



CITY OF ELKO

Planning Department

Website: www.elkocitynv.gov
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1751 College Avenue • Elko, Nevada 89801 • (775) 777-7160 • Fax (775) 777-7219

PUBLIC MEETING NOTICE

The City of Elko Redevelopment Advisory Council will meet in a regular session on Thursday, July 22, 2021 in the Council Chambers at Elko City Hall, 1751 College Avenue, Elko, Nevada, and beginning at 4:00 P.M., P.D.S.T.

Attached with this notice is the agenda for said meeting of the Advisory Council. 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: July 16, 2021 2:10 p.m.

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

Date/Time Posted: July 16, 2021 2:05 p.m.

ELKO POLICE DEPARTMENT – 1448 Silver Street, Elko NV 89801

Date/Time Posted: July 16, 2021 2:15 p.m.

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

Date/Time Posted: July 16, 2021 2:00 p.m.

Posted by: Shelby Knopp, Planning Technician
Name Title

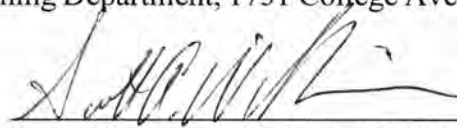

Signature

The public may contact Shelby Knopp by phone at (775) 777-7160 or by email at sknopp@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.

Dated this 16th day of July, 2021.

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 Wilkinson, Assistant City Manager

CITY OF ELKO
REDEVELOPMENT ADVISORY COUNCIL
REGULAR MEETING AGENDA
4:00 P.M., P.D.S.T., THURSDAY, JULY 22, 2021
ELKO CITY HALL, COUNCIL CHAMBERS,
1751 COLLEGE AVENUE, ELKO, NEVADA

CALL TO ORDER

The agenda for this meeting of the City of Elko Redevelopment Advisory Council (RAC) 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

January 23, 2020 – Regular Meeting **FOR POSSIBLE ACTION**

I. NEW BUSINESS

- A.** Review, consideration, and possible action regarding the continuation of the Redevelopment Recognition Program and possible modifications to the program, and matters related thereto. **FOR POSSIBLE ACTION**

The RAC defined the details of the Recognition Program at their October 25, 2018 meeting. The RDA and RAC had a joint meeting May 21, 2019 to recognize the 2019 recipients of the Recognition Program. It was never determined if this program would be an annual or biennial program. The RAC at their January 23, 2020 meeting made a motion to bring back the recognition program for reconsideration and possible modifications and to have the program every five years.

- B.** Review, consideration, and possible recommendation to the Redevelopment Agency regarding the planter areas within the corridor from 3rd Street to 7th Street, and matters related thereto. **FOR POSSIBLE ACTION**

Approximately 1996-97, the downtown corridor planters were adopted by existing businesses or families in memory of loved ones. This was a project not associated with

the City of Elko. The adoption program was intended for the planters to be maintained by those individuals or businesses. Many of the businesses are no longer in business and many of the planters are in great disrepair. The DBA would like to partner with the Redevelopment Agency on the planter project.

- C. Review, consideration and possible action to hold a special election to elect officers or maintain current positions until January 2022 election, **FOR POSSIBLE ACTION**

RAC Bylaws Article III, Section 1 states: The RAC shall elect a chairperson, a vice-chairperson, and a secretary from its members in January of each year. There is no minimum or maximum on the number of times a member may serve in one of the elected offices. RAC did not meet in January 2021 due to Covid advisory meeting restrictions and therefore the election was not held. There is one additional meeting in 2021 prior to the election of officers in January 2022.

II. REPORTS

- A. Budget
- B. Storefront Improvement Program
- C. Block End Project

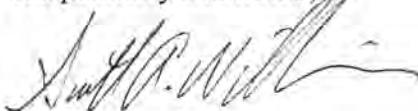
COMMENTS BY THE GENERAL PUBLIC

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 Advisory Council 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,



Scott Wilkinson
Assistant City Manager

CITY OF ELKO
REDEVELOPMENT ADVISORY COUNCIL
REGULAR MEETING MINUTES
4:00 P.M., P.S.T., THURSDAY, JANUARY 23, 2020
ELKO CITY HALL, COUNCIL CHAMBERS,
1751 COLLEGE AVENUE, ELKO, NEVADA

CALL TO ORDER

The meeting was called to order by Jon Karr, Chairman of the City of Elko Redevelopment Advisory Council (RAC), at 4:00 p.m.

ROLL CALL

Present: Jeff Dalling
Jon Karr, DBA
Lina Blohm

Excused: Catherine Wines, ACAB
Bill Hance
Corey Rice, Elko County
Katie Neddenriep, ECVA
Sonja Sibert, GBC
Steve Bowers, Elko County School District

City Staff Present: Scott Wilkinson, Assistant City Manager
Michele Rambo, Development Manager
Bob Thibault, Civil Engineer
Shelby Archuleta, Planning Technician

PLEDGE OF ALLEGIANCE

COMMENTS BY THE GENERAL PUBLIC

Lina Blohm wanted to bring up recent readings in the News Paper that the City is actively pursuing space to expand into. She stated that longevity and long terms sometimes have a benefit. She mentioned that she was with Dennis Crooks when he was the City Planner and his vision was to have City Hall downtown in the corridor. The City entity is the one entity that can build in the corridor area. She stated that she wasn't going that far to say that should happen, but she was asking, or bringing it forward, that perhaps there are some spaces in the downtown area to take a look at. There are a few empty buildings that might suit the purposes. Perhaps, at some point, it would become an agenda item.

Chairman Jon Karr thought it would be a good idea.

APPROVAL OF MINUTES

October 24, 2019 – Regular Meeting **FOR POSSIBLE ACTION**

*** A motion was made by Lina Blohm, seconded by Jeff Dalling to approve the minutes as presented.

**Motion passed unanimously. (3-0)*

I. NEW BUSINESS

- A.** Review, consideration, and possible action regarding the continuation of the Redevelopment Recognition Program, and matters related thereto. **FOR POSSIBLE ACTION**

The RAC defined the details of the Recognition Program at their October 25, 2018 meeting. The RDA and RAC had a joint meeting May 21, 2019 to recognize the 2019 recipients of the Recognition Program. It was never determined if this program would be an annual or biennial program.

Michele Rambo, Development Manager, explained that when the recognition program was put in place it was never determined if it would be an annual program. We will need to decide if we want to keep it going, and if so, how often we want to do it. Ms. Laughlin suggested doing it every other year. That way there would be more projects to recognize.

Ms. Blohm asked for a recap of the latest recognition program.

Scott Wilkinson, Assistant City Manager, explained that the last time the recognition program was done the Board selected amongst the group who would be recognized. It was an award in the shape of a google pin drop, and the RDA gave out the awards. The question is whether that should be done yearly or less often.

Ms. Blohm wondered how relevant it was, because she missed it.

Mr. Dalling said eleven projects were recognized.

Ms. Blohm asked Mr. Dalling if he felt he was adequately recognized. She asked if they were in the Newspaper with a photograph.

Mr. Dalling didn't think that there was any advertising done on it.

Ms. Blohm said she knew about the first one. There was a large gathering and food was served. The recipients were really recognized.

Chairman Karr asked if they should have a recognition every year, every two years, or three years, and do a bigger presentation.

Mr. Dalling said the other one they did five years in between and they had enough for eleven recipients. Mr. Dalling said he would rather do something cool like the first one.

Ms. Blohm recommended they wait five years and give it a little more recognition, or pizzazz.

***** A motion was made by Lina Blohm to have the recognition program every five years, and to bring the Recognition Program back for reconsideration.**

****Motion passed unanimously. (3-0)***

After the motion, and before the vote, Mr. Wilkinson thought that they could decide on a frequency. He also thought they needed to bring back the program for reconsideration. He thought a motion dealing with the frequency would be appropriate.

Ms. Blohm agreed with Mr. Wilkinson, but she thought for the sake of the minutes that she wanted to know how much money was spent on the last program.

Mr. Wilkinson said \$1,000. That was voted on by this board and recommended to the RDA.

Ms. Blohm asked if that was just for the cost of the trophies. (Correct)

There was further discussion regarding how to present the recognition awards.

***Mr. Dalling seconded the motion.**

The Board then voted on the motion.

B. Review, consideration and possible action to elect officers. FOR POSSIBLE ACTION

RAC Bylaws Article III, Section 1 states: The RAC shall elect a chairperson, a vice-chairperson, and a secretary from its members in January of each year. There is no minimum or maximum on the number of times a member may serve in one of the elected offices.

Mr. Karr asked if Ms. Blohm wanted to wait until they had all members present to have elections of officers.

Mr. Dalling wanted keep everything the same.

Ms. Blohm agreed.

Mr. Dalling nominated Jon Karr for the Chairman position, Catherine Wines for the Vice-Chairman Position and Lina Blohm for the Secretary position. A vote was take and passed unanimously.

II. REPORTS

A. Budget

Ms. Rambo went over the budget report that was included in the packet.

Mr. Dalling asked how much was budgeted for the block ends.

Bob Thibault, Civil Engineer, thought they were in the neighborhood of \$450,000 for that project.

Mr. Wilkinson said that would probably be out of the next year's budget. It goes back to when we prioritized, and there were some preliminary estimates. He thought this project was estimated to cost \$450,000. It will be a specific line item on next year's budget.

Ms. Blohm asked if they had approved an expenditure for the block ends.

Mr. Wilkinson explained that they approved a project list. At some point the RDA will have to authorize staff to go to bid, once we get the bids back the RDA would approve the expenditure.

Ms. Blohm asked what they had going on for Public-Private Partnerships.

Mr. Wilkinson said that there hasn't been any applications for any Public-Private Partnerships.

Shelby Archuleta mentioned that there had been a Public-Private Partnership approved for the Stockmen's Parking Lot for \$99,999.

There was further conversation about Public-Private Partnerships.

Ms. Blohm mentioned that somewhere there should be a reminder that those monies have been promised.

B. Storefront Improvement Program

Ms. Rambo reported that from the 2017 Grants, there is still \$25,000. Staff is waiting on the proper paper work to be submitted for reimbursement. In the 2018 Grants, The Commercial Hotel is in progress and The Pat Laughlin Family Trust has completed their project and submitted for reimbursement. In the 2019 Grants, Capriola's has ordered and permitted their sign, and have been 50% paid out. The Catherine Wines Building has no progress to date. The Jason and Gina Land Building is under

construction. For the 2020 Program Ms. Laughlin is looking at contacting the DBA, Chamber, and The Newspaper to put out some ads, or mass emails.

Chairman Karr reported that the DBA was going to send out a mass email and an advertising campaign.

C. Block End Design / Construction Schedule – Bob Thibault

Mr. Thibault reported that he had been working on the Block End design and he wanted to go over it with everyone. He started with the block ends at 4th Street. There hasn't been much change in the general layout since it had been presented last. There have been some concrete areas have been added to the layout for art installations, which was approved by the RDA at their last meeting. There are still large shade trees; four can fit on each side of the road. They will hang over the sidewalk, but not encroach into the street. There was some discussion on raising the concrete for seats in the concrete areas. Mr. Thibault said they would meet the intent of the seating with benches instead of the raised concrete. Staff found a bench that fits the curved shape.

Chairman Karr asked if the RDA approved the seating. (Yes)

Mr. Wilkinson explained that this board voted not to have the art display areas. The RDA decided that they wanted to have art display areas, and they voted to incorporate those into the design and to have a raised concrete area for seating. All we are doing here is presenting, for your information, that we intend to put these benches up rather than a concrete monolithic pour, which will look like an unfinished half circle. Staff thought that the benches would last longer than concrete, and even if there isn't an art piece there is a place to sit and it looks like that is the intent.

Ms. Blohm thought they were nice. She asked if wood was practical.

Mr. Thibault explained that they are made from a couple different types of materials, which are weather resistant.

Ms. Blohm thought it was charming. She was glad the RDA voted to have art exhibits. She asked what the art would be.

Mr. Thibault explained that they have one art piece, which is a giant steel propane tank in the shape of a sphere that needed to be painted.

Mr. Wilkinson explained he had a recommendation to the RDA to include concrete areas for art; other staff did also. He felt it was appropriate to do that, rather than have it later. The RDA considered the merits of the RAC's recommendation not to include it. Mr. Wilkinson believed the RDA said to put it in as an ad alternate to the project to see if we could afford it. Staff thought it was a good idea, rather than plant the area all in turf and then dig it up later for art. The sphere thing was donated by Chester Plumbing. They were going to use it in an art expo, paint it, and have it downtown

somewhere. No art has been approved by anyone to go in any of these locations. It is something that will be figured out at a future date.

Mr. Thibault continued with the block end presentation. He explained that there would be six-foot wide sidewalks, and 20 feet of landscape area.

Ms. Blohm asked if a lane of parking would be removed to accommodate the 20 feet of landscape.

Mr. Thibault said they would be losing the parallel parking along 4th Street and the first row of angled parking in the corridor adjacent to 4th Street. They would be keeping the existing driveways.

Ms. Blohm asked if the designs took care of, or remedied, the drainage issue in the area.

Mr. Thibault said he was designing them so that they drain properly. He asked if there were existing issues.

Ms. Blohm pointed out the funky corner at 4th Street and Railroad Street. She asked if Mr. Thibault was designing for that.

Mr. Thibault said he couldn't. He explained that it was on the other side of the street.

Ms. Blohm said it wasn't that far away. She asked if they should be considering it, because hopefully, sooner rather than later, there will be a sidewalk improvement district.

Mr. Thibault agreed that that should be something that they should be trying to address. He mentioned that in the past he suggested that they do one block at a time. In doing that, they would be able to address some of the bigger problems. When you break it down into lots of small pieces, as we are doing now, it doesn't work.

Ms. Blohm asked if that was the smart thing to do.

Mr. Wilkinson mentioned that staff recommended that we not do block ends, and do whole blocks at a time. The RAC had a different recommendation and broke out the block ends as a project, recommended the prioritization of the entire corridor project to the RDA. The RDA took the RAC's recommendation to do those things. We are now executing on that plan. Centennial Park has been completed and undergrounding the utilities has been completed, so the next priority on the list that has been approved by this board is to do the Block Ends.

Ms. Blohm said at the same time that they were talking about block ends; they were also talking about a sidewalk improvement district.

Mr. Thibault and Mr. Wilkinson pointed that out as the next project.

Mr. Karr pointed out that the sidewalk along Railroad, between Fourth and Fifth Streets, was unique. All the other ones would just be fixing the sidewalk. This corner is a completely different thing.

Ms. Blohm thought that was why they needed to look at whole picture. She said she needed the engineer's opinion on what he thought should happen right there.

Mr. Thibault explained that if they looked at the finished floor of those buildings along the north side of Railroad Street. They should raise the street to match closer to those floors, so that there aren't steps from the sidewalk down to the street.

Ms. Blohm asked if Mr. Thibault would raise an entire street to make one corner adjustment.

Mr. Thibault said that was one option. That is something that requires you to do the whole big picture at once. When we get to rehabbing that sidewalk, we will probably end up with a series of ramps, something like what is at Western Folklife Center.

Ms. Blohm said she wanted to see the whole picture, and that she needed to know that they thought this through and that they have some good alternatives for what is happening at 4th and Railroad.

Mr. Wilkinson said if they want to engineer the entire corridor before constructing anything, then nothing will be done this year.

Ms. Blohm said she wasn't going to that extreme, because the entire corridor doesn't have that particular issue.

Mr. Thibault explained that they didn't have solutions for that problem yet, because they haven't redesigned that sidewalk yet. There are options; we will come up with a reasonable solution when that section is designed.

Chairman Karr thought they could look at doing a sidewalk improvement program with that district at the same time. That way it would save money and time for the contractor that comes in to do the block ends.

Ms. Blohm said that was entirely different project. She wanted to know, from Mr. Thibault's perspective, what they should be doing there.

Mr. Wilkinson thought they could have confidence if Mr. Thibault says they can resolve the problem. This same issue has been resolved in other areas of the downtown.

Chairman Karr asked Ms. Blohm if she would want to include on the next agenda to look at the sidewalk as being part of that project.

Mr. Wilkinson explained that that whole sidewalk, along with some other areas of sidewalk, is another project. There is a big hurdle on that proposed project, because we are going to create a Special Improvement District. To do that we have to have 66% of property owners to agree to help fund it. If they don't agree, we will have to step back and rethink it. All of the engineering and design work for that project will be done at that time.

Mr. Thibault continued with the presentation of the block end design. He explained that he did his best to line up the ADA Ramps with where the 30% Plans show them. Some do line up with existing crosswalks and some do not. They are all intended to line up with the future sidewalks on the other sides of the streets. He then moved on to the 5th Street design. We can't do much. NDOT just did all new curb, gutter, and sidewalks and we are not changing any of that. We also won't be changing the streets. We will be losing the parallel parking stalls in the corridor. Those will be replaced with some lawn and smaller trees. The 6th Street design will be very similar to 4th Street. There will be areas for future art installations and benches.

Ms. Blohm asked if any thought had gone into where public transportation may make a stop.

Mr. Dalling said they stopped at 6th Street in the street.

Ms. Blohm asked if the street width was going to remain the same, so it could accommodate for public transportation stops.

Mr. Thibault explained that they would be losing on street parallel parking and the parallel parking in the corridor. He wondered if they wanted to look at a pull out for a bus. He thought if they did that they would also be required to put in loading ramps.

Mr. Wilkinson said that is a whole other issue. He would have to ask the public transportation what they do now if the parallel parking is utilized. Mr. Wilkinson mentioned that staff has looked into actual bus stops, and the cost to develop those and meet federal requirements is high.

Ms. Blohm thought they had to look at that.

Chairman Karr disagreed. He said they would be looking at an extra \$25,000 to \$50,000 for a company that is sponsored by the County. They need to adapt.

Ms. Blohm thought they needed to plan for that, not that they needed to put them in.

Mr. Thibault thought if there were cars parked there, they are probably stopping in the travel lane and they would continue to do so.

Mr. Wilkinson thought they operated like the School District. The School District drives down a street, puts on their flashers, and they stop in the street to load and unload. We went through this a couple years ago. Staff had some discussion with them about developing bus stops in certain areas. It was pretty apparent that there was no funding available to pursue that. Get My Ride is flexible. You can call them and have them pick you up anywhere, so there is really no way to accommodate for that.

There was further discussion regarding accommodations for public transportation stops. It was determined that public transportation could park in the corridor for stops.

Mr. Thibault continued with the presentation. He explained that staff was still working through the irrigation. He mentioned that they might hire a consultant to help design that in detail. As of now, they thought they could pull wires from some existing irrigation boxes for the east side. There is not a great source of electricity on the west side of 5th Street, so staff is looking at some battery-operated timers.

There was discussion regarding electricity in the corridor for events and lighting. It was determined that electricity and lighting would be addressed on the west end of the corridor when the parking areas were redone.

There was some further discussion regarding the future Special Improvement District. It was determined that the process would be started once the Block End Project is nearing completion.

COMMENTS BY THE GENERAL PUBLIC

There were no public comments made at this time.

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 Advisory Council 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

There being no further business, the meeting was adjourned.

Jon Karr, Chairman

Lina Blohm, Secretary

City of Elko Redevelopment Advisory Council
Agenda Action Sheet

1. Title: **Review, consideration, and possible action regarding the continuation of the Redevelopment Recognition Program and possible modifications to the program, and matters related thereto. FOR POSSIBLE ACTION**
2. Meeting Date: **July 22, 2021**
3. Agenda Category: **NEW BUSINESS**
4. Time Required: **5 minutes**
5. Background Information: **The RAC defined the details of the Recognition Program at their October 25, 2018 meeting. The RDA and RAC had a joint meeting May 21, 2019 to recognize the 2019 recipients of the Recognition Program. It was never determined if this program would be an annual or biennial program. The RAC at their January 23, 2020 meeting made a motion to bring back the recognition program for reconsideration and possible modifications and to have the program every five years.**
6. Budget Information:
 Appropriation Required: **N/A**
 Budget amount available: **N/A**
 Fund name: **Redevelopment Fund**
7. Business Impact Statement: **Not Required**
8. Supplemental Agenda Information: **Recognition Program**
9. Recommended Motion: **Pleasure of the RAC**
10. Prepared By: **Cathy Laughlin, Redevelopment Manager/City Planner**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution:

RAC Recognition Program

WHAT: A recognition program acknowledging the simplest to the largest improvements, awarded to property owners, tenants, business owners, or developers for their investment in the Redevelopment Area.

WHEN: Annually at the first RAC meeting of each year, 1-10 recipients will be recognized during "Presentations" on the agenda.

WHO IS ELIGIBLE: Property owners, tenants, business owners, or developers who have qualified improvements within the Redevelopment Area.

ELIGIBLE IMPROVEMENTS: Any improvement that is a monetary investment in the Redevelopment Area that meets the objectives listed in the Redevelopment Plan.

NOMINATIONS: All nominations would go to the City Planner/Redevelopment Manager 4 weeks prior to the meeting. The Redevelopment Manager will sort the nominations and present them to the RAC members for a final vote. City Staff, members of the RAC, RDA or public are eligible to make nominations.

REDEVELOPMENT MANAGERS ROLE: The Redevelopment Manager will send out an invitation to attend the RAC meeting to the award recipients. The Redevelopment Manager will work with the RAC Champion to order the awards or other selected gifts of appreciation.

LIMITED NUMBER OF AWARDS RECEIVED: Each parcel, tenant, business owner can receive up to 1 award per year.

COST FOR AWARDS: A maximum amount of \$1,000 per year for all awards.

PHOTOS: Photos will be provided at the RAC meeting to show the before and after for each award unless they are not available.

RECOGNITION: City of Elko website will recognize the annual award recipients as well as Elko Daily Free Press will be notified.

City of Elko Redevelopment Advisory Council
Agenda Action Sheet

1. Title: **Review, consideration, and possible recommendation to the Redevelopment Agency regarding the planter areas within the corridor from 3rd Street to 7th Street, and matters related thereto. FOR POSSIBLE ACTION**
2. Meeting Date: **July 22, 2021**
3. Agenda Category: **NEW BUSINESS**
4. Time Required: **20 minutes**
5. Background Information: **Approximately 1996-97, the downtown corridor planters were adopted by existing businesses or families in memory of loved ones. This was a project not associated with the City of Elko. The adoption program was intended for the planters to be maintained by those individuals or businesses. Many of the businesses are no longer in business and many of the planters are in great disrepair. The DBA would like to partner with the Redevelopment Agency on the planter project.**
6. Budget Information:
 Appropriation Required: **N/A**
 Budget amount available: **N/A**
 Fund name: **Redevelopment Agency**
7. Business Impact Statement: **Required / Not Required**
8. Supplemental Agenda Information **Staff Memo**
9. Recommended Motion: **Pleasure of the RAC**
10. Prepared By: **Cathy Laughlin, City Planner**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution:



CITY OF ELKO

Planning Department

Website: www.elkocity.com
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1751 College Avenue • Elko, Nevada 89801 • (775) 777-7160 • Fax (775) 777-7119

Memorandum

To: Redevelopment Advisory Council
From: Cathy Laughlin –City Planner
Date: July 13, 2021

These two planters shown in this photo are in front of Western Folklife Center. They are planted well with mature shrubs and flowers and maintained by the Western Folklife Center. Irrigation appears to be working fine. Although there is very little bark left in the planter, they are the two nicest planters in the corridor.



This planter is right next to the Western Folklife planter and this is what many of the planters in the corridor look like. No plants and very little bark left.



300 Block



1. Jack and Marci Simon
2. Sarah Sweetwater
3. Thunderbird
4. Unknown
5. Stockmen's
6. Commercial Hotel
7. McMullen McPhee
8. Elko Energy Center / Elko Cabinet Co.
9. First American Title / Cedar Creek
10. Laverne Hunt

400 Block



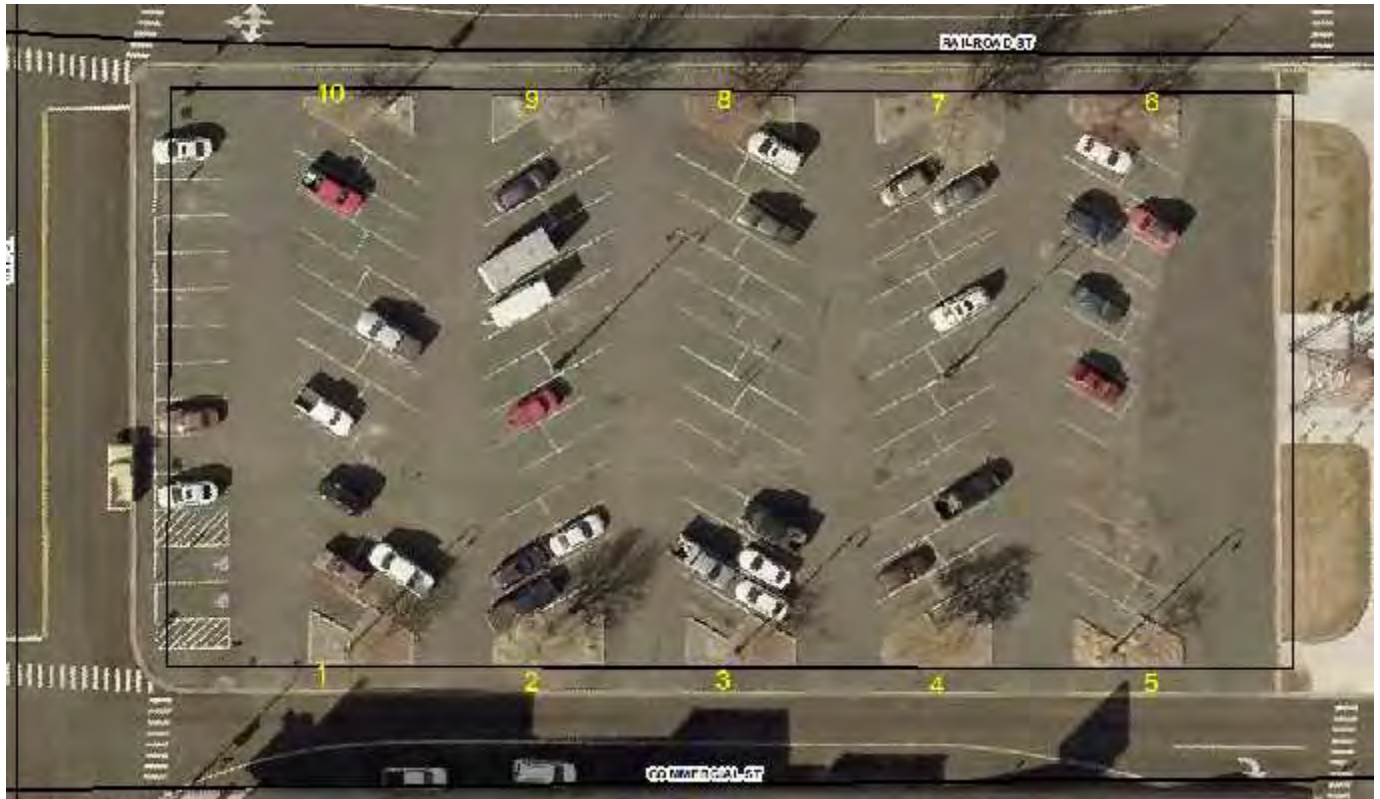
1. Stewart Title
2. Soroptomist of Elko
3. Vogue
4. Unknown
5. Unknown
6. Unknown
7. Great Basin Bank
8. Blohm Jewelers / Wilson & Barrows
9. John McCrony
10. US Bank

500 Block



1. Betty Love
2. Sierra Pacific Power Co.
3. Ben and Connie Lesbo
4. Jan Ev's and Domino's Pizza
5. Pete Scheidemann
6. Anacabes Elko General Merchandise and Howard & Mary Schmidt
7. Alan Campbell
8. Diane Meeks Mackie
9. Western Folklife Center
10. Wilda Birdsell Grock

600 Block



1. Stan Driskell
2. Jess Goicoechea
3. Lornell Bowler
4. Machi's and Lillian's Gift House
5. Barrick
6. Soroptimist of Elko
7. First Interstate Bank and Elko County Board of Realtors
8. Lee and Mary Chapman and Canyon Construction
9. Charlie Paul
10. Imogene Paul



Downtown Corridor Flower Bed Proposal

Regarding:

The 40 flower beds in the corridor, from 3rd street to 7th street, in between Railroad and Commercial

The Problem:

- The beds have not been maintained and must now be re-landscaped
- The City does not have the manpower to accomplish this
- The City also struggles to maintain the beds
- Much of the drip system is not working

Proposed Solution:

- Elko Downtown Business Association will coordinate with local businesses and the general public to schedule a volunteer day to re-landscape the beds with shrubs, flowers, and bark
 - Work will include some removal of dirt from each bed so the bark can be maintained, landscaping fabric installation, as well as a general repair of the drip systems that are in place
- Elko DBA will continue to be a part of the maintenance program through one scheduled cleanup day per year (likely during the yearly "Take Pride" event)
- Elko DBA will work to encourage local businesses near the planters to take time to pull weeds and do general cleanup
- Elko DBA will seek out donations from local landscaping businesses for some materials
- Elko DBA will petition its membership for cash donations in an attempt to increase the quality and reach of this project, although our membership is still feeling the effects of the pandemic on their operations and cash flow.

Requests to the City of Elko:

- Elko DBA requests help from the City to remove excess dirt from the corridor once it has been removed from the beds
- Elko DBA requests that the City contribute \$40,000 (\$1,000/Bed) for the initial re-landscaping.
 - These funds will be used to purchase all landscaping materials as well as rent necessary equipment for volunteers to accomplish the task, as well as to contract any work not finished.

Cathy Laughlin

From: David Zornes <dzornes@northernstarcasinos.com>
Sent: Wednesday, July 14, 2021 10:39 AM
To: Cathy Laughlin
Subject: RE: Planters 4 out of 10

Hi Cathy,

We bought the weed barrier from Grainger and it averaged \$105.94 per planter.

We bought the bark from Walmart and we first got it at regular price and then bought a lot on sale at \$1 per bag. Looking at non-sale price we averaged about \$50 per planter for the bark.

So right around \$150 per planter for weed screen and bark.

While I'm talking to you. They City bought the new LED Bulbs for the corridor lights. Do you know for sure if it was the biggest possible light that would fit in those fixtures?

David R. Zornes

Chief Executive Officer
Nevada Casino Holdings, LLC
Stockmen's Hotel & Casino, LLC
Commercial Casino, LLC
Scoreboard Sports Lounge and Casino, LLC
Model T Casino Resort, LLC
El Capitan Lodge Casino, LLC
340 Commercial Street
Elko, NV 89801
Office: 775.777.0789
Mobile: 775.389.1339
dzornes@northernstarcasinos.com

From: Cathy Laughlin [mailto:claughlin@elkocitynv.gov]
Sent: Wednesday, July 14, 2021 8:09 AM
To: David Zornes <dzornes@northernstarcasinos.com>
Subject: RE: Planters 4 out of 10

**** External ****

Can you tell me what you spent in bark for the 4 planters, we are trying to use that figure to come up with a budget to do all of them.

These look great and I will be in touch later today with more information regarding the project.

Cathy Laughlin
City Planner

(775)777-7160 ph
(775)777-7219 fax
claughlin@elkocitynv.gov

City of Elko

From: David Zornes <dzornes@northernstarcasinos.com>
Sent: Tuesday, July 13, 2021 2:56 PM
To: Cathy Laughlin <claughlin@elkocitynv.gov>
Subject: FW: Planters 4 out of 10

Cathy,

We took out dirt and the old dead plants in 4 out of 5 planters across from Stockmen's. We are waiting for Joe to send some guys to fix the drip irrigation in the 5th planter.

Driving to work today I turned on 4th Street and then Railroad Street and realized that the 5 planters on the Commercial side need to be cleaned out also. People don't realize we don't own that parking lot.

Anyway, today I was on the call with Garrett about what the DBA can do to help the City. I understand how hard it is to hire the right people right now. Turnover is costing us a fortune. We'll get those other 6 planters cleaned out but after talking to Garrett do you think there is any chance the City might buy the bark? If the DBA makes a deal with the City I will be glad to add plants to these areas. Garrett said he had about \$300 left that could be used for us now out of DBA funds.

Thanks Cathy, I hope you are recovering from your busy weekend!

David R. Zornes

Chief Executive Officer
Nevada Casino Holdings, LLC
Stockmen's Hotel & Casino, LLC
Commercial Casino, LLC
Scoreboard Sports Lounge and Casino, LLC
Model T Casino Resort, LLC
El Capitan Lodge Casino, LLC
340 Commercial Street
Elko, NV 89801
Office: 775.777.0789
Mobile: 775.389.1339
dzornes@northernstarcasinos.com

From: David Zornes
Sent: Tuesday, July 13, 2021 2:45 PM
To: David Zornes <dzornes@northernstarcasinos.com>
Subject: Planters









David R. Zornes
CEO

Nevada Casino Holdings, LLC

Sent from my iPhone

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City of Elko Redevelopment Advisory Council
Agenda Action Sheet

1. Title: **Review, consideration and possible action to hold a special election to elect officers or maintain current positions until January 2022 election, FOR POSSIBLE ACTION**
2. Meeting Date: **July 22, 2021**
3. Agenda Category: **NEW BUSINESS**
4. Time Required: **15 minutes**
5. Background Information: **RAC Bylaws Article III, Section 1 states: The RAC shall elect a chairperson, a vice-chairperson, and a secretary from its members in January of each year. There is no minimum or maximum on the number of times a member may serve in one of the elected offices. RAC did not meet in January 2021 due to Covid advisory meeting restrictions and therefore the election was not held. There is one additional meeting in 2021 prior to the election of officers in January 2022.**
6. Budget Information:
 Appropriation Required: **N/A**
 Budget amount available: **N/A**
 Fund name: **N/A**
7. Business Impact Statement: **Not Required**
8. Supplemental Agenda Information: **By-laws**
9. Recommended Motion: **Maintain current elected officers and hold the election of officers in January 2022.**
10. Prepared By: **Cathy Laughlin, City Planner**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution:

**City of Elko Redevelopment Advisory Council (RAC)
Bylaws
(First Amended and Restated)**

ARTICLE I ESTABLISHMENT AND PURPOSE; RECITALS

Section 1 The City of Elko Redevelopment Advisory Council (RAC) was established by the City of Elko Redevelopment Agency (RDA) on December 11, 2012.

Section 2 Whereas, on or about February 12, 2013, the RDA adopted the first set of Bylaws for the RAC; and

Whereas, the RDA has determined to amend and restate the Bylaws; and

Whereas the redevelopment and revitalization of the City's downtown is an integral component of the Redevelopment Plan; and

Whereas the RDA is committed to promoting the downtown area as a principal focal point for Elko community life, and making it an attractive, safe and economically sound city center with shopping, entertainment, cultural and recreational opportunities; and

Whereas the RDA recognizes and values community collaboration while maintaining the distinctive character of Elko as a pioneering and enterprising city; and

Whereas the RDA wishes to seek advice from a diverse yet representative advisory committee to advise it with respect to implementing the RDA Plan or any plans subsequently adopted for the implementation of the RDA Plan, to propose Plan amendments, to assist with marketing and economics as requested by the Redevelopment Agency, to suggest projects and priorities for possible expenditures during the budget process, to explore grants or other external funding sources, to develop Design Guidelines for possible use by the Redevelopment Agency, and to advise the Redevelopment Agency about ways to attract new business.

Based upon the foregoing recitals, the RDA hereby finds and directs that the RAC shall be subject to the following bylaws commencing on the date of adoption by the RDA:

ARTICLE II MEMBERSHIP, APPOINTMENT TERMS

Section 1 The RDA shall appoint five (5) members to the RAC board. The RAC board members shall satisfy the following criteria or have the following affiliations or associations, and shall serve without compensation: (1) a member of the RDA, (2) the president or designee of the Downtown Business Association, (3) the chairman or designee of the Arts and Culture Advisory Board, (4) one member who resides within the City of Elko incorporated boundary, and (5) one stakeholder from the redevelopment area. In the event that one of these members is not able to maintain his or her position, the RDA may select other representatives to serve. Membership shall also include four (4) ex-officio nonvoting members, being representatives of the Elko County School District, Great Basin College, Elko County, and the Elko Convention and Visitors Authority.

Section 2 The members of the RAC shall be appointed by the RDA annually in July; *provided*, in the event of a vacancy, the RDA may appoint an interim member for a term up to and including the next July 31. There shall be no limit on the number of reappointments of the members.

Section 3 Minimum Qualifications for appointment to the RAC include:

- a. Interest in the City of Elko community.
- b. Ability to work cooperatively with individuals, groups, community agencies and organizations.
- c. Willingness to meet and conduct business under the Nevada Open Meeting Law.

Section 4 Any RAC board member (excluding ex officio members) who accrues more than three (3) consecutive unexcused absences, or fails to attend more than seventy-five percent (75%) of the regularly scheduled meetings within a calendar year, shall be considered to have resigned and that person's membership shall thereupon automatically terminate. The foregoing sentence shall not apply to excused absences. Excused absences are defined as absences due to illness of a member or a person in a member's family, employment-related activities, or other instances as approved by the Chairperson on a case-by-case basis. Notification of absences is to be made to the Secretary of the RAC.

Section 5 Any board member may be removed or suspended by the RDA for good cause, as determined by the RDA.

ARTICLE III OFFICES, DUTIES AND APPOINTMENT OF OFFICERS

Section 1 There is no minimum or maximum on the number of times a member may serve in one of the elected offices. In the event of a vacancy in an elected office, a special election may be held at any time during the year to fill the vacancy.

Section 2 The offices and duties of the officers shall be as follows:

- a. Chairperson: To preside over meetings of the RAC and to ensure that actions are properly taken, to sign official documents and correspondence on behalf of the RAC, to assist City Staff in preparing agendas, and to represent the RAC at City Council and RDA meetings, and other official functions.
- b. Vice-Chairperson: To assume the duties of the Chairperson in the absence of the Chairperson, and to assist with publicity efforts as needed.
- c. Secretary: To sign or attest official documents of the RAC, to keep minutes of the meetings, and to review any record-keeping functions of the RAC.

ARTICLE IV RESPONSIBILITIES, POWERS, AND DUTIES

Section 1 The responsibilities, powers and duties of the RAC shall include, but not-be-limited to, the following:

- a. Hold meetings in accordance with the Open Meeting Law (Nevada Revised Statutes (NRS) Chapter 241) to promote the exchange of information and otherwise fulfill the purposes stated in these Bylaws.
- b. Obtain public input.
- c. Assist in the development of Design Guidelines and any restrictions or controls upon the request of and subject to the approval by the Elko Redevelopment Agency.
- d. Recommend proposed amendments to the City of Elko Redevelopment Plan.
- e. Advise the RDA on implementation of the RDA Master Plan and any implementation documents.
- f. Monitor and evaluate progress in carrying out the vision for the purpose of advising the RDA.
- g. To the extent delegated by the RDA, oversee and coordinate among other advisory bodies, estimate the overall needs for resources to accomplish the various projects, and provide direction in the allocation of resources among these projects.

- h. Sort among competing priorities and conflicting activities within the scope of RAC's area of responsibility.
- i. Communicate the information regarding implementation of the Redevelopment Plan and implementation documents to the community, stakeholders, and interested organizations.
- j. Give recognition to people and groups as they accomplish action items and project implementation activities.
- k. As requested by the RDA, help with the identification, and recruitment, of Project Champions, as that term is defined in the Redevelopment Plan or associated implementation documents.

Pursuant to NRS Chapter 279, the RDA is responsible for overseeing, managing, and coordinating redevelopment and revitalization projects within the redevelopment area pursuant to the Redevelopment Plan. The RDA will, in its discretion and within the scope of its statutory authority (1) be the authority for implementation of the RDA Plan, (2) approve project budgets, (3) resolve conflicting priorities, (4) secure funding for specific projects, and (5) resolve project challenges presented by the City of Elko's regulatory structure. These duties and all other duties given to the RDA by statute may not be delegated to the RAC.

ARTICLE V MEETINGS, RECORDS, QUORUMS, AND VOTING

Section 1 The RAC shall meet quarterly or as needed as determined by the Chairperson of the RAC.

Section 2 Special meetings of the RAC may be called as directed by:

- a. By the Chairperson of the RAC;
- b. By a majority vote of a quorum at a meeting of the RAC;
- c. By request of a majority of the members of the RAC;
- d. By the RDA; or
- d. By the City Planner or his/her designee.

Section 3 All meetings shall be properly noticed, posted and conducted according to the Open Meeting Law, NRS Chapter 241.

Section 4 Three (3) members of the RAC shall constitute a quorum. No action may be taken without at least a quorum. The quorum shall not be reduced by abstentions or recusals. A majority vote of the members of the RAC who are in attendance and able to vote shall be necessary for official action.

Section 5 The RAC shall comply with these Bylaws for all business of the RAC.

Section 6 The RAC shall keep a written record of all meetings.

Section 7 Only such business specified in the published agenda for the meeting shall be transacted at a meeting of the RAC.

ARTICLE VI FILING WITH THE CITY CLERK

Section 1 The executed original of these Bylaws must be filed with the City Clerk within ten (10) days of adoption by the RDA.

Section 2 Originals of the agenda, agenda backup items, and certificate of posting are to be filed with the office of the City Clerk at the time of the posting of the agenda.

Section 3 The executed original of the meeting minutes is to be filed with the office of the Elko City Clerk within ten (10) calendar days of approval.

ARTICLE VII ADOPTION AND AMENDMENT

Section 1 These Bylaws shall become effective upon adoption by the RDA.

Section 2 An amendment to these Bylaws may be introduced and initiated by a majority vote of either the RAC or the RDA. The proposed amendment shall be acted upon at the next regular meeting of the RDA.

Section 3 The RAC is responsible for ensuring compliance with the Open Meeting Law. Pursuant to Nevada Revised Statutes Chapter 241, the RAC must prepare, publish and follow an agenda. Any action items must be submitted to the City Planner or his/her designee at least ten (10) calendar days prior to the official meeting date. Appropriate back up material must be submitted with the item.

Section 4 Notwithstanding any other provision contained herein, the RDA may, in its discretion, dissolve and terminate the RAC, or restrict or amend these Bylaws and the duties and responsibilities of the RAC to the extent permitted by the Redevelopment Plan and the Nevada Revised Statutes.

ELKO REDEVELOPMENT AGENCY

By: _____

Its: _____

DATED: _____, 2016.

ATTEST:

Redevelopment Agency 2020/2021 Budget

July 1, 2020 to June 30, 2021

Revenues		
	Approved Budget	As of 7/13/2021
Beginning Fund Balance	\$1,358,208	
Budget to beginning fund balance dif.	-\$58,339	
Property Tax Revenues (anticipated)	\$393,888	\$346,029
Interest Revenues (anticipated)	\$7,000	\$5,150
Transfer in from General Fund		
Total Revenues	\$1,700,757	\$351,179

Balance to date	\$1,050,223
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Expenditures		
	Approved Budget	As of 7/13/2021
Legal	\$20,000	\$629
Public Improvements		
Misc. items	\$1,000	\$247
Storefront Program (pledged 2017)	\$25,000	\$25,000
Storefront Program (pledged 2018)	\$25,000	
Storefront Program (pledged 2019)	\$16,918	\$11,150
Storefront Program (pledged 2020)	\$98,448	
Storefront Program (pledged 2021)	\$100,000	
Public-Private Partnerships	\$75,000	
RAC Recognition Program	\$1,000	
400 Block Alley power project	?	
Block End Project	\$600,000	\$563,800
Stockmen's Parking lot	\$99,999	
Balance towards savings	\$638,292	
Revolving Fund	\$100	
Total Expenses	\$1,700,757	\$600,825

Redevelopment Agency 2021/2022 Budget

July 1, 2021 to June 30, 2022

Revenues		
	Approved Budget	As of 7/13/2021
Beginning Fund Balance	\$969,625	
Budget to beginning fund balance dif.		
Property Tax Revenues (anticipated)	\$310,000	
Interest Revenues (anticipated)	\$6,000	
Transfer in from General Fund		
Total Revenues	\$1,285,625	\$0

Balance to date	\$969,625
-----------------	------------------

Expenditures		
	Approved Budget	As of 7/13/2021
Legal	\$20,000	
Public Improvements		
Misc. items	\$1,000	
Storefront Program (pledged 2018)	\$25,000	
Storefront Program (pledged 2020)	\$98,448	
Storefront Program (pledged 2021)	\$100,000	
Storefront Program (pledged 2022)	\$50,000	
Public-Private Partnerships	\$75,000	
RAC Recognition Program	\$1,000	
400 Block Alley power project	?	
Block End Project	\$46,000	
Stockmen's Parking lot	\$99,999	
Balance towards savings	\$769,078	
Revolving Fund	\$100	
Total Expenses	\$1,285,625	\$0



Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

Vol. 68, No. 6
June 2021

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@DowntownDevelopment.com

Fayetteville's Active Transportation Plan

To Preserve Small Businesses and Local Flavor, Cities Limit Chain Stores, an archive article

MANAGEMENT

Six lessons from a DID's demise

For a quarter-century, the Downtown Improvement District (DID) in Reading, PA (est. pop. 88,373), managed the city's declining urban core.

The DID's ambassadors picked up trash, and the organization hosted summer concerts, a holiday parade, and other events.

However, Reading never experienced a true downtown renaissance, and questions about the DID's effectiveness festered. Those doubts came to a head in recent months.

Ultimately, the Reading City Council decided to disband the orga-

nization. It's a decision that was both lamentable and preventable, according to one consultant who worked with the city in the months before the decision.

Reading had hired Progressive Urban Management Associates (PUMA) to propose a turnaround plan for the DID. However, rather than implementing its suggestions, Reading's elected officials decided to pull the plug on the DID.

"There were just some structural and political issues they couldn't

(Continued on page 2)

ATTRACTION

City uses array of strategies to create bike-friendly vibe

This year, Fayetteville, AR (est. pop. 87,585), became the first U.S. locale to win the Bike City designation from the Union Cycliste Internationale, the sport's Swiss-based world governing body.

Thanks to years of effort, biking is big business in Fayetteville. The investment includes an expansive trail network, on-street cycling infrastructure, and ambitious biking initiatives.

The city operates a network of 100 miles of biking and walking trails. The city's Active Transportation Plan calls for extending access to a biking trail to within a half a mile of every resident of Fayetteville.

The University of Arkansas is home to a large bike-share program. And Experience Fayetteville, the regional convention

(Continued on page 7)

Public agency boosts public engagement by paying for it

With diversity and racial equity hot topics in many communities, downtown leaders have struggled with a notable challenge: How do you get the public to give input at public hearings?

And if you're a transit agency running public bus routes, how do you make sure to hear from a constituency not known for vocal civic engagement?

In Rochester, MN (est. pop. 118,924), the local transit authority is taking an unusual path toward gathering feedback from the public: It's paying people to engage.

The transit agency formed a paid advisory committee made up of 10 Rochester residents, NextCity reports. Members are paid \$25 per hour and offered childcare reimbursement, provided they committed to 30 hours of work between September 2020 and June 2021.

The aim is to gather feedback from throughout Rochester — and not just from the older, whiter, and wealthier voters who usually turn out at public forums.

Nick Lemmer, project manager for Roch-

ester Public Transit, told NextCity he strived to “deliberately seek out communities whose voices aren't often heard when undertaking a large project.”

The transit authority advertised the part-time gig on social media, via a public service announcement that aired on local TV and radio stations, and through an ad in the local daily newspaper.

Those efforts brought in 38 applications, and the transit authority hired a team of 10. They are mostly people of color representing all age groups, with at least two students and two immigrant participants.

Rochester is home to the thriving Mayo Clinic, and the transit authority is adding a new route to alleviate a crunch on downtown parking and traffic congestion.

Ideas the committee members recommended include having a cafe and restroom at the park-and-ride, as well as chargers for electric wheelchairs. The committee also stressed the importance of cleanliness and safety at bus stops. **DIX**

Six lessons from a DID's demise — *Continued from page 1*

overcome,” says PUMA President Brad Segal. “And, of course, the pandemic totally exacerbated all of this.”

For many downtown leaders, the demise of their organization is a nightmare scenario — one to be avoided at all costs.

DID in the crosshairs

If there's good news from the unwinding of Reading's DID, Segal says, it's that the Reading City Council voted narrowly to end

the DID — the decision came in a 4-3 vote. In other words, the DID enjoyed plenty of support, so even a slight course correction in the previous months or years might have changed the final outcome.

Jim Cinelli, former chairman of the Reading DID and a downtown business owner, summed up stakeholder sentiment during one public meeting this way: “The large majority of the comments were positive.”

However, the political climate in Reading

had grown so fraught that the DID became a catch-all for a variety of issues.

“The DID has always been in the cross-hairs of everything that has gone wrong downtown,” Councilwoman Marcia Goodman-Hinnershitz said during a meeting.

Another council member, one who voted in the minority to save the DID, acknowledged he was disappointed in the organization’s performance.

“We pushed DID for many years to improve, to get focused on the clean and safe, and it didn’t happen,” says City Council President Jeffrey Waltman.

The saga of Reading’s DID underscores some best practices that all downtown leaders can — and should — embrace, Segal says.

Lesson 1. Tell your story. “It’s so important for the DID to communicate effectively with its core constituencies, both business owners and political leaders,” Segal says.

Reading’s DID simply didn’t adequately share the story of its challenges and its successes, Segal says.

Some downtown property owners resented the tax assessment they paid to fund the DID, a theme that emerged during public debate about the organization’s fate.

Segal sees a missed opportunity: The DID collected only a modest assessment. As Reading properties lost value over the decades, the property tax rate didn’t go up, leaving the DID undercapitalized.

“They had lost 20 to 30 percent purchasing power over the years, so of course their services had decreased,” Segal says. “The fact of the matter is the tax burden had decreased over 20 years.”

To save the DID, the organization needed to deliver that message frequently and persuasively.

Lesson 2. Walk around. It seems basic, but downtown leaders need to be visible. In Reading, the DID’s leaders had retreated into a “bunker mentality,” Segal says.

“The Reading DID really had lost touch with many of its core constituents,” he says. “Their management team was not on the



street meeting with tenants and property owners.”

Downtown merchants and landlords crave face-to-face contact with downtown leaders. That’s especially true in politically uncertain moments when an organization is fighting for its very life. When crunch time came, the DID lacked the personal connections that might have salvaged the organization.

“This is a relationship business,” Segal says. “It’s very high-touch. You can’t delegate relationships to social media and email. Property owners really rely on that face-to-face interaction.”

Lesson 3. Share the financial burden. As Reading’s downtown struggled with issues such as vacant storefronts, declining property values, and homelessness, some tax-paying property owners felt their tax dollars were being wasted.

That undercurrent of tension was complicated by this reality: Reading’s downtown is filled with tax-exempt occupants, including city and county offices, a university, and churches.

“Almost half the real estate was exempt from assessments, and they didn’t participate financially,” Segal says. “And after 20 years, the private property owners started to resent that.”

PUMA negotiated with some of the tax-exempt owners downtown to contribute to the operations of the DID. However, Segal says, the compromise proved to be “too little, too late.”

Lesson 4. Be flexible. “The business model of the Reading DID had not changed in 25 years,” Segal says. “But the demands on the street had changed.”

“The business model of the Reading DID had not changed in 25 years. But the demands on the street had changed.”

Segal points to the dwindling tax revenue as one example. The DID needed to act years ago to stop the drain on its financial resources.

Homelessness is another case in point. Many downtowns throughout the country have shifted their approach to homelessness.

Cities big and small have begun to address homelessness as a problem that requires not just law enforcement but a holistic strategy dealing with mental health, addiction treatment, job training, and overall well-being. Reading hadn’t made that pivot, Segal says.

Lesson 5. Embrace demographic changes. In Reading, fully 66 percent of the city’s population is Hispanic, according to the U.S. Census Bureau. Reflecting the immigration wave, many downtown merchants now hail from Latin America.

However, Segal says, the DID didn’t take the obvious step of embracing, cultivating, and heralding this cultural shift.

“Their management team was slow to react,” he says. “They never really adapted to the demographic changes.”

For instance, the DID should have employed a Spanish speaker to handle outreach to Latino business owners. But it didn’t.

PUMA’s proposal called for the creation of an international district highlighting cuisines and cultural experiences not common in the Lehigh Valley.

“It would differentiate Reading from every other community,” Segal says. “It was such a yawning opportunity, and for them to not take advantage of it was perplexing.”

Lesson 6. Create political insulation. In most cities, the business improvement district, downtown development authority, or downtown improvement district is run by a nonprofit organization operating under contract from the municipality. It’s an arrangement that provides a layer of separation between local politics and the downtown organization.

In Reading, however, the DID ran as a city agency. PUMA had recommended contracting with a nonprofit, but the DID died before that protective buffer could be created.

“Volatile politics will always kill a DID, and Reading has a history of volatile politics,” Segal says. “The DID was not insulated from the volatile politics.”

Contact: Brad Segal, Progressive Urban Management Associates, 303-997-8754; Jim Cinelli, Reading Science Center, 484-878-2112. **DIX**

ATTRACTION

One downtown formalizes sudden surge of ghost kitchens

Ambitious operators are embracing the growing concept of ghost kitchens. In one example, REEF Technology of Miami, FL, has amassed 5,000 urban locations nationally. In another, the former CEO of Uber launched CloudKitchens and has invested more than

\$100 million on sites in two dozen cities.

These kitchens are essentially restaurants without the dining space. They sell and fulfill online food orders for delivery using third-party apps like Grubhub, UberEats, and DoorDash, or with their own delivery

operation. As a result, they typically have no visible storefront.

The concept is so promising that REEF Technology in 2020 raised \$700 million from investors. However, the fast growth of these ghost kitchens has far outpaced downtown leaders' ability to respond.

REEF Technology sets up mobile food-prep stations in locations such as downtown parking lots, then cooks the food and delivers it via Postmates and Uber Eats.

The city of Miami became the first to address zoning for the mobile kitchens operated by REEF. City commissioners unanimously approved a yearlong pilot program that legalizes the ghost kitchens and creates a regulatory framework for this new breed of food-service business.

The kitchens have business licenses and health permits but, before the creation of the city's program, Miami's zoning code didn't specify where — or even if — ghost kitchens could operate.

Proponents pitch ghost kitchens as a low-cost alternative to traditional restaurant space, and a way to meet demand from a dining public now in the habit of ordering their food on apps and eating at home.

But skeptics say the chaotic growth of the new model could further disrupt the restaurant industry in a hospitality-driven city that's still recovering from the pandemic.

"I don't know if this is the best thing in the world or the worst thing in the world," downtown businessman Gary Ressler, a board member of Miami's Downtown Development Authority, told the *Miami Herald*.

Miami's pilot program permits the kitchens on commercial lots in certain neighborhoods.

Still, some commissioners worry that mobile kitchens will get an unfair advantage over small local businesses that weathered the more stringent permitting, licensing, and inspections for brick-and-mortar locations, and the greater overhead costs. **DIX**

"I don't know if this is the best thing in the world or the worst thing in the world."

ECONOMIC GROWTH

Downtown invests in biotech hub

Topeka, KS (est. pop. 125,318), is betting on biotechnology. The city will invest in a new innovation campus downtown.

The city's Joint Economic Development Organization voted in May to approve up to \$5.87 million toward developing the district. The money would be allocated over the next nine years.

"Mark this day in your calendar, and 10 years from now, let's take a look at what's happening," Mayor Michelle De La Isla said, "because I think this could be transformational. This is the type of investment that our community is worthy of."

The innovation campus would take up 60,000 to 70,000 square feet downtown, the *Topeka Capital-Journal* reported. The city is focusing on animal health and agricultural

technology, and Topeka already has been making headway on that front, through its partnership with Plug and Play, an accelerator program based in Silicon Valley.

Ambitious investments in biotechnology come with caveats. While the industry has spurred employment in biotech hubs such as California and Massachusetts, it's a highly competitive industry.

Nearly every state in the country, and nearly every developed nation in the world, is vying for biotech employers. The state of Florida embarked on an investment spree nearly two decades ago that funneled more than \$1 billion to the life sciences industry. The thousands of high-paying jobs that were promised as part of the bet have yet to materialize.

Topeka's ambitions are more modest. The city expects the innovation campus to cost about \$13 million and to create 20 to 40 new full-time jobs.

Rhiannon Friedman, president of Downtown Topeka, Inc., (DTI) called the project "a

tremendous vote of confidence in the future of our downtown."

"The innovation campus will serve as an important asset as DTI works to attract new businesses, development, and retail to our downtown core," Friedman said. **DIX**

ACCESS AND MOBILITY

Developer has large ambitions for car-free community

An apartment developer hopes to prove that Americans are ready to embrace car-free living.

Culdesac Tempe is a new 636-unit rental community in Tempe, AZ. When the project opens for occupancy this year, residents won't be allowed to bring vehicles with them.

"The vision of Culdesac is to build the first car-free city in the U.S.," Culdesac Chief

Executive Officer Ryan Johnson tells the *New York Times*.

"It's car-free, but it's also a mobility-rich environment."

The project markets itself as "the first car-free development built from scratch in the U.S.," as a model for America's "post-car era," and as home to "1,000 people, 0 private cars."

Urbanists have long espoused a shift away from car-centered design toward pedestrian-friendly layouts. Ironically, Culdesac Tempe touts a vehicle-free lifestyle in a region synonymous with suburban sprawl and searing summertime temperatures.

"There's tremendous demand for car-free living, even in a place like the Phoenix region that has a history of being very auto-centric," says Daniel Parolek, head of Opticos Design and designer of Culdesac Tempe.

To enforce the car-free ethos, Culdesac Tempe offers no parking spaces for residential units, although the project's commercial

tenants — including a grocery store, a café, and a coworking space — will have parking for employees and customers.

To make the car-free concept work, Culdesac Tempe includes stations for bike sharing and scooter sharing, along with pickup spots where residents can meet Uber and Lyft drivers. A Valley Metro Rail station is a short walk away.

"It's car-free, but it's also a mobility-rich environment," Parolek says.

"As soon as you remove the car from the equation, you suddenly can use all of that extra space for public space, or for semi-private space," he says.

Culdesac comes to market amid competing trends in the housing market. On the one hand, the coronavirus pandemic pushed Americans out of major cities and into the suburbs, as well as off of mass transit and back into private vehicles.

On the other hand, many consumers and politicians are pining for more walking and cycling, and less driving. Toward that end, cities — including Los Angeles, Portland, OR, Minneapolis, Austin, Hartford, CT, and San Francisco — have approved buildings with minimal or no parking for residents. Charlotte, NC, approved a 104-unit apartment complex with just six units of parking. **DIX**

City uses array of strategies to create bike-friendly vibe — Continued from page 1

bureau, employs a full-time staffer with the title of cycling coordinator.

All of those efforts have paid off. Fayetteville's trails take riders past cafes, breweries, and other bicycle-friendly businesses.

"It is not just an exercise thing," Fayetteville council member Sarah Bunch tells the University of Arkansas student newspaper. "It is something that encourages a lifestyle that is better for our environment, it is better for our citizens, but it is also good for our economy as well."

Becoming a cycling destination

Fayetteville is making cycling part of its image. The city was one of several Arkansas municipalities paying remote workers to move in — and the region's cycling-friendly programs were a centerpiece of that marketing effort.

Meanwhile, Fayetteville is marketing itself as a destination for competitive cycling. It will host the Union Cycliste Internationale's 2022 Cyclo-Cross World Championships. That event seeks to cement Fayetteville not just as a place where residents pedal to work or school but also as a hub for elite cycling events.

The combination is something of a critical mass of momentum for cycling. The more local residents cycle, and the more motorists grow accustomed to cycling, the safer and more convenient cycling grows for everyone.

Fayetteville's pro-cycling campaign isn't only a boon for bikes, of course. The trails and safety emphasis also create a more welcoming environment for scooters, skateboards, and walking.

The city says it has taken cycling seriously by embracing the "Five Es" espoused by the League of American Bicyclists. They are:

Engineering. Infrastructure is a crucial part of making a downtown or a city an ideal place for bicycling. Masses of people will get

on their bikes and ride only if the physical environment allows it.

Fayetteville built an extensive network of cycling infrastructure including shared-use paved trails, bike lanes, bike parking racks, and natural surface trails.

Public pathways are just part of the equation. The built environment also means safe and secure parking for bicycles, and showers for workers commuting by cycle.

Education. Fayetteville promotes safe cycling by educating cyclists and non-cyclists. Fayetteville Public Schools include bicycle education at elementary, middle school, and high school levels. And the city urges riders of all ages to attend a formal safety course.

Encouragement. There are many ways to encourage people to ride bikes. Fayetteville's efforts include bike route maps, way-finding signs, special events, and incentive programs.

The city also encourages businesses to earn the Bicycle Friendly Business designation from the League of American Bicyclists.

Evaluation. To collect ridership data, the city installed counters on popular biking paths. Fayetteville crunches the numbers, analyzing crash locations, theft statistics, and levels of ridership to help guide the cycling-related planning process. This data is used to make decisions regarding long-range planning for future programs and infrastructure.

Enforcement. Fayetteville reminds cyclists that they have both rights and responsibilities. That means riders should respect trail rules when sharing pathways with pedestrians.

The city also emphasizes the "share the road" message to motorists and emphasizes the 3-foot law designed to give cyclists a bit of a buffer from passing vehicles.

Contact: Dane Eifling, City of Fayetteville
Bicycle Programs Coordinator, 479-575-8211.



DowntownDevelopment.com

To see **Fayetteville's Active Transportation Plan**, go to DowntownDevelopment.com and click on **"Web Extras."**

DIX

Five ways to stop giving away money at the curb

In downtowns large and small, curbsides are getting congested. Everyone, it seems, craves a parking spot along Main Street. Delivery drivers, bikeshare stations, and Uber operators compete with local residents for that increasingly scarce metered spot by the curb.

“In our rapidly changing world, the humble curb is seeing a convergence of competing uses,” write Chrissy Mancini Nichols and John Dorsett of Walker Consultants in *Planning Magazine*, a publication of the American Planning Association. “While the need for short-term parking remains, it’s

“Curb space has become an undervalued free-for-all, and cities are leaving billions in revenue on the table.”

becoming more than just a place for vehicle storage.”

The curb is playing more roles than anyone ever expected including as a staging area for down-

town merchants to both take in supplies and fill orders.

With curbs growing more vital, many cities are undervaluing this real estate, Mancini Nichols and Dorsett argue. Most cities fail to properly price on-street parking, and they’re too lax about parking time limits and loading zones.

“Curb space has become an undervalued free-for-all, and cities are leaving billions in revenue on the table — revenue that could not only fund parking operations, but mobility infrastructure and improvements, and even general services,” they write.

Walker Consultants gathered parking data and analyzed pricing and rules in all 50 U.S. capitals, a study that included large cities such as Atlanta, Phoenix, Boston, and Nashville, along with such smaller cities as Boise, ID, Helena, MT, and Olympia, WA.

Their conclusion: Most cities charge too little for on-street parking in downtowns and commercial cores.

Of the 42 cities that charge for on-street parking for a two-hour or shorter stay, hourly meter rates range from 25 cents to

\$3.75 per hour. The lowest on-street hourly parking rate was 25 to 50 cents in Jefferson City, MO. The highest rates were in Honolulu, Sacramento, and Boston.

Honolulu, one of the most expensive cities in the U.S., charges just \$3 an hour to rent on-street spaces in its prime center city area.

When studying parking utilization in Honolulu, the Walker team learned that on-street parking in commercial metered areas was more than 85 percent full in the morning and afternoon, and 100 percent full in the evening.

In a similar trend, the Atlanta Midtown Alliance reported that on-street parking utilization is 85 percent in bustling commercial areas. Austin says parking spaces in downtown are typically close to 100 percent occupied.

Here are the five biggest takeaways from the Walker Consultants’ dive into curbside parking practices:

1. Off-street parking should be cheaper than on-street parking. On-street parking at the curb is more convenient, and it should be priced to reflect its value — and to encourage turnover. Setting off-street parking rates lower than on-street rates encourages long-term parkers to use these facilities.

In most cities, the opposite happens. More capital cities require [less] payment for on-street parking at the curb than for off-street spaces in garages and lots. Eight of the 50 U.S. capital cities require no payment for on-street parking, compared to only four cities where off-street spaces are free.

This is likely because cities have quantified the cost of building an off-street parking facility, and charge rates to recoup some or all of those costs. However, it’s far more difficult to quantify the precise cost of that curbside spot.

The parking garage might have been built with a bond issue a decade or two ago, but no one remembers how much taxpayers spent to build the streets and the curbs.

2. Stop giving away parking at night and on weekends. All but three cities routinely enforce parking regulations like posted time limits. Forty-seven cities regulate and enforce parking beginning at 8 a.m. or 9 a.m., and most end enforcement at 5 p.m. or 6 p.m. Just 19 cities enforce parking regulations during some evening hours.

Almost half of the cities studied enforce parking regulations on Saturdays. Only four cities — Annapolis, Honolulu, Phoenix, and Sacramento — charge for parking on Sundays.

A business wouldn't give away a prime asset during times of high demand and neither should cities. More progressive cities that are motivated to provide higher levels of customer service charge for on-street parking during evenings and weekends, some of the busiest times in areas filled with restaurants, shops, and entertainment. Patrons want quick and convenient access to parking. They prefer to walk short distances and don't mind paying more to park, especially compared to what they may spend for a night on the town. Convenient access can be created through higher parking rates that lead to decreased lengths of stays and increased turnover.

3. Set meter revenues to recoup costs.

The cost to create an on-street parking space — from land, construction costs, and ongoing maintenance — ranges from an estimated

\$18,500 in a city of about 50,000 residents, to \$36,700 or more in New York City. While land and construction costs are upfront capital expenses, ongoing maintenance, administrative, and enforcement costs are recurring.

Looking at how much revenue on-street parking spaces generate, there is a clear gap between revenue and cost. The range for annual on-street meter revenues was a low of \$49 to a high of \$3,741 per space, on average, with a median annual on-street meter revenue of \$1,077 per space.

4. Technology is reshaping the possibilities at the curbside. Cameras, GPS, Bluetooth, and other devices will increasingly be used to collect data and enforce and monitor parking regulations. One of the first parking technologies, pay-by-cell, proves that technology can be successfully deployed to make it easier for cities to encourage people to pay for parking and comply with regulations, which increases revenue.

5. Properly value curbs. Cities must use data, regulations, zoning, fees, and technology to create policies to manage demand, create sustainable revenue streams, improve equity and access, and provide a higher level of service.

Contact: Chrissy Mancini Nichols, Walker Consultants, 415-830-8464. **DIX**

ATTRACTION

Downtown sweetens incentives to recruit mall businesses

It's a decades-old story: After a suburban mall opened, downtown lost many of its merchants. But with the retail landscape changing, one downtown is reversing the script.

The Downtown Development Authority in Alpena, MI (est. pop. 10,034), sees opportunity in the repurposing of an old mall. With the

Alpena Mall changing ownership and some tenants looking for new locations, the DDA is using new incentives to lure merchants to the business district.

Alpena's Downtown Retail Recruitment program set aside \$40,000 to offer grants of up to \$20,000 to businesses that want to move

downtown and fit niches that are needed in the heart of the city.

DDA board President Mike Mahler told the *Alpena News* that the program aims to add diversity to downtown shopping, dining, and entertainment.

Mahler said the DDA hopes to recruit apparel and shoe stores, a bakery, convenience store, candy shop, and more food and dining options.

Mahler said startup businesses won't be eligible for the grants.

Business owners could receive up to \$10,000 for the move and another \$10,000 if they take advantage of the DDA's facade grant program to beautify their new downtown exterior. He said

the money could be used to help cover the cost of moving, to have utilities connected, for signage and facades, and to help make rent payments if they are larger than they currently pay.

Nighttime foot traffic is part of the goal: Merchants that receive grants must agree to stay open a minimum of 48 hours a week, and on Saturdays.

"We really don't want someone who is going to close every night at 5 p.m. and be closed all weekend," Mahler told the *News*.

Mahler said members of the DDA may try to recruit businesses from outside of Alpena as well. **DIX**

PATHWAYS AND PUBLIC SPACES

Florida cities add pride streetscape projects

When St. Petersburg, FL (est. pop. 265,358), installed a gay pride streetscape in 2020, it started something of a trend in the Sunshine State.

City officials in Delray Beach (est. pop. 69,449) liked the concept so much that they copied it. So did Boynton Beach (est. pop. 78,690).

Inspired by St. Petersburg's streetscape — a rainbow flag painted on the pavement at an intersection, Delray Beach Commissioner Ryan Boylston began pursuing the idea for his city.

The result is a downtown streetscape. The painted roadway includes stripes using the six colors in the traditional LGBTQ Pride Rainbow Flag (red, orange, yellow, green, blue, and violet) and also the five additional colors in the Progress Pride Flag (black, brown, light blue, pink, and white). The additional colors represent people of color, trans and non-binary indi-

viduals, and those living with HIV/AIDS.

Such public gestures are a nod to the new consensus in economic development — diverse, welcoming communities tend to thrive.

"The LGBTQ community in Delray Beach is incredibly diverse, as is the population of the city itself," Boylston says. "With this streetscape, we recognize and honor all of our residents and visitors."

Support for an "inclusivity intersection" in Delray Beach's Pineapple Grove neighborhood built quickly. Elected officials and city staff met with the Pineapple Grove Mainstreet Advisory Board, the Delray Beach Chamber of Commerce, the Downtown Development Authority, Arts Garage, and several other organizations throughout Delray Beach.

Reflecting strong support for the project, the city commission in May unanimously approved the streetscape.

Also in early May, the Boynton Beach City Commission unanimously approved the painting of "The Pride Progress Flag" on a busy intersection in the heart of the city. That project is expected to cost \$12,000. **DIX**



Idea Exchange

Downtown re-opening event

Local Palooza was created to welcome the community back to outdoor, in-person gatherings while supporting downtown Lafayette, LA's arts and small business community. The free event featured continuous live entertainment in and around downtown's Parc Sans Souci as well as local vendors from the Louisiana Crafts Guild, and food and beverages for all ages. The event was produced by the Lafayette Consolidated Government and Downtown Lafayette Unlimited (DLU).

"DLU is excited to host our first, free, in-person event to the community since 2019" said Jamie Hebert, DLU director of programming and engagement, "we know that events like these drive traffic to downtown businesses and help expose citizens to the amazing progress being made downtown."

Redefining formula restaurants

To preserve small businesses and local flavor, some cities are passing rules to limit the number of national businesses that can set up shop downtown. Restrictions are mostly being enacted in smaller cities such as McCall, ID (est. pop. 3,278), Sausalito, CA (est. pop. 7,125), and Bristol, RI (est. pop. 22,305).

The City of Arcata, CA (est. pop. 18,178), has limited the number of formula restaurants allowed downtown since 2002. Having reached the nine restaurant limit and with two new restaurants interested in opening

downtown, the city is re-evaluating its definition of a formula restaurant and hoping to reclassify two existing businesses.

The city ordinance defines a "restaurant, formula" as:

"A restaurant that is required by contractual or other arrangement to offer any of the following: standardized menus, ingredients, food preparation, decor, uniforms, architecture, signs or similar standardized features and which causes it to be substantially identical to more than 11 other restaurants regardless of ownership or location."



To read more about **limiting formula businesses**, visit DowntownDevelopment.com and click on "**Web Extras**."

Planning ahead for Cider Monday

The first Monday after Thanksgiving is traditionally the day that consumers go online in search of bargains. Some downtowns are going to extra lengths to entice consumers into brick-and-mortar retail locations on Cyber Monday.

Several years ago, in Farmington, ME, the day was declared Cider Monday. Customers were offered free hot mulled cider by merchants as thanks for doing their shopping in person rather than online.

Cider Monday originated with independent bookstores in the Northeast and expanded and spread as communities such as Farmington adapted the idea.

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Idea Exchange

Chairs get people walking

Big blue adirondack-style chairs are creating excitement in the City of Sault St. Marie, Ontario, Canada. The city, affectionately known as Soo, saw five oversized chairs appear seemingly overnight. Word about the chairs spread quickly on social media says OntarioFarmer.com. Interest was especially high among families looking for kid-friendly outdoor activities.

"Me and my family found all five today. We had so much fun doing so I hope they put more out," said a member of the Things to do in the Soo Facebook group.

"Awesome, got the teenager out of the house," said another member.

The project was part of the efforts of the Mayor's Youth Advisory Council. The goal of the student group was to get people active and outside. The city plans to host a photo contest and other activities during the summer months. Until then, social media is spreading the word.

Vax downtown

Downtown Tucson, AZ, has a new attraction. The historic Fox Tucson Theater opened its doors for six consecutive Friday nights to host a pop-up vaccination site. It's part of the county's Vax After Dark program which works to make COVID-19 vaccinations accessible to all.

The Downtown Tucson Partnership (DTP) was instrumental in securing the theater as a vaccination site. DTP President Kathleen Eriksen says it was a logical choice

Converting retail to residential

The owner of 15 South Avenue in downtown New Canaan, CT, is seeking permission to convert second floor commercial space to residential. For years, both floors in the small building have been retail. Because of the low demand for retail space in the city center, the owner would like develop a one bedroom apartment.

Many have predicted that a shift from retail to residential uses was a likely outcome of the pandemic. Among them are Marc Joffee and Austill Stuart, policy analysts at the Reason Foundation. They encourage city leaders to, "reduce unnecessary restrictions that may prevent businesses from adjusting to the realities of the pandemic."

Cities, at least those with stable or growing populations, say the analysts, can address lower demand for commercial space by facilitating retail-to-residential conversions. Over the long run, they say, city governments may need to consider, "rightsizing their commercial corridors."



To read the article, "[As retail industry struggles, cities can encourage commercial-to-residential property conversions.](#)" go to [DowntownDevelopment.com](#) and click on "[Web Extras.](#)"

to host the event downtown, "The Fox Theatre makes perfect sense as the location for Vax After Dark. This beautiful historic theatre provides a spacious and safe venue for the community to receive the much needed vaccine. We're hoping people will come early and stay late to support downtown businesses while they are here."

event grew and spread to encompass the entire downtown. It now includes bakeries, gourmet shops, and other food-related businesses. They offer tastings, demonstrations, classes, and tours throughout the weekend. At the same time, restaurants celebrate local flavors with special menu items and new products that are either grown or made locally. **DIX**

Event expands to encompass entire downtown

Flavors of Freeport launched in 2008, as a showcase for local chefs and food and alcohol producers in the Maine city.

The entire two-day event initially took place in the ballroom of a downtown hotel. Over time, the foodie





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Improving physical, social, and economic conditions downtown

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ARPA Funding:
Main Street Update

Form-Based Codes:
A Step-by-Step Guide
for Communities

ECONOMIC GROWTH

Billions are heading to states and cities; make sure downtown gets its share

The federal government is directing hundreds of billions of dollars to states and cities, a windfall that has downtown leaders nationwide positioning themselves to get a piece of the pie.

In March, President Joe Biden signed the American Rescue Plan (ARP) into law. The initiative calls for \$1.9 trillion in economic stimulus, including an infusion of \$350 billion for state and local governments.

“It’s an unprecedented opportunity,” says Patrice Frey, president and chief executive officer of the

National Main Street Center. “We’re probably not going to see dollars like this flow to states again any time soon, perhaps not any time in our lifetimes.”

The Treasury Department has provided guidelines about how the money can be spent. One eligible use: addressing the economic fallout of the pandemic. That broad category could include such measures as supporting small businesses that lost sales or rehiring public-sector workers laid off during the pandemic.

(Continued on page 3)

ATTRACTION

More small cities legalize outdoor alcohol consumption

New Orleans’ French Quarter once was the rare entertainment district that allowed revelers to drink while they strolled public streets.

However, many small cities not known as party towns are getting in on the act, a trend that has been accelerated by the coronavirus pandemic and the new reality of outdoor dining and drinking.

In one recent example of a city

loosening its liquor laws, Portsmouth, OH (est. pop. 20,311), has begun allowing visitors to drink outside in a Designated Outdoor Refreshment Area (DORA). Portsmouth joins dozens of Ohio cities, including Middletown, Oxford, and Hilliard, in creating downtown zones that allow for the sale and public consumption of alcohol.

(Continued on page 8)

How one downtown won a sales tax increase with little pushback

Starting in July, diners and shoppers in downtown Nashville, TN (est. pop. 692,587), will pay a bit more for burgers and T-shirts. Tennessee lawmakers and the Nashville Metro Council approved an increase in the downtown sales tax rate to 9.75 percent from 9.5 percent.

The tax increase will generate \$2.4 million to be spent on cleanliness and security in the city's Central Business Improvement District.

The tax hike first required a bill to be passed by the state legislature, followed by approval from the Nashville Metro Council.

"This is essentially the equivalent of 2 cents on each \$8 burger."

The increase sailed through with little controversy, raising an intriguing question for downtown leaders fearful of supporting a tax increase:

How did a downtown in a red state known for low taxes implement a revenue increase that affects the very businesses most affected by the pandemic?

Here's how downtown leaders and public officials smoothed the way for what could have been a contentious proposal:

Downtown leaders stressed the modest size and scope of the tax increase. Many downtown visitors are unlikely to notice the slightly higher tax, which equates to an extra 25 cents on a \$100 restaurant tab. Tom Turner, president and chief executive officer of the Nashville Downtown Partnership, noted the small amount of the tax increase.

"This is essentially the equivalent of 2 cents on each \$8 burger, or other similar item, sold downtown," Turner said in a statement. "We're identifying and responding to our changing needs, and creatively sourcing how best to make the investment that we all need in downtown."

Proponents also stressed that the tax applies only to certain types of products, such as food from restaurants and souvenirs. There are several exclusions to the sales tax, including professional services, short-term lodging,

tickets to live events or sporting events, alcohol already subject to the liquor-by-the-drink tax, newspapers and magazines, overnight parking, and long-term parking.

Downtown leaders highlighted the need for the tax increase, and they made a case for how the money would be used.

"We're looking at the resurgence of the tourist economy in downtown," Nashville Metro Council Member Freddie O'Connell said while presenting the tax-increase resolution in June. "It has already, just since we've watched the change in public-health orders, overwhelmed some of the capacity of existing public service work levels."

Trash pickup has been a particular problem area, O'Connell said. The new sales tax revenues will be earmarked for more downtown ambassadors, for trash pickup, for graffiti cleanup, and for social services.

The tax increase comes with a bit of fine print: Nashville Metro officials said the revenue won't fund police directly. However, the Nashville Downtown Partnership said its ambassadors will receive training from police and firefighters. Some of the money will be spent on increased patrols and enforcement by those ambassadors, downtown leaders said.

Downtown leaders presented a united front. The Nashville Downtown Partnership's board is a who's who of the downtown community. Its directors include executives from major hotels, professional sports franchises, big real estate firms, and large regional banks.

"There is widespread business and merchant support for this resolution; they're essentially willing to tax themselves to guarantee access to resources that are necessary to successfully run a downtown business," Turner said.

Ryman Hospitality, one of the largest private investors in Nashville's hospitality sector,

was part of the coalition of downtown businesses supporting the increased fee.

“Our company is forecasting an enormous uptick in domestic leisure travel this summer, and Nashville is poised to take advantage after the toughest year on record for our industry,” Ryman Chief Executive Colin Reed said in a statement. “It’s

absolutely critical that both residents and visitors alike enjoy a clean and safe environment when they go downtown, and our company is pleased to contribute significantly to this collective effort to ensure our success.”

Contact: Tom Turner, [Downtown Nashville Partnership](#), 615-743-3090. **DIX**

Billions are heading to states and cities; make sure downtown gets its share — Continued from page 1

In a promising detail for downtown leaders, nonprofits and business districts are eligible for the funding, says Kelly Humrichouser of the National Main Street Center. However, there’s no set formula for how the money must be spent by states and cities, and no guarantee that downtowns will get any of the money.

That’s why the National Main Street Center, which operates Main Street America, is urging downtown leaders to be assertive about staking their claims to the stimulus money.

Part of the challenge is learning the ins and outs of ARP funding. While the precise rules remain uncertain, it seems that the ARP funds can be directed to struggling business owners, to landlords who lost money through rent forgiveness, and to infrastructure investments focused on water, sewer, and broadband.

Many of the rules remain a work in progress. For instance, could a downtown organization use ARP money for a streetscape project, or to prepare development sites for groundbreaking? No one is quite sure.

“There’s some lack of clarity there,” Humrichouser says.

While many of the details of ARP are subject to change, this one probably won’t: To receive ARP funds, you’ll need to document financial damage to your downtown.

“You have to be able to say overall there’s been a negative impact to the business district,” Humrichouser says.

For many downtown leaders, that shouldn’t be hard. For instance, Jennifer Johnson, head of MainStreet Libertyville in Libertyville, IL (est. pop. 20,382), says many entrepreneurs in her downtown have been dipping into their savings to keep their businesses afloat.

“It’s an unprecedented opportunity.”

“A lot of small businesses did not get grants,” Johnson says. “For one reason or another, they were not able to access the money.”

Some small business owners didn’t feel comfortable filling out paperwork, or simply lacked the formal profit-and-loss statements that would smooth applications for relief.

Ed LeClear, planning director in State College, PA (est. pop. 42,275), points to another culprit: Some cash-based businesses that skirt formal rules aren’t keen on government scrutiny.

“We’ve got a bunch of restaurants that don’t want us taking any looks at what they’re doing,” he says.

To make sure your downtown gets a cut of ARP funding, the National Main Street Center suggests this three-step strategy for downtown organizations:



DowntownDevelopment.com

To see presentations from the [Pennsylvania Downtown Association](#) and the [National Main Street Center](#), go to DowntownDevelopment.com and click on "[Web Extras](#)."

Step 1. Ask for a seat at the table. Identify key board members in your organization. At your next meeting, make a point of educating them about ARP funding.

Because money is likely to flow from cities and states to downtowns, leverage connections on your board to reach out to city leaders. Ask to be involved in the recovery planning conversations on an ongoing basis.

Step 2. Make the case. Calculate the impact of COVID-19 on your downtown. (Use the worksheet in the sidebar to guide your research).

Gather testimonials from businesses you have helped. Hone your talking points. Then put it all together and make the ask for direct funding for pandemic-related losses.

Step 3. Define a vision for district recovery. Describe the harmful impact you are seeking to address, and show how the ARP funds will address the issue. Be ready with examples.

White House officials said they included the money for states and cities in the rescue plan because of a lesson learned from the Great Recession. Inadequate money for local governments in the 2009 stimulus plan might have hindered the economic recovery from the financial crash.

That's good news for cities like Nashville, TN, which will get \$260 million over two years, and Rochester Hills, MI (est. pop. 74,509), which will receive \$6 million. Cities were allocated ARP funding based on populations and poverty rates.

Calculating the hit

Winning relief money from the American Rescue Plan requires demonstrating that your downtown suffered economic losses from the COVID-19 pandemic. The National Main Street Center offers this checklist for measuring the impact in your city center.

Business outreach

- Number of support events (example: virtual training for all downtown businesses).
- Number of support events/calls to property owners.
- Number of social media posts/campaigns on shopping locally. Tally local hashtags, number of views of posts and pages, and the total reach of your campaign.
- Number of business promotion events — virtual or in-person. Did you organize a gift card program? Report the sales results.

Support services

- Demand for service (example: number of calls/emails from businesses).
- Number of businesses supported overall.
- Number of businesses supported via grant or loan applications. Consider breakdown between federal, state, local, and private programs.

- Amount of support funding secured for local businesses.
- Amount of commercial rent reductions negotiated.
- Amount of square footage activated.
- Pandemic-specific support, such as procuring personal protective equipment.

Community involvement

- Number of volunteer hours contributed.
- Value of volunteer hours leveraged (as a guideline, calculate volunteer hours at \$27.70 per hour).
- Partnerships created or leveraged. Consider number of formal/informal partners; meetings/calls convened, particularly in response to the pandemic.

Losses

- Canceled events and programs with corresponding loss in revenue.
- Reduction in investor or member contributions due to hardship.
- Reduction in annual programmatic funding from municipal government.

After you've compiled these numbers, convert them into a total impact.

Toledo, OH (est. pop. 272,778), will receive \$181 million over two years. Toledo dipped into reserves last year after income tax revenue dropped 8 percent.

The city anticipates appropriating \$40 million to \$50 million of the \$90 million Toledo will get the first year, *USA Today* reported. The mayor identified six broad categories where money could go: budget stabilization, the well-being of city employees, public safety, housing, neighborhoods, and economic development.

But because the money is not recurring, Toledo will likely use the windfall to fund one-time capital costs rather than adding new

employees. That means sewer work, new police cars, or gunshot-spotting technology, rather than new police officers.

“I’d love to be able to hire 100 more police officers in the city of Toledo,” Mayor Wade Kapszukiewicz told *USA Today*. “But who would want that job? Who would want to be hired on a temporary grant, essentially when the money for those 100 positions would run out in two and a half years?”

Contacts: Patrice Frey, Kelly Humrichouser, National Main Street Center, 312-610-5613; Jennifer Johnson, MainStreet Libertyville, 847-680-0336; Ed LeClear, City of State College, PA, 814-234-7109. **DIX**

PATHWAYS AND PUBLIC SPACES

Five rules for reinventing city streets

The coronavirus pandemic gave downtown leaders an opportunity to rethink how streets are used. In many downtowns, streets were closed or narrowed to make way for sidewalk dining and pedestrian traffic.

Those are the sorts of changes that urban planners Danial Iacofano and Mukul Malhotra have long championed. In their book *Streets Reconsidered*, they lay out a vision for streets that differs from the standard recipe of moving more cars through at a faster clip.

Iacofano, president and chief executive officer of MIG Inc., and Malhotra, MIG’s principal and director of urban design, argue for narrower streets, slower speeds, and a heavier emphasis on the safety of pedestrians and cyclists.

“We’re building more and more roads and parking with the aim of shaving a few seconds off of a half-hour commute,” Iacofano and Malhotra write. “And we’re not investing at the same pace in transit, maintenance, and ensuring a multimodal mobility balance on our streets. It’s time to be bold.”

Iacofano and Malhotra spell out five guiding principles for a new generation of streets.

Rule 1. Design for humans, not cars.

Many streets are way too wide — sometimes wide enough to serve as a runway for jumbo jets — and too monotonous.

“They lack the intimate feel that allows users, especially pedestrians and bicyclists, to feel safe and comfortable,” Iacofano and Malhotra write. “Street corridors don’t need to have any more than 50 percent of the space devoted to cars, and all excess space not used by cars can then be repurposed.”

Reducing street width, breaking up the length, and adding medians, trees, art, and vertical elements can create a series of interconnected living rooms with a beginning, middle and end. It also provides enough detail to engage the human eye.

Rule 2. Right-size. “Ensuring that travel lanes, bike facilities, pedestrian pathways, and crosswalks are appropriately sized in

relation to each other creates mutual respect between the different modes of travel,” the authors write.

On the other hand, expansive travel lanes encourage motorists to speed. Bike lanes that are unprotected also suggest to drivers that they can speed up — and use the bike lanes as an extra vehicle lane. And if sidewalks are too wide and not accompanied by nearby ground-floor uses, the pathways seem barren and unfriendly.

“We’re building more and more roads and parking with the aim of shaving a few seconds off of a half-hour commute.”

Rule 3. Provide multiple benefits. A tree is more than just a decoration. A tree provides shade, helps clean the air, and can be positioned to calm traffic. The same concept applies to lights — they create both a perception of safety and a sense of identity for the area. And sidewalks multitask, too — they provide areas for pedestrians to walk and stroll, while also presenting opportunities for outdoor dining and other commercial activities.

In other words, the basic building blocks of street life are really multi-pronged tools for economic development.

Rule 4. Design for multimodal shift. With bike sharing and scooter sharing

becoming more common in downtowns, streets should create a feeling that walking, biking, and taking transit are safe, convenient, and comfortable. Only when those criteria are met will people stop using cars for short trips.

“Envisioning walking, biking and transit as the primary modes of travel is a paradigm shift in how we design streets,” Iacofano and Malhotra write.

Rule 5. Design for tomorrow. Sensors, high-tech traffic signals, and driverless cars all loom as technological advances that will revolutionize vehicle travel.

“So design streets to ensure that streetscape improvements like redesigned curbs don’t impede future opportunities,” the authors write. “For example, flexible sidewalks can be designed at the same grade as the rest of the street, with bollards and planter boxes providing the same sense of safety as concrete curbs. As travel lanes for cars decrease in size, the extra space created can be used for wider sidewalks, more trees, and more bicycle and pedestrian amenities.”

*Contacts: Daniel Iacofano, Mukul Malhotra, MIG Inc., 510-845-7549. **DIX***

ECONOMIC GROWTH

Six reasons to consider a form-based code

The little town of North Bend, WA (est. pop. 6,983), enacted a form-based code for its downtown in June, making it the latest municipality to embrace this type of zoning.

Earlier this year, Fort Smith, AR (est. pop. 87,895), approved a form-based code for its downtown. That city’s zoning changes, which aim to make downtown more walkable, were championed by both the city and the Central Business Improvement District.

And Williston, VT (est. pop. 9,686), is in the midst of an effort to enact a form-based code for its town center.

Form-based codes — a throwback to the days before shopping malls and cul-de-sacs — seem to be gaining momentum. They mark a return to pre-World War II zoning patterns, when urban development was characterized by spaces that accommodated working and multi-generational living in close quarters.



DowntownDevelopment.com

To see the [Chicago Metropolitan Agency for Planning's guide to enacting a form-based code](#), go to [DowntownDevelopment.com](#) and click on "[Web Extras](#)."

Then came a wave of modern zoning codes, which micromanage uses, densities, and heights.

Hartford, CT, Buffalo, NY, and Akron, OH, also have adopted form-based codes, a type of zoning that emphasizes community character and the public realm. By contrast, traditional zoning stresses the segregation of property uses and density.

In North Bend, a Washington State Department of Commerce grant funded the shift to a form-based code. The state and city hope the change can boost the availability of affordable housing by providing more flexibility as older downtown buildings are redeveloped.

The city also aims for a more pedestrian-friendly downtown. The form-based code creates new rules for North Bend's 20-block downtown.

North Bend's new code makes no change to height limits in the Downtown Commercial Zone. The changes target building setbacks to provide new plaza areas, additional streetscapes, and expanded sidewalks.

As the shortcomings of suburban-focused zoning become clear, form-based codes have been gaining momentum in recent years.

"Your city's zoning code is like the DNA of your community. It provides the rules that govern where buildings can be built, how tall they can be, how far from the street and neighboring properties, and so on," writes Daniel Herriges of Strong Towns. "If your city is like most North American cities, its DNA is broken."

Traditional zoning, he argues, amounts to micromanaging development patterns so that downtowns devolve into a depressing sameness. Herriges argues that a form-based code can help cities repair themselves.

He points to six reasons that this type of zoning makes sense for downtowns:

1. Form-based codes foster revitalization. Some of the most striking success stories have come from the Rust Belt, Herriges writes. As populations have shrunk in former manufacturing hubs, development

activity has dwindled. As a result, struggling cities must be nimble and creative.

"A form-based code opens up opportunities for them to rehabilitate and reuse historic properties in novel ways, without worrying so much about parking or use restrictions," Herriges writes.

2. They promote affordable housing. Traditional zoning codes over-regulate density, lot sizes, setbacks, and parking. As a result, they contribute to the lack of housing affordability.

Form-based codes, on the other hand, encourage missing-middle housing — duplexes, triplexes, and garden apartments — that blend well in historic neighborhoods and provide housing at different price points.

3. Form-based codes help small businesses. "Historically, businesses such as corner stores were embedded in neighborhoods all over America's cities," Herriges writes. "But one legacy of the suburban experiment has been strictly residential zoning where no business uses whatsoever are allowed."

Live-work uses are often prohibited by inflexible traditional zoning rules.

4. They support walkability. "A walkable neighborhood requires destinations to walk to, not just sidewalks and shade trees," Herriges writes. "A walkable neighborhood is a 15-minute neighborhood: one where you can meet your needs on foot within a close distance of home."

By allowing a greater diversity of businesses and uses, a form-based code creates fertile ground for walkable neighborhoods.

5. Form-based codes create a sense of place. The concept of "neighborhood compatibility" is often misused in planning discussions to mean "sameness" rather than actual "compatibility," Herriges argues.

"A form-based code opens up opportunities to rehabilitate and reuse historic properties in novel ways, without worrying so much about parking or use restrictions."

“But the slightest bit of actual scrutiny of historic places that Americans cherish — think of old New England towns, or New Orleans’s French Quarter — reveals that they’re not characterized by sameness at all, but by an eclectic variety of buildings and activities within a unifying look and feel,” he writes.

6. They don’t regulate the wrong things. Traditional zoning rules obsess over

height, density, and parking — and they deliver the wrong solutions. Form-based codes, on the other hand, allow cities to grow and evolve.

“Ultimately, the problem with Euclidean zoning is that the things it regulates most heavily aren’t actually the things that result in a successful, lovable, resilient or financially stable place,” Herriges writes. “We regulate all the wrong things.”

Contact: David Herriges, *Strong Towns*, 844-218-1681. **DIX**

More small cities legalize outdoor alcohol consumption — Continued from page 1

Owensboro, KY, and Fayetteville, AR, also enacted similar initiatives. And the California General Assembly this spring passed the Bar and Restaurant Recovery Act, which eases rules around alcohol service.

Sen. Scott Wiener, the bill’s sponsor, calls the initiative a way to help hard-hit businesses recover.

“We need to help them get through this time and come out on the other end of the pandemic thriving,” Wiener says. “People

enjoy outdoor dining with alcohol, and it just makes sense to keep this practice and give bars and restaurants more flexibility.”

City officials and downtown leaders see the new wave of drinking districts as a way to draw visitors back to areas that they avoided during the depths of the public health crisis.

The Portsmouth City Council

unanimously passed its DORA ordinance last summer. The new program took effect this spring.

Portsmouth Councilman Sean Dunne called the relaxed rules a lifeline for merchants that have struggled during the pandemic.

“One of the things we’re trying to do with this is keeping businesses afloat,” Dunne said, according to the *Portsmouth Daily Times*. “We want people to be safe and we want people to go to these businesses in the DORA district.”

The city’s 32-acre open-container area is home to such watering holes as Patties and Pints, the Portsmouth Brewing Company, and the Port City Pub. To participate in DORA, restaurants must have an alcohol permit, and submit plans for sanitation and signage.

Portsmouth allows outdoor alcohol consumption in its DORA from noon to 10 p.m. Fridays through Sundays.

Drinkers pay \$1 for a wristband that grants them the right to drink within the boundaries of the DORA. Restaurants within the DORA let drinkers use their bathrooms, even if they purchased their beverages elsewhere. Merchants don’t mind visitors bringing their beers with them.



“I’ve had quite a lot of people come in here with their drink and shop,” Gary Kenyon, owner of Rivertown Antiques, told WCHS-TV. “They can grab their beer, get up and walk up and down the streets and visit the stores.”

In Shawnee, KS (est. pop. 65,810), the Shawnee City Council passed a narrower ordinance that allows some public drinking downtown. Shawnee’s four-block district is known as a Common Consumption Area (CCA).

Shawnee’s new rules limit public consumption to special events and events hosted by the city, such as Old Shawnee Days, an auto show, and, of course, St. Patrick’s Day festivities.

The council says businesses lobbied for relaxed rules.

Under Kansas law, authorities must block any street or alleyway within the CCA to traffic while alcohol is being consumed.

The CCA allows alcohol to be consumed in a designated area from 9 a.m. until 11 p.m. during special events. Visitors aren’t allowed to bring outside alcohol into the CCA, or to take alcohol outside of the designated area.

Businesses that choose to add a patio café or sidewalk service of alcohol must mark their property boundaries to indicate where alcohol is and is not allowed. The ordinance lets businesses with the proper permits serve alcohol outside through Dec. 6, when the ordinance is slated to expire. **DIX**

ACCESS AND MOBILITY

Curbside management app promises to ease congestion

For delivery driver Matt McCullough, finding a place to park in downtown Aspen, CO (est. pop. 7,431), was often a challenge. But a new curb-management system has made his workday much easier.

Aspen is one of four cities of varying sizes testing software from Coord, a New York City-based company focused on parking programs for delivery fleets. Its platform aims to streamline curbside loading, reduce congestion on downtown streets, and improve safety.

McCullough, who drives for a laundry company that serves hotels and restaurants in downtown Aspen, says Coord’s Smart Zone parking designations remove the uncertainty from his deliveries.

“I can tap on my destination Smart Zone when I’m at the truck depot, 70 miles away, and when I get within a half-mile,

the zone will automatically be held for me,” McCullough writes on Coord’s website. “Once I’m a half mile away and the zone is held, I’ll see a countdown clock in the app with a 10-minute hold, which gives me peace of mind that it will be open and available when I arrive. A few minutes later, I pull into the alley and park my truck in the held Smart Zone.”

The other cities in Coord’s pilot program are Omaha, NE, West Palm Beach, FL, and Nashville. The idea is that smoothing the way for drivers like McCullough can ease congestion and remove traffic hazards for everyone else.

As the U.S. economy recovers from the pandemic, curbs are more packed than ever with delivery vans and ridesharing vehicles. By giving fleet drivers a way to manage their access to curbs and alleyways, Coord hopes



to reduce double-parking and blocked pedestrian access.

“Our musicians, performers and hospital-ity providers need to be able to load in and

out safely,” Nashville Mayor John Cooper said in a statement. “Downtown employees and residents must be able to travel smoothly and safely. This is another step in our effort to make transportation safer and easier in Nashville.”

Coord Smart Zones will provide the test cities with crucial data. For instance, information about parking patterns can show downtown leaders when and where loading space is most needed. Officials can then manage demand for it through pricing and time limits.

Cities can choose how much to charge, and they can adjust pricing based on location and timing. In West Palm Beach, fees range from as little as \$1 for 15 minutes to as much as \$15 for two hours. **DIX**

ACCESS AND MOBILITY

Flying Ubers target downtowns

Might air taxis someday soar over the congestion in your downtown? Skeptics will scoff at the Jetsons-like improbability of the concept, but several well-funded transit innovators say that the next step in ridesharing is just around the corner.

In one noteworthy development, Joby Aviation, a California company building a fleet of mini-helicopters, recently partnered with parking garage operator REEF Technology to launch air taxis by 2024.

Joby Aviation will provide the aircraft, and REEF Technology will supply the takeoff and landing spots — the top level of parking garages. The companies said they plan to begin service in four metro areas — New York, Los Angeles, San Francisco, and Miami — in 2024.

There’s no shortage of companies vying for the pole position in the air taxi market. Archer, another California-based company, hopes to begin offering service in Miami in 2024. And Lilium of Germany announced plans to begin aerial rideshares in Florida in 2025.

Consumer acceptance and regulatory approval remain wildcards for the concept. Safety might be the biggest concern.

“It is going to take longer than people think,” Ilan Kroo, a Stanford University professor and former chief executive of a flying-car company, told the *New York Times*. “There is a lot to be done before regulators accept these vehicles as safe — and before people accept them as safe.”

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Mental health facility locates downtown

Modern mental health facilities may find new homes in downtowns across the country. Rather than being tucked away in difficult to reach locations, a recent article in *The Wall Street Journal* suggests that these facilities can meet social and economic development needs by locating in the city center.

The author notes that several new or planned facilities aim “not only to treat patients but also to spur new business within communities, provide work for those in treatment, and use design and architecture to erode the stigma of residential programs.”

In Kansas City, KS, the University of Kansas Health System’s Strawberry Hill campus occupies the long vacant former site of the Environmental Protection Agency. The downtown location is served by several bus lines, and allows the facility to provide care to the city’s homeless population.

In other locations, similar facilities include meeting spaces, gyms and pools for community use.

University strengthens community with homebuyer program

Yale University actively supports economic growth, public schools, strong neighborhoods, and a vital downtown in New Haven, CT.

A key component of that work is the Homebuyer Program. Initially funded in 1994, the program has helped over 1,000 university employ-

ees purchase homes in targeted areas of the city.

The program provides homebuyers with an incentive of \$30,000 paid over 10 years. Employees purchasing within the Dixwell/Winfield neighborhood are eligible for an added incentive, and a total of \$35,000.

Parking garage converted to apartments

As a traffic engineer and transportation planner, Wes Guckert has considered the impact of the pandemic on the nation’s parking garages. He notes that the pandemic has accelerated two trends which significantly cut demand for parking. Both the increased use of app-based, ride-sharing services such as Uber and Lyft, and a rise in the number of people living within walking distance of their jobs have reduced demand, he says.

At the same time, much of the nation is facing a shortage of affordable housing. Guckert suggests that underused parking facilities can meet the need for affordable housing with the use of “inexpensive housing modules.”

He explains, “Because the dimensions for a unitized parking space are virtually the same regardless of who built the garage or where it is located, these prefabricated living units, or pods, can easily be inserted within any garage’s concrete shell.

“They can also take advantage of the structure’s existing vertical circulation and utility connections, both of which can be readily adapted for residential use.”

While housing pods are a new idea, the concept of converting park-

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ing to housing is not. One of the best-known examples is the conversion of the 500-car Broadway Autopark in Wichita, KS, to 44 trendy one-bedroom apartments.

Wes Guckert writes about converting garages to affordable housing in the June 2021 issue of *Parking Today*.



To learn more about the **Broadway Autopark conversion**, go to DowntownDevelopment.com and click on "**Web Extras**."

Police offer specialized training

As part of its community education and crime prevention work, the Naperville, IL, police department works closely with the Naperville Area Chamber of Commerce, the Downtown Naperville Alliance, and individual businesses.

The training opportunities and campaigns include:

A.L.I.C.E. This training program gives citizens options for dealing with an aggressive intruder or active shooter. A.L.I.C.E. stands for Alert, Lockdown, Inform, Counter, Evacuate.

B.A.S.S.E.T. The Beverage Alcohol Sellers and Servers Education and Training program is required for all alcohol servers.

Downtown Beat Officer. The downtown beat officer provides a modified patrol service to the central business district, which may include foot patrol, marked vehicle patrol, and all-terrain vehicle patrol.

Welcome back to work

Working downtown has many benefits and in Milwaukee, WI, this includes the annual Downtown Employee Appreciation Week. The event includes something for everyone from morning meditation and lunchtime giveaways to music and office challenge games.

In 2020 most of the events were virtual, but downtown workers and the event will be back in 2021.

Milwaukee's downtown business improvement district sponsors the week of events. There's the World's Largest Coffee Break in a downtown park, the "I Work Downtown" trivia competition, and lots of prizes and giveaways.

The event has a dedicated website at iworkdowntownmke.com where employees can get daily schedules as well as information on event registration, giveaways, and discounts.



Signage. Pre-printed signs warn consumers about the pitfalls of using fake id and purchasing gift/prepaid cards.

The police department also conducts specialized training for realtors, vehicle dealerships, and delivery service drivers.

See all of the programs at the Naperville.il.us website.

Three key elements for "Mommy Niche"

Mothers make up a large segment of the consumer market, and making downtown attractive to them

is key to developing this customer base. Downtown revitalization specialist, N. David Milder, suggests the following for strengthening the "Mommy Niche":

- **Enhance convenience.** This includes easy-to-cross streets, public restrooms, and a stroller-friendly environment.

- **Broaden activities.** Family-friendly restaurants and learning centers such as dance or karate studios allow for quality time together.

- **Network.** Cultivate relationships with local mothers. Hold focus groups with them or arrange discussion groups between downtown business operators and local moms.

DIX