. Park staff, recreation interns, and local volunteers maintain the game cart's inventory and assist park visitors with checking out supplies to be used in the gaming area on the gazebo or on the park's main lawn.

"Thanks to Southwest's generous Heart of the Community grant, we were able to utilize community feedback to bring ideas to the park that can be enjoyed by everyone," says A.J. Robinson, president of Central Atlanta Progress. "We believe that these park improvements, including the



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# Idea Exchange

game cart, will generate a hub of positive activity that adds vibrancy to this iconic downtown greenspace."

## Chefs and farmers team up

The fifth annual FreshTaste event in downtown Anderson SC's Wren Park saw more than 2,500 foodies descend on the city in October. The event pairs local farmers with chefs who showcase their talents by creating unique sample size items for the event. This year eight teams participated and vied for recognition in the people's choice awards. Local artists, businesses, and musicians round out the festive atmosphere.

FreshTaste is produced by the city of Anderson and the Anderson Area Farm and Food Association.

## Monthly event attracts women

Each month Downtown Deland, the main street program in Deland, FL, hosts a Wine, Women & Chocolate event. Like many "girls night out" events, the monthly gathering aims to provide a fun shopping experience downtown.

The event includes monthly themes such as Day of the Dead and ugly Christmas sweater. Women download a passport and visit participating businesses to have their

## Experiences drive shopping

In an effort to increase consumer spending in Center City, the Center City District and Philadelphia Retail Marketing Alliance launched the Shop Center City campaign.

In the spring of 2017, the District conducted a customer survey to gather information on Center City shoppers, including their spending patterns and shopping preferences.

"It was clear this was not an either/or choice between online and in-store shopping. Survey respondents said that what they valued most about Center City are experiences you cannot find anywhere else in the region or online," says Paul Levy, president & CEO of the District. "They liked our walkability, diversity of food, entertainment, cultural offerings, and the strong presence of local shops. Seventy-nine percent of respondents noted that while they shop online, 76 percent simultaneously shopped in Center City, with around 30 percent frequenting a regional mall."



The new advertising campaign features Philadelphia-based "brand ambassadors" sharing their downtown stories and shopping experiences.

Ads appear in print media, bus shelters, car cards and digital screens on Regional Rail, and LED screens in downtown's Dilworth Park. They are supplemented with content on social media and at ShopCenterCityPhilly.com, the website for the campaign.

At the site, Michele Waters, a downtown employee and one of the ambassadors, talks about her fashion style, favorite places to shop, eat, drink, and more.

passports stamped and entered in a prize drawing. Each location also provides wine and food samples. Desiree Freeland, the program coordinator, tells the *Orlando Sentinel*

that roughly 100 passports are turned in each month. "It puts feet on the street on a Wednesday night," she says. "Everybody's getting out and having a good time." **DIX**