



CITY OF ELKO

Planning Department

Website: www.elkocitynv.gov
Email: planning@elkocitynv.gov

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

PUBLIC MEETING NOTICE

The City of Elko Redevelopment Agency will meet in a regular session on Tuesday, September 11, 2018 in the Council Chambers at Elko City Hall, 1751 College Avenue, Elko, Nevada, beginning at 3:00 P.M., P.D.S.T.

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

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

Date/Time Posted: September 5, 2018 2:10 p.m.

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

Date/Time Posted: September 5, 2018 2:05 p.m.

ELKO POLICE DEPARTMENT– 1448 Silver Street, Elko NV 89801

Date/Time Posted: September 5, 2018 2:20 p.m.

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

Date/Time Posted: September 5, 2018 2:00 p.m.

Posted by: Shelby Archuleta, Planning Technician
Name Title

Shelby Archuleta
Signature

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

Dated this 5th day of September 2018.

NOTICE TO PERSONS WITH DISABILITIES

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

Scott A. Wilkinson
Scott Wilkinson, Assistant City Manager

CITY OF ELKO
REDEVELOPMENT AGENCY
REGULAR MEETING AGENDA
3:00 P.M., P.D.S.T., TUESDAY, SEPTEMBER 11, 2018
ELKO CITY HALL, COUNCIL CHAMBERS,
1751 COLLEGE AVENUE, ELKO, NEVADA

CALL TO ORDER

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

ROLL CALL

PLEDGE OF ALLEGIANCE

COMMENTS BY THE GENERAL PUBLIC

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

APPROVAL OF MINUTES

May 8, 2018 – Regular Meeting **FOR POSSIBLE ACTION**

May 15, 2018–Regular Meeting **FOR POSSIBLE ACTION**

I. NEW BUSINESS

- A. Review, consideration, and possible action on an amendment to the scope of work for a 2018 Storefront Improvement Grant Recipient, and matters related thereto. **FOR POSSIBLE ACTION**

The 2018 Storefront Improvement Grants were awarded at the RDA meeting May 8, 2018. One of the recipients, Commercial Hotel, presented a project for the Old Chicago Pizza to be located within the hotel and improvements to the storefront related to the new business. The scope of work has changed and the property owner is presenting an amendment to the project to be considered for the same amount of funding.

- B. Review, consideration, and possible action to re-appoint the five members of the Redevelopment Advisory Council, and matters related thereto. **FOR POSSIBLE ACTION**

Per the Redevelopment Advisory Council Bylaws adopted February 14, 2017, the members of the RAC shall be appointed by the RDA annually in July. 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. Lina Blohm, Jon Karr, Catherine Wines, Chris Johnson and Jeff Dalling have indicated an interest in continuing on the board.

- C. Review, consideration, and possible action to consider initiating a recognition program for local businesses, developers and property owners within the Redevelopment Area by recognizing efforts to enhance the area with visual improvements or economic development, and matters related thereto. **FOR POSSIBLE ACTION**

The RDA Plan goals and objectives state: 3. to benefit, sustain and support the visual enhancement and beautification 6. To respect the efforts and accomplishments of the past. If approved, the proposed recognition program would be a part of the RAC agenda under presentations during their quarterly meetings. We would request an expenditure not to exceed \$1,000 per year for the awards.

II. REPORTS

- A. Budget
- B. Other

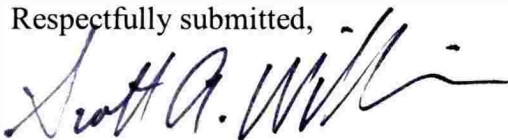
COMMENTS BY THE GENERAL PUBLIC

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

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

ADJOURNMENT

Respectfully submitted,



Scott Wilkinson
Assistant City Manager

CITY OF ELKO
REDEVELOPMENT AGENCY
REGULAR MEETING MINUTES
3:00 P.M., P.D.S.T., TUESDAY, MAY 8, 2018
ELKO CITY HALL, COUNCIL CHAMBERS,
1751 COLLEGE AVENUE, ELKO, NEVADA

CALL TO ORDER

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

ROLL CALL

Present: Councilman Reece Keener
Councilwoman Mandy Simons
Mayor Chris Johnson

Excused: Councilman John Rice
Councilman Robert Schmidtlein.

City Staff: Curtis Calder, City Manager
Scott Wilkinson, Assistant City Manager
Cathy Laughlin, City Planner
Bob Thibault, Civil Engineer
Shelby Archuleta, Planning Technician

PLEDGE OF ALLEGIANCE

COMMENTS BY THE GENERAL PUBLIC

There were no public comments at this time.

APPROVAL OF MINUTES

April 10, 2018 – Regular meeting **FOR POSSIBLE ACTION**

*****A motion was made by Councilman Reece Keener, seconded by Councilwoman Mandy Simons to approve the minutes.**

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

I. NEW BUSINESS

A. Review, consideration, and possible action on the 2018 Storefront Improvement Grant Recipients and amounts allocated, and matters related thereto. **FOR POSSIBLE ACTION**

The 2018 Storefront improvement grant applications were open from January 1, 2018 to March 30, 2018. The RDA has allocated \$50,000 each year for 5 years for storefront improvement grants. The RDA approved an increase in the 2018 grant allocation from \$50,000 to \$100,000 at their February 27, 2018 meeting. The Redevelopment Advisory Council reviewed all applications at their meeting April 26, 2018. There were 3 applications and all were deemed complete applications. Their recommendation to the RDA was to fund all three projects as requested.

Cathy Laughlin, City Planner, stated she was a trustee of the Pat Laughlin Family Living Trust, which was an applicant for the Storefront Improvement Program, and recused herself from the meeting.

Scott Wilkinson, Assistant City Manager, explained that there were three applications. The first was from the Pat Laughlin Family Living Trust, the second from Patray Assets, LLP, and the third from OC Restaurants, LLC. The first application had three bids included. They ranged from a low of \$10,210 to a high of \$11,658. The funding request is for 50% of the low bid, which is \$5,105. The project is located at 927 Idaho Street and it is an exterior remodel. A photo and project description was included in the packet. The application was deemed complete and could be considered for possible award.

Councilwoman Mandy Simons asked what kind of business was on the property.

Mr. Wilkinson explained that it was Lisa Mendez's law office.

Mayor Chris Johnson disclosed that he was the owner of Charles Chester Plumbing & Heating. He had seen the plans for the Commercial project, he anticipated that there was other work that would come with it, and that they could become a potential bidder. He didn't see that his action today would cause any issue for him to vote on this.

Mr. Wilkinson suggested the Agency take action on each application. That way if they had any issues with one application, the action wouldn't compromise others.

***** A motion was made by Councilwoman Mandy Simons, seconded by Councilman Reece Keener to approve the Laughlin Trust project for 50%, in the amount of \$5,105 on 927 Idaho Street for the Storefront Improvement Program.**

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

Mr. Wilkinson went on to the second application. Patray Assets, LLP, for the Patray Building located at 524 Commercial Street. The funding request is for \$25,000. They submitted four bids for the proposed project. The bids range from a low bid at \$78,845 to a high bid of \$85,798.

Ms. Laughlin mentioned that the architect was in audience if anyone had any questions. She then went through the plans and explained the proposed project.

*****A motion was made by Councilman Reece Keener, seconded by Councilwoman Mandy Simons to approve a grant in the amount of \$25,000 under the RDA Storefront Improvement Program for Patray Assets, located at 524 Commercial Street.**

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

Ms. Laughlin explained that third application was for the Commercial Casino, LLC, and the project is for the Old Chicago at the Commercial Hotel. The application is complete. The four bids were submitted for the project.

Mr. Wilkinson reported that the bids ranged from a low bid of \$439,241.53 to a high of \$641,567.

Ms. Laughlin explained that the application included the dining patio area, the façade renovation, and the demolition of the existing façade in the bids. She then went through the plans and explained the proposed project.

Mr. Wilkinson said if you've had a chance to look at the bids, you could understand the uncertainty that's qualified in the bids with what might be behind the existing façade and what type of issues they might encounter trying to remove the existing façade improvements. Mr. Wilkinson thought they were salvaging the murals for the owner. (Correct)

Ms. Laughlin said the outdoor patio was included because they felt that that was a projection of the Storefront area.

Councilman Keener asked if \$25,000 was the max, and if that was what was being asked for. (Yes)

***** A motion was made by Councilwoman Mandy Simons, seconded by Councilman Reece Keener to approve the Commercial Casino application for the Storefront Improvement Program in the amount of \$25,000.**

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

B. Review, consideration and possible action on the remainder of funds from the 2018 Storefront Improvement Grant review cycle, and matters related thereto. ACTION ITEM

The Redevelopment Agency increased the budget for the 2018 Storefront Improvement Grants from \$50,000 to \$100,000 at their February 27, 2018 meeting. The 2018 application period ended March 30, 2018 and there were three grant applications received for a total funding request of \$55,105. This leaves a balance of \$44,895.00. The Storefront Improvement Grant Program Guidelines states: *If the available, budgeted funding is not fully expended in any given application review cycle, applications will be accepted on a first-come, first-served basis until all available, budgeted funding is exhausted*". The RDA has the option of extending the application review cycle as stated

in the guidelines or allocating the remaining funds to the 2019 Storefront Improvement Grant.

Ms. Laughlin said this was the pleasure of the RDA. They had two choices, to push it into the 2019 and increase the 2019 from \$50,000 to \$94,000, or they could continue to accept applications. If they chose the second option, of continuing to accept applications, Ms. Laughlin wanted to know how they would like them to be processed. Once a month the applications could be reviewed by the RAC and brought to RDA for a final decision. RAC meeting are only quarterly. Due to the meeting notifications, Ms. Laughlin needed to be able to plan ahead for the meetings.

Lina Blohm, commenting as a member of the Central Business District, applauded the applicants of the Storefront Improvement Program. She applauded that they were willing to invest in their businesses, in the downtown and to create something worthwhile and a storefront that we can all be proud of. She was disappointed in the fact that the RAC wanted to increase the amount, because last year was a successful year full of applicants. This year, right up to the deadline, we just had three. We need to ask ourselves what we are doing wrong. Now we have a remainder, a balance of \$44,000. Ask yourselves, do you want to commit that into small projects that won't invite investment, or do we want to get behind some of the larger projects, such as the Commercial Hotel. Between 3rd and 5th on Idaho Street we have nothing but blight. There are several empty buildings, on both sides of the street, which have sat there for a long time without any sort of attention. From her personal standpoint she sees clients every day who remark on the look of downtown deteriorating. She wanted to ask that the RDA seriously consider retaining the \$44,000. She would love to see the success of the Chicago and the Commercial Hotel venture. It could be that they would need to ask for more in funding. Rather than splinter ourselves into small \$5,000 projects. She thought they needed to look at the big picture, what is happening, and not happening in the downtown.

Jeff Dalling, from the RAC, said they had already gone over all of this at their last meeting. They only meet quarterly. He felt like they already had the guidelines in place, people didn't get their applications in, and they had plenty of notice. He felt like everyone knew. He felt like the reason they didn't get more applications was that it was real money out of their pocket. It isn't free money; they have to spend \$50,000 to get the \$25,000. He thought they should take the money and pocket it for next year. He was the one that made the motion to increase the budget to \$100,000, but no one seemed to need it. He felt proud of downtown, and thought it was going good.

Catherine Wines, with the RAC, and representing two of the applicants as the design professional, said she wasn't sure that she had a strong opinion on whether to roll the money over to next year, or not. As a representative of the Commercial and Old Chicago and knowing how tight the budget is. The \$430,000 is just for a portion of the outside the building, it is an expensive project. There is a real possibility that it won't happen, because of how much it is going to cost. There was money allocated for a Demolition program. She knew that was for complete teardown and to get rid of blight. This is not a complete teardown, but it would get rid of blight. It might not increase the tax revenue like a new building would. The non-monetary advantage to this project would be exponential. If there's any way to give a variance for the Demolition Program it would be much appreciated, and it might make a difference in the project

happening or not. She also wanted to congratulate Northern Star Casino on their investment in the Downtown.

Mayor Johnson asked if they should send it back to RAC, or if they should try to handle it.

Ms. Laughlin explained that the allocation for the remainder of the funds is an RDA decision. The RAC Bylaws do not allow them to make decisions when it comes to funding. If you want to send it back to them for their recommendation we can do that, but they don't meet again until next quarter. Because this is an allocation of funding, it came directly to the RDA.

Ms. Wines thought the owners wanted to make a decision before July.

Mayor Johnson said the way it's written in the Guidelines explains what is to be done with the remaining fund. He asked what direction was needed from the RDA.

Ms. Laughlin explained that they could go with option in the Guidelines, or transfer the balance into the 2019 Storefront Program.

Mayor Johnson said that would go against the policy.

Councilwoman Simons said that was her question. She would rather wait and roll it over, but the Guidelines say they will. It uses the word will.

Ms. Laughlin said that was in the Guidelines. When the original decision was made about the Storefront Improvement Program, \$50,000 was allocated for five years, up to \$250,000. Last year we went over that by \$12,000, then we made a decision to bump this year's up by an additional \$50,000. We are allocating the original \$50,000, by the three actions taken on the last agenda item. It's the balance that was added into the fund.

Mayor Johnson said he didn't know if that would affect it.

Mr. Wilkinson thought it was important to remember that the RDA allocated \$250,000. When they made the decision to go to \$100,000, part of that decision was to pull \$50,000 forward in the process, not go from \$250,000 to \$300,000. He thought the decision today was if they wanted to accept additional applications. Remember one application per APN per year. If it were extended, it wouldn't open it up to current applicants without revising the Storefront Program. It's really a matter of if you want to try to get a few more applications. He thought if they got one application, they should call a RAC Meeting, get a recommendation to the RDA, and try to execute on it. He thought Mr. Dalling was spot on that it takes a commitment for someone to expend money to get this money. He didn't know if the City had done anything incorrectly or wrong. He didn't think at this point in time that other people were committed to expenditures on their properties. There are storefront improvements going on in the downtown that haven't requested any refund. Different people have different circumstances. Also, understand that we have a short construction season. Within reason, at some point, you start going well if we commit to these applications they can't do work in the winter months.

***A motion was made by Councilman Reece Keener, seconded by Councilwoman Mandy Simons to, with respect to the Storefront Improvement Grant Program, take the 2018 unused balance of \$44,895 and use the funding to augment the 2019 budget.**

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

- C. Review, consideration and possible action to enter into a Public/Private Partnership with Commercial Casino LLC., for the relocation of a light pole to the corner of 4th Street and Railroad Street, and matters related thereto. **ACTION ITEM**

The developer, Commercial Casino LLC., is requesting financial assistance in the relocation of a light pole to the corner of 4th Street and Railroad Street from the current location which is not the ideal location for an outdoor patio dining that they are proposing for the Old Chicago Pizzeria. The current light pole location does not provide much benefit to the corridor area.

Ms. Laughlin pointed out the pole in question. This pole was proposed to be relocated to the corner of Railroad and 4th Street. There are other poles in the vicinity. We'd need to look and see where the light is needed, and if it's needed at all. An estimate on the relocation of the light was included in the packet, and email communication between Ms. Wines and NV Energy on the light. NV Energy owns the light. The City of Elko does not own the lights; they were paid for by grants many years ago. The City of Elko would need to be the applicant with NV Energy requesting that this light be relocated. It's a complicated situation, but we would work with the contractor to get the light relocated. This would fall under the Private Public Partnership, which is part of the RDA Plan. We have \$75,000 allocated in the budget for Private Public Partnerships every year. It also includes the Demolition Program.

Councilman Keener asked if this project would trigger and lighting requirements for the parking lot.

Ms. Laughlin explained that a photometric would be needed of the entire site, to see if it has enough lighting.

Mr. Wilkinson said for the benefit of the RDA, this is triggered by the proposed outdoor dining area that was presented in the Storefront Improvement Program. He thought a consideration for the RDA would be that this partnership would be conditioned on the project moving forward. He didn't think the light need to be moved unless the project happened. His understanding was that the request was for the RDA to pay the full amount for the relocation. He wasn't sure that there was a cost share envisioned under that agreement. He thought the light was located on private property, which is why there would need to be an agreement.

Councilman Keener asked what the amount was for the light relocation.

Mr. Wilkinson said it was estimated at \$11,530. These are little things an RDA can do to help.

Ms. Wines clarified that the light, when it was put in, was on City property. Since then the Recorder has record of a vacation 20 years ago, where the City gave that section of the parking

lot to the Commercial. The City continues to pay the bill on the light. NV Energy owns the light, the City pays for the light, but it's on Northern Star's property.

***** A motion was made by Councilman Reece Keener, seconded by Councilwoman Mandy Simons to approve the cost of relocating the subject street lamp in the amount of \$11,530 on the property adjoining Commercial Casino, LLC, contingent upon applicant completing the project as presented.**

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

II. REPORTS

A. Budget

Ms. Laughlin reported that they were trending higher than anticipated in the property tax revenues and in the interest revenue. We had contributions from the public and the DBA for the Tower Project. The transfer in from the General Fund was the City Council's \$50,000 donation towards the Tower. She continued to go through the presented budget.

B. Other

Councilman Keener asked if the Railroad properties downtown would be eligible for the Storefront Improvement Grant. (Yes) As far as the demo cost sharing that they talked about earlier for the Commercial project, would the guidelines need to be rewritten in order to include demo.

Ms. Laughlin explained that the Demolition Program states that it's demolition with rebuilding. You have to redevelop the property after you demo. It doesn't say, in the Demolition Program, a partial demolition; it clearly states demolishing the entire building and redeveloping the property. She didn't believe the request would fall under the Demolition Program. She thought it would have to come back in as a Public-Private Partnership. As far as the Storefront Program, she didn't know what else to do. They didn't allocate a lot for postage for the Storefront Program, but she put it in the Chamber Newsletter three times, put it in the DBA, had it on the radio, in the Newspaper, on Facebook, and had it on the City Website. She wasn't sure what else to do to get the word out.

Mr. Wilkinson said talking about the Storefront Program; cost for removal of material off the building front is envisioned under the Storefront. That is removal not demolition of a building. He thought they did a good job in separating those two programs. They have different goals and objectives. If they don't feel like matching up to \$25,000 is appropriate; that they need to increase that. That might be something to look at, at a future date.

Councilman Keener thanked the RAC Members for attending the meeting.

COMMENTS BY THE GENERAL PUBLIC

There were no public comments at this time.

ADJOURNMENT

There being no further business, the meeting was adjourned.

Mayor Chris J. Johnson, Chairman
Redevelopment Agency

CITY OF ELKO
REDEVELOPMENT AGENCY
REGULAR MEETING MINUTES
4:00 P.M., P.D.S.T., TUESDAY, MAY 15, 2018
ELKO CITY HALL, COUNCIL CHAMBERS,
1751 COLLEGE AVENUE, ELKO, NEVADA

CALL TO ORDER

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

ROLL CALL

Present: Councilman Robert Schmidtlein
Councilwoman Mandy Simons
Mayor Chris Johnson

Absent: Councilman John Rice
Councilman Reece Keener.

City Staff: Scott Wilkinson, Assistant City Manager
Cathy Laughlin, City Planner
Shelley Petersen, Administrative Assistant
Bob Thibault, Civil Engineer

PLEDGE OF ALLEGIANCE

COMMENTS BY THE GENERAL PUBLIC

There were no public comments at this time.

I. NEW BUSINESS

- A. Review, consideration, and possible award of the bid for the Centennial Park Expansion Project, and matters related thereto. **FOR POSSIBLE ACTION**

At the April 10, 2018 meeting, the RDA took action to authorize staff to solicit bids for the Centennial Park Expansion Project. Bids were received until 3:00 p.m. on May 4, 2018. A bid tabulation is included in your packet.

Bob Thibault, Civil Engineer, explained that four bids were received for this project. The lowest was from Element Construction in the amount of \$171,751. He had a few things he wanted to discuss that were within the bid. He thought they could work through all of them and award the bid to Element Construction. First, the bid bond was submitted, but the seal didn't show up very well because a copy of the bond was submitted. The Power of Attorney Form did not have the red border as required on the form, because it was a copy. Legal Counsel instructed Mr. Thibault to obtain confirmation that the bid bond was enforceable at the time it was submitted. Mr.

Thibault informed the Council that he did that. He also had a letter from Higgins and Rutlage Insurance, Inc. regarding BNIP, LLC, DBA Element Construction. He then read the letter into the record. He had also received the original bid bond, which wasn't included in the submittal. The second item that came to attention was that there were two 5% lists included in the packet. They had some numbers on them differing by just one percent. Mr. Thibault did the math, looking at the total bid and adding up each item that the subcontractor would be doing from the bid tabulation form. One of them was correct. The one that was correct said that Ruby Rose was doing 27% of the work, Staker Parsons was doing 15% of the work, and Element Construction was doing 58% of the work, which is key because the 1% list that was submitted also said that Element Construction was doing 58% of the work.

Councilman Robert Schmidlein said that was just an arithmetic error, and as long as they listed them as a 5%.

Mr. Thibault said he asked the City Attorney, Dave Stanton, to be here to explain this. In an email from Mr. Stanton, it was advised that that could be found as an error that was slight, obvious, and inconsequential. Mr. Thibault thought they could work through that.

Dave Stanton wanted to give a couple thoughts. He thought this was stuff the Council already knew. These type of errors, these irregularities, can be waived if the waiver is found to not create a competitive advantage, or create some sort of an unfairness in the competitive bidding process. If it's just a minor technical irregularity that this Board finds to be inconsequential, it can be waived. Mr. Stanton thought they could be waived. The issue of the red border on the Power of Attorney is similar to a California case that Mr. Stanton found that also had an error in a bid bond in a Public Works project. The Court said, in that case, that as long as the City Council had proof that the bid bond was valid and enforceable at the time the bid was submitted, they could get additional information after the fact in order to verify that. You can't supplement a bid once it has been submitted, you can't add things to it, but you can look at additional information in order to interpret the bid and to see whether a bid is enforceable. In that case, the City Council asked for the surety to provide proof, or a statement, stating that the bid was enforceable. In that case, a page was missing, in our case a red border didn't appear because it was a black and white copy. That was why Mr. Stanton suggested Mr. Thibault get ahold of the surety and get a letter. The letter, in Mr. Stanton's mind, puts the Board in the same position as the City in the other case. Now you have some sort of assurance that the bid was enforceable at the time the bid was submitted, which is key. In terms on the two 5% lists, one of them is correct, and one of them is off by a percent. In that case, the reason Mr. Stanton thought they could waive the defect was because the correct percentages in the list are easy to calculate, mathematically, from the information contained in the bid. He didn't think that created a competitive advantage. He thought it was a technical defect and that it was inconsequential. If this Board is going to waive these two defects that it make these findings, that it makes separate findings, one for each of the defects. The findings would be by waiving the defect this does not place the winning bidder at a competitive disadvantage over the other bidders, does not create unfairness in the competitive bidding process, and that it is a minor technical irregularity that is inconsequential. Those would be the findings to make with each one of the defects.

Mayor Chris Johnson said he liked it, as a contractor, because to fill out the forms exact are tough. If we had a competitor in the room saying, it wasn't done right. They've seen it before where minor things had been thrown out. As long as they are prepared for the next one that

wasn't exactly right, and there were competitors in the room. As a contractor, he liked this method, because it didn't give a competitive advantage. He asked if all the other bidders knew of the issue with the low bid.

Mr. Stanton thought every time a public body waived an irregularity in competitive bidding there was a risk of a bid protest.

Mayor Johnson thought it was fair. He thought they took a risk that the taxpayer didn't receive the best buy. They have to weigh it as elected officials.

Mr. Wilkinson didn't think it was standard practice for staff to evaluate bids, and if any issues are found, to convey that out to all the other bidders. Typically, bidders are looking at everyone else's paperwork. There was a comment from one of the bidders about the 5 and 1% list. Staff had to clarify that there was also a numerical value associated with that listing. The bidders are looking at the other bids that are received.

Mr. Thibault clarified that that bidder's concern was with the 1% list, it was not a concern with the two copies of the 5% list that Mr. Thibault mentioned. The thought was that the subcontractors were not listed on the 1% for each of the two lowest bidders, but if you look, and calculate, the amount that the subcontractors are doing it is less than \$50,000. The 1% list says to list all the subcontractors doing 1%, or \$50,000, whichever is greater. If they're doing less than \$50,000 worth of work, they do not need to be listed on the 1% list.

Mayor Johnson explained that listing of subcontractors was not for the general contractor. The listing of subcontractors was to protect the subcontractor, so that it binds the contractor.

Councilman Schmidtlein wanted to go back to the bid bond. He asked Mr. Thibault if when they opened the bids if they said their bid had an attached bid bond. Usually when there is a bid opening, you'll say ok they have schedules A through Z, its accompanied by a bid bond or cashier's check. He asked if that was announced during the opening of the bids.

Mr. Thibault explained that during the opening they read the numbers of the base bid, and stated that Element was the apparent low bidder. At that point, the room emptied, and Ms. Petersen and Mr. Thibault continued to go through Element's and Acha's bids. They noticed the irregularity, but there was no one in the room to announce it to. He then went to legal counsel and worked through the issues.

Councilman Schmidtlein asked if all the contractors left when they read the numbers.

Mr. Thibault said yes.

Mr. Wilkinson said that it was a key point that they let everyone know that they would review their submittals in entirety to determine whether they were responsive or not.

Mr. Thibault explained that he made it clear that they were doing that immediately following.

Councilman Schmittlein wished people would complete bid packages 100% correctly. It seemed like in the past five years it was going further in the other direction. They shouldn't have to sit here and rely on an attorney to make a decision.

Mayor Johnson said the bidding process was becoming more complicated.

***** A motion was made by Councilwoman Mandy Simons, seconded by Councilman Robert Schmittlein to award the bid for the Centennial Park Expansion Project to Element Construction in the amount of \$171,751, noting three minor technical irregularities, one being a non-raised seal on a copy, one being the exclusion of a red border on a copy, and one being slightly different 5% lists. None of the irregularities creates a competitive advantage.**

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

II. REPORTS

- A. Budget
- B. Other

COMMENTS BY THE GENERAL PUBLIC

There were no public comments at this time.

ADJOURNMENT

There being no further business, the meeting was adjourned.

Mayor Chris J. Johnson, Chairman
Redevelopment Agency

City of Elko Redevelopment Agency
Agenda Action Sheet

1. Title: **Review, consideration, and possible action on an amendment to the scope of work for a 2018 Storefront Improvement Grant Recipient, and matters related thereto. FOR POSSIBLE ACTION**
2. Meeting Date: **September 11, 2018**
3. Agenda Category: **NEW BUSINESS**
4. Time Required: **10 minutes**
5. Background Information: **The 2018 Storefront Improvement Grants were awarded at the RDA meeting May 8, 2018. One of the recipients, Commercial Hotel, presented a project for the Old Chicago Pizza to be located within the hotel and improvements to the storefront related to the new business. The scope of work has changed and the property owner is presenting an amendment to the project to be considered for the same amount of funding.**
6. Budget Information:
 Appropriation Required: **N/A**
 Budget amount available: **\$25,000**
 Fund name: **Redevelopment Agency**
7. Business Impact Statement: **Required Not Required**
8. Supplemental Agenda Information: **Information from the grant recipient**
9. Recommended Motion: **Pleasure of the RDA**
10. Prepared By: **Cathy Laughlin, Redevelopment Manager/City Planner**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution:

An exterior facade restoration at the historic:

Commercial Hotel

345 4th Street - Elko, Nevada 89801 - APN 001-??-??

Owner
Northern Star Casinos
340 Commercial Street
Elko, Nevada 89801
775-738-5141
contact: David Zones
dzones@northernstarcasinos.com

Tenant
Old Chicago Pizza & Taproom
???
???
308-440-4911
contact: Jim Gardner
j.gardner@oldrestaurants.com

Architect
R6 Studio
421 Railroad Street ste 208
Elko, Nevada 89801
775-738-7823
contact: Catherine Wines
catherine@r6studio.com

General Contractor
T.B.O.

Mech Contractor
T.B.O.

Elec Contractor
T.B.O.

Commercial Hotel & Casino
345 4th Street
Elko, Nevada

SHEET NAME

Cover Sheet
Vicinity Map
Sheet Index

REVISIONS

DATE
8.21.2018

SHEET NUMBER
a0.1

File number: P1-587 - Commercial, Elko City

R6STUDIO
CATHERINE WINES, ARCHITECT
421 RAILROAD STREET STE 208
ELKO, NEVADA 89801
p775.738.7823 f775.738.7817
www.r6studio.com

PRELIMINARY
NOT FOR
CONSTRUCTION

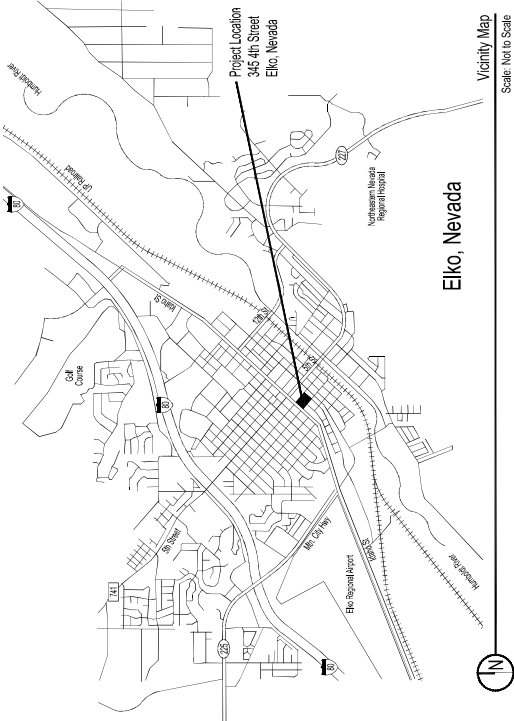
THIS DOCUMENT IS THE PROPERTY OF R6 Studio. It is to be used only for the project and site for which it was prepared. It is not to be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of R6 Studio.

PROJECT NAME

Sheet Index

General
a0.1 Cover Sheet, Vicinity Map, Sheet Index
a0.2 General Notes, Project Scope & Code Analysis

Architectural
a1.1 Historic Photos
a1.3 4th Street Façade Improvement
a1.4 Railroad Street Façade Improvement
a1.5 3rd Street Façade Improvement
a1.6 Main Street Façade Improvement



General Notes

- 1- Drawings represent the desired result of construction. The methods of construction and the risks involved during the construction are the responsibility of the contractor. The contractor shall maintain the buildings structural integrity at all stages of construction.
- 2- Contractor responsible for all demolition required to perform work.
- 3- All construction shall comply with requirements of the 2009 International Building Code along with other local codes and all city, county, state and federal agencies having jurisdiction with a modified order of understanding with the Building Department of the City of Elko.
- 4- The contractor shall verify all dimensions and elevations prior to the commencement of work. Discrepancies in the dimensions which may be found shall be brought to the attention of the the Architect for a decision before proceeding with work. Do not scale drawings.
- 5- All construction and finish materials proposed by the contractor and/or designed by construction documents shall be reviewed for general compliance by the Architect through a formal submittal process prior to commencing work and shall be approved by the Architect prior to commencing work.
- 6- As a minimum standard all work performance and materials installed shall be in accordance with all applicable codes, regulations and standards having jurisdiction.
- 7- Install all manufacturers items, materials and equipment in strict accordance with manufacturers recommendations unless otherwise specifically noted by the Architect.
- 8- Dimensions on plans are to the top of the studs or structural columns unless noted otherwise.
- 9- Contractor to follow provided dimensions on drawings. If a necessary dimension is missing the contractor shall notify the architect for clarification before proceeding. Do not scale drawings.
- 10- Site, placement and deviation of structural framing members on structural drawings overrides members shown on architectural drawings.
- 11- Sprinkle, Plumbing, Mechanical, Electrical, or any other contractors shall not penetrate or cut any structural members without prior written approval of the Architects and the Structural Engineer.
- 12- The General Contractor shall maintain a complete current set of drawings at the construction site during all phases of construction for use by all trades.
- 13- The General Contractor shall coordinate with the owner the locations for construction traffic and waste disposal during the construction phase.
- 14- The General Contractor is responsible for obtaining all permits required to perform all work included in these documents.
- 15- A separate permit is required for all exterior sign installation.
- 16- The General Contractor is responsible for obtaining temporary power and all areas associated with temporary facilities.
- 17- Contractor to provide all owners manuals and warranties prior to final payment. All equipment and finish materials to be new and of the highest available commercial grade quality. All products are to be approved by the Architect prior to installation.
- 18- UL numbers listed in these documents are based on the most current issue of Underwriters Laboratories Inc. Fire Resistance Directory.
- 19- The General Contractor is responsible for protecting all existing site features and features that are to remain. Any damage to these areas will be repaired or replaced at the expense of the contractor.
- 20- All work in these drawings and specifications consists of furnishing all labor, equipment and materials necessary for and in accordance with the drawings and specifications for the complete construction of the building. The contractor shall be responsible for the coordination of all trades and trades shall be responsible for the completion of their respective construction, subject to the terms and conditions of the contract.
- 21- All work in this project shall be done in accordance with the latest modern construction practice using high grade new equipment and materials. The contractor shall be responsible for all materials and processes as well as the coordination of all trades and trades shall be responsible for the completion of their respective construction, subject to the terms and conditions of the contract.
- 22- All applicable portions of Division 1 GENERAL REQUIREMENTS shall be included and strictly adhered to; any conflict noted in the drawings shall be immediately brought to the attention of the Architect for written clarification.
- 23- The contractor is to provide the Architect with complete construction submittals for all finish materials and shop drawings for all construction areas requiring specially construction, including structural plans and procedures, with a 7 day turn around time for the Architect and the Architects consultants.
- 24- Prior to final acceptance the contractor is to clean the entire premises with a professional deep cleaning service that will leave the building in a new, clean, move-in ready, and accessible state.
- 25- The contractor is to notify the owner, Architect and Engineer of any conflict in the drawings and shall not proceed until they have received written clarification approved by all parties, including the owner.
- 26- These drawings are the property of the Architect and is to be used solely with respect to this project. These documents shall not be reused or reproduced in any form without the written permission of the Architect.

Project Scope of Work

- 1- The Commercial Hotel at 345 Commercial Street in Elko, Nevada is one of the most historically significant buildings in Elko. The current building structure originally had a small wood frame hotel called the Humboldt Boarding House built in 1893. In the 1930s the building was replaced with a masonry structure that still exists today. The building has been modified and remodeled numerous times since then. The purpose of this project and future renovation phases of this project of both of the existing building and parcel is not to do an exact historic restoration but rather a rehabilitation of the existing building to be respectful of the historical significance but accommodate the needs of a franchise restaurant and other new and existing uses of the building.
- 2- Contractor is to verify existing conditions correspond with what is represented in this drawing set to the extent possible without removing the current exterior facade.
- 3- It is the contractors responsibility to secure the existing building structure that will remain during construction including the floor ceiling assemblies of the basement, first floor, second floor and the roof assembly. The contractor is to provide a detailed description with plan and sequence of events, to the owner, architect and structural engineer of demolition procedures and how remaining structure will be secured for the duration of the construction process before any work is to be performed. All demolition is to be coordinated and approved by the City of Elko before any work is to be performed.
- 4- Paint all existing wood surfaces.
- 5- Remove patch and paint the White King on both Idaho Street and 3rd Street
- 6- Remove all exterior signage that is not relevant to the occupancy of the building or is not historic in nature.
- 7- Repair and replace all broken windows and glass.
- 8- Remove all exterior signage that is not relevant to the occupancy of the building or is not historic in nature.

Accessibility Notes

- 1- All construction shall comply with the accessibility requirements of the federal Americans with Disabilities Act of 1990 and the ADA Amendments act of 2010.
- 2- Walks and sidewalks subject to these regulations shall have a continuous common surface, not interrupted by steps or by abrupt changes in level exceeding 1/4 inch and shall be a minimum of 48 inches in width.
- 3- Surfaces with a slope of less than 6 percent gradient shall be at least as slip resistant as that described as medium tuffred finish.
- 4- Surfaces with a slope of 6 percent gradient or greater shall be slip-resistant. Surface cross slopes shall not exceed 1/4 inch per foot.
- 5- Walks, sidewalks and pedestrian ways shall be free of gratings whenever possible. For gratings located in the surface of any of these areas, grid openings in gratings shall be limited to 1/2 inch in the direction of traffic flow.
- 6- Aerial changes in level along any accessible route shall not exceed 1/4 inch. When changes in level do occur, they shall be leveled with a slope no greater than 1:2 except that level changes not exceeding 1/2 inch may be vertical.
- 7- Floors at landings shall not be more than 1/2 inch above the threshold of the doorway. When changes in level greater than 1/2 inch necessary, they shall comply with the requirements of state ramps.
- 8- All accessible entrances shall be identified with at least one standard sign and with additional directional signs, as required, visible from approaching pedestrian ways.
- 9- Every required entrance or passage doorway shall be of a size as to permit the installation of a door not less than 3 feet in width and not less than 6 feet, 8 inches in height. Doors shall be capable of opening at least 90 degrees and shall be so mounted that the clear width of the doorway is not less than 32 inches.
- 10- Landings and landing doors that are hand activated and which are in a path of travel shall be operable with a single effort by lever type hardware, panic bars, push-pull actuating bars, or other hardware designed to provide passage without requiring the ability to grasp the opening hardware.
- 11- Hand actuated door opening hardware shall be centered between 30 inches and 44 inches above the floor.
- 12- Door hardware shall be operable from the inside without use of a key or special knowledge or effort.
- 13- Bathroom accessories, such as grab bars, towel bars, soap dishes, etc., on or within walls shall be sealed against moisture.
- 14- Above floor drain valves shall be mounted on the outside side of a toilet area and within 40 inches of the floor. The floor required to anchor the controls shall not exceed 5 pounds.
- 15- Hot water and drain pipes under accessible lavatories shall be insulated or otherwise covered. There shall be no sharp or abrasive surfaces under lavatories. Faucet controls shall be operable with one hand and shall not require sign grasping, pinching, or twisting of the wrist. The force required to activate the controls shall not exceed 5 pounds. Lever-operated, push-type and electronically controlled mechanisms are acceptable.
- 16- All rest doors are to swing in the direction of travel.

Code Analysis

Governing Design Factors			
Earthquake Zone	D2	99 m.p.h.	
Wind Speed	30'	30 p.s.f.	
Soil Depth		15 p.s.f.	
Loads		30 p.s.f.	
		50 p.s.f.	
		20 lbs.	
		1,500 psi	

Soil report may over ride typical bearing pressure

Occupancy Classification	Size	Occupant Load
A	NA	existing
Area	Exterior outside seating A occupancy	

Building Classification	Type I - B
Allowable area	UL
Actual area	UL
Actual area for reference only, only a portion of this area is included under this permit	UL
Allowable height (stories)	UL
Actual height (stories)	3

Fire Resistance
Modifications to the fire protection system design drawings, including the alarm and sprinklers shall be provided to the City of Elko for approval prior to installation.

Fire sprinklers provided throughout
Fire alarm and the monitoring provided
No
Fire alarm system with audio warning system
No
Fire wall required
Yes
Fire wall with separating area of construction with unoccupied portion
No
Side of the project is required to keep a legal separation between the two portions of the building
Install fire extinguishers at all required areas as per IFC 906
All fire extinguishers are to be placed in lockable cabinets and recessed into the wall.

Exits	Exits required NA Exits provided (3) 36" doors
Plumbing	Fixtures required (for entire building) NA Fixtures provided NA Drinking fountain 1 per 500 - 1 required NA Map sink 1 required 1 existing in kitchen Landscaping NA

Applicable Codes

2009	International Building Code
2009	Uniform Mechanical Code
2009	Uniform Plumbing Code
2009	International Fire Code
2009	National Electrical Code
2009	International Fuel Gas Code
2009	International Energy Conservation Code

Deferred Submittals

- To be submitted separately to the governing official
- 1- All exterior signage
- 2- Fire sprinkler and suppression system

Drawing Symbols

North Arrow	Door Symbol
Sign	Room Name & Number
Detail	Elevation (single sided rim)
Room signage	Fire Exit

PROJECT NAME

Commercial Hotel & Casino
345 4th Street
Elko, Nevada

SHEET NAME

Code Analysis
Accessibility Notes
Exit Plan

REVISIONS

DATE
8.21.2018

SHEET NUMBER

a0.2



③ circa 1910
Scale: not to scale



② circa 1930
Scale: not to scale

SHEET NAME

Historical Reference Photos

REVISIONS

DATE
8.21.2018

SHEET NUMBER
a1.1

File number: 15487 - Commercial Hotel City



① circa 1950
Scale: not to scale



Paint all exterior surfaces that are currently painted
Remove signage and salvage for owner

4th Street Facade Photo
Scale: not to scale

2



Scrape, sandblast, patch and paint White King
Paint all exterior surfaces that are currently painted
Remove signage and salvage for owner

4th Street Facade Photo
Scale: not to scale

1

R6STUDIO
CATHERINE WILES, ARCHITECT
421 RAILROAD STREET STE 208
ELKO, NEVADA 89601
p775.738.7829 f775.738.7817
www.r6studio.com

PRELIMINARY
NOT FOR
CONSTRUCTION

©2018 R6 Studio, LLC. All rights reserved. No part of this document may be reproduced without written permission. Copyright 12/2018 by Catherine Wiles, Architect. All Rights Reserved.

PROJECT NAME

Commercial Hotel & Casino
345 4th Street
Elko, Nevada

SHEET NAME

4th Street
Facade Improvement

REVISIONS

DATE
8.21.2018

SHEET NUMBER
a1.3

File number: 1507 - Commercial, Elko, NV



Paint all exterior surfaces that are currently painted

Remove signage and salvage for owner

Paint all wood surfaces at lower level

Railroad Street Facade Photo
Scale: not to scale



Paint all exterior surfaces that are currently painted

Remove signage and salvage for owner

Paint all wood surfaces at lower level

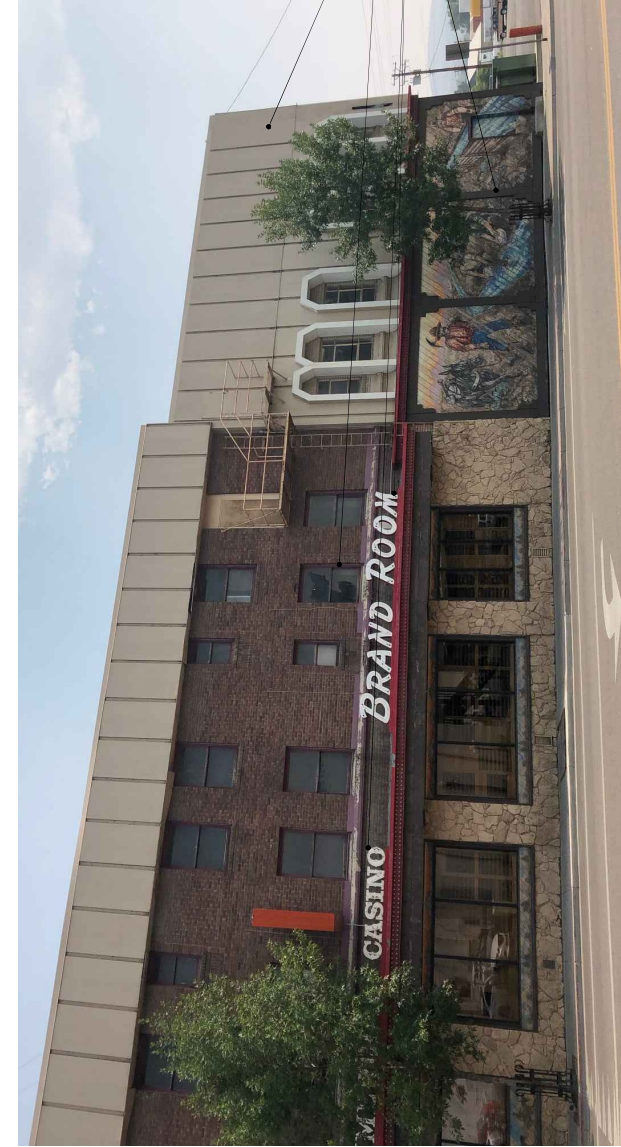
Railroad Street Facade Photo
Scale: not to scale



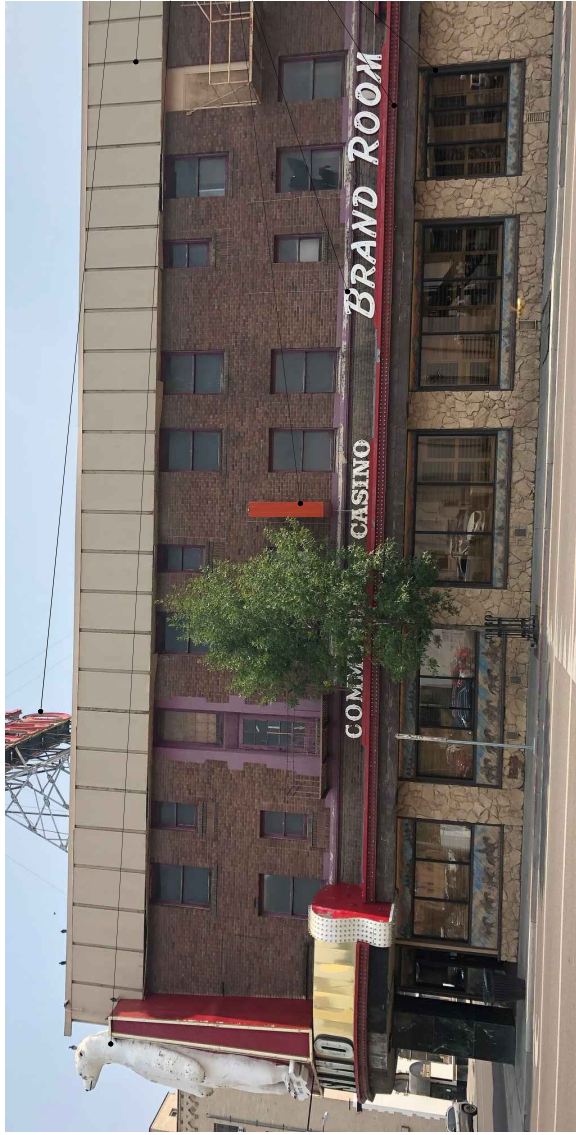
Scrape, sandblast, patch and paint White King
Paint all exterior surfaces that are currently painted
Remove signage and salvage for owner
Paint all wood surfaces at lower level

1

3rd Street Facade Photo
Scale: not to scale



Idaho Street Facade Photo
Scale: not to scale



Idaho Street Facade Photo
Scale: not to scale

City of Elko Redevelopment Agency
Agenda Action Sheet

1. Title: Review, consideration, and possible action to re-appoint the five members of the Redevelopment Advisory Council, and matters related thereto. **FOR POSSIBLE ACTION**
2. Meeting Date: **September 11, 2018**
3. Agenda Category: **NEW BUSINESS**
4. Time Required: **5 minutes**
5. Background Information: **Per the Redevelopment Advisory Council Bylaws adopted February 14, 2017, the members of the RAC shall be appointed by the RDA annually in July. 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. Lina Blohm, Jon Karr, Catherine Wines, Chris Johnson and Jeff Dailing have indicated an interest in continuing on the board.**
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:
9. Recommended Motion: **Pleasure of the Agency**
10. Prepared By: **Cathy Laughlin, Redevelopment Manager/City Planner**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution:

**City of Elko Redevelopment Agency
Agenda Action Sheet**

1. **Title: Review, consideration, and possible action to consider initiating a recognition program for local businesses, developers and property owners within the Redevelopment Area by recognizing efforts to enhance the area with visual improvements or economic development, and matters related thereto. FOR POSSIBLE ACTION**
2. **Meeting Date: September 11, 2018**
3. **Agenda Category: NEW BUSINESS**
4. **Time Required: 5 minutes**
5. **Background Information: The RDA Plan goals and objectives state: 3. To benefit, sustain and support the visual enhancement and beautification 6. To respect the efforts and accomplishments of the past. If approved, the proposed recognition program would be a part of the RAC agenda under presentations during their quarterly meetings. We would request an expenditure not to exceed \$1,000 per year for the awards.**
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: Proposed draft program**
9. **Recommended Motion: Approve the initiation of the recognition program with an annual expenditure not to exceed \$1,000 per year and refer the program and details to the RAC for further development.**
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 ranging from the simplest improvement to the largest improvement to show appreciation for their investment in the Redevelopment Area. This will not be tiered on levels, as our goal will be to show the recipients that even the smallest improvement is just as important as the largest.

WHEN: At the beginning of each quarterly meeting of the RAC, 1-10 recognition certificates will be presented. We will add a "Presentations" to the agenda after meeting minutes.

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

ELIGIBLE IMPROVEMENTS: From the simplest improvement of a new sign or cleaned up landscaping to a new structure, development, renovation or demolition. It simply needs to be an improvement. This improvement could also meet the definition of blight as per NRS 279.388 and be something that is not necessarily visual such as undergrounding utility lines.

NOMINATIONS: All nominations would go to the Chairman of the RAC 3 weeks prior to the meeting and the Chairman will sort the nominations and present them to the City Planner/Redevelopment Manager. RAC members as well as City Staff are eligible to make nominations.

REDEVELOPMENT MANAGERS ROLE: The Redevelopment Manager will send out an invitation to attend the quarterly RAC meeting to the award recipients. The Redevelopment Manager will order the award certificate or other selected gift of appreciation.

LIMITED NUMBER OF AWARDS RECEIVED: Each parcel, tenant, business owner can receive up to 2 award certificates per year.

IDEAS FOR AWARDS: Certificate, window sticker, plaque,

COST FOR AWARDS: Up to \$15 per award (could amount to \$600 per year). This expenditure would need to be approved by the RDA. Possibly a maximum amount per year amount.

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 quarterly award recipients as well as Elko Daily Free Press will be notified.



Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

Vol. 65, No. 8

August 2018

Inside this issue

To reduce the risk of vehicle attacks, small cities shop for bollards ... 4

Graffiti removal program engages public and troubled teens 5

To stand out from the competition, stress what makes your city unique... 7

Small city connects with regional trail to draw visitors downtown 9

To boost downtown occupancies, city spends more on planning 10

Open flags, Parking screens, Walking tours, Golf cars, and more..... 11

@DowntownDevelopment.com

Busting Downtown Graffiti: Presentation

Food Halls of North America: Report

Connecting to regional trails. Archive articles

ECONOMIC GROWTH

Marijuana dispensaries create demand for space — and regulatory concerns

As a wave of marijuana legalization sweeps North America, some downtowns are taking advantage of the trend by welcoming — or at least cautiously allowing — pot shops in long-vacant spaces.

In Springfield, IL (est. pop. 115,715), a dispensary set up shop in 2016 in a downtown building left empty after the state Department of Children and Family Services ended its lease. The tenant, HCI Alternatives, spent \$1.9 million renovating its ground-floor space in a building near state capitol and the

Abraham Lincoln Home National Historic Site.

In Lake Worth, FL (est. pop. 37,812), a medical marijuana dispensary opened in 2017 in an empty bank branch across the street from City Hall. The 3,100-square-foot building had been vacant for years before Knox Medical signed a lease for the space.

And in Manitou Springs, CO (est. pop. 5,317), the quaint tourist town at the foot of Pike's Peak, taxes from two dispensaries are

(Continued on page 2)

ATTRACTION

Food halls draw diners and restaurateurs, serve up creative cuisine

Downtown Birmingham, AL (est. pop. 210,710), shows all the telltale signs of an urban renaissance. There's a minor-league ballpark in the city center, an influx of downtown housing, and a new supermarket.

But the most telling addition might be the new food hall. Birmingham is home to an 18,000-square-foot collection of gourmet eateries that has set up shop on the ground floor

of the long-vacant Pizitz department store.

"It's the only place in town where you can get a poke bowl, the Hawaiian street food," says David Fleming, head of RevBirmingham. "When people want something unique, the food hall is an option for them."

Other choices include tacos, Middle Eastern fare, ramen, and

(Continued on page 6)

Marijuana dispensaries create demand for space — and regulatory concerns — *Continued from page 1*

paying for bike paths, decorative sidewalks, and lights. Business is booming in part because the city next door, Colorado Springs (est. pop. 465,101), hasn't allowed marijuana dispensaries.

In an era of shrinking retailers and shuttered big-box locations, marijuana dispensaries represent a rare category of merchant that's growing.

Some states, including California, Colorado, Nevada, and Washington, have legalized weed entirely, allowing any adult to buy pot. Other states, including Florida, Illinois, Michigan, New York, Ohio, and Pennsylvania, allow sales of medical marijuana to patients who get permission from a physician.

And Texas has approved the sale of cannabidiol, or CBD, a cannabis ingredient that doesn't get users high but seems to ease seizures, migraines, and inflammation. Canada has pushed even farther and is poised to legalize weed nationally.

While voters in many U.S. states have overwhelmingly approved marijuana decriminalization, downtowns wrestle with a regulatory wrinkle: Even as pot shops multiply, marijuana remains federally illegal.

That reality limits the number of storefronts available to marijuana dispensaries. Many institutional landlords — including pub-

licly traded real estate investment trusts and large insurance carriers — decline to rent space to marijuana businesses. Those companies don't want to run afoul of federal regulators.

Even smaller landlords who might be willing to lease space to cannabis companies can find themselves hamstrung. Mortgages often include loan covenants that forbid illegal activity.

"A very lucrative business"

In Boulder, CO (est. pop. 108,090), where six dispensaries have set up shop in the city's 49-block downtown district, some pot shops have gotten around real estate obstacles by simply buying buildings outright, says Sean Maher, chief executive officer of the Downtown Boulder Partnership.

The dispensaries' deep pockets reflect an obvious reality: "It's a very lucrative business," Maher says.

Local zoning rules present another challenge. With marijuana legalization still a novel concept, cities and towns have proven reluctant to allow pot shops.

Lake Worth landed a dispensary in part because it was the first municipality in Palm Beach County to permit cannabis stores to operate. While 75 percent of Palm Beach County voters said yes to the statewide referendum in 2016 that legalized medical marijuana, the county's municipalities remain skittish.

Farther south, Miami Beach (est. pop. 91,917) saw its first dispensary open in April. Surterra Wellness operates a medical marijuana treatment center, as the pot shops are known in Florida, near Lincoln Road Mall in South Beach's Art Deco District, an area known for lively nightlife.

Local rules vary

Even cities that allow dispensaries are circumspect. Boulder has a reputation as a weed-friendly city, but local officials weren't keen to disrupt a thriving downtown, one that has attracted many national retailers.

Cities have wide latitude

As cannabis dispensaries open around the country, here's what you need to know:

Marijuana remains federally illegal, a reality that affects how the businesses handle banking and other routine tasks.

Regulatory schemes and tax collections vary widely by state. For example, Colorado and California have more permissive systems. Florida is more heavily regulated.

Local jurisdictions still maintain control. Even in states where marijuana is legal, municipalities have wide leeway over allowing pot shops.

"We were just nervous that we were going to have too many dispensaries," Maher says. "We didn't want to have two or three on every block, just like we wouldn't want two or three liquor stores on every block."

So Boulder passed ordinances limiting the number of pot shops and prohibiting storefront dispensaries. Cannabis stores can occupy basements or spots inside office buildings, but they can't operate in spaces facing the pedestrian mall on Pearl Street.

What's more, Boulder's cannabis companies must lock up their cash and their stash every night. An early spate of dumpster diving was stopped when dispensaries secured their trash bins, Maher says.

A rule barring dispensaries within 1,000 feet of a school means there are no pot shops in the restaurant district near the University of Colorado's campus. Boulder also prohibited garish signs, nixing the Cheech-and-Chong vibe that permeates some of Colorado's pot-friendly areas.

"It's very easy to walk by dispensaries and not even know what they are, unlike in Denver, where the signs are very gaudy," Maher says.

The vibe is similarly subdued in Lake Worth, where a discreet green cross is Knox Medical's only tell, and in Springfield where the dispensary is unassuming.

"HCI has high-level security doors and windows that you cannot see through," says Lisa Clemmons Stott, executive director of Downtown Springfield Inc. "The only way you know what it is by the signage, which is very corporate and medical sounding, so I'm not sure the thousands of tourists who visit Lincoln sites every year even know what it is."

The dispensary has created no problems or challenges, Clemmons Stott says.

For Springfield and Lake Worth, dispensary operators brought welcome investment. In both cities, the pot shops strive to convey a professional image.

"It's really got a high-end doctor's office, high-end spa-type of feel," Christopher McCloud, a spokesman for HCI Alternatives, said during an open house for elected officials and the news media, according to the *State Journal-Register*.



With an unassuming façade, the dispensary in Lake Worth, FL, blends with the downtown.

Concerns for neighbors

Federal prohibition means cannabis is an all-cash business. Armed guards are stationed prominently at the entrance of many dispensaries. Pot shops are unable to accept credit cards and checks, all that cash poses a tempting target for criminals.

Smell presents another issue. Neighbors sometimes complain of the pungent aroma emanating from weed businesses.

In Florida, which allows only the sale of oils and extracts but not marijuana flowers, scent isn't an issue. In Boulder, odors have been a problem at grow operations but not at the retail locations that operate downtown, Maher says.

For some municipalities, pot produces much-needed revenue. Manitou Springs' two dispensaries generate more than \$1 million in annual tax revenue, an economic boon for a small city.

"It's brought new life to this town," Farley McDonough, president of the Manitou Springs Urban Renewal Authority, told the *Los Angeles Times*. "In many ways, it's good Colorado Springs does not have sales."

Pot shops, for their part, have grown accustomed to dealing with local bans and a hodgepodge of zoning rules.

"There are so many cities that have moratoriums in place, so we have to navigate around that," says Lindsay Jones, president of Curaleaf, a Florida marijuana company that has been opening locations throughout the

"We didn't want to have two or three on every block, just like we wouldn't want two or three liquor stores on every block."

state. "It's not like building a hamburger joint. We can only go where municipalities will allow us to be."

George Scorsis, chief executive officer of Toronto-based Liberty Health Sciences, says the pot shop image dies hard. Liberty Health Sciences is opening dispensaries in Massachusetts and Florida, and while he stresses his company's professionalism, many local officials remain skeptical.

"There still is a large level of stigma," Scorsis says. "Cannabis is a polarizing form of medicine, and we can't expect the stigma to be removed immediately."

While the public overwhelmingly supports marijuana legalization, there's still a strong not in my back yard sentiment when it comes to local approval, Scorsis says.

Properly managed, pot shops can be a benefit to downtowns, Maher says.

"It's very popular with tourists," he adds. "It's not kids in their 20s and 30s looking to get high. It's people in their 50s and 60s, very affluent people saying, 'Hey, I haven't tried this since college.'"

Contacts: Sean Maher, Downtown Boulder Partnership, 303-449-3774; Lisa Clemmons Stott, Downtown Springfield Inc., 217-544-1723. **DIX**

ACCESS AND MOBILITY

To reduce the risk of vehicle attacks, small cities shop for bollards

Major cities such as New York, New Orleans, and Las Vegas are spending millions to install bollards, steel posts designed to block vehicles from pedestrian areas.

But smaller downtowns need not be priced out of the bollard market. For instance, Hannibal, MO, (est. pop 17,808) received an estimate of \$12,000 to install bollards in its downtown, according to the *Hannibal Courier-Post*.

Sophisticated bollards, those designed to block heavy trucks, can cost as much as \$60,000 apiece. But Stephanie Tankersley, president of

Bollards Plus in Houston, says her company can supply bollards for as little as \$500 each.

She says Roanoke, TX (est. pop. 7,804) recently spent about \$8,000 on bollards meant to protect pedestrians at an annual street festival. While the lower-grade bollards might not be suitable for protecting a high-value target such as the White House, they're effective for smaller cities that are unlikely to be targeted by terrorists but simply want some peace of mind.

"If you have a big box truck going 50 mph in a ram raid, the inexpensive bollards aren't

going to stop it," Tankersley says. "But it is a very good deterrent, and it is a very good preventative measure."

In Ladysmith, BC (est. pop. 8,537), the city council agreed in May to spend \$30,000 a year on bollards until 160 of the barriers have been deployed. However, the investment is a response not to terrorism but to less-than-skilled drivers.

On several occasions over a period of decades, motorists attempting to navigate angled parking spots pulled onto the doorsteps of downtown businesses, according to the *Ladysmith Chronicle*.

Mayor Aaron Stone said the threat of a vehicle striking a storefront creates anxiety for visitors and business owners.

"It causes people stress that they feel uncomfortable in their jobs if they sit at the front window and do that work every day, and they don't want to sit there because they're afraid," Stone says.

For now, municipalities must find their own funding for bollards. While a Stopping Threats on Pedestrians (STOP) bill has been proposed in the U.S. Senate and House, Congress hasn't

"We're really bridging the gap between do nothing and doing the most robust solution available."

acted on the measure. It would provide grants of \$50 million a year for 10 years to cities seeking to install bollards.

Tankersley says her company's custom-made bollards can offer a cost-effective solution. Bollards Plus' posts are typically six to eight inches in diameter. They reach three to

four feet above ground and are sunk as far as four feet below ground.

"We're really bridging the gap between do nothing and doing the most robust solution available," she says.

Contact: Stephanie Tankersley, Bollards Plus, 713-396-6166. **DIX**

PATHWAYS AND PUBLIC SPACES

Graffiti removal program engages public and troubled teens

Picturesque Portland, ME (est. pop. 66,937), fits no one's stereotype of a dangerous urban area. Gritty or not, Portland property owners are vexed by graffiti, a problem that mushroomed in 2016.

So downtown managers responded with renewed attention to their graffiti policing. As a result, the city resumed its practice of quickly removing unwanted graffiti, and the effort won an award from the International Downtown Association.

Portland long has addressed graffiti through an innovative program that uses the labor of troubled teens. Downtown pedestrians can take photos of graffiti and alert downtown managers through the SeeClickFix app.

The system had worked well until 2016, when Portland suddenly was deluged with 236 complaints (an 84 percent increase from 2015) and a 66 percent increase in average response times.

The culprit wasn't anything as sinister as rising gang activity or an accelerating urban decline, says Amy Geren, downtown experience liaison at Portland Downtown. Instead, the reason was entirely mundane: Management changes at three key organizations left the program adrift.

Portland hired a new city manager, and the two nonprofits involved in the graffiti program hired new directors at about the same time.

"The program sort of fell apart," Geren says.

Amid the change, Geren says, downtown managers forgot about the graffiti program. The rising complaints quickly reminded them of its importance.

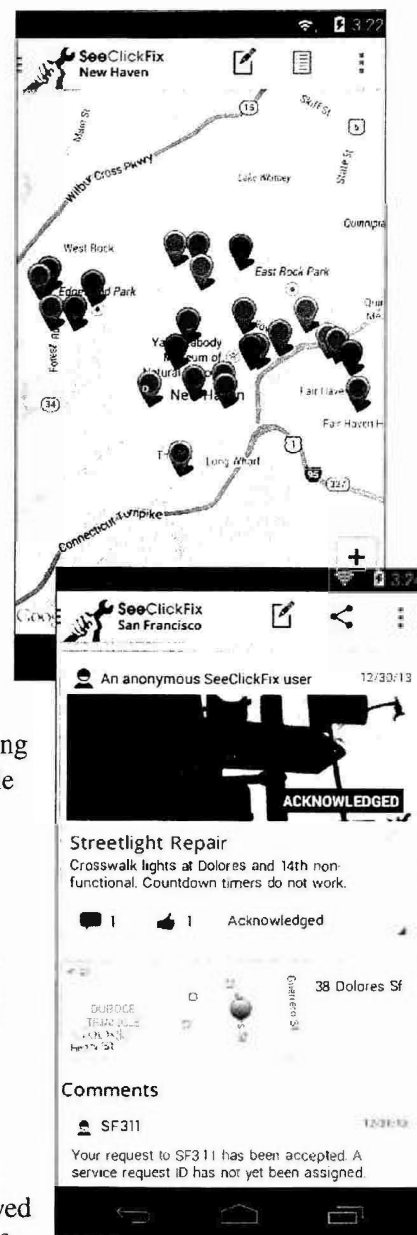
"That proved to everyone how effective the program had been," Geren says.

Aside from its basic service of removing eyesores, the graffiti program has a feel-good angle, too: The labor is completed by young adults who have been in trouble with the law and are learning work skills.

They're trained to set up and tear down work sites and to use a pressure washer. With the experience they've gained removing graffiti, some of the workers have landed jobs in property maintenance, Geren says.

Over the years, Portland's anti-graffiti program has removed some 75,000 square feet of graffiti from Portland buildings.

Portland's program has its limits, however: In Maine,



SeeClickFix and similar apps collect and report information about non-emergency issues and maintenance needs.



DowntownDevelopment.com

To learn more about Portland's graffiti removal program, visit our website and click on "Web Extras"

graffiti removal is impossible for months at a time. Temperatures must be above freezing for seven consecutive days before crews tackle removal.

Geren says it's not clear exactly how much the graffiti program costs. It's part of a \$50,000-a-year expense that includes not just graffiti removal but other services, too.

The crews can immediately tackle graffiti on public property. If a private property is van-

dalized, the crews must gain permission.

Prompt removal alone can deter vandals, Geren says, so staying atop the problem can keep graffiti in check. However, she acknowledges that defeating graffiti entirely is impossible.

"Ancient Rome had a graffiti problem," Geren says. "It's just what people do."

Contact: Amy Geren, Portland Downtown, 207-772-6828. **DIX**

Food halls draw diners and restaurateurs, serve up creative cuisine —Continued from page 1

Ethiopian cuisine. While the hipster fare appeals to affluent diners, some wonder if low-income residents of downtown will be able to afford entrees that go for \$10 or more.

No matter: Food halls are growing in popularity nationwide. Commercial real estate brokerage Cushman & Wakefield calls food halls "one of the hottest trends right now in the restaurant business, and retail in general."

"Food halls are popping up around the United States at a breakneck pace," Cushman & Wakefield says in its *Food Halls of North America 2018* report. "At the current rate, by

2020 the marketplace will have tripled in size in the span of just five years."

For landlords, developers, and downtown leaders, food halls bring a strong appeal. By combining half a dozen or more eateries under one roof, food halls attract consumers and drive foot traffic.

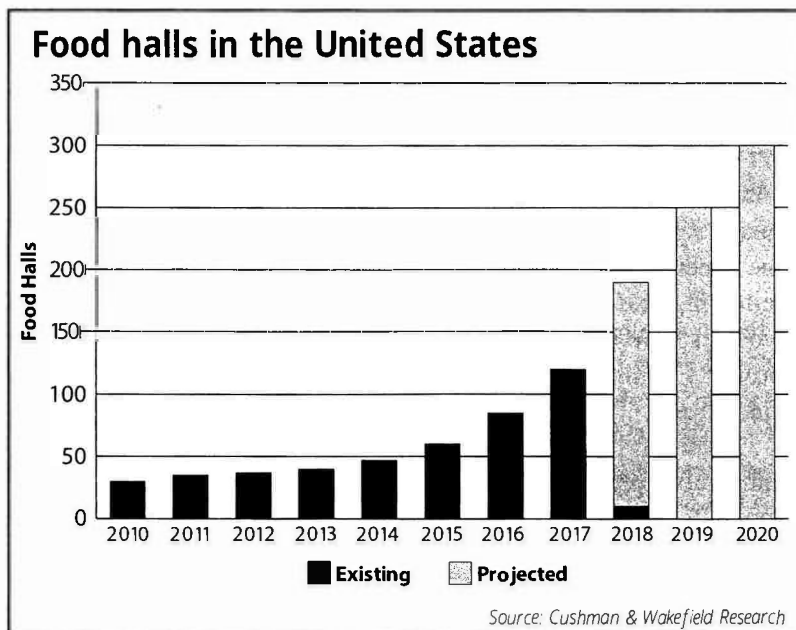
A typical food hall might combine a taco place, a gourmet burger joint, a noodle shop, a cold-brewed coffee roaster, and a bar serving microbrews under one roof. It's the sort of experience that can't be replicated on Amazon.

New York City is the nation's most developed food hall market. Cushman & Wakefield counts more than 25 food halls in the city, with 10 more in some stage of development.

But if you fear a food hall bubble, consider this: No food hall has failed in New York City, an impressive track record given restaurants' notoriously short lifespans. In a food hall, even if one tenant flops, others are likely to succeed.

The food hall concept takes a page from the food courts at shopping malls and airports. But at food halls, the cuisine is the main attraction. As a result, food hall tenants stress quality over convenience.

Food halls started as an urban trend, with Los Angeles, San Francisco, and Chicago leading the way. Next came midsized cities, and now, food halls are spreading to cities as small as Wilmington, DE (est. pop. 71,442), Duluth,



MN (est. pop. 86,293), and West Palm Beach, FL (est. pop. 108,161).

In Pittsburgh, PA (est. pop. 303,625), a new 12,000-square-foot food hall opened in one of the city's downtown office towers. Diners can order via app and pay electronically.

In Austin, TX (est. pop. 947,890), a new downtown food hall offers choices from seven of the city's top chefs.

And in Nashville, TN (est. pop. 660,388), a 100,000-square-foot food hall is planned to open in 2020 as part of a downtown development project.

Such ambitious plans raise inevitable concerns about froth in the food hall market.

"Will we eventually overbuild?" Cushman & Wakefield asks. "Of course! There will be a tipping point eventually — but that point is far off."

Attracting restaurateurs

For now, food halls are attractive to restaurateurs in spite of their high rental rates. As one entrepreneur told Cushman & Wakefield, the rent at a San Francisco food hall is about \$120 per square foot, compared to \$60 a foot for typical restaurant space.

However, the food hall allows for the eatery to take a fraction of the space it would require for a full-sized eatery. So the business's overall occupancy cost falls, and the restaurateur can tap into the robust traffic generated by the food hall.

Birmingham's food hall was the brain-child of Bayer Properties, a developer that had struggled to find a tenant for the ground-floor space of the Pizitz store. The 275,000-square-foot space was built in 1925, but had sat empty since the 1980s.

Other space in the building is devoted to office tenants. The food hall is just one more sign of a rich dining scene in a city Fleming calls "a culinary hotbed."

Hoping to keep the momentum alive, RevBirmingham leases a small stall at the Pizitz food hall and makes the space available as an incubator for would-be restaurateurs. A Puerto Rican chef occupied the space for a time before graduating to a free-standing eatery, Fleming says.

He argues that a food hall can play an especially important role in validating an up-and-coming downtown.

For a downtown that's serious about recruiting employers in technology and other high-paying industries, a food hall serves as one more sign that Birmingham offers a competitive quality of life.

"What the food hall does for us is to help us attract and retain talent," Fleming says.

Contact: David Fleming, RevBirmingham, 205-623-0622. **DIX**



DowntownDevelopment.com

To see Cushman & Wakefield's report on food halls, go to our website and click on "Web Extras."

ATTRACTION

To stand out from the competition, stress what makes your city unique

Downtown development expert Quint Studer says he could only scratch his head when he saw the billboard in Janesville, WI, (est. pop. 64,159) advertising development-ready land.

"Almost any town can say that nowadays," Studer says. "Meanwhile, Janesville was overlooking their school system's

astounding 93 percent high school graduation rate. I told them, 'If I were you guys, I'd change my billboards to say Janesville is a talent-ready community.'"

Studer is founder of the Studer Community Institute and author of the newly published book *Building a Vibrant Community: How Citizen-Powered Change Is Reshaping America*.

Small business lender sees mom-and-pop shops as key to local flavor

Mountain BizWorks is a nonprofit lender that supports restaurants, grocers, galleries, and other independent small businesses in western North Carolina.

Executive Director Patrick Fitzsimmons says small businesses form the backbone of what he hopes will be a resurgent economy for Appalachia. Big corporations are unlikely to move massive headquarters to North Carolina's mountain region.

"We're trying to build a new economy," Fitzsimmons says. "It is a very small-business driven economy."

And he says quaint, boutique-style retailers help downtowns create a unique flavor.

"If you have a Starbucks, you look like every other city," he says.

Contact: Patrick Fitzsimmons, Mountain BizWorks, 828-253-2834.

"Figuring out what you have to offer is both a science and an art," he says. "You need data and you need a compelling story built around the data. The key is to focus on what your community already has going for it. Build on those qualities and strengthen your culture and you'll find you're on the road to vibrancy. From there, you'll naturally attract the right investors. He offers 10 tips for positioning a commercial district to attract investment.

"Pay attention to the companies that are already doing well in the community and keep them there."

• **Figure out your unique selling point.** By stressing something that wasn't unique, Janesville made a common

mistake. "When trying to attract businesses to your community, make sure you're not focusing on the wrong selling point," Studer says.

• **Create a dashboard showing important metrics.** Update it regularly, and keep it in front of citizens, businesses, and investors. The goal of this scoreboard is to provide concise information about such factors as economic performance, well-being of the population, high school graduation rates, and status of local employers. These metrics will help attract investment. They'll also keep

citizens and decision makers mindful of where improvements are needed. Studer suggests paying close attention to the data you report and how you present it.

• **Use the data to create a compelling story.** Once your dashboard is in place, figure out what you can use to impress investors? Does your community boast a high graduation rate? Are there a lot of millennials? These are the kinds of data points that can be used to showcase a community's advantages. And don't forget about the other factors that don't show up on a dashboard. Is there a great university? Is the community known for its art and culture? Is the cost of living affordable?

• **Know your community's culture.** How is the city or community described by people on the outside looking in? How do residents feel about themselves? Figure out how to sum up this culture and create an "elevator speech" around it. Repeat this message again and again. Managing the messaging around culture is an important part of showcasing a community to investors.

• **Keep young talent from leaving.** Businesses want to invest in cities with a young workforce. Studer says this is why it's so crucial to create a vibrant downtown. Young people want to be able to work, live, and play in the same location. They like lots of great restaurants, a dynamic nightlife, and cool places to live.

• **Don't tolerate "shadow deals."** A shadow deal is a transaction that doesn't provide all players a fair chance to participate, or that is impelled by hidden motivations. Public officials should never push for deals in secret, Studer says.

• **Make workforce development a priority.** Do everything possible to offer training and support for the business community. When trying to attract new business to the city, be sure to provide resources for workforce development.

• **Encourage a university presence.** Universities are a major part of creating a skilled population, which tends to be important to investors. Even if there isn't currently a university in town, you can still partner

with colleges or universities to create a local branch, so students can seek higher education closer to home.

- **Help start-ups get access to capital.**

Studer points to Asheville, NC, (est. pop. 89,121) as a city that excels at investing in small businesses and startups. For example, the nonprofit Mountain BizWorks is a one-stop shop for small businesses. Its "lending and learning" model matches qualifying candidates with the resources they need to make their ventures successful. Mountain BizWorks also helps tenants negotiate with landlords

to structure lease payments that move up and down based on revenue.

- **Focus on local growth and reinvestment.**

It's easier to keep the employers you've already got than to woo a new prize. "Pay attention to the companies that are already doing well in the community and keep them there," Studer says. "Especially nurture those companies that get revenue from outside the community. Ask what their needs are and do everything possible to meet them."

Contact: Quint Studer, Studer Group,
850-439-5839. **DIX**

PATHWAYS AND PUBLIC SPACES

Small city connects with regional trail to draw visitors downtown

With half its commercial space vacant, downtown Powder Springs, GA, (est. pop. 14,956) has fallen on hard times.

But the small city has an ambitious plan to revive its struggling historic district. Powder Springs plans to break ground in late 2018 on a \$5.75 million park that will serve as a trailhead to the Silver Comet Trail, a 62-mile paved path that stretches from Atlanta's northwestern suburbs all the way to Alabama.

The Silver Comet Trail attracts more than a million visitors a year, but there's little to entice them to stop in Powder Springs, a quaint town with buildings that date to the late 1800s.

"We're creating a place where you can come on or off the Silver Comet Trail and visit our historic downtown," says Stephanie Aylworth, the city's economic development director.

The park is slated to include not just a trailhead but also a water park for families with children and a bandshell and lawn for live entertainment. The city already has issued a \$4.2 million bond to pay for the bulk of the development.

The park is just one of the city's plans to breathe new life into downtown. Powder

Springs also has assembled five properties totaling about 10 acres. To increase density downtown, the city hopes to find a developer to build townhouses, Aylworth says.

Powder Springs also aims to recruit a restaurant and a microbrewery.

Aylworth says recalcitrant property owners pose one of the downtown's biggest challenges.

"People sit on these properties, they think they're worth hundreds of thousands of dollars, and they don't do anything," she says.

But she argues that investing in downtown is a worthy cause. Residents and visitors are fascinated by historic structures, and she says a successful redevelopment of downtown Powder Springs will allow the city to share its unique historic character with larger numbers of people.

"These buildings have been here for more than 100 years, and they'll be here for 100 more years," she says. "People want a connection to their town. You don't get connection through a strip mall."

Contact: Stephanie Aylworth, City of Powder Springs, 770-943-1666. **DIX**



DowntownDevelopment.com

For information on downtowns building trail connections in Carbondale, PA, and Akron, OH, visit our website and click on "Web Extras."

To boost downtown occupancies, city spends more on planning

Talk about paradoxes. Santa Barbara, CA, (est. pop. 91,930) boasts stunning beauty, a University of California campus, and some of the priciest homes in the nation.

The 10-block State Street shopping district is home to such retail plums as an Apple store, REI sporting goods, and Marshalls — and yet, downtown Santa Barbara struggles with an abundance of empty commercial space. A mid-2017 survey by the city counted 33 empty storefronts and an 11 percent vacancy rate.

Perhaps the biggest blow was the closing of a 138,000-square-foot Macy's location.

The city acknowledges one challenge is an overworked, understaffed city planning department. So in 2017, Santa Barbara approved a pilot program to make it faster and easier for merchants to occupy space on State Street.

The city's Accelerate Program includes:

- Dedicated staff and a separate phone line for State Street business. The city set up a phone line for queries about commercial space in the downtown shopping district. The city also named a staff member to track and monitor projects, complaints, and other issues.

- New "downtown liaisons." The city appointed two staff members to guide downtown merchants and commercial real estate brokers through the city's review processes. Santa Barbara's Building & Safety Division created a single point of contact for building permit processing. The city made these staffers available to talk to owners, tenants, prospective tenants, and design professionals over the phone, by email, and at the city's public counter. The city expected to spend \$52,000 to hire a part-time contract planner to cover other duties of the two staff members for six months.

- Priority on Design Review Board agendas. The city assigned top priority to applications from tenants seeking space on State Street.

- Pre-application review and expedited plan check. Navigating the Americans with Disabilities Act (ADA) isn't easy. Neither is figuring out the thicket of state and city rules. So Santa Barbara offered — for a fee — staff review of issues such as ADA compliance and rules covering trash, maximum occupancy, and restroom fixture counts.

In the initiative's first six months, the city says, the Accelerate Program resulted in some notable improvements. The number of vacant storefronts fell from 33 to 27, and the vacancy rate dipped to 9.1 percent.

Turnaround times for design review and building permits improved, the city says. However, the city notes, the 9.1 percent vacancy rate remains above its target of 5 percent.

So Santa Barbara decided to continue the Accelerate Program. The city also expanded the program to another commercial strip struggling with vacancies.

Not everyone sees the program making progress, though. However well-intentioned the city proposal was, it has yielded no results so far, says Henry Dubroff, publisher of *Pacific Coast Business Times*, a publication headquartered in downtown Santa Barbara.

"Last year's pilot program had minimal effect, and the December-January fires and mudslides caused much more disruption on State Street," Dubroff says. "So the city has basically gone back to square one."

Downtown's foot traffic largely relies on tourists, Dubroff says, and when tourism falters, so does demand for the products being sold by downtown merchants.

"Unfortunately, Santa Barbara's inability to embrace a new economic development perspective for the downtown has left the city hostage to the ebbs and flows of the tourism industry," Dubroff says.

Contacts: George Buell, City of Santa Barbara, 805-564-5503; Henry Dubroff, Pacific Coast Business Times, (805) 560-6950. DIX

Idea Exchange

Open flags enhance streetscape

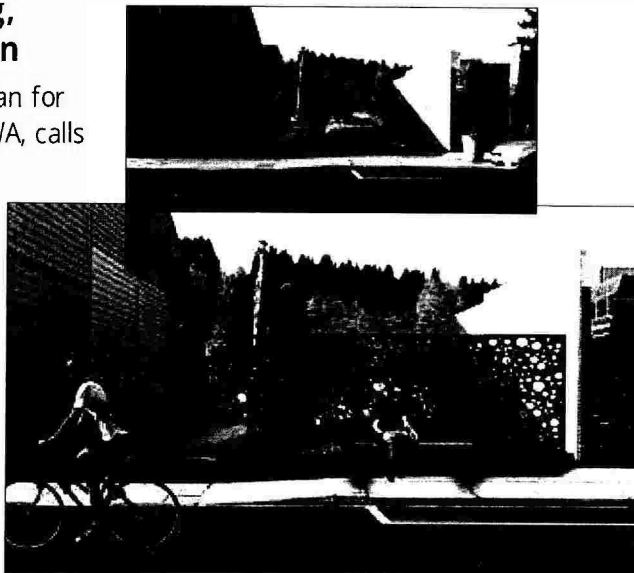
In an effort to remove sandwich board signs from sidewalks and to create a consistent look on the city's main street, Concord, NC, has adopted a new downtown flag ordinance.

The Concord Downtown Development Corporation will administer the ordinance, providing flags and monitoring their use. All businesses that encourage walk-in traffic are eligible to display the flags.

CDDC Executive Director Diane Young tells the *Independent Tribune* that she saw many benefits to a similar program in nearby Shelby, NC, "The consistent open flag put out by each of the retail and restaurant establishments provided a strong visual of a vibrant district with a large number of businesses as well as the practical benefit of looking down a street and seeing who is actually open."

Screening parking, an artistic solution

The streetscape plan for downtown Issaquah, WA, calls for wider sidewalks, enhanced crosswalks, additional trees and landscaping, more outdoor seating, creation of a festival street, and more. Another important element of the plan is screening parking lots from view.



The Downtown Streetscape Concept Plan notes that parking lots detract from the overall streetscape, "Throughout downtown, most of the surface parking lots do not have any screening. This condition detracts from the pedestrian usability of Front Street and has a negative impact on the overall aesthetic quality of downtown."

The screening will be accomplished through plantings, fences, screens, or a combination of these such as in the example below which shows artwork laser cut into a "weathered" steel panel, along with low-profile plantings and a bench.

Walking tour highlights commercial properties

This spring the Main Street program in Palestine, TX, hosted its second annual Imagine the Possibilities Tour showcasing downtown properties and highlighting potential development opportunities.

ISSN 0012-5822

Downtown Idea Exchange

A publication of the
Downtown Development Center

36 Midvale Road, Suite 2E
Mountain Lakes, NJ 07046

Phone: (973) 265-2300 • Fax: (973) 402-6056

Email: info@DowntownDevelopment.com

Website: www.DowntownDevelopment.com

Editor

Jeff Ostrowski, ext. 110

jostrowski@DowntownDevelopment.com

Technical Editor

Laurence A. Alexander

Customer Service

Mary Pagliaroli, ext. 101

mpagliaroli@DowntownDevelopment.com

Reprints and Permissions

Michael DeWitt, ext. 107

mjdewitt@DowntownDevelopment.com

Publisher

Margaret DeWitt, ext. 106

msdewitt@DowntownDevelopment.com

Downtown Idea Exchange® is published monthly by the Downtown Development Center. The Center provides news, information and data for successful downtown revitalization through its newsletters, books, reports, and website.



Alexander Communications Group

© 2018 Alexander Communications Group, Inc. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying or otherwise, without the prior written permission of Alexander Communications Group.

Subscription Order Form:

Please start/renew my one-year subscription to *Downtown Idea Exchange* for \$227.*

NAME _____

TITLE _____

FIRM/ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

PHONE _____

EMAIL _____ NIS _____

MAIL: 36 Midvale Road, Suite 2E
Mountain Lakes, NJ 07046

FAX: (973) 402-6056

PHONE: (973) 265-2300

@ EMAIL: info@DowntownDevelopment.com

* North America, \$227. Elsewhere, \$257
(includes international delivery).

Idea Exchange

In addition to the tour, city staff and downtown stakeholders provide information on downtown development and city resources including grant funding for façade improvements and interior renovations.

The city notes that last year five of the downtown properties that were showcased were either leased or sold.

Imagine the Possibilities tours take place across Texas as part of National Historic Preservation Month.

Residential tour showcases living options

Since 2015 the annual Explore Downtown Living tour in Minneapolis, MN, has opened the doors of downtown properties to nearly 18,000 visitors. The tour, sponsored by the Minneapolis Downtown Council allows participants to visit approximately 20 properties in five downtown neighborhoods. While on the tour, guests may take advantage of deals and specials from local businesses and travel between properties via Metro Transit at no cost.

A property guide, partner offers guide, and free-ride pass are all available at the event website www.exploredtliving.com.

Easing transportation with golf cars

While some cities grapple with issues surrounding dockless bikes and electric scooters, the City of Augusta, GA, is looking

Welcome new businesses

Eau Claire, WI, was in the enviable position of welcoming 25 new businesses downtown last year. To celebrate that success and introduce shoppers to the new businesses, the local tourism agency and VolumeOne publications sponsored the Downtown Eau Claire Summer Shop Hop, a classic passport promotion. Anyone visiting 10 participating businesses was entered into a drawing to win \$700 in gift cards as well as \$300 in Buy Local Bucks from the chamber of commerce.

The promotion is supported by a dedicated web page at www.volumeone.org/downtownshops.



to allow golf cars on downtown streets.

The proposal grew out of the Augusta Convention & Visitors Bureau's long-range Destination Blueprint plan, which aims to make the city's long and narrow downtown more attractive to visitors and residents. The golf cars would be used for shuttling tourists and workers throughout the central business district.

In addition to providing a practical transportation option, the CVB notes that golf cars provide a signature form of transportation, which is especially appropriate. Eighty-five percent of the world's golf cars are manufactured in the city.

Multiple communication channels keep everyone informed

The Superior Street Reconstruction project will see this thoroughfare in downtown Duluth, MN, undergo major improvements in three- to four- block stretches over the course of three construction seasons.

To support a project of this scale, the city has created a dedicated website; eNewsletter; Facebook page; television, radio and print ads; as well as hosting weekly information sessions and providing pedestrian access route maps in kiosks near the work area. And just in case that's not enough information, there is a live feed of the construction site at www.superiorstreet.org/livefeed. **DIX**



Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

Vol. 65, No. 9
September 2018

Inside this issue

**As brewpubs proliferate,
one downtown loosens
public-drinking rule** 3

**Let there be light: Cities
turn to lighting to draw
visitors**..... 5

**Downtown under construc-
tion? Use this checklist to
ease the pain** 6

**Two downtowns take differ-
ent paths to increase police
presence** 8

**Urban population growth
closes gap with suburbs** .. 10

**Pedestrian counts, Retail
vacancies, Information
kiosks, Public art, Litter,
and more.** 11

@DowntownDevelopment.com

Economic impact of
lighting projects: Report

Preparing for construction:
Report

Missing middle housing:
Guide

State of the retail sector:
Report

Race 4 Space: Program
guidelines

ATTRACTION

To woo brewpubs, downtowns offer incentives, change rules

After years of begging brewpubs to open in downtown Marlborough, MA (est. pop. 39,697), the city's marketing effort is showing results.

In Fresno, CA (est. pop. 522,053), brewpubs have brought much-needed life downtown after 5 p.m.

And in Asheville, NC (est. pop. 89,121), microbreweries have helped create a climate where entrepreneurs can thrive.

Microbreweries have become a must-have amenity for downtowns. Many a moribund entertainment

district has been resurrected by a brewpub or two — and amid the rising importance of micro-breweries, downtown leaders are taking pains to create more lenient zoning.

Marlborough, a central Massachusetts town hoping to emulate the success of other downtowns, is wooing microbreweries with financial incentives. As a result, two new brewpubs were scheduled to open downtown in 2018.

(Continued on page 2)

ECONOMIC GROWTH

Zoning rules often block the housing market's "missing middle"

As a nationwide housing shortage intensifies, downtowns face a conundrum. Many millennials want to live in walkable urban areas, yet zoning rules often preclude the development of affordable housing on the fringes of downtowns.

For fans of the concept of "missing middle" housing, the answer is obvious: Change codes to welcome the duplexes, triplexes, and bungalows where millennials' great-grandparents raised families back in the 1940s.

"There's a tremendous gap between the demand for these types of housing and the supply," says Daniel Parolek, an urban designer in Berkeley, CA.

In most cities throughout the U.S., he says, zoning codes pose "tremendous barriers" to building affordable housing. This type of development demands higher densities and fewer parking spaces per unit, and Parolek is working

(Continued on page 9)

To woo brewpubs, downtowns offer incentives, change rules — Continued from page 1

The Marlborough Economic Development Corp. (MEDC) began targeting microbreweries in 2014, says executive director Meredith Harris.

It was only after the city began dangling incentives — and advertised them in *Beer Advocate* magazine — that brewers came calling.

"If you get a coffee shop and a microbrewery, millennials will bring their laptops, and pretty soon they'll start businesses."

Harris says her conversations with microbrewers convinced her that startup costs were a significant obstacle.

A federal permitting process requires brewpubs to sign a lease before they can win permission to operate, she says, a regulatory obstacle that can create six months of rent expenses without revenue.

So the MEDC created a program that covers a year of rent for brewpub owners, up to \$15,000. The city also covers half of equipment expenses, up to \$10,000.

The first brewpub, Walden Woods, took a 2,000-square-foot space in downtown Marlborough and was slated to open this summer. A second brewpub, Lost Shoe, also planned to launch.

"Certainly, it's going to bring more folks to downtown — and a different crowd," Harris says. "Brewing and craft beer is becoming a bit of a phenomenon nationwide, and the brewpubs are going to bring more customers to the restaurants and shops downtown."

City will own equipment

Marlborough's incentives are beer money compared to those being offered by North Miami Beach, FL (est. pop. 44,124). The city's Community Redevelopment Agency (CRA) is offering grants totaling up to \$500,000 to help brewpubs with startup costs.

That money is broken down into separate grants of \$200,000, \$200,000 and \$100,000 for distillers, refrigerators or boilers. The city will buy the equipment and lease it to microbrewery operators for just \$1 a year, the *South Florida SunSentinel* reports.

If the brewery fails within five years, the city keeps the equipment. But if the brewpub stays afloat for half a decade, it gets to keep the publicly provided asset. To manage the risk associated with giving six-figure sums to startup businesses, North Miami Beach will ask a committee of faculty at the Florida International University's hospitality school to grade the applicants.

The generous grants follow an earlier move by the CRA, which changed zoning in North Miami Beach's downtown. Instead of pushing brewpubs into areas zoned for industrial, the city now views them as mainstream retailers.

"Microbreweries are the new cafés," Patrick Brett, administrator of the North Miami Beach CRA, tells the *SunSentinel*.



LET'S GET BREWING... TOGETHER

- ✓ Liquor licenses available
- ✓ Downtown possibilities
- ✓ Financial incentives
- ✓ Space available

The City of Marlborough, MA is a former industrial town experiencing an economic rebirth with an influx of new businesses, real estate, and retail. Located just 35 minutes from Boston, Marlborough is quickly becoming a hot spot for the young and trendy, who are living, working and looking for entertainment in the city. With the downtown recently being re-zoned to include brewpubs by right, we are looking for a serious brewer who is ready to move in. We can assist with everything from financial incentives to permitting and more. All you have to do is get in touch!

WANTED:
A motivated brewer who is ready to serve the thirsty patrons of Marlborough, Massachusetts.

INTERESTED?
Visit marlboroughedc.com/brewpub or call us at 508-229-2010 for more info.



Marlborough, MA, advertised for brewers in *Beer Advocate* magazine.

"These are incredible attractors. It's a great experience."

Brewery bubble?

A wave of excitement, hefty public subsidies, sudden agreement that brewpubs are the key to downtown development — what could go wrong? One knotty question looms over the brewery boom: How many brewpubs are too many, and how many can be built before a hangover sets in?

For now, many downtowns tout success with brewpubs. In Fresno, where streets often were empty after 5 p.m., popular brewery Tioga Sequoia has brought new life.

Jimmy Cerracchio, president and chief executive officer of Downtown Fresno Partnership, says he often sees beer lovers with neon-lit bikes cruising downtown after dark.

"When you see groups of millennials on their bikes going from brewery to brewery,

As brewpubs proliferate, one downtown loosens public-drinking rule

Microbreweries increasingly are becoming synonymous with downtowns. But most cities frown upon public consumption of alcohol.

Some cities, including Hamilton, OH (est. pop. 62,092), are now easing their rules on public drinking. Hamilton officials say they began to explore a new ordinance after potential tenants started asking about public imbibing.

In May, Hamilton established new rules that allow visitors to walk the streets with their drinks between noon and midnight in certain areas.

Among the guidelines for Hamilton's Downtown Outdoor Refreshment Area (DORA):

- Your to-go alcoholic beverage must be in the Official DORA Cup that specifies the name of the business before you leave the participating establishment.
- You cannot take an alcoholic beverage purchased at one liquor-serving establishment into another liquor establishment.
- You cannot take an alcoholic beverage purchased at a liquor-serving establishment into any special event area where alcohol is also sold.
- You can take a purchased alcoholic drink into a non-liquor serving establishment if the owner allows. Every business that does not sell alcohol has the right to decide if they will allow patrons to bring in DORA beverages.
- You cannot bring your own alcoholic beverage into the district.

The city says nine establishments — including brewpubs Municipal Brew Works and Quarter Barrel Brewery & Pub — are participating in the program.

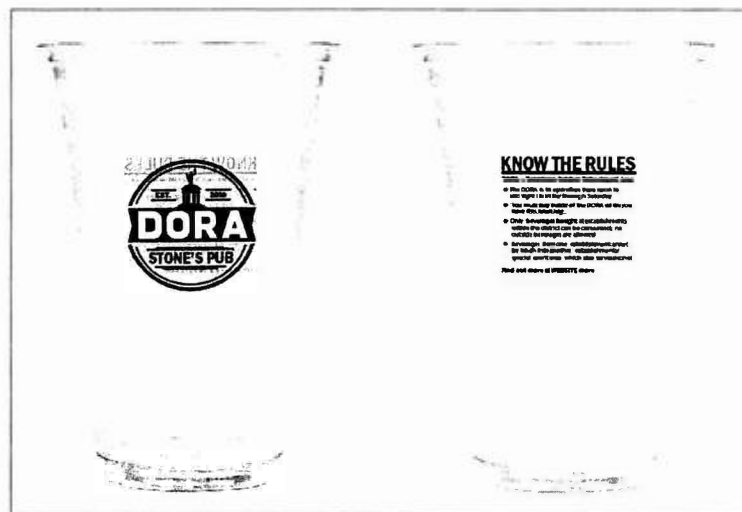
Downtown merchants report additional foot traffic since the DORA rules took place, says Jacob Stone, administrative specialist at the city.

"It's been an overall win," Stone says.

Downtown establishments are selling an average of 600 cups a weekend, he says. The city sells the cups to bars and restaurants for 90 cents apiece, and bars sell them to customers for \$1. The 10-cent markup covers sales tax and credit card interchange fees, Stone says.

The only cost to the city, Stone says, was the tab for installing eight new trash cans to collect the cups.

Contact: Jacob Stone, City of Hamilton, 513-785-7072.



The DORA logo and rules for the refreshment area are on every cup.

that really tells you a lot about the importance of craft brewers," Cerracchio says. "They definitely bring activity and nightlife."

Cerracchio calls microbreweries a "third place" where entrepreneurs and creative types can congregate and cooperate. Patrick Fitzsimmons, executive director of nonprofit lender Mountain BizWorks in Asheville, NC, agrees.

Microbreweries are about more than just porters and pale ales. They can drive business development and act as informal business incubators, he says.

"If you get a coffee shop and a micro-brewery, millennials will bring their laptops, and pretty soon they'll start businesses," he says.

Enhancing local trade

If brewpubs are a hub of startup culture, they also create their own ecosystems. Entrepreneurs operate brewery tours or supply yeast and other ingredients.

What's more, thriving brewpubs can support impressive payrolls. Fitzsimmons says one of his clients, Hi-Wire Brewery in Asheville, has 50 employees.

Meanwhile, Asheville has turned microbreweries into a new tourist attraction. While out-of-town visitors are so much a part of the local economy that the minor league baseball team is nicknamed the Asheville Tourists, microbreweries have turned into an attraction of their own.

"People used to come to Asheville for mountains and the Biltmore Resort," Fitzsimmons says. "Now, they come to go to breweries."

As a result, Asheville has experienced an explosion of microbreweries, a boom that outpaces the growth of the local population.

"It's not Ashevilleans who are drinking all that beer," Fitzsimmons says.

In Fresno, Tioga Sequoia helps build community spirit by naming its brews after local landmarks, says Jenna Chilingierian, program manager at the Downtown Fresno Partnership.

The pioneering brewery's success sparked another brewpub to open downtown, and

Chilingierian says the businesses are so crucial to downtown's success that she makes the brewpubs' needs a priority.

"We're constantly checking in on the two breweries and trying to keep the process going," Chilingierian says.

Breweries as business incubators

Like Fitzsimmons in Asheville, Chilingierian notes the symbiotic relationship microbreweries create with other local entrepreneurs.

"A lot of the breweries don't necessarily have kitchens, so food trucks and our breweries really go hand in hand," Chilingierian says.

Just south of Fresno, Visalia (est. pop. 131,074) is pursuing brewpubs, too. The city has seen an explosion of microbreweries after the city council unanimously approved a district for microbreweries and microwineries in Visalia's eastern downtown.

New rules mean that brewpubs no longer need special permits. The district was born of gripes that opening a microbrewery in Visalia was simply too cumbersome.

Visalia's previous zoning rules required brewpubs to be attached to eateries, or to locate in industrial districts far from downtown.

Visalia Councilman Bob Link told the *Fresno Bee* that, without looser rules for microbreweries, he feared losing entrepreneurs and diners to nearby towns.

Visalia's experience underscores the new conventional wisdom in downtown development: The very existence of brewpubs is a proxy for a thriving urban experience. *The Atlantic's* James Fallows wrote that craft breweries are "perhaps the most reliable" indicator that a city is on the upswing.

"You may think I'm joking," Fallows wrote, "but just try to find an exception."

Contacts: Jimmy Cerracchio, Downtown Fresno Partnership, 559-490-9966; Meredith Harris, Marlborough Economic Development Corp., 508-229-2010; Patrick Fitzsimmons, Mountain BizWorks, 828-253-2834; Patrick Brett, North Miami Beach Community Redevelopment Agency, 305-787-6053. DIX

ATTRACTION

Let there be light: Cities turn to lighting to draw visitors

Cities large and small are using public light displays to spark interest in downtowns.

In one of the splashiest and most expensive new displays, Memphis, TN (est. pop. 652,236), is in the midst of a \$14 million project to re-light the Hernando DeSoto Bridge across the Mississippi River.

At the more affordable end of the spectrum, Melbourne, FL (est. pop. 82,011), spent \$9,000 to illuminate the large oak tree near the Historic Downtown Melbourne arch, the landmark that serves as the entry to the city's New Haven Avenue commercial corridor.

Other downtowns throughout the U.S. are experimenting with similar projects.

In Memphis, installation of the privately funded project began in June and was scheduled for completion in late August, according to Memphis Bridge Lighting Inc., the nonprofit organizing Memphis' Mighty Lights project.

Memphis already projects a light show on the Harahan Bridge and Big River Crossing, a span south of the Hernando DeSoto Bridge. Nightly light shows take place every hour from dark until 11 p.m., and the color schemes can change with the seasons or coordinate with Fourth of July fireworks shows.

The new project means visitors will see light shows on two bridges leading into downtown Memphis.

The light shows are about more than just pretty colors. They also aim to give people another reason to come downtown. Memphis officials say some 300,000 visitors a year watch the light shows.

"The bridge lighting has given people a new reason to get down to the waterfront and enjoy the animation from the lights and the colors," says Kevin Kane, president of the Memphis Convention and Visitors Bureau.

Indeed, proponents of public lighting installations say the projects are significant economic drivers. According to an economic impact study commissioned by Phillips Lighting (with the obvious caveat that the company selling lights is touting their hard-to-measure economic benefits), four projects around the country cost a combined \$15 million to install and yielded economic activity of \$22 million.

The four projects in the study are:

- **The River Lights Project in Little Rock, AR.** The \$2.4 million installation illuminates three bridges across the Arkansas River. Installed in 2013, the lights are visible from various locations in downtown Little Rock and North Little Rock (est. pop. 65,911).

- **The Bay Lights in San Francisco.** This \$12 million installation decorates the bridge connecting San Francisco and Oakland.

- **Gateway Community College Faces.** The \$734,000 display in New Haven, CT, shows photos of 350 students, faculty, and staff.

- **District Hall in Boston.** This project cost just \$25,000, but it helps draw attention to the city's public innovation center.

The economic impact study, conducted by Boyette Strategic Advisors, acknowledges that measuring the economic impact of public art is an inexact science. After all, unlike at a museum or sports stadium, there's no turnstile counting the number of visitors.

Even so, downtown boosters see lights as a way to project confidence and attract interest. Melbourne Main Street Executive Director Jarin Eisenberg calls that city's lighting project a way to bolster downtown.

"The bridge lighting has given people a new reason to get down to the waterfront and enjoy the animation from the lights and the colors."



DowntownDevelopment.com

To see Phillips Lighting's study of the economic impact of public light installations, go to our website and click on "Web Extras."

The city paid for the project with proceeds from the inaugural 2016 Downtown Melbourne Food & Wine Festival. One expense: Crews had to install underground electrical lines to reach the tree.

In one bit of good news for downtown

leaders, the high-tech fixtures tend to be energy-efficient. Little Rock's annual bill to light three bridges is just \$7,200.

Contacts: Kevin Kane, Memphis Convention & Visitors Bureau, 901-543-5300; Jarin Eisenberg, Melbourne Main Street, 321-724-1741. **DIX**

PATHWAYS AND PUBLIC SPACES

Downtown under construction? Use this checklist to ease the pain

When Waverly, IA (est. pop. 10,126), embarked on an infrastructure project, the Chamber of Commerce, Main Street Iowa, and Downtown Professionals Network issued an extensive guide to help downtown businesses cope with the disruptions.

As the city enters the final stages of the project this summer, much of that advice has been put to use educating the public and business owners about schedules, access, and disruptions, as well as celebrating local businesses and construction milestones.

The project, branded the Bremer Avenue Redo, boasts a website, Facebook page, multiple levels of communication, and a mascot named Denny the Detour Dog. Denny makes appearances downtown and hosted a block party to celebrate the completion of phases 1 and 2.

The guide's authors note that, "While there is probably no realistic means of completely avoiding disruptions and inconveniences caused by a major reconstruction and enhancement project, there are ways to mitigate a project's adverse impacts." Recommendations from the guide fall into four broad categories:

Logistics and awareness

- Stay abreast of decision-making processes and progress meetings. Share information with the business community.
- Learn about the contract for the project. Work with the project engineer to provide input

about work methods, scheduling, staging, and special provisions. For example, to minimize down time for businesses, suggest evening or weekend work for sidewalk construction or water line installations. To maintain access for cars and pedestrians, explore adjustments to the traffic management plan.

- When schedules and staging plans are final, create a poster for display at high-traffic locations to publicize plans and show available access routes and parking areas. Remind everyone that downtown remains open for business.

- Communicate information to property owners and business operators as plans and schedules are considered and finalized.

- Work with schools, police, and other organizations to monitor safety, security, traffic patterns, and pedestrian routes.

Parking and access

- Promote "Good Neighbor, Good Business" practices. Promote "Customer First" parking policies and provisions.

- Identify parking areas and spaces to be reserved for customer parking, with special consideration for additional handicap accessible spaces that may be needed.

- Find parking spaces for employees. Make sure they're well-lit and in a reasonable walking distance.

- Don't forget parking for construction workers — and remember that, as different trades come on and off the site, you'll need to

continue to communicate about parking for workers.

- Create a map clearly identifying parking lots and spaces designated for customers, employees, and downtown residents. Visit each and every downtown business to distribute the map and encourage business owners and managers to follow the “Customer First” policy.

- To replace streetlights removed during the construction, encourage building owners and business owners to keep storefront display windows and exterior lighting on at night.

Communications

- Appoint a Project Ombudsman who is the go-to person for all communications.

- Issue news releases that relate technical details and also include information about improvements and progress being made.

Stress that businesses will remain open during the project.

- Schedule a regular, periodic “Construction Coffee.” During these weekly or biweekly gatherings, project officials provide updates to downtown businesses as the project progresses.

- Organize a “Block Captains” network. These community leaders can check in with their neighbors to communicate progress and to report any problems.

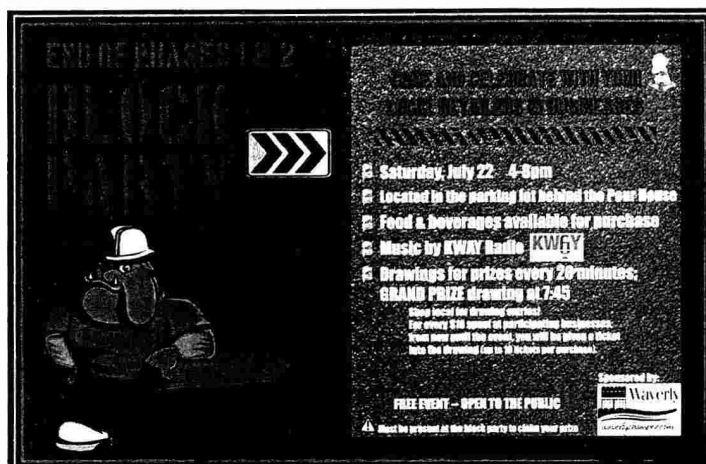
- Distribute a Frequently Asked Questions (FAQ) flyer or brochure that includes a map of the project area and responses to questions that businesses and residents are most likely to ask. Consider creating two versions — one for businesses and one for residents and visitors.

Marketing and promotion

- Strive to keep annual events at their traditional locations, or as close to those traditional locations as possible. This helps create a sense of normalcy in the midst of construction.

- Develop an identity, brand, or theme for all project-related marketing and promotional materials, activities, and events. Reinforce a positive message and attitude.

- Incorporate the campaign theme in marketing materials, advertising, special



Denny the Detour Dog celebrates construction milestones with food and drink, music, and prizes.

promotional products, and novelty giveaway items. Encourage businesses and other project partners to use the theme and messaging in their own communications, advertising, and marketing.

- Make it fun. Work with restaurants and bars to create construction-themed drinks or entrees.

- Involve families. Host a “Touch-A-Truck” event that lets kids get up close to construction equipment and emergency vehicles. Create kids’ viewing and interactive areas, which could include a giant sandbox. Publish a construction-themed coloring book and make novelty hard hats for kids as promotional giveaway items.

Buildings and business owners

- Before shovels hit dirt, work with building owners, the project engineer, and the contractor to identify unique building elements that may require special protection.

- Help property owners and merchants cover, remove, or otherwise protect unique building elements and features that could be damaged during construction.

- Talk to building owners about upgrade options, such as water service. Encourage upgrades to enhance the potential for the future adaptive reuse of structures in the downtown area.

- Before construction, urge building owners to review property insurance policies and inspect their basements and sublevels.



DowntownDevelopment.com

To see Waverly's pre-construction technical assistance guide, go to our website and click on “Web Extras.”

- Make a list of small business technical assistance and business counseling resources available through area university extension offices, small business development centers, and others.
- Encourage businesses to create and promote cross-marketing opportunities

that leverage traffic generated by key businesses that will continue to draw patrons during construction. Destination retailers, financial institutions, and personal services providers tend to have a loyal clientele that will largely be unaffected by construction. **DIX**

CLEAN AND SAFE

Two downtowns take different paths to increase police presence

Seeking to combat crime in long-troubled parts of their cities, city officials in Pittsburgh, PA (est. pop. 302,407), and Atlanta, GA (est. pop. 486,290), have partnered with philanthropists to boost police presence.

The Pittsburgh Downtown Partnership gave \$20,000 to help fund a Pittsburgh police mounted patrol unit and a new police substation downtown, the *Pittsburgh Tribune-Review* reports.

The city created the substation and mounted patrol after violence and crime increased downtown.

"The police substation provides a highly visible police presence in the central business district and provides downtown stakeholders with easy access to the police and has already proven to be a valuable asset to the downtown environment," said Jeremy Waldrup, the partnership's president and CEO.

The Pittsburgh Cultural Trust provided a downtown building for the police substation, and PNC Bank donated office furniture. The city is renting the space for just \$1 a year.

In Atlanta, meanwhile, the Atlanta Police Foundation and a group of charities have been moving police officers into the city's Westside neighborhoods.

The Atlanta Police Foundation partnered with Pulte Homes, one of the nation's largest homebuilders, to build up to 25 homes that will be sold at cost to police officers.

"Through this Secure Neighborhood Initiative, we are building homes that get officers living there 24/7 as homeowners and engaged residents," Atlanta Police Foundation President Dave Wilkinson told the *Atlanta Business Chronicle*.

In addition to low-cost housing, the officers get patrol cars to drive home, plus monthly stipends. In return, police must patrol the neighborhood, participate in activities such as youth mentoring, and promise to live in the home for at least five years.

The results, organizers say, are striking: In just the first year, crime fell 38.6 percent.

Housing for officers is just part of the project. The plan's first phase, Operation Shield, installed more than 100 surveillance cameras at a cost of \$1.8 million throughout the Westside's Vine City and English Avenue communities.

The next step, Westside Blue, paid off-duty Atlanta police officers to patrol dangerous areas in marked patrol cars. Wages are paid by the Atlanta Police Foundation with help from the Arthur M. Blank Foundation.

"We have a shortage of police officers in the city and too often our officers spend their time on duty responding to 911 calls and that means there are no officers actively patrolling the neighborhoods, deterring crime," Wilkinson said. **DIX**

Zoning rules often block the housing market's "missing middle" —Continued from page 1

with cities such as Flagstaff, AZ (est. pop. 71,975), Iowa City, IA (est. pop. 75,798), and Livermore, CA (est. pop. 90,295), to adapt their codes to meet these new needs.

"Our zoning and planning systems are now what I call out-of-date operating systems," Parolek says.

For cities looking to embrace the missing middle, the process starts with adopting a form-based code, an urban-friendly approach that stresses walking over driving. Parolek helped Mesa, AZ (est. pop. 496,401) through the process, and he says it's already paying dividends.

"In Mesa, it's been tremendously successful," Parolek says. "There's been hundreds of thousands of dollars of private-sector investment."

Jeff McVay, Mesa's manager of downtown transformation, isn't quite as bullish — but he's hopeful.

"It has not really accomplished a whole lot," McVay says. "We are on the precipice of things happening."

Mesa started its process of welcoming missing-middle housing in 2010, when Valley Metro Rail said it would extend light-rail service to Mesa's downtown. That service launched in 2015, and it raised hopes in Mesa that the city's core might once again become a commercial hub.

"A long time ago, we were the downtown for everything east of Phoenix," McVay says. "Trying to regain our prominence is important to us."

At the center of Mesa's missing middle housing hopes is a 27-acre tract of city-owned land. It's less than a mile from the train station, and Mesa wants the site to draw developers and, ultimately, residents who add to downtown's population of just 3,600.

"We do a lot of importing of activity to our downtown right now," McVay says. "We have an amazing downtown — wide side-

walks with a lot of shade, historic buildings with a lot of character. But we just don't have the people living here to keep the streets alive 18 hours a day."

He hopes the public approval process for the city-owned site changes that reality.

Parking is an issue

In Mesa and elsewhere, one challenge is to persuade cities to reduce parking requirements. Missing middle housing works best with parking ratios of just one spot per unit, which is well below the typical requirement.

"That's never an easy conversation," Parolek says. "We've done a better job of providing spaces for cars than we've done providing spaces for people."

As part of its form-based code, Mesa reduced its parking requirements and allowed existing spots to count towards development requirements, McVay says. However, long-time business owners aren't keen on the notion that their customers might have to park farther away once the neighborhood fills in with new residential units.

"Parking is a challenge, but it is because we have way too much public parking and businesses and property owners have a sense of entitlement to abundant and convenient parking," McVay says.

Parolek acknowledges that parking is just one of many issues likely to rile residents.

"How many neighborhoods are going to say, 'Yes, we want higher density?'" he asks.

To be clear, the missing-middle concept doesn't focus on high-rise condos or institutional-style apartment complexes. Instead, Parolek and others focus on townhouses, live-work housing, and other types of residences in between a tower and a suburban home on a quarter-acre lot.

"We've done a better job of providing spaces for cars than we've done providing spaces for people."



DowntownDevelopment.com

To see Daniel Parolek's illustrated explanation of missing middle housing, go to our website and click on "Web Extras."

Even so, debates about density loom for any downtown that hopes to add missing-middle housing, says Yolanda Cole, senior principal at Hickok Cole in Washington, DC.

"It sounds easy — we just change the zoning," Cole says. "The process of changing the zoning, however, is very wrought. A whole public process is involved, and as soon as there's talk about squeezing in more housing and increasing density, the neighbors start to come out of the woodwork and try to oppose it."

However, Cole says downtown leaders would be wise to pursue the concept, perhaps by stressing missing-middle housing in lower-rise construction.

"The missing middle is a great way to solve our housing problems, and also to house young families and seniors," she says. "We've got the millennials, and beyond the millennials we have Gen Z, which is even a bigger generation. These people are going to grow up, and they're going to need to live somewhere."

Missing middle homes are designed both for rent and for sale. Aside from zoning challenges, another huge question looms: Will buyers really be willing to trade hefty homes for smaller units in duplexes or row houses?

Parolek sees 1,100 square feet as the sweet spot, but units can be as small as 550 square

feet and as large as 1,800 square feet. That's a home size that's far below the typical footprint of today's new homes. The median size of a single-family home completed in 2017 was 2,426 square feet, according to the U.S. Census Bureau.

"People will make a choice to live smaller based on affordability and where they want to live," Parolek says.

Builders say smaller homes aren't out of the question.

"Millennials want more walkability than previous generations," says Rob Dietz, chief economist at the National Association of Home Builders.

Meanwhile, economic reality means millennials are compelled to accept the smaller homes created by Missing Middle housing. Revathi Greenwood, head of Americas research at commercial real estate brokerage Cushman & Wakefield notes that millennials' incomes remain constrained, even as their student debt has exploded.

"Millennials are cash-strapped," Greenwood says. "They don't earn as much, and they have a lot of debt."

Contacts: Dan Parolek, Opticos Design, 510-558-6957; Jeff McVay, Mesa, AZ, 480-644-5379; Yolanda Cole, Hickok Cole, 202-667-9776. **DIX**

ATTRACTION

Urban population growth closes gap with suburbs

The population of urban neighborhoods in many metropolitan areas is growing as quickly as that of suburban neighborhoods, the Urban Land Institute says.

The trend reflects consumer demand — particularly among younger households — for walkable neighborhoods that are convenient to jobs, transit, and urban amenities.

The *New Geography of Urban Neighborhoods* finds that — for the first time in decades — population growth rates in urban neighbor-

hoods of the nation's 50 largest metropolitan statistical areas (MSAs) are approaching suburban growth rates. Between 2010 and 2015, the growth rate of urban neighborhoods was 3.4 percent, compared to 3.7 percent for suburban neighborhoods. This is in sharp contrast to 2000 to 2015, when the growth rate for urban neighborhoods was one percent, compared to 13 percent for the suburbs.

Contact: Trisha Riggs, Urban Land Institute, 202-679-4557. **DIX**

Idea Exchange

Pedestrian counts reveal opportunities

In an effort to better understand pedestrian activity, the Downtown Boston Business Improvement District has embarked on a sophisticated program of pedestrian counts.

The program uses a series of video cameras and related technology to track pedestrian numbers, habits, and behavior. The goal is to develop the data needed to attract new businesses and expand opportunities for existing ones.

One surprise for BID President Rosemarie Sansone was the amount of nighttime foot traffic. Higher traffic than expected, suggests opportunities for businesses to remain open late and for lunch-only restaurants to expand their hours.

"They've thought about staying open for dinner ... but they really don't know what the foot traffic is like," Sansone tells the *Boston Globe*. "Now we can show them."

City tackles retail vacancies

The lively city of San Francisco has not been immune to a decline in retail sales. A recent report for the city's Office of Economic and Workforce Development notes that many commercial corridors in the city reported flattening sales, and a third of the city's Neighborhood Commercial Districts reported an increase in vacancies.

The report recommends a number of strategies to tackle vacancy. These include: reducing the lengthy and often costly permitting process; creating concentrated

nodes of retail activity and reducing retail requirements in other areas; and allowing for combined uses, such as serving food or alcohol at stores and galleries.



To read the executive summary of the *State of the Retail Sector* report, visit DowntownDevelopment.com and click on "Web Extras."

Stamping out cigarette litter

Cigarette butts are the most frequently littered item in the U.S. according to Keep America Beautiful. To address that litter, the Downtown Fredrick Partnership has installed 30 cigarette butt receptacles on trash cans and sign poles along two major streets in the Maryland city.

The Partnership introduced the receptacles at an awareness event during the city's First Saturday celebration in August.

Twenty-eight thousand cigarette butts that were picked up by volunteers were on display along with informational signage about the problems cigarette litter creates for downtown Frederick.



ISSN 0012-5822

Downtown Idea Exchange

A publication of the
Downtown Development Center

36 Midvale Road, Suite 2E
Mountain Lakes, NJ 07046

Phone: (973) 265-2300 • Fax: (973) 402-6056

Email: info@DowntownDevelopment.com

Website: www.DowntownDevelopment.com

Editor

Jeff Ostrowski, ext. 110

jostrowski@DowntownDevelopment.com

Technical Editor

Laurence A. Alexander

Customer Service

Mary Pagliaroli, ext. 101

mpagliaroli@DowntownDevelopment.com

Reprints and Permissions

Michael DeWitt, ext. 107

mjdewitt@DowntownDevelopment.com

Publisher

Margaret DeWitt, ext. 106

msdewitt@DowntownDevelopment.com

Downtown Idea Exchange® is published monthly by the Downtown Development Center. The Center provides news, information and data for successful downtown revitalization through its newsletters, books, reports, and website.



Alexander Communications Group

© 2018 Alexander Communications

Group, Inc. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying or otherwise, without the prior written permission of Alexander Communications Group.

Subscription Order Form:

Please start/renew my one-year subscription to *Downtown Idea Exchange* for \$227.*

NAME _____

TITLE _____

FIRM/ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

PHONE _____

EMAIL _____ N15

MAIL: 36 Midvale Road, Suite 2E
Mountain Lakes, NJ 07046

FAX: (973) 402-6056

PHONE: (973) 265-2300

EMAIL: info@DowntownDevelopment.com

* North America, \$227. Elsewhere, \$257
(includes international delivery).

Idea Exchange

The receptacles are supplied by TerraCycle of Trenton, NJ, which also recycles the cigarette butts.

Plaza emerges from parking lot

This spring, the Downtown Akron Partnership, carved out a pedestrian plaza from an off-street parking area. By reconfiguring the parking, the Partnership was able to add the plaza without reducing the number of parking spots.

The new Northside Green, is located in the emerging Northside District a mixed-use neighborhood on the northern edge of downtown.

The Green features a street mural along with benches and planters. The work of painting the mural was accomplished by a team of 80 volunteers over a two day period says the *Akron Beacon Journal*.

New downtown connector seeks active tenants

Redevelopment of the vacant Woolworth Building in downtown Middletown, NY, will include a covered corridor that will connect the downtown to the city's transportation center and the Heritage Trail Downtown spur. To capitalize on the site's unique position as a gateway to the downtown, the city is prioritizing the spaces for active, pedestrian-oriented uses, including new business start ups.

The city has launched Race 4 Space, a Shark Tank style business competition. The city will award a maximum matching grant of up to \$20,000 to each of four winning pro-

Public art captures the imagination

Big, bold and fun, public art in Yaletown, a Vancouver improvement district, is attracting visitors, delighting locals, and proving a hit on social media.

The piece consists of a grid made from aircraft cable which is suspended from trees 15 feet above Bill Curtis Square. Brightly colored umbrellas hang from the grid filtering sunlight into the space below.

The Business Improvement Association is hoping to keep interest high by creating a series of rotating exhibits featuring different items suspended from the grid. To do that, the BIA has called on the public for suggestions. Items must be lightweight, weatherproof, vandal proof, and affordable. Complete guidelines are available at yaletowninfo.com/suspend-at-bill-curtis-square.



posals. The grant must be matched dollar-for-dollar by the business and funds must be used to fit-out/build-out the interior space to accommodate the needs of the new tenant.



To see the Race 4 Space program guidelines visit DowntownDevelopment.com and click on "Web Extras."

Kiosks guide visitors, monitor streets

Just prior to the Kentucky Derby, new digital kiosks began popping up across downtown Louisville, KY. The kiosks helped guide visitors during derby celebrations and will inform locals throughout the year.

The kiosks have been described as "giant iPads" which provide a downtown business directory, res-

taurant and hotel information, visitor attraction and museum listings, as well as contact information for Louisville Metro Government services.

The Louisville Downtown Partnership is working with the city and Smart City Media, which manages the kiosks.

Users can view the information in multiple languages including Spanish, Hindi, and Swahili, as well as email or text information provided by the kiosk to themselves or others. A representative with Smart City Media told *Insider Louisville* that the contact information will not be retained but that Smart City will collect analytical data on what users are viewing most and when.

The kiosks are also equipped with video cameras which will feed into the city's Real Time Crime Center. **DIX**