



# CITY OF ELKO

## Planning Department

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### PUBLIC MEETING NOTICE

The City of Elko Redevelopment Advisory Council will meet in a regular session on Thursday, July 25, 2019 in the Council Chambers at City Hall, 1751 College Avenue, Elko, Nevada, beginning at 4:00 P.M., P.D.S.T.

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

ELKO COUNTY COURTHOUSE – 571 Idaho Street, Street, Elko, NV 89801  
Date/Time Posted: July 19, 2019 2:10 p.m.

ELKO COUNTY LIBRARY – 720 Court Street, Elko, NV 89801  
Date/Time Posted: July 19, 2019 2:05 p.m.

ELKO POLICE DEPARTMENT – 1448 Silver Street, Elko NV 89801  
Date/Time Posted: July 19, 2019 2:15 p.m.

ELKO CITY HALL – 1751 College Avenue, Elko, NV 89801  
Date/Time Posted: July 19, 2019 2:00 p.m.

Posted by: Shelby Archuleta, Planning Technician  
Name Title


  
Signature

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

Dated this 19<sup>th</sup> day of July, 2019.

### NOTICE TO PERSONS WITH DISABILITIES

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

  
Scott Wilkinson, Assistant City Manager

**CITY OF ELKO**  
**REDEVELOPMENT ADVISORY COUNCIL**  
**REGULAR MEETING AGENDA**  
**4:00 P.M., P.D.S.T., THURSDAY, JULY 25, 2019**  
**ELKO CITY HALL, COUNCIL CHAMBERS,**  
**1751 COLLEGE AVENUE, ELKO, NEVADA**

**CALL TO ORDER**

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

**ROLL CALL**

**PLEDGE OF ALLEGIANCE**

**COMMENTS BY THE GENERAL PUBLIC**

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

**APPROVAL OF MINUTES**

April 25, 2019 – Regular Meeting **FOR POSSIBLE ACTION**

May 21, 2019 – Special Joint Meeting **FOR POSSIBLE ACTION**

**I. NEW BUSINESS**

- A.** Review, consideration, and possible recommendation to the Redevelopment Agency for an additional 2019 Storefront Improvement Grant Recipient and amount allocated for the grant, and matters related thereto. **FOR POSSIBLE ACTION**

City of Elko Redevelopment Agency allocated \$50,000 to the 2019 Storefront Grant Program. Two applications were received and both grants were awarded for a total amount of \$24,443.14. The RDA at their May 21, 2019 meeting made a motion to extend the application review cycle and accept applications on a first-come, first-served basis until all available, budgeted funding is exhausted or until the end of 2019 when a new Storefront Grant application cycle starts.

**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 Advisory Council reserves the right to combine two or more agenda items, and/or remove an item from the agenda, or delay discussion relating to an item on the agenda at any time.

### **ADJOURNMENT**

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Scott A. Wilkinson", written in a cursive style.

Scott Wilkinson  
Assistant City Manager

**CITY OF ELKO**  
**REDEVELOPMENT ADVISORY COUNCIL**  
**REGULAR MEETING MINUTES**  
**4:00 P.M., P.D.S.T., THURSDAY, APRIL 25, 2019**  
**ELKO CITY HALL, COUNCIL CHAMBERS,**  
**1751 COLLEGE AVENUE, ELKO, NEVADA**

**CALL TO ORDER**

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

**ROLL CALL**

**Present:** Bill Hance, RDA  
Catherine Wines, ACAB  
Jeff Dalling  
Jon Karr

**Excused:** Corey Rice, Elko Co.  
Katie Neddenriep, ECVA  
Lina Blohm  
Sonja Sibert, GBC  
Steve Bowers, Elko Co. School Dist.

**Staff Present:** Scott Wilkinson, Assistant City Manager  
Cathy Laughlin, City Planner  
Michele Rambo, Development Manager  
Dennis Strickland, Public Works Director  
James Wiley, Parks and Recreation Director  
Shelby Archuleta, Planning Technician

**PLEDGE OF ALLEGIANCE**

**COMMENTS BY THE GENERAL PUBLIC**

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

**APPROVAL OF MINUTES**

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

**\*\*\* A Motion was made by Jeff Dalling, seconded by Catherine Wines, ACAB, to approve the January 24, 2019 minutes.**

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

## I. NEW BUSINESS

- A. Review, consideration, and possible recommendation to the Redevelopment Agency regarding the design of Phase 1, Project 3; Block Ends, and matters related thereto. **FOR POSSIBLE ACTION**

The RAC, at their January 24, 2019 meeting had discussion regarding the block end design and suggested that two of the RAC members have a meeting with the City Staff to continue discussion of the block end design. That meeting was held on March 6, 2019. James Wiley, City of Elko Parks Director, attended that meeting and provided input on his knowledge of tree design and maintenance requirements to the meeting attendees. It was decided to design with large shade trees and center them in the block ends so that it doesn't obstruct with traffic on the street, providing room for tree growth and less impact on long term maintenance such as sidewalk replacement and underground utilities. There was a significant increase in cost for an all concrete surface rather than grass, so the decision was to stay with the design consistent with the 30% Plans. Power and irrigation to each block end was also discussed at the March 6, 2019 meeting. The proposed design is consistent with the 30% approved plans in which the RDA approved on May 10, 2016.

Bob Thibault, Civil Engineer, showed the latest design for the block ends. He explained that he met with Jeff Dalling, Cathy Laughlin, and James Wiley. Catherine Wines was not able to make it to the meeting. They discussed the block ends. They have about 20' and then 6' of sidewalk, so about 26' to 28' total. With that width of a landscaped strip, it was the group's consensus that it would be best to go with large shade trees. They are shown as 30' diameter trees, so they would go from the curb, overhang the sidewalk, and would fit well without interfering with traffic lanes on the street, or traffic within the parking lot. Mr. Thibault showed the proposed design of 4<sup>th</sup> Street compared with the 30% Plans. If we ever redo the parking lots, we would have to take out a landscape strip, rearrange the drive isles, reduce the number of drive isles, and space things out for more room. There will be a little more room for landscaping and more trees in the future. At 5<sup>th</sup> Street there is brand new curb, gutter, and sidewalk that was provided by NDOT 2 years ago. It is a 5 foot wide sidewalk and we would maintain the 24' wide drive isle. There would only be a 9' wide landscape strip there. Some smaller trees could fit in there, with about 15' diameters. Mr. Thibault asked Mr. Wiley to attend the meeting, but he was running late. Mr. Wiley had some trees in mind that grow tall and 30' wide, and some others that would be suitable for a narrower landscape strip. Both sewer and water lines are going through the area, and we don't want to have trees on top of the utilities. Mr. Thibault pointed out that he had tried to space the trees appropriately, so that there weren't odd gaps. With the bigger trees, four fills the space well, even with avoiding the water and sewer lines. The smaller trees will have some gaps between them. With the 30% plans for 5<sup>th</sup> Street the landscape strip could be widened. 6<sup>th</sup> Street is similar to 4<sup>th</sup> Street, except there are some extra utilities. There is some storm drain infrastructure. The trees on 6<sup>th</sup> Street would be the 30' diameter trees. The 30% also shows more room for additional landscaping in the future. This is where Mr. Thibault was at with the 30% design, following the lead of the direction he was given and the 30% Plans.

Catherine Wines asked if they could see a whole block on the 30% drawings.

Cathy Laughlin, City Planner, added that another thing that was discussed at the meeting was how to bring water to each block end, power, and how to run the irrigation. Will each block have its own irrigation, or will there be one main control center? They also discussed if there would be a need for any type of power source at any of the block ends, and if so how to bring power to those block ends. We had talked about having this project built this summer; going out to bid this spring and starting construction this summer, but it might be too late now.

Scott Wilkinson, Assistant City Manager, said Mr. Strickland and himself were just talking about some of the issues. As we get into a more detailed design we will be dealing with Elko Heat infrastructure and some storm drain infrastructure. All of those issues are going to further complicate the completion of the design. Depending on how that progresses, this may be something that takes quite some time to get through all the issues.

Ms. Laughlin added that there is also lighting, fire hydrants, and other things to look at.

Dennis Strickland, Public Works Director, explained that in the 400 Block there is a pretty significant storm drain trunk line that runs right where the trees are shown. There is also a lot of geothermal. He thought construction this summer was highly unlikely. There might be something by fall if all that stuff can be identified, but just off cuff he thought there would have to be something done with storm drain infrastructure on 4<sup>th</sup>. It is so old that the tree roots could grow right through it. There might be a way that the storm drain could daylight in the corridor, run through the trees and help irrigate them, and then go back under ground and continue back down. They will definitely have to consider the impact of big trees and dilapidated storm drain in that area.

Ms. Wines asked if the storm drain went down 4<sup>th</sup> Street or perpendicular to 4<sup>th</sup> Street.

Mr. Strickland he said through.

Mr. Wilkinson said some of the things they would look at would be if that could be an open swale and if they could pull out the degraded pipe. These are some of the things that will complicate being able to come up with a comprehensive design. Keep in mind that we are doing this in house to save money, and Mr. Thibault is going to be very busy with the Sports Complex. This is not a priority for Mr. Thibault over and above the Sports Complex.

Ms. Wines explained that the reasons she asked to see the whole block was because there seemed to be talk about redoing the blocks, the entrances, and the parking. That has always seemed to her like a waste of money. You are just shifting the parking, and not really gaining anything. She thought they needed to take some time and make sure that this is what they want to do. She had asked to talk about the 30% Drawings and maybe taking the part out about redoing the entire parking area. She asked for that to be on the agenda, but it didn't make it on there. She thought they needed to talk about that before they did a little chunk of it and it messes up something later on. Ms. Wines said she was in favor of waiting on this to make sure that it gets done right.



Mr. Wilkinson wanted to refresh the RAC. The 30% Plans have been adopted by the RDA and they spent months, if not a year or longer, going through that process. The RAC was involved and the RDA made decisions that those are the plans that they were going to pursue. In addition to that, there was a lot of conversation about breaking the block ends off. Staff expressed reservations at the time. The RAC broke the Project, which is the corridor, into separate tasks and prioritized those tasks. The RAC recommended that the RDA adopt that schedule and those estimated costs, which included separating the block ends. We have been executing on all of those decisions, which have to do with everything that has been done on 7<sup>th</sup> Street and everything we are trying to do here. To back up and try to reevaluate the 30% Plans, and reevaluate all of the decisions that have been made, seems to not move the Redevelopment efforts forward.

Jeff Dalling said he went to the meeting. The problem is that they only have a certain amount of money. He felt that there was a lot of compromise. They have been working on this awhile, and Mr. Dalling said he would love to see it move forward. It sounds like there is more work to do, but he thought they should move forward with it. It is always better to have something tangible. The trees with the big canopies will be nice.

Councilman Bill Hance said he would like to see an entire block section get done at once, to have more impact. If staff is overwhelmed with adding this onto the work load, then they could push it off until next year.

Ms. Wines said what they have as the design doesn't match the 30% Drawings. The sidewalks are not in the same place, so the parking wouldn't be located in the same place when it gets redone. That's where her hesitation was. We are saying that we need to stick with the 30% Drawings, but were not.

Mr. Wilkinson explained that what staff was tasked with was a decision to bifurcate block projects by doing the block ends first, and not having a huge impact on all the parking downtown. This is generally in conformance with the 30% Plans and he explained why. The 30% Plans show the sidewalk set back a little more, which is the final design for the entire block. The important things that we are doing that are in conformance with the 30% Plans are providing the pedestrian access on the block ends, narrowing the streets, providing for pedestrian friendly intersections, and putting in trees. He wanted to bring up a comment from John Patrick Rice that he heard while they were going through 30% Plans. Mr. Rice had a very basic observation that the Corridor needs shade. We can shift that sidewalk over, Mr. Wilkinson didn't think it would impact the design that much. We can live without some rows of parking in the downtown area on all these block ends until we get enough money to complete the midblock components. He thought what Mr. Thibault came up with was the least disruptive of trying to accomplish construction of block ends based on the decisions that have been made by the RAC and adopted by the RDA to try to move this project forward.

Ms. Wines said what they were saying with this was that they are redoing every single one of the landscape islands and moving and shifting the parking later on.

Mr. Thibault explained that the way they would function now, is they would function fine with the existing parking.

Ms. Laughlin said later on they would move everything.

Mr. Thibault explained that the 30% Plans that have been approved show them moving everything at some point. Mr. Thibault said his intention was to work well with they have now, and to allow for them to modify everything later and not to have to redo them.

Ms. Wines said that was what Mr. Karr and she had talked about was if that was the best use of those dollars, later on, to just shift everything just for the sake of shifting it. It doesn't seem to benefit anything.

Chairman Jon Karr said he asked the question of how much different the design would be if they were doing the whole thing. It doesn't really change that much.

Ms. Wines said it changed the entire thing.

Chairman Karr said the block ends would still function if they did the middles, or decided not to do them. He said he agreed with Catherine that eventually doing the interior would be a waste.

Ms. Laughlin said if they did the block ends the way they are designed right now, it works with the parking the way it functions today. If we decide to change it later on and redo the interior of the block, we will be adding to the block ends, but it won't change what we're putting in for the block ends.

Mr. Wilkinson thought when he talked with Mr. Thibault about how this might tie into the interior block development, they thought they would be adding some landscape strips behind the proposed sidewalk. There would be a little bit of grass on both sides of the sidewalk.

Ms. Wines said they were locked in to doing the 30%, and moving everything in the parking areas.

Mr. Wilkinson said here is the way RDA works. Under the NRS you have to identify a project, which the RDA did, and the corridor was the main project. You have to identify the anticipated, or estimated, revenues to show that you can afford to do your proposed project. That is what the NRS requires to be done to create a Redevelopment District. All of that has been done. We then hired a consultant for around \$100,000 and attempted to come up with a better design for the main project, which was the Corridor Project in the RDA Plan. The RDA has adopted the 30% Plan. When they did that they also demonstrated that they could afford to build that. That is the plan that we are working off of. If we want to change that we need to go back to square one and start over again. We've adopted those and the RAC has been involved the whole process. They were also involved in prioritizing the elements of that project over time, based on the projected revenues. We have been executing on that, rather than hiring consultants. What we're trying to do now is continue to move the execution of the project, with the next phase, forward, which has been voted on and adopted. The RAC can have a recommendation that we don't do this, and that we reevaluate everything we have done to date, and we will take this to the RDA to see if they

want to do that, or if they want to continue to move forward with all the decisions that have been made to date.

Chairman Karr asked what the board wanted to do.

Ms. Wines said there didn't seem to be a place to put art or kiosks. She asked if they needed to show that now if that was something they were interested in including.

Mr. Thibault pulled up the 30% Plan for 6<sup>th</sup> street and pointed out something that was on the mid-block. He thought there was still plenty of room to come back in the future and do something between the trees. He thought the money was going to be tight on the budget as it is now, and he didn't know if they would have the funding for additional work, and all of the details still needed to be worked out.

Chairman Karr said the grass would be easy to dig up to put something in.

Ms. Wines said as long as the irrigation lines aren't in the way.

Mr. Wilkinson thought if they were going to move it forward they could state in the motion that they want to include those elements in the final design, and they could be added as add alternates. That way, when it gets designed the irrigation would work around any of those features. That would be the smart thing to do. Basically, we are looking at a concrete, hard surfaced area. That is pretty easy to put in. Mr. Wilkinson thought if they made a motion to move this forward to the RDA, part of that could be to include those elements now, rather than later.

Ms. Wines said a lady that is one of the founders and Vice President of Burning Man, wants to know when Elko is going to be ready for art.

Mr. Wilkinson said that made sense. He said if they wanted to add that into the motion they could say mid, or center, block to design a hard surface area to the maximum extent practical, right off the sidewalk. Staff could dimension that out and it could be an add alt. If revenues come in higher than expected and we can afford to do it, we should.

Ms. Wines said that was something that could be a large element while the trees are small.

**\*\*\*A motion was made by Jeff Dalling to move the conceptual drawings and the 30% on to the RDA as presented.**

After the motion and before a second or vote, Mr. Dalling stated that he didn't want to include to make room for art, because it will be grass and it will be easy to add those elements in later on.

**\*\* Bill Hance seconded the motion.**

Susan Wright, 500 Commercial Street, said this has been a process that she has watched from the outside for many years. The RAC has spent a lot of money on redesigning and sending this out to a design company. Nothing has happened for a very long time. She thought it was fantastic. You

want to entice people to come downtown and nothing has happened. There has been a lot of money spent on these plans and the redesigning of these plans. As a business owner, Ms. Wright thought this was swept under the rug and that there wouldn't be a continuation. Coming to this meeting opened her eyes and she thought it was fantastic. She thought they should move forward with it. If there is art, it is an easy remedy to remove sod and put a platform down for future art work. She thought they should do this and get something done, and stop spending money on the redesign process.

*\*Motion passed (3-1, Ms. Wines voted no).*

- B.** Review, consideration, and possible recommendation to the Redevelopment Agency for the 2019 Storefront Improvement Grant Recipients and amount allocated for each grant, and matters related thereto. **FOR POSSIBLE ACTION**

2019 Storefront Improvement Grant applications were accepted from January 1, 2019 to March 30, 2019. Two applications were received for a total requested funding of \$24,443.14. Redevelopment Agency allocated \$50,000 to the 2019 Storefront Grant Program.

Ms. Laughlin explained that there were two applications in the packet. One of the applications was from Catherine Wines, and the other was from Susan Wright for JM Capriola Co. for a sign. The total requested funding is \$24,443.14. We have \$50,000 allocated for the Storefront Program this year, so the funding is available. As we've done in the past, we go through the rating sheets and score them if you choose to. It doesn't appear that we have more funding requests than we have available, so you can make that decision.

Chairman Karr asked if all the applications met the requirements.

Ms. Laughlin said yes

Ms. Wines disclosed that she was one of the applicants.

Chairman Karr said they could either make a motion to approve them, or go through and score them. He thought they could make a motion to approve them both, because they both looked fine to him.

**\*\*\*A motion was made by Jeff Dalling, seconded by Bill Hance, RDA to approve both the Taber Building for \$7,445.64 and J.M. Capriola's for \$16,997.50, as presented.**

After the motion and before the vote, Ms. Wines asked which sign Capriola's was going with.

Susan Wright explained that the bid process was very difficult, especially coming down to the wire with Nevada Advertising. Ultimately, she wanted to go with Nevada Advertising, because she wanted to keep the business local and general the tax dollars locally. The design process is



not set in stone. This is not the design that she's in love with, but it was what she was given at the tail end of the application process.

Ms. Wines asked if the design shown wasn't necessarily what the sign would look like.

Ms. Wright said on the front end of the store, yes. The pictures that Steve has given are not a great depiction. The back sign and the side signs, she doesn't like the side signs. She liked the more traditional design.

Mr. Wilkinson thought that if they didn't have a final design on that, it would need some type of condition. That condition would be, either the final design is approved by Ms. Laughlin as the RDA Manager, or that the final design of the expenditure that we are approving is approved by the RAC or the RDA. He thought that was important. He thought the Agency would be ok with a condition that Ms. Laughlin approve the final design. He thought that should be addressed in the motion.

Ms. Laughlin said to keep in mind that what they are approving is a maximum of \$16,997, so if Susan only spends \$24,000 on a sign she will only be reimbursed \$12,000. If the sign changes in the design and it changes in the cost, you are approving it up to a maximum of this amount.

Ms. Wines said Steve wasn't the low bid. She asked Ms. Wright if she was still going to use him.

Ms. Wright explained that Steve included signs that she didn't ask for.

Mr. Dalling thought they were all in the right ball park. There is only a certain amount of money that Ms. Wright is going to receive.

**\*Mr. Dalling amended the motion to include that JM Capriola's gets prior approval from Ms. Laughlin on the final design.**

**\*Mr. Hance seconded the amendment.**

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

## **II. REPORTS**

### **A. Recognition Program**

*Ms. Laughlin reported that we have the awards. Steve dropped them off on Monday. We did the approval of the proposal. There is also a sticker that goes with the award. The awards will be presented at a joint meeting with the RDA and the RAC on May 14<sup>th</sup>.*

### **B. Budget**

*Ms. Laughlin went over the budget report.*

C. Other

*Ms. Laughlin wanted to discuss the Storefront Program from last year. The \$55,105 was approved and pledged for those. Patray Assets is under construction. Ms. Laughlin was expecting them to be submitting a reimbursement request soon. She also talked to Steve Tenney in regards to The Commercial. That project is still somewhat up in the air. He is supposed to be taking care of the bears for sure, but the rest of project he doesn't have confirmation on. The Laughlin Family Trust has had some issues with materials ordering and a supplier, but they are hoping to get started next week and be done within 6 weeks.*

*Ms. Wines asked why they weren't hearing, or talking, about the lights with NV Energy.*

*Ms. Laughlin said because she couldn't get anything back from NV Energy. They sent the information on how much money they wanted for those lights. She then met with Mr. Carson, and he said there was new management and he was going to see if they could convey the lights over the City of Elko. She has sent Mr. Carson two emails since and received no emails back.*

*Ms. Wines said in the last month she has had two businesses tell her that they don't want to locate their business downtown because it's not safe.*

*Chairman Karr thought that was a bit of an exaggeration, but it is dark.*

*Ms. Laughlin suggested that they invite NV Energy to the next meeting and put it on the agenda. Mr. Carson seemed to think that he was going to get further with the new management than what he was getting with the previous management. When we approved the \$15,000 expenditure towards the replacement of the bulbs. NV Energy came back after we approved it and said that would only do one or two lights. They weren't willing to spend the rest of the money to upgrade them.*

*Mr. Wilkinson asked if the lights were grant funded. (Yes) There are legacy issues any time grant money is received. It may just be that because they were grant funded they can't convey them. In reality if you had the maintenance obligation that they have it would make sense to convey them to the City.*

*Ms. Laughlin said they sent an email with an amount for how much they would sell them to the City for. That came from Carson City office, and they did the research on the funding. The lights are completely depreciated out.*

*It was decided to try to get a representative from NV Energy to attend the next meeting.*

**COMMENTS BY THE GENERAL PUBLIC**

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

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## **ADJOURNMENT**

There being no further business, the meeting was adjourned.

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Jon Karr, Chairman

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Lina Blohm, Secretary

**CITY OF ELKO**  
**REDEVELOPMENT AGENCY AND REDEVELOPMENT ADVISORY COUNCIL**  
**SPECIAL JOINT MEETING MINTUES**  
**4:00 P.M., P.D.S.T., TUESDAY, MAY 21, 2019**  
**ELKO CITY HALL, COUNCIL CHAMBERS,**  
**1751 COLLEGE AVENUE, ELKO, NEVADA**

**CALL TO ORDER**

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

**ROLL CALL**

**RDA Members Present:** Councilman Bill Hance (*also RAC Member*)  
Councilman Chip Stone  
Councilman Robert Schmidlein  
Councilwoman Mandy Simons  
Mayor Reece Keener.

**RAC Members Present:** Bill Hance, RDA  
Catherine Wines, ACAB  
Jeff Dalling.

**RAC Members Absent:** John Kingwell, Elko Co.  
Jon Karr  
Katie Neddenriep, ECVA  
Lina Blohm  
Sonja Sibert, GBC  
Steve Bowers, Elko Co. School Dist.

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

**PLEDGE OF ALLEGIANCE**

**COMMENTS BY THE GENERAL PUBLIC**

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

**I. PRESENTATIONS**

- A. Presentation of the 2019 Redevelopment Recognition Awards. INFORMATION ONLY  
– NON ACTION ITEM**



Mayor Reece Keener said this was fun event for them to be able to do. They don't do them very often and he hoped they would be able to do another one within the next 18 to 24 months. It is a great way to recognize people that have made significant investments in the downtown. He thanked everyone for that. It's not easy remodeling an old building. He knew that there was a lot of blood, sweat, tears, and cash that goes into it. He thought that for everyone that had undertaken that the perseverance was well worth it. Mayor Keener started by recognizing the Cowboy Arts & Gear Museum. Cowboy Arts and Gear Museum was granted the property from NV Energy in December 2017. They did an extensive remodel of the storefront as well as interior remodel. The Museum is a destination point for many visitors to our community, as well as a gathering place for local events. Jan Petersen, museum director, spends numerous hours each week in the museum telling the history of Elko. We are extremely fortunate to have such a resource in our downtown, Thank you!

Jan Peterson, Cowboy Arts & Gear Museum, said that the credit goes to NV Energy for having the vision to extend the life of the building and recognizing their legacy of the saddle crafting business. It's an honor to be downtown, not have an empty building, to be open, and not surviving but thriving. John Wright, Board President, was with Ms. Peterson. They have a hard working board and it is a team effort. They are happy to be there and happy to be a part of downtown and the revitalization.

Mayor Keener then presented Ogi Deli with their award. Ana Marie and Mikel Lopatequi started Ogi Deli in April 2010. In 2016, the business owners saw an opportunity to relocate to the heart of the downtown. After a complete transformation of the interior and exterior of the previous Donut's and More, they opened in their current location. The move has been a great decision for the business owners as the business is very successful. The business owners are hosts of several special events, which bring additional business to the downtown area and we thank you for your continued efforts in making our downtown great. He also presented to GFL Properties and Lipparelli Eye Care.

GFL Properties – GFL Properties managing partners, Pat and Cathy Laughlin and Glen and Casey Guttry, purchased the vacant building in March 2014. They did a complete interior remodel. 2,500 sq. ft. of the upper floor was converted into three new apartments and 5,000 square feet on the main floor was remodeled into two long-term business rentals. Future plans for the building include a complete storefront remodel as well as the exterior side along the alley. Redevelopment is about mixed uses, adding that live, work, play aspect to the downtown and this is a prime example of a successful property transformation of mixed use. Thank you for your investment and confidence in our downtown.

Lipparelli Eye Care – Dr. Matthew and Teresa Lipparelli have owned this property since March of 1991. Matthew has had his successful optometry business located in the building since the beginning. In May of 2018, The Lipparelli's did a complete storefront transformation including stucco and a new sign. The sign is creative and is certainly an "eye" catcher. We thank you for your 28 years of business in the heart of downtown and your investment into your property.

Matthew Lipparelli stated that he was happy to be contributing to his hometown and he loved the fact that the other business were doing that as well.

Mayor Keener presented Dalling Hall with their award. Jeff Dalling purchased Dalling Hall in June of 2016. Numerous hours and thousands of dollars later, Jeff has created an amazing gathering space in downtown Elko. He has business rentals on the upper floor and a full calendar of rentals for the event hall. Jeff has kept many of the historical aspects of the property while bringing the building up to current building and fire codes. The long hours Jeff spent transforming the Hesson Hardware building has not gone unnoticed. We thank you for your investment in Elko and providing Elko another great historical restoration.

Jeff Dalling said as you all know and have gotten to watch the progress on the property, it has been a lot of work. All he has left is a little paint on the front. Today was a big day for the building. It was rented out again. The bottom was rented by Barrick. The amount of people that parked in 600 Block of the corridor, which is usually empty, was amazing. It was nice to see the parking lot full, and all the people downtown. Mr. Dalling stated that he was glad the project was done and that he was glad to be a part of downtown.

There were not representatives present to accept awards for Gerber Law Office or the Hannington Building, but Mayor Keener gave an explanation for each project.

Gerber Law Office – This property has been in the Gerber family since 1997. Zach and Travis Gerber were the recipients of the 2017 RDA Storefront Grant in which they did a new sign, awnings over the windows and doors, added lighting and architectural details. The property has several office rentals in addition to Gerber Law Office and provides that small commercial rental space desired by many small businesses and non-profit organizations. We thank you for your continued investment in our downtown as well as providing commercial rental space to businesses as well as non-profit organizations.

Hannington Building - Gary, Joseph and Peter Hannington, managing members of Shigamo Development Inc., purchased the property in August 2009. They immediately started on a complete remodel of the building, which includes an apartment upstairs and Coffee Mug and Modz Arcade on the street level. Their remodel included the interior and exterior of the building. The exterior remodel was the first on the block and set a great precedent. Thank you for investing in the downtown, relocating businesses to the downtown, leasing to new start-up businesses, and showing us another great example of a mixed-use building.

Mayor Keener presented John Wright with Capriola's their award. J.M. Capriola Co. opened in 1929 in the current location, J.M. Capriola's is known around the world for this iconic store in downtown Elko. Current business owners, Doug, John and Susan Wright were the recipients of a 2017 RDA Storefront Grant for the replacement of the windows and doors. The owners later, did a transformation of the 5<sup>th</sup> Street storefront. They are now looking at new signage as well as the restoration of the ever so famous "red horse". We thank you for the 90 years of retail services and history you have provided our community and your continued investment in the downtown.

John Wright thanked everyone that allows the downtown to have these programs to improve the downtown and give it new life. That is something that is needed downtown. There have been a lot of good starts down there. There is some incentive going and he wanted to see a lot more projects happen for other businesses downtown.

There were not representatives present to accept awards for Maverik, Jet Coin Laundry, or Dreez, but Mayor Keener gave an explanation for each project

Maverik – Maverick built a gas station and small convenience store in 1978 at their current location. In April 2000, they purchased the residence next door with the intention of expanding their business. In 2015, Maverick demolished their store and the residence next door and built a new building and gas station. Many years ago, it seemed as if Elko had a gas station on every block corner along Idaho Street. Maverick is now the only gas station within our Central Business District. The business is extremely successful and it is very important to have the diversity within our downtown. Thank you for your investment in the new facility and your loyalty to the Central Business District.

Jet Coin Laundry – Owners Michael and La Rene Moschetti purchased the property in June 2009. In 2014, they completed a full storefront renovation as well as a new sign. The transformation was amazing. The property was built in 1965 and has been a very successful business ever since. Jet Coin Laundry is a distinguished business in the heart of the downtown and we thank you for your continued investment.

Dreez – Jon and Audrey Karr started the very successful restaurant and bar, Dreez, in March of 2017. They have completed a full remodel of the interior and are currently working on a remodel of the attached patio area to provide outdoor dining as well as a gathering space for small events. Audrey's great design and style has created a unique dining atmosphere in the downtown. Jon and Audrey's continued efforts of redevelopment with the numerous properties they own, is very much appreciated.

Mayor Keener asked Mr. Thibault and Ms. Laughlin if they had anything to say, since they had been involved in so many of these projects

Cathy Laughlin, City Planner, explained that this is a new program that was started in 2019 with the Redevelopment Advisory Committee. This will be continuing. We plan on recognizing projects annually, or every other year, depending on how many projects are within the year. We feel that it is important to recognize these projects, to recognize when there is private investment into the downtown area, and incentivize others to invest in their properties as well.

Mayor Keener thought it was a great program with the Storefront Improvement. It gives property owners an incentive when they can share the cost with the Agency for making an investment. It helps them do more than they could have afforded to do otherwise. He hoped to see more great results in the future. Mayor Keener thanked everyone that was present for their investment.

## **COMMENTS BY THE GENERAL PUBLIC**

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

**NOTE:** The Chairman or Vice Chairman reserves the right to change the order of the agenda and if the agenda is not completed, to recess the meeting and continue on another specified date and time. Additionally, the Redevelopment 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**

There being no further business, the meeting was adjourned.

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Mayor Reece Keener, Chairman  
Redevelopment Agency

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Catherine Wines, Vice-Chairman

---

Lina Blohm, Secretary

DRAFT



City of Elko Redevelopment Advisory Council  
Agenda Action Sheet

1. Title: **Review, consideration, and possible recommendation to the Redevelopment Agency for an additional 2019 Storefront Improvement Grant Recipient and amount allocated for the grant, and matters related thereto. FOR POSSIBLE ACTION**
2. Meeting Date: **July 25, 2019**
3. Agenda Category: **NEW BUSINESS**
4. Time Required: **10 minutes**
5. Background Information: **City of Elko Redevelopment Agency allocated \$50,000 to the 2019 Storefront Grant Program. Two applications were received and both grants were awarded for a total amount of \$24,443.14. The RDA at their May 21, 2019 meeting made a motion to extend the application review cycle and accept applications on a first-come, first-served basis until all available, budgeted funding is exhausted or until the end of 2019 when a new Storefront Grant application cycle starts.**
6. Budget Information:  
    Appropriation Required: **N/A**  
    Budget amount available: **\$25,556.86**  
    Fund name: **Redevelopment Agency**
7. Business Impact Statement: Required **Not Required**
8. Supplemental Agenda Information: **Grant applications with rating sheet.**
9. Recommended Motion: **We find that the 2019 Storefront Grant application submitted for the Land Building is consistent with the Redevelopment Storefront Program and meets the goals and objectives of the Redevelopment Agency with a recommendation to the RDA to approve a grant to Jason and Gina Land for the amount of \$25,000.**
10. Prepared By: **Cathy Laughlin, City Planner / Redevelopment Manager**
11. Committee/Other Agency Review:
12. Agency Action:
13. Agenda Distribution:

## 2018 Storefront Improvement Grant Applications

Applicant	Business	Address	APN	Funding Request	Approved by RDA	Bid #1	Bid #2	Bid #3	Bid #4	Current Prop. Tax	Current Water Bill	Business License	Photos of Existing	Design of Project	Zoned Properly
Susan Wright	J.M. Capriola Co.	500 Commercial Street	001-343-001	\$ 16,997.50	\$ 16,997.50	\$ 35,903.86	\$ 62,079.00	\$ 41,350.00		x	x	x	x	x	x
Catherine Wines	Taber Building	407, 419, & 421 Railroad S	001-265-017	\$ 7,445.64	\$ 7,445.64	\$ 14,891.27	\$ 15,065.00	\$ 15,195.00		x	x	x	x	x	x
Jason & Gina Land	Land Building	475 8th Street		\$ 25,000.00	\$ 25,000.00	\$ 54,837.75	\$ 61,175.00	\$ 57,660.70		x	x	x	x	x	x

Total Approved for 2019: \$ 49,443.14

Remaining Funds for 2019: \$ 556.86



## Storefront Improvement Grant Program

### Review Committee Rating Sheet

**(For Office Use and Applicant Information Only – Do not submit with application packet)**

Participant Name: \_\_\_\_\_ ☐ Owner ☐ Tenant

Business Name: \_\_\_\_\_

Business Address: \_\_\_\_\_

Is the Project Eligible for the Grant Program? ☐ Yes ☐ No

Project Cost: \$\_\_\_\_\_ Amount of RDA Funds Requested: \$\_\_\_\_\_ (50% of Projected Cost, NTE \$25,000)

### CRITERIA

	Points Possible	Points Awarded
--	--------------------	-------------------

#### 1. Eligibility

- |   |            |       |
|---|------------|-------|
| a) Participant is the Property Owner                        | (3 Points) | _____ |
| b) The project is located in the Central Business District. | (3 points) | _____ |

#### 2. Elimination of Blighted Conditions...

- |  |            |       |
|--|------------|-------|
| a) Improvements address defective design, character, or physical condition of the façade or storefront.. | (3 Points) | _____ |
| b) Provisions for natural light and sanitation have been made.   | (3 Points) | _____ |
| c) Deterioration, obsolescence, or dilapidation factors will improve.                                    | (3 Points) | _____ |
| d) The project will reduce exterior blight.  | (3 points) | _____ |

#### 3. Promotion of Economic Revitalization...

- |   |            |       |
|---|------------|-------|
| a) The economy will likely benefit from this improvement. | (4 Points) | _____ |
|---|------------|-------|



# Storefront Improvement Grant Program

	Points Possible	Points Awarded
<b>4. Stimulation of Private Development</b>		
a) The project stimulates private development and improvements in the RDA area	(4 Points)	_____
<b>5. Consistence with the City’s Comprehensive Master Plan</b>		
a) The project protects historic resources.	(3 Points)	_____
b) The project promotes historic preservation efforts.	(3 Points)	_____
<b>6. Achievement of environmental benefits through architectural design, landscaping, and traffic/pedestrian circulation...</b>		
The focus of the project is on relatively inexpensive, highly visible physical improvements such as:		
a) Building Façade – The façade improvement includes larger or divided light windows, new fascia, awnings, or trellis structures.	(4 Points)	_____
b) Signage – The signage is distinctive and attractive.	(4 Points)	_____
c) Street vitality along the sidewalk is created (i.e., outdoor dining, architectural elements, etc.).	(4 Points)	_____
d) Lighting – Lighting is used to illuminate the walkways and highlight storefront and building facades.	(4 Points)	_____

**Total Points Awarded:** \_\_\_\_\_  
**(MAX 48)**

Rater’s Name: \_\_\_\_\_ Date: \_\_\_\_\_

JUN 21 2019

## Grant Application

The Storefront Improvement Grant Program provides City of Elko Redevelopment Agency (RDA) funds to assist any property owner(s) or tenant(s) with rehabilitation, conservation, visual enhancement or beautification of eligible property within the Redevelopment area.

Please submit a complete application with the listed required documents and appropriate signatures to avoid any delays in processing. Please print legibly in either black or blue ink.

### 1. Project

Project Name: Land Building

Funding Requested (Amount): \$ 25,000.00

### 2. Property Information

Business Name:

☐ Corporation
 ☐ Limited Liability Company
 ☐ Partnership
 ☐ Sole Proprietorship
 ☐ Other

Physical Address: 475 8th Street ELKO NV 89801

Mailing Address: PO BOX 281329

City: Lamoille

State: NV

Zip Code: 89828

Phone: 775-340-0062 Cell: 775-340-4934 Fax:

Current Building Use: 1/3 Elko Federal Credit union lending office 2/3 vacant but to be leased to Edward Jones Investments upon completion

### 3. Applicant Information (Participant)

Name: Jason and Gina Land

Mailing Address: PO BOX 281329

City: Lamoille

State: NV

Zip Code: 89828

Phone: 775-340-0062 Cell: 775 340-4934 Fax:

Email: Jason.Land@edwardjones.com

Do you ☒ Own or ☐ Lease the property?

If you are not the property owner, then the property owner must complete section 4 and sign the application.



### 4. Property Owner

Owner Name: Jason and Gina Land

Mailing Address: PO Box 281329

City: Lamoni

State: NV

Zip Code: 89828

Phone: 775 340 0062

Cell: 775 340 4934

Fax:

Email: Jason.Land@edwardjones.com or Ginarebecca1980@aol.com

Are there multiple owners? ☐ Yes ☒ No If yes, provide additional sheet for each property owner

### 5. Contact Person or Representative

Name: Jason Land

Mailing Address: PO Box 281329

City: Lamoni

State: NV

Zip Code: 89828

Phone: 775 340 0062

Cell: 775 340 4934

Email: Jason.Land@edwardjones.com

### The following must be submitted with a complete application:

- ☐ Photographs of existing façade.
- ☐ 3 bids from contractors licensed to perform the applicable work for all eligible improvements.
- ☐ Construction Documents, including plans and elevations of proposed improvements. Plans must include sufficient detail to show all elements of the project.

### 1. Please list and describe each of the proposed exterior improvements.

We plan on removing the existing stucco and restoring the building to its original brick facade. We have taken a small portion off the front of the building to reveal the historical brick (see attached plans). We plan to remove and replace the existing front door and windows with larger windows that are similar in size to the original building. Architectural accents will be added over the door and windows as well as a cap for the parapet wall.

2. Please describe the extent to which the existing building or on-site improvements are dilapidated or otherwise in need of improvement.

The existing improvements are showing wear and tear in the stucco with new holes, penetrations, cracking and fading color. The original window wells were boarded at the top, greatly diminishing the building's curb appeal.

3. Please describe how you intend to maintain the improvements throughout their useful life.

Restoring the building to its original brick is the best option for the least amount of required maintenance. As a business owner, we feel it is important to have a nice clean building and area surrounding the property for our customers as well as to attract new customers so we will continue to maintain the property to reflect that higher level of standards.

4. Provide background information regarding the history of the business currently occupying the building:

The South portion of the building is currently occupied by Elko Federal Credit Union for their business lending division. EFCU is a local lending and banking institution established by Elko County residents in 1962. We are currently in the planning process for a full remodel of the north end of the building. Upon completion of the remodel we plan on moving our Edward Jones Financial office into the space. EDJ has had an office in Elko since 1985.

5. Provide background information regarding the history of the building and/or property to be improved as well as any historical photos (if available):

From what we have learned upon researching this building we knew it was built in the 1940's for Nevada Bell. It was occupied by them for numerous years. It later housed a dentist office, medical office and professional offices. We have asked the museum as well as several local sources and historians for photos and have thus far been unable to locate one. We will continue to search until we locate one.



## Storefront Improvement Grant Program

6. Briefly describe the goals you hope to accomplish as the business and/or property owner undertaking this project:

This building looks like a benign beige bunker. We intend to restore the historical brick exterior and expose the original full-sized window facade. We feel this will greatly improve the curb appeal of the building. We think that supporting the downtown Redevelopment efforts are extremely important. This weighed heavily in our decision to purchase the building in the Redevelopment area rather than stay in our current location on North 5th Street.

7. Explain how your project will benefit the City of Elko. Choose all that apply and provide a written explanation for each:

☒ The project will eliminate blighted conditions

The building would not be considered a blight, but rather lacks curb appeal. We are hoping to change that by completely changing the look of the building.

☒ The project will promote economic revitalization

Anytime you take an empty building, renovate it and occupy it, it supports economic revitalization. The north end of the building has been vacant for some time and by moving my business downtown it helps draw my clients downtown.

☒ The project will enhance the City's historic preservation efforts

We are restoring the original brick facade which enhances the city's historic preservation efforts. The windows will also be restored to their original size which is more proportionate to the building size. We feel this will enhance the overall appearance of the building.

☒ The project will be consistent with the City's master plan

The project will be consistent with the City's master plan. The City of Elko's Master Plan designates the area as mixed use downtown. The commercial use of the building supports the master plan designation as well as the goals and objectives of the Redevelopment Plan.



### Acknowledgement of Application Provisions: (please check each that you acknowledge)

- ☒ I/We affirm that this project conforms to all applicable codes, ordinances and regulations.
- ☒ All applicable permits will be obtained for this project, if required, and all accompanying inspections will be successfully completed prior to receiving reimbursement.
- ☒ I/We affirm that I/we am/are in good standing with the City of Elko with respect to taxes, fees, or other financial obligations to the City.
- ☒ I/We hereby affirm that I/we have full legal capacity to execute and submit this application, and that all information and exhibits herewith submitted are true and correct to the best of my/our knowledge.
- ☒ I/We agree to provide the City of Elko Redevelopment Agency (hereinafter the "Agency") with access to the property, as deemed necessary by the Agency, to make all reasonable inspections and investigations, and to take pictures of the property while the application is being processed.
- ☒ I/We have read and understand the Grant Program Guidelines, accept the terms stated in those Guidelines, and understand that in order for my/our request of funds to be approved, I/we must agree to work within and follow the recommendations of the Agency before starting any work on the subject property following approval of the application.
- ☒ I/We understand that I/we must complete and sign a Participation Agreement to initiate a date of project execution.
- ☒ I/We understand that I/we must complete, sign, and have notarized a Notice of Participation Agreement that will be recorded with the Elko County Recorder's Office.
- ☒ I/We understand that applying for grant funds does not obligate the Agency to allocate or award funds for the specified project.
- ☒ I/We understand that only after the review committee has reviewed the application and plans and recommends to the Redevelopment Agency the grant recipients, will the Agency authorize funds.
- ☒ I/We understand that the project shall comply with the Program Guidelines.
- ☒ I/We understand that only upon final inspection and approval by the Agency will the Agency disburse the authorized funds.
- ☒ I/We grant permission to the Agency to use my/our personal and business image(s), name, and/or other related content gathered in relation to your participation in the Storefront Improvement Program for promotional purposes. Such purposes may include, but are not limited to brochures, newsletters, and digital images.

*Jason B. Gard*  
\_\_\_\_\_  
Program Participant Signature

*06/10/2019*  
\_\_\_\_\_  
Date

*Jason B. Gard*  
\_\_\_\_\_  
Owner Signature

*06/10/2019*  
\_\_\_\_\_  
Date

*Genet and*  
\_\_\_\_\_  
Owner Signature

*6/10/2019*  
\_\_\_\_\_  
Date



# LAUGHLIN

CONSTRUCTION

— i INC. i —

371 Mountain City

Hwy. #7

Elko, NV 89801

RECEIVED

JUN 21 2019

## PROPOSAL

DATE

6/19/2019

### CUSTOMER

Jason and Gina Land  
475 8th Street  
Elko, NV 89801

### PROJECT

### DESCRIPTION

### AMOUNT

Remove Approximately 5,940 sq. ft. of existing stucco applied to brick. Remove all adhesive, and sandblast entire surface. Install 10 new windows and 2 new doors. Trim out as necessary. Add architectural metal awnings over windows and doors to match bronze finish. Color cap for top of wall, color selected by owner.

47,685.00

15% Contractor's Profit and Overhead

7,152.75

**Total** \$54,837.75

RECEIVED

JUN 21 2019

June 19, 2019

Jason and Gina Land  
475 8<sup>th</sup> Street  
Elko, Nevada 89801



Dear Jason and Gina,

We are pleased to offer a lump sum bid of \$61,175.00 for removing the stucco and refinishing the outside of your office at 475 8<sup>th</sup> street.

**Includes:**

1. Design
2. Permits
3. Demo stucco
4. Sandblast and restore brick
5. 10 each new windows
6. 2 each new doors
7. Awnings

**Excludes:**

1. Testing
2. Landscaping
3. Winter protection
4. Temporary Utilities
5. Bonds
6. Builders Risk

**Clarification:**

1. Due to unstable material pricing this bid is good for 30 days.

Thank you for the opportunity to assist you on this project. Please feel free to contact me at (775)738-5611 if you have any questions or need additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Pedro G. Ormaza", is written over a dark blue horizontal line.

Pedro G. Ormaza

Bottari Construction  
P.O. Box 281660  
Lamoille, NV 89828-1660

RECEIVED

JUN 21 2019

# Estimate

DATE	ESTIMATE NO.
6/21/2019	2018-02

NAME / ADDRESS
Jason and Gina Land 475 8th street Elko Nevada 89801

			PROJECT
DESCRIPTION	QTY	COST	TOTAL
Strip 4,600 square foot of stucco off brick, and sand blast to clean surface. add architectural awnings over windows and doors replace 10 new windows and 2 doors. add cap to top of wall owner select color.		48,865.00	48,865.00
18% Profit and Overhead		8,795.70	8,795.70
		<b>TOTAL</b>	\$57,660.70



**STAFF COMMENT FLOW SHEET**

**REDEVELOPMENT ADVISORY COUNCIL AGENDA DATE:** 7/25

**\*\*Do not use pencil or red pen, they do not reproduce\*\***

Title: Land Building Storefront Improvement Grant Application - 2019

Applicant(s): Jason + Gina Land

Site Location: 475 8<sup>th</sup> Street Current Zoning: \_\_\_\_\_

Date Received: 6/21/19 Date Public Notice: N/A

COMMENT: \_\_\_\_\_

**\*\*If concerns justify or additional space is required please provide a separate memorandum\*\***

Building Department: Date: 7-18-19 please Submit For all  
applicable building permits

BT

Initial



# JASON AND GINA LAND

## REDEVELOPMENT AGENCY STOREFRONT GRANT APPLICATION

475 8TH STREET, ELKO, NV 89801



**EXISTING 8TH STREET FACADE**

REMOVE STUCCO TO EXPOSE EXISTING BRICK. REPLACE WINDOWS WITH NEW TALLER WINDOWS. ADD NEW AWNINGS OVER WINDOWS AND DOORS. NEW COLOR CAP AT TOP OF WALL.



**EXISTING ALLEY FACADE**

REMOVE STUCCO TO EXPOSE EXISTING BRICK. PAINT EXISTING DOOR. NEW COLOR CAP AT TOP OF WALL.



**EXISTING REAR OF BUILDING FACADE**

REMOVE STUCCO TO EXPOSE EXISTING BRICK. REPLACE WINDOW WITH NEW WINDOW. ADD NEW AWNINGS OVER WINDOW AND DOORS. NEW COLOR CAP AT TOP OF WALL.



**EXISTING COURT STREET FACADE**

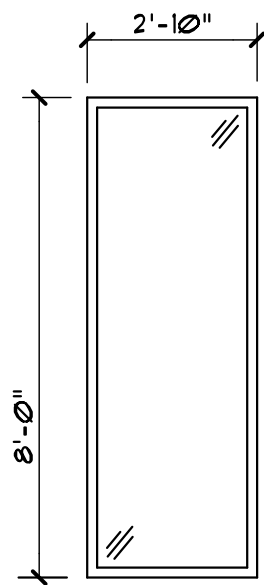
REMOVE STUCCO TO EXPOSE EXISTING BRICK. REPLACE WINDOWS WITH NEW TALLER WINDOWS. ADD NEW AWNINGS OVER WINDOWS. NEW COLOR CAP AT TOP OF WALL.



THE EXISTING BRICK HAS BEEN EXPOSED TO SEE THE QUALITY OF BRICK AND MORTAR. THE ENTIRE BUILDING WILL BE RESTORED BACK TO THE ORIGINAL BRICK AS SHOWN HERE

### SCOPE OF WORK

REMOVE STUCCO TO EXPOSE EXISTING BRICK. REMOVE ALL ADHESIVE FOR STUCCO. SAND BLAST THE SURFACE CLEAN. PATCH IN ANY BRICK THAT IS DAMAGED OR MISSING. REPLACE WINDOWS WITH NEW TALLER WINDOWS. ADD NEW AWNINGS OVER WINDOWS. NEW COLOR CAP AT TOP OF WALL.



NOTE: REMOVE AND REPLACE ALL EXISTING WINDOWS. NEW WINDOWS TO BE AMSCO ARTISAN BRONZE EXTERIOR AND BRONZE INTERIOR FRAME. 8' TALL WINDOWS TO FIT OPENING THAT WAS PREVIOUSLY FILLED IN.

**NEW WINDOWS**



## Redevelopment Agency 2018/2019 Budget

July 1, 2018 to June 30, 2019

Revenues		
	Approved Budget	As of 6/30/2019
Beginning Fund Balance	<b>\$803,514</b>	
Budget to beginning fund balance dif.	<b>\$47,208</b>	
Property Tax Revenues (anticipated)	\$338,608	\$381,122
Interest Revenues (anticipated)	\$4,750	\$14,614
Transfer in from General Fund		
Error from Elko County in revenue		-\$50,474
<b>Total Revenues</b>	<b>\$1,194,080</b>	<b>\$345,262</b>

Balance to date	\$1,045,725
-----------------	-------------

Expenditures		
	Approved Budget	As of 6/30/2019
Legal	\$20,000	\$290
Public Improvements		
Misc. items	\$1,000	\$251
Storefront Program (pledged 2017/18)	\$25,000	
Storefront Program (pledged 2018/19)	\$55,105	
Public-Private Partnerships	\$75,000	
Expn. of Centennial Park 7th Street	\$215,631	\$149,718
Balance towards savings	\$802,244	
Revolving Fund	\$100	
<b>Total Expenses</b>	<b>\$1,194,080</b>	<b>\$150,259</b>

## Redevelopment Agency 2019/2020 Budget

July 1, 2019 to June 30, 2020

Revenues		
	Approved Budget	As of 7/12/2019
Beginning Fund Balance	<b>\$1,043,835</b>	
Budget to beginning fund balance dif.		
Property Tax Revenues (anticipated)	\$355,538	
Interest Revenues (anticipated)	\$7,000	
Transfer in from General Fund		
Total Revenues	\$1,406,373	\$0

Balance to date	\$1,043,835
-----------------	-------------

Expenditures		
	Approved Budget	As of 7/12/2019
Legal	\$20,000	
Public Improvements		
Misc. items	\$1,000	
Storefront Program (pledged 2017/18)	\$25,000	
Storefront Program (pledged 2018/19)	\$55,105	
Storefront Program (pledged 2019/20)	\$49,443	
Public-Private Partnerships	\$75,000	
Centennial Train Refurbish	\$4,000	
Balance towards savings	\$1,176,725	
Revolving Fund	\$100	
Total Expenses	\$1,406,373	





# Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

Vol. 66, No. 5  
May 2019

## Inside this issue

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Eat Authentico Restaurant  
Crawl: Promotional video

Downtown Barstool Open:  
Promotional video

Downtown Living Tour:  
Promotional video

## PATHWAYS AND PUBLIC SPACES

### To make downtown more attractive, embrace “the power of public restrooms”

Public potties might be the most mundane and the most fundamental challenge facing downtown leaders.

On the one hand, downtowns increasingly are home to coffee shops, microbreweries, wineries, food carts, and food trucks that increase visitors’ need for toilets. On the other hand, many downtowns prefer to avoid the cost and hassle of operating public restrooms.

If your downtown has a dearth of public restrooms — and especially if your toilets close at 5 p.m. — downtown consultant Roger Brooks

suggests you rethink your approach. He sings the praises of what he calls “the power of public restrooms.”

Restrooms can be trouble spots, he acknowledges. Vagrants and drug addicts can use them as shelter.

Even so, Brooks says open restrooms pay for themselves by projecting a welcoming vibe and luring people to linger longer.

“Relieved visitors spend more,” Brooks says.

Not offering public restrooms is akin to inviting guests to your home  
*(Continued on page 3)*

## ATTRACTION

### By hosting a few strategic events, downtown attracts new visitors

For years, downtown leaders in El Paso, TX (est. pop. 683,577), steered clear of hosting events. Joe Gudenrath, executive director of El Paso’s Downtown Management District, figured there was no need, considering other organizations put on a full slate of festivals, fitness events, and gallery tours.

“Plenty of events already are happening,” Gudenrath says. “We’re fortunate that we don’t

have to be the sole source of downtown events.”

In 2017, Gudenrath and the Downtown Management District (DMD) had something of a change of heart. The DMD decided to organize a limited number of strategic events.

“We knew that events were a way to attract an audience, and a diverse audience,” Gudenrath says. “We wanted to host events that could  
*(Continued on page 7)*

## Opportunity zones create excitement, but some urge caution

Developer Vanessa Sturgeon is building a 123-room hotel in downtown Salem, OR (est. pop. 169,798), and she plans to take advantage of new tax breaks offered to investors who deploy capital in opportunity zones.

***"The tax tail should not be wagging the dog."***

But Sturgeon is cautious about the benefits of opportunity zones, a tax-advantaged designation created as part of the tax reform signed by President Donald

Trump in late 2017. The federal government continues to clarify rules for opportunity zones, but the tax break has sparked a flurry of excitement among deep-pocketed investors.

"There is a level of irrational jubilation with regard to tax avoidance," says Sturgeon, president of TMT Development in Portland, OR. "The tax tail should not be wagging the dog."

For downtown leaders, Sturgeon's warning is a relevant one: The excitement around opportunity zones could bring much-needed new projects to struggling cities. But if the tax break creates an irrational frenzy of real estate investment, blighted downtowns could be saddled with even more failed projects.

Opportunity zones are expected to lure billions of dollars in new investments and potentially save investors trillions in taxes, presuming that the value of new developments in opportunity zones rises enough that investors will enjoy hefty gains.

When Congress established boundaries defining opportunity zones, Sturgeon already had planned to develop a new hotel on the site of a run-down parking garage across the street from Oregon's state capitol.

"It is a dilapidated, condemned parking garage," Sturgeon says. "It is in really, really bad condition."

The opportunity zone tax breaks boost the hotel's internal rate of return by about 3.5 percentage points, Sturgeon says — a sum she characterizes as "a nice bonus" but not enough to turn a losing project into a winner.

"A bad investment in an opportunity zone is still a bad investment," Sturgeon says.

Sturgeon says she was drawn by fundamental factors beyond taxes. Salem has a growing economy but a shortage of hotels, and her site's location makes it a prime spot for lawmakers and lobbyists looking for rooms.

Opportunity zones dangle a tempting tax break before investors: Those who hold

### Downtown officials promote opportunity zones to developers, investors

In Maine, public officials and real estate brokers see opportunity zones as a redevelopment tool for downtowns — and they're marketing that notion to investors and developers.

Development officials across Maine are actively promoting their zones in an effort to lure investors. In Waterville, the Central Maine Growth Council is planning workshops and wooing developers.

A Maine Real Estate and Developers Association workshop in Portland on the zones, held in December, drew a standing-room only crowd, and the group plans more such events across the state.

Keith Luke, Augusta's deputy economic development director, says local promotion is key.

When developers start talking about the top places in the state to invest through the zone program, "We want to be sure to be on the list," Luke tells MaineBiz.

Augusta, ME (est. pop. 18,594), is home to one of the nation's first opportunity zone projects, the redevelopment of a historic downtown building.

Developer Ben Spencer of Capital Area Properties tells MaineBiz that while his investment group already planned to buy and redevelop the downtown building, the tax breaks from the opportunity zone program sealed the deal.

"It was an attractive place to us, but the opportunity zone made it easier," Spencer says.

properties in opportunity zones for at least 10 years are relieved of capital gains taxes. Investors who sell before 10 years will receive a less lavish tax benefit.

Proponents of opportunity zones hope the generous tax benefit will create a flood of capital into distressed towns and neighborhoods that have continued to struggle despite a strong U.S. economy since the Great Recession.

### Thousands of potential sites

Congress designated 8,700 areas as opportunity zones, and the locations are a mixed bag. Some are struggling inner-city neighborhoods in Newark, NJ, Detroit, and Gary, IN. Other opportunity zones are in less-obvious places, such as downtown Las Vegas and sections of Long Island City, the area of Queens where Amazon had planned a large campus.

Many opportunity zones are seeing a flurry of activity. In the blighted Sistrunk Boulevard area of Fort Lauderdale, FL, investors are lining up to take advantage of tax breaks.

"Folks are buying left and right. The foreign dollars coming in to purchase here. It's unreal," Germaine Smith-Baugh, head of the Urban League of Broward County, tells commercial real estate site Bisnow.

She's not sure if all the new property

owners are geniuses or fools or something in between.

"It could be the best thing since sliced bread, or it could be a disaster," Smith-Baugh says.

Rick Chess, an attorney in Richmond, VA, says opportunity zones could create unintended consequences. For instance, some of the new projects, like Sturgeon's hotel in Salem, might have happened anyway. In those cases, the federal government is granting a tax break that wasn't necessary.

In other cases, exuberance about the tax benefits of opportunity zones might encourage investors to back misguided projects.

Chess notes that opportunity zones aren't the only way for investors to receive tax breaks for betting on distressed areas. And he says investment groups that take advantage of the new rules will have to jump through multiple hoops.

"This is not an easy process to go through," Chess says. "Is the additional pain worth it to you?"

Her advice to investors also applies to downtown leaders: "Buyer beware."

*Contacts: Vanessa Sturgeon, TMT Development, 503-241-1111; Rick Chess, Chess Law Firm, 804-241-9999.* **DIX**

## To make downtown more attractive, embrace "the power of public restrooms" — Continued from page 1

for a dinner party and telling them they can't use your home's bathroom.

"Public restrooms are core to placemaking," Brooks says. "Your downtown should be your public living room. It's a ridiculous idea to invite people downtown, try to get them to spend time there, and tell them they have to leave when it's time for a potty break."

Calling restrooms "absolutely critical," Brooks offered these tips for a washroom strategy in a recent webinar:

- **Never send customers away.** Chances are that storefronts in your downtown have signs reading "Restrooms are for customers only" or "No public restrooms." "That's just like saying, 'Go away,'" Brooks says. "Every single business in your community is in the hospitality industry."

***"Relieved visitors spend more."***

He says you and your merchants should take a hint from McDonald's, which never posts a "No public restrooms" sign. The chain



Wayfinding signage clearly directs visitors to public restrooms.

has found that many people who come in just to use the bathroom buy something after they leave the loo. “Starbucks became a great third place because their restrooms are always open to the public,” Brooks says.

• **Put restrooms in the heart of your downtown.**

If washrooms are located in a prime location, they will attract fewer vagrants and drug dealers. And the high-traffic spot will drive more traffic to downtown businesses.

• **Pay merchants to open their restrooms.**

What if your downtown doesn’t have thousands of dollars to pay for construc-

tion of new restrooms? Compensate business owners who open their existing restrooms to the public.

In Santa Cruz, CA, the city offers \$400 a month to downtown tenants who make their restrooms available to anyone, and post a sign in the front window. Bookshop Santa Cruz is among the tenants to embrace the offer.

And in Traverse City, MI, the downtown development authority pays \$250 a month for businesses with single stalls, and more for multiple stalls. One caveat: The bathrooms must comply with the Americans with Disabilities Act.

• **Post visitor information at your public restrooms.** Brooks calls it a way to “monetize” the bathrooms. Restrooms draw traffic, so take advantage by making available a map of downtown, or by including flyers and brochures about downtown businesses.

• **Make them easy to find.** Eliminate frustration by clearly marking public restrooms. Include restrooms on your wayfinding signs, both for motorists and for pedestrians. If you have an app for downtown visitors, be sure to include public restroom information there, too.

• **Make sure they’re open late.**

Fully 70 percent of spending at brick-and-mortar retailers and restaurants comes after 6 p.m., Brooks says. If you’ve got public restrooms in city hall or a public library but those facilities close after normal business hours, you don’t have washrooms when you need them most. Brooks says public bathrooms should be open until 10 p.m. — and should open at 7 a.m., for earlybirds visiting coffeeshops.

• **Make people feel safe.** Bathrooms can be magnets for bad behavior. One downtown fixed its crime issues by piping in classical music. That was an unusual move, but a more common tactic is to add lighting and security cameras outside the bathroom. The simple change of making a restroom a clean, well-

## New bathroom designs deter crime

Public restrooms might be a necessary amenity, but they also can be trouble spots for drug use and other illicit behavior.

“A homeless person will go in there and lock the door and they’ll just camp out overnight,” downtown consultant Roger Brooks says.

Manufacturers of public restrooms have incorporated new designs that address some of those issues. Brooks points to the well-known “Portland loo,” a single-stall structure that costs about \$90,000. The stainless-steel exterior is graffiti-proof, and there are see-through slats at the bottom. The openings provide ventilation, and they also allow police to see how many pairs of feet are in the restroom.

Napa, CA, has an Exeloo restroom that cost \$220,000 for multiple stalls and automated doors. The sliding doors remain open until someone enters the bathroom. Then the door remains closed for only 10 minutes. The bathroom warns the user when time is running out.

In another example, manufacturer Romtec sells single stalls for as little as \$11,000.

Cost can be an obstacle, but grants are available for public restrooms. And Brooks says city officials should view restrooms as a necessary cost, much like playgrounds and athletic fields.

lighted place will scare off trouble-makers and attract everyday visitors.

- **Keep them clean.** “If you don’t maintain them, it is a direct reflection on you,” Brooks says. Be sure to clean public restrooms at least every three to four hours. If your downtown is a bustling, high-traffic place, you might need to clean restrooms more frequently.

- **Try pop-up restrooms.** In Winnipeg, Manitoba, downtown leaders move a “pop-up” restroom from spot to spot throughout downtown. You need not go that far: Just as a vacant storefront can be a pop-up holiday store, empty retail or office space also could be turned into temporary public restrooms.

- **Hire homeless people as attendants.** In some cities, downtown leaders have made the best of the problem of homelessness by hiring homeless people to keep an eye on public restrooms. Or, Brooks says, you could seek out volunteers or retirees, or you could hire students looking for a low-skill job.

- **Make it a destination.** If you’re feeling ambitious, move beyond basic bathrooms to catchy ones. Brooks notes that Sulphur



Exterior and interior photos of the glass-walled restroom in Sulphur Springs, TX, appear on TripAdvisor.com.

Springs, TX, revived its downtown in part by building glass-walled public potties that turned into an attraction in themselves. Photos from this attraction abound on social media. “We are now in the world of toilet tourism,” Brooks says.

Contact: Roger Brooks, Roger Brooks International, 206-241-4770. **DIX**

## ATTRACTION

### Downtown boom leads to rebranding effort

With 100 restaurants, 10 hotels, a movie theater, a bowling alley, and new apartments, downtown Knoxville, TN (est. pop. 187,347), is thriving.

As investment has flowed in and development has boomed, Downtown Knoxville, the city’s business improvement district, decided it was time to update its image.

“It’s completely different here than it was even 10 years ago,” says Robin Thomas, Downtown Knoxville’s marketing coordinator. “And it’s been about 10 years since Downtown Knoxville has had a brand refresh.”

So Downtown Knoxville embarked on a two-year project to revamp the district’s brand strategy and to gather data. The business improvement district worked with the state to gather data about the growth of retailers and restaurants.

It found that merchants in the .67-square-mile district brought in revenues of nearly \$134 million in 2017, an 11 percent increase from 2016.

That was the hard data. On the softer side, Downtown Knoxville hired a consultant to run focus groups to find out how



residents, employees, and visitors feel about the district.

Downtown Knoxville made a point of finding and retaining a branding company based in the city. It selected Robin Easter Design.

"We were very intentional about selecting a local firm," Thomas says. The firm conducted three dozen interviews with downtown merchants and residents. Among the themes that stood out were a sense of community, pride of place, and authenticity.

"We're not uppity, we're not pretentious," Kemp tells the *Knoxville News Sentinel*. "It's not glamorous or overly fancy."

Downtown fans also like the district's historic buildings and walkable scale.

Those findings will help drive a new brand, logo design, and messaging for Downtown Knoxville, which Thomas says is likely to be unveiled in June.

Contact: Robin Thomas, Downtown Knoxville, 865-246-2653. **DIX**

## ECONOMIC GROWTH

### Pop-up office space brings new tenants downtown

Cities throughout the country have used pop-up shops to breathe new life into vacant retail space. Taking a page from that playbook, downtown leaders in Dayton, OH (est. pop. 141,143), have found success with pop-up office space.

The new pop-ups are helping city center property owners facing higher than average vacancy rates, and new business owners seeking a foothold downtown.

***"This helped jump-start their ability to be part of the downtown business community."***

The Downtown Dayton Partnership persuaded the owner of Liberty Tower, built in 1931, to transform an eighth-floor dentist's office into an office space for small tenants.

The landlord removed the old wallpaper, along with the drop ceilings and the tiny exam rooms. The dated 1,200-square-foot space was transformed into an open suite with new carpet and lighting, along with a private meeting room, says Jen Cadieux, business development manager at Downtown Dayton Partnership.

The organization vetted prospective tenants, and in December, three small office users moved in. The new occupants are an accounting firm, a professional photographer, and a film production company.

All three had outgrown their home offices, and the entrepreneurs wanted to meet clients in an atmosphere that was more impressive than a Starbucks. But they weren't certain they could afford downtown office space. While suburban space is cheaper than downtown office space in Dayton, the tenants didn't think a spot in the 'burbs fit their company culture, Cadieux says.

As part of the program, Liberty Tower discounted its rents, which typically run \$8 to \$10 per square foot.

Downtown Dayton Partnership also offers a stipend. As a result, each tenant pays just \$150 a month for its share of the suite.

The stipend will disappear, and the landlord will raise rents over time, but with a goal of keeping the tenants downtown.

"This helped jump-start their ability to be part of the downtown business community," Cadieux says.

Downtown Dayton Partnership has run a pop-up retail program since 2011, and that effort has helped move small merchants into the mainstream economy.

Cadieux says the organization decided to take that concept to the office market. Dayton is small enough that it hasn't attracted co-working players such as WeWork or

VentureX, so downtown leaders had a bit more leeway to create their own incubator.

The office program also includes 10 hours of free legal advice and 15 hours of free marketing services.

Cadieux says she kicked off the effort with modest ambitions.

"We're not solving all problems," she says.

Low expectations aside, the first generation of the pop-up program is working well enough that the three tenants plan to stay in the building for the long term, and the landlord is getting access to tenants it might not have had otherwise.

"It's working out well for everyone," Cadieux says.

In fact, the pop-up office space has proven

## Site Seeker service aids commercial tenants

In addition to a pop-up office space program, the Downtown Dayton Partnership provides a "confidential Site Seeker service" to match business owners with available commercial space.

The partnership collects basic tenant information via an online form, which it then shares with roughly 50 downtown property representatives. For those who prefer to start the search on their own, the partnership also provides a list of available properties.

The Site Seeker service is online at [downtowndayton.org/doing-business/commercial-space](http://downtowndayton.org/doing-business/commercial-space).

successful enough that Cadieux hopes to find another downtown landlord to replicate the project.

Contact: Jen Cadieux, Downtown Dayton Partnership, 937-224-1518. **DIX**

## By hosting a few strategic events, downtown attracts new visitors — Continued from page 1

highlight our assets — so not just a concert to have a concert."

El Paso's newly launched Eat Authentico Restaurant Crawl is one such example. In 2017 and 2018, the DMD organized a five-stop tour of restaurants that agreed to serve an appetizer, entree, or dessert to a group of 20 to 30 people.

The pitch to patrons: Get a five-course meal and try some new dishes and unknown eateries. In its inaugural year, Gudenrath wondered if the Restaurant Crawl would work.

"When you're starting out with a brand-new concept, you almost have to beg people to participate in this vague, abstract concept — with no confidence that you're going to get people to show up," he says.

Any fears were unfounded. The restaurant tour sold out in both 2017 and 2018.

"The feedback we get from the people who participate is overwhelmingly positive," Gudenrath says. "They want us to do it every month."

Gudenrath didn't agree to go that far, but the DMD has boosted the frequency of the Restaurant Crawl. There will be two such events in 2019, one in May and another in September.

The DMD spreads out the restaurant crawl over three nights. A diner pays \$40 for a ticket on Wednesday or Thursday and \$45 on Friday.

Gudenrath says he purposely picked two slower nights of the week for the Restaurant Crawl. He didn't want to crowd out customers on a traditionally busy night.

The idea of the Restaurant Crawl is to introduce diners to new spots, and the goal is

***"We're fortunate that we don't have to be the sole source of downtown events."***



Shuttle stops are clearly marked during the Downtown Living Tour.

Teams dress the part for the Downtown Barstool Open.

to create repeat customers for the eateries.

"We want the people to be introduced to the restaurant, and for the restaurant to be able to shine," Gudenrath says.

A local credit union sponsors the event, and ticket sales cover the rest of the costs. Gudenrath says the downtown eateries give a bit of a discount on the dishes they serve for the Restaurant Crawl, but he aims to pay restaurants enough so that they can cover their costs — and hopefully enjoy the experience enough to participate again.

One bit of negative feedback: After the first Restaurant Crawl, participants griped that the restaurants were too far apart, and they spent too much time walking. Gudenrath adjusted the layout to keep the destinations closer together.

In another strategic event, the El Paso DMD hosts the Barstool Open. It's a nine-hole miniature golf tournament with stops at downtown bars and pubs.

The DMD opens the tournament to 25 teams of four, and the 2018 event sold out.

The DMD coordinates scorecards and prizes, and Gudenrath says he scheduled the event to take place a week before the Super Bowl, traditionally a slow weekend for downtown's sports bars.

"There's nothing going on that weekend before Super Bowl weekend, and normally a lot of these places would have no customers," says Gudenrath.

For the golfers, prizes include cash and gift cards. While the Barstool Open clearly is built around drinking, Gudenrath says the DMD scrupulously avoids giving out drink tickets or directly touching alcohol.

"We wanted to stay away from alcohol, but also support our businesses that sell alcohol," he says.

The Barstool Open accomplished its goal of bringing new patrons to downtown businesses. Gudenrath says fully 80 percent of participants reported that they were visiting the host bars for the first time.

### Be sure to follow up

That bit of intelligence illustrates the importance of post-mortem surveys. Gudenrath suggests making them a regular part of any event.

"You learn so much about what people like and what they don't like," he says.

The El Paso DMD also has begun hosting a Downtown Living Tour, which includes stops at eight new residential developments. A ticket for that event costs \$15.

In addition to residential growth, Downtown El Paso has seen a hotel boom, and Gudenrath plans a hotel tour that also will highlight El Paso's new streetcar system.

The DMD also organizes an annual 5K run, which Gudenrath describes as the least narrowly focused of the organization's downtown events.

"It is a 5K tour of downtown," he says. "That is the only one that is simply exposure-based."

Gudenrath suggests that downtown leaders have clear goals for any events they host. That includes figuring out the finances. While none of the DMD's events



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

To view promotional videos for El Paso's Downtown Barstool Open, Eat Authentic Restaurant Crawl, and Downtown Living Tour, visit our website and click on "Web Extras."



are free, the organization aims to keep ticket prices low enough that large numbers of people turn out.

“Our goal is exposure to the asset,” Gudenrath says. “Generating revenue is a goal, but

not a primary goal. Our strategy is to have ticket revenue bring in some money but then break even on sponsorships.”

Contact: Joe Gudenrath, El Paso Downtown Management District, 915-400-2294. **DIX**

## ACCESS AND MOBILITY

# Faced with clogged streets, downtowns consider shorter delivery hours, steeper fines

Like many business districts, the village of Ridgewood, NJ (est. pop. 25,692), faces traffic snarls caused by trucks making deliveries to downtown merchants.

Ridgewood is considering a dramatic crackdown: The village council has entertained — but not enacted — a ban on deliveries between 10 a.m. and 10 p.m. The village also considered imposing a weight limit of 18,000 pounds on vehicles traveling downtown.

Chicago is taking a different approach. It tripled the fine for delivery drivers who double-park on downtown streets.

Finding space for delivery trucks is an age-old challenge for downtowns. But the problem is intensifying in the era of e-commerce, which sees more and more consumers ordering clothes, drugs, and groceries for delivery to their homes and offices.

In Ridgewood, the proposal to limit delivery hours brought harsh reviews from downtown business owners, illustrating just how fraught the topic is. But there's little question that deliveries create traffic bottlenecks and safety problems.

Ridgewood's bustling downtown is home to more than 100 restaurants, and daytime deliveries are a common sight. Hazard lights flashing, the delivery trucks and vans double-park or take more than one metered spot — sometimes for as long as several hours.

Many downtown storefronts lack alleys or rear parking lots for deliveries.

“Our downtown is not built to handle 18-wheelers dropping stuff off and blocking on-street parking,” Mayor Ramon Hache says, according to the *Bergen County Record*.

Some frustrated business owners proposed limiting deliveries to overnight and early-morning hours. However, that proposal brought fierce pushback from downtown merchants, leaving the village to look for a compromise.

“Rather than limiting hours, which would be disastrous for us, you look for places that could be made loading zones on each block, on the side streets, where it could be convenient enough for us to get our deliveries,” says Joanne Ricci, owner of Raymond's restaurant, according to *The Record*.

In Chicago, meanwhile, the city council passed an ordinance that raised the fine for double parking to \$300 from \$100. The higher penalty applies only to downtown neighborhoods.

Alderman Brendan Reilly told the *Chicago Sun-Times* he hears daily grievances about “rampant parking and loading in traffic lanes and bike lanes.”

Most of the scofflaws are UPS, FedEx, Amazon, and DHL trucks, along with 18-wheelers delivering beverages, Reilly said.

“The city has designated hundreds of curbside loading accommodations for the delivery

of freight downtown — yet delivery vehicles continue to regularly obstruct lanes of traffic to make their deliveries, often when curbside loading is available to them,” Reilly told the *Sun-Times*.

He said the \$100 fine wasn’t enough to curb “rampant abuse that clogs traffic and puts other drivers, pedestrians and bicyclists at risk.”

Meanwhile, in Oklahoma City, OK (est. pop 643,648), officials have taken a gentler approach to double parking on the tracks of the city’s new downtown streetcar.

The city’s public transportation department is using polite Post-it Notes on windshields to alert parking scofflaws, the *Journal Record* reports.

In one case, a car double-parked on the streetcar tracks moved only after 10 blasts of the streetcar’s horn, the *Journal Record* says. A FedEx driver also was double-parked on the tracks, but he needed just one nudge to move on.

The city plans a public education campaign to coach motorists about where they can and can’t park. **DIX**

## ACCESS AND MOBILITY

# Beyond scooters and bikes: Electric trikes, tiny cars hit downtowns

Now that shared bikes and scooters have invaded many city centers, a new breed of electric vehicles is coming to downtowns.

These latest modes of transport promise higher speeds and longer ranges.

In one dramatic salvo, French automaker Citroën unveiled a two-seat electric vehicle designed for urban ride-sharing in Europe and the U.S. The mini-car can hit top speeds of 28 mph and boasts a range of more than 60 miles on a single charge.

“Citroën designed Ami One Concept is an alternative to public transport (bus, tramway, metro) and other individual, two-wheeler means of transport such as bikes, scooters and kick scooters,” the company says.

Citroën unveiled the tiny car at the Geneva Motor Show in February. The company says

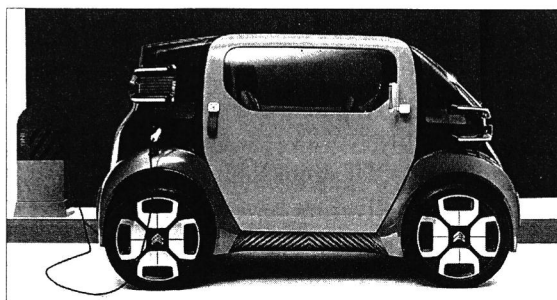
even users without a driver’s license can drive the vehicles, which are controlled by a smart-phone app.

The doors lock and unlock via a QR code on the aluminum base of the door handles. Once inside, the driver places the phone in a dock. The car has a roof and windows, protecting riders from the weather.

Meanwhile, mobility firm Gotcha in March unveiled the Gotcha Trike, a three-wheel vehicle that can reach speeds of 25 mph and travel 40 miles on a single charge.

“This capability allows riders to traverse significantly longer distances as compared to a scooter or bike,” Gotcha says. The company already operates bike, scooter, and electric ride-hail vehicles in 50 U.S. cities. Gotcha’s vehicle has two wheels in the front and one in the back. Gotcha says it’ll appeal to people who are skittish about two-wheeled motorcycles and scooters.

Trikes remain rare in downtowns because their girth means they require designated parking spaces, DigitalTrends.com reports. And because of their comparatively zippy speeds, some municipalities might require riders to hold a motorcycle license. **DIX**



# Idea Exchange

## Safety education for downtowners

The City of Lethbridge, in the Canadian province of Alberta, is enhancing downtown safety and security with a series of educational programs for businesses and nonprofits.

Sessions are presented on the third Tuesday of each month from 11:30 a.m. to 1:00 p.m. Topics cover issues such as: Understanding the drug crisis, business and event security, and crime response and reporting. In addition to the monthly meetings, materials are available in print and online.

The sessions are hosted by the Lethbridge Chamber of Commerce, City of Lethbridge, Lethbridge Police, and the Downtown Business Revitalization Zone.

The training is part of the city's overall Downtown Clean and Safe strategy.

## City creates permanent pedestrian plaza

A popular seasonal pedestrian plaza in downtown Vancouver, British Columbia, will become permanent by year's end.

The *Vancouver Sun* reports that closing the 800 block of Robson Street has been under consideration, in one form or another, since the early 1970s.

While the permanent plaza will help meet the public space needs of the growing city, there has been push-back on the \$5.38 million price tag.

Charles Gauthier, president of the Downtown Business Improvement Association, acknowledges the concern over the cost but highlights the

need to view public spaces like this in the same light as other public areas such as libraries, parks, and community centers.

He tells the *Sun*, "You're never going to necessarily recover those costs. I mean, libraries are huge investments, community centres are huge investments and we do it because we want a healthier population."

During the period of seasonal street closure, the city conducted pedestrian counts, intercept surveys, and business surveys. Overall there was strong support for the permanent closure. A city report notes:

"Feedback collected every summer (2011-2015) from passersby on 800 Robson Street has been overwhelmingly supportive of the space's seasonal transformation. Survey results have consistently shown that the temporary plaza encourages people to visit Robson Street and linger and enjoy the public space. Responses to the annual business survey indicate that the summertime closure has had minimal impact on the operations and sales of nearby businesses."

## Making the most of farmers market season

With growing interest in farm-to-table, locally produced foods, and walkable shopping opportunities, it is broadly accepted that a farmers market will draw more visitors downtown.

Often, markets are also used to program public spaces, or enliven the city center on a day when customer traffic has traditionally been slow. However, not every community has

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# Idea Exchange

a space that can be dedicated as a farmers market, and some communities must overcome not only space constraints but pushback from businesses that fear competition.

Thinking creatively about space, involving the naysayers, and choosing the location and day of the market strategically can all help overcome obstacles.

The Downtown Farmers Curb Market in Lakeland, FL, has come up with a creative solution. A roughly two block area is closed to traffic and around 50 vendors set up each week. Downtown Lakeland is quiet on a Saturday, says Becky Abel, former coordinator for the Lakeland Downtown Development Authority, and business owners are grateful for the 2,000 to 3,000 customers that the farmers market attracts.

"The entire community has embraced the market. It brings a lot of energy and people downtown." In fact, she notes, most of the businesses cross promote by mentioning that the market is located just outside their door, sharing pictures of the market on their Facebook pages, and by participating in the market by putting their own products outside.

## Former JC Penny building gets new lease on life

The 2018 Downtown Bellingham Retail Strategy notes that the site of the former JC Penny is "ripe for redevelopment."

Vacant for 30 years, the city has announced a public-private partnership proposal to purchase and redevelop the former department store building. The proposed agree-

## Office complex contributes to street-level activation

A 1970s era retail and office complex in downtown Houston, TX, is getting a facelift and embracing a new role.

In addition to an updated glass enclosed lobby, the reimagined outdoor plaza at Houston Center will feature a water wall, entertainment space, and multiple restaurants. In addition, more ground floor space throughout the complex will be devoted to retail.

The changes are an example of an ongoing focus on creating amenity-rich developments downtown, says commercial real estate site Bisnow. Downtown District President Bob Eury tells the site that, "This progressive, strategic shift accommodates the blurred lines of today's live-work-play corporate culture that tenants desire."



Rendering courtesy of Brookfield Properties.

ment would see the long-vacant structure converted to a mixed-use residential, office, and retail development, with 50 to 90 apartments, three ground-floor retail spaces, exterior and public space improvements, and an underground parking garage.

The Downtown Bellingham Partnership announced support for the project, emphasizing the wide-reaching positive impact of repurposing the large vacant store into a space fitting the modern needs of the downtown.

## Spring cleanup

The 22nd annual downtown clean up takes place this month in Elmira, NY.

Elmira Downtown partners with the City of Elmira, Elmira Kiwanis

Club, community agencies, and local businesses in this annual event which drew over 400 participants last year.

Volunteers ranging in age from kindergartners to senior citizens work together to clean specific areas of the 52-block downtown district. Volunteers are provided with all of the necessary supplies such as gloves, rakes, and garbage bags.

Both individuals and groups are encouraged to participate. After the morning's work, lunch and tee-shirts are provided for all volunteers. There are also prizes for the group that collects the most garbage and for the largest group. Lunch, tee-shirts and prizes are all supported by event sponsors. **DIX**



# Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

Vol. 66, No. 6  
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## CLEAN AND SAFE

### Improve the parking experience for women and other downtown visitors

Women are crucial decision-makers in American society. Yet when it comes to making parking facilities feel safe and secure, too often downtown leaders ignore the unique desires and fears of female customers.

In his new book, *Design Downtown for Women — Men Will Follow*, David Feehan argues that too many downtown parking facilities look dirty and dangerous. That's a problem for female visitors, who, compared to men, are more likely to fear assault and more keen to find low-risk parking spots.

"Women are becoming the most important economic force in the United States and around the world," writes Feehan, former president and chief executive officer of the International Downtown Association.

Yet those who design downtown parking lots and garages pay too little heed to the obvious buying power of women, or to their more acute concerns about safety at parking facilities, Feehan argues.

Thankfully, fears of parking-garage attacks outpace the actual  
(Continued on page 3)

## ATTRACTION

### Tattoo convention among events driving downtown's success

In Lenoir, NC (est. pop. 17,890), downtown promotion includes local residents baking thousands of cookies for tattoo artists.

Half a decade ago, this mountain town had the opportunity to host the annual Carolina Tattoo and Arts Gathering. At first, says Downtown Economic Development Director Kaylynn Horn, downtown leaders were skeptical that a tattoo event

would quite match Lenoir's vibe and ambitions. But Horn and others were impressed by the quality of art created by the featured tattoo artists, and they decided to take a chance. The results have far surpassed their expectations.

"We have a dream team of tattoo artists from around the world," Horn says.

(Continued on page 7)



## Pedestrian times, mid-block crosswalks boost city's walkability

In recent years, Corning, NY (est. pop. 10,870), has taken pains to become more pedestrian-friendly. The small city has invested more than \$1 million in safety upgrades to two areas with bustling pedestrian traffic.

Corning also has emphasized a pedestrian bridge, and it redesigned downtown crossings to make pedestrians feel safer — at the cost of fewer parking spaces.

"The community is becoming more walkable," says Corning City Manager Mark Ryckman.

Corning is a compact city of just three square miles, making walkability a priority. Ryckman doesn't recall a pedestrian fatality during his 20-year tenure as city manager, a record he's striving to keep by adding new pedestrian-friendly features to the city's streetscape.

In one upgrade, Corning spent more than \$500,000 on improvements to Bridge Street in the heart of downtown's Gaffer District. The improvements there included adding a shared bike lane and redesigning curb cuts and bumpouts to slow traffic and help pedestrians feel more secure.

The city also invested \$500,000 in similar pedestrian projects near the Corning Museum

of Glass, a popular tourist attraction. One new feature there is a pedestrian island, a spot half-way across the street where pedestrians have a bit of protection from passing cars.

"People just feel a lot less vulnerable," Ryckman says.

The two big-dollar projects were covered by grants from the New York State Department of Transportation. In a small city, finding money can be a challenge. Ryckman says he never has heard taxpayers complain about the cost of pedestrian-friendly improvements, but he still has limited resources.

"We grab money where we can," Ryckman says.

Corning has added countdown timers that show pedestrians how many seconds are left until the light changes. The feature costs a bit more, but pedestrians like them.

Ryckman also pushed to make a pedestrian bridge across the Chemung River an attraction. The bridge includes benches and a mini-maze, and Ryckman often sees people eating lunch or just hanging out on the bridge.

In another improvement, Corning made the mid-block crosswalks in its downtown safer by removing parking spots near the pedestrian paths. Before, parked cars often blocked motorists' views of pedestrians. The city re-striped to prohibit cars from parking within 20 feet of the mid-block crosswalks.

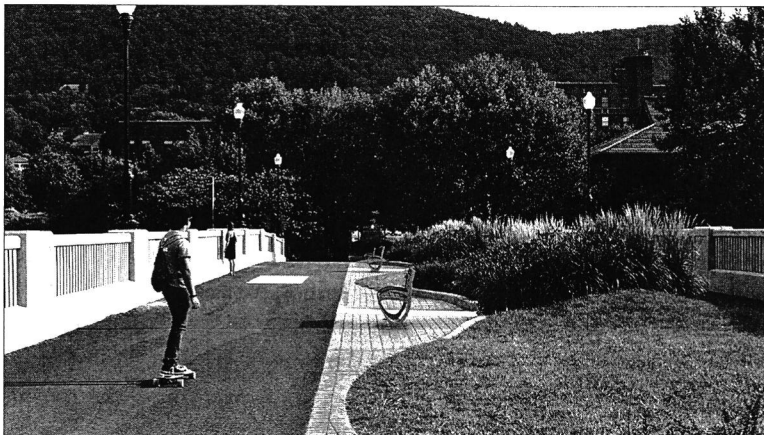
"The 20-foot distance really opens up the view," Ryckman says. "You can clearly see if someone is entering the crosswalk."

That project's financial cost of about \$14,000 was minimal, but it did require the downtown district to sacrifice parking spaces.

"We probably lost a dozen parking spots," Ryckman says. "There were a lot of merchants who were very upset. It is a tradeoff."

Contact: Mark Ryckman, City of Corning, 607-962-0340. **DIX**

Photo courtesy of TWILA Landscape Architects.



The Centerway Bridge offers greenery, seating and a maze to engage visitors.

# Improve the parking experience for women and other downtown visitors

— Continued from page 1

incidence of crime. Even so, perception is an important driver of behavior.

Feehan offers the following steps to sprucing up your downtown parking facilities so that female visitors will feel more comfortable:

- **Keep it clean.** A garage or lot that's dirty, dusty, or otherwise unkempt makes an impression on both motorists and criminals. Motorists glance at a filthy facility and conclude that no one is paying attention — and therefore, they don't feel safe. Criminals see the same dirty parking area and spy opportunity — if no one cares enough to clean up, certainly no one will notice a burglar or robber. Feehan suggests tackling the most disgusting messes first — spilled food, old cigarette butts, and animal or human waste create sights and smells that can keep visitors from returning to your downtown.

- **Light it up.** A well-lit garage gives off an ambience of safety and looks inviting. "With the cost and efficiency of LED lighting, there is no excuse for a poorly lit garage," Feehan writes.

- **Paint it brightly.** Bare concrete is ugly and unwelcoming. Feehan suggests painting garage columns and walls in vibrant hues. The color schemes can be used as part of your wayfinding strategy — to help motorists remember where they parked, color-code the levels of the parking garage. Also, painting ceilings white can make the space feel brighter and lighter.

- **Design for safety.** Make sure garages don't have dead ends where motorists can be trapped or dark corners where bad guys can lurk. Design so that traffic flows through all areas of the garage. And to improve visibility, make certain that stairwells and elevator walls are glass rather than opaque materials.

- **Rethink conventional wisdom.** Urbanists cringe at the very mention of surface lots in downtowns. From

a land-use standpoint, surface lots are widely viewed as a poor use of scarce property. But the reality is that in many cases, women feel unsafe in multi-story garages — and much safer parking in a surface lot with a human attendant.

- **Keep the facility well-maintained.** Just as a dirty garage repels customers and attracts criminals, a poorly maintained facility sends subtle messages about safety. Be sure to promptly repair cracked concrete, broken light bulbs, malfunctioning doors, and any other maintenance problems.

- **Make it feel lived-in.** A parking facility can create an unwelcoming dead zone in the streetscape. Find ways to increase foot traffic in and around the facility. Possibilities include ground-floor retail, bike-sharing stations, shuttle stops or other transit boarding points, public art, and security stations. Instead of a long, blank facade, look for ways to "activate" the garage's first level. The more activity you have immediately surrounding your garage, the safer people will feel.

*"With the cost and efficiency of LED lighting, there is no excuse for a poorly lit garage."*

## Illuminated signs brighten garages

In Pasadena, CA, an advertising program adds visual interest to local garages and supports downtown businesses.

The Old Pasadena Management District provides low-cost advertising at the garages via 3-foot-by-4-foot back-lit ad boards. The group has transparencies produced, shipped, and installed for two weeks. The ad boards are used to promote businesses and upcoming events. When the program was first launched, it proved so popular that there was a waiting list, says Steve Mulheim, president and CEO of the district.



## Art exhibits activate garages

The Norwalk Parking Authority in Norwalk, CT, has transformed negative public perceptions about parking while also improving the driver experience and increasing revenues. Rebranding the parking system, lighthearted promotions, and art in parking garages all helped to spread the word about the ease and safety of downtown parking.

With the help of a \$100,000 federal grant, the city's parking garages were turned into public art spaces. "A permanent, juried installation was created in the South Norwalk Railroad Station reflecting the city's history, diversity, and transportation through murals and a series of sculptures," says Kathryn Hebert, executive director of the authority. "Also, a gallery was opened in the Maritime Parking Garage. This curated exhibit space, free and open to the public, changes every three to four months and showcases local artists."

- **Use security systems.** Equip garages with closed-circuit television or emergency alarms. These systems will help motorists feel safer — but make sure the security systems are professionally monitored and provide a quick response.

- **Create a clear post-parking path.** Downtown developers often neglect pathways to and from parking lots and garages. Make certain that walkways connecting parking to dining areas or offices are well-lit, attractively landscaped, and in good repair. In cold climates, keep the pathways free of snow and ice.

- **Pay attention to payment systems.** If the garage or lot requires customers to pay at a kiosk, take a hard look at the lighting and location of the payment station. Women can feel uncomfortable using pay-on-foot stations that require fumbling through purses.

- **Stress the signage.** For visitors unfamiliar with your downtown, finding parking can be a frustrating experience. Be certain to use signs and other wayfinding devices that clearly direct motorists to parking.

For busy city centers, dynamic signage that points motorists to parking garages and indicates

how many spaces are available is helpful as is signage that shows which floors have available spaces.

- **Focus on footwear.** Parking facilities are typically designed and managed by men, Feehan writes. Fellas don't think much about shoes, but women do. High heels add a degree of difficulty to walking, so women are more motivated to seek out parking spaces close to their final destinations. High heels also can be untenable on snowy, icy, or muddy surfaces.

Contact: David Feehan, Civitas Consulting, 202-288-0528. **DIX**

## ECONOMIC GROWTH

### Retail shifts dovetail with downtown assets

The business of retailing has been roiled by rapid changes in technology and society. The evolution is changing the way stores and restaurants operate.

While these trends have proven difficult for many malls and suburban shopping centers, there's some good news for downtown lead-

ers: The shifts in retail play directly into the strengths of Main Streets.

In 2017, the City of Bellingham, WA (est. pop. 89,044), and the Downtown Bellingham Partnership saw the opportunity to re-focus their retail strategy to ensure that the city center remained relevant in the face of rapid change.



The city hired Downtown Works to prepare a comprehensive plan. That blueprint identifies some of the trends playing out in retail. Among them:

- **Smaller is better.** Traditional retailers such as Macy's and JCPenney struggle to make money from the cavernous stores they built in the 1980s and 1990s. Today, many store operators are embracing smaller footprints. Big-box merchants such as Office Depot have experimented with downsized templates. This shift is true for restaurants, too — sprawling dining rooms are for the most part a thing of the past, as white-tablecloth restaurateurs opt for sizes of 2,000 to 3,500 square feet. Quick-causal operators are squeezing even harder, aiming for the 1,000- to 2,000-square-foot range. Food halls are perhaps the epitome of this trend — operators take just a few hundred square feet of space for food preparation. They share the costs of dining areas and restrooms with many other eateries — and, if the concept flops, the owner can bail while minimizing losses.

- **Shorter lease terms hold greater appeal.** Rather than long lease terms with options to extend, operators are choosing to open pop-up shops for as little as a month or two, with simple, low-cost build-outs. This low-investment format lets entrepreneurs test a market — and remain flexible in their decisions about where to invest more heavily in longer-term stores. Many downtowns have experimented with the pop-up model as a way to fill unused storefronts.

- **Co-location appeals.** In an era of ever-changing consumer tastes, multiple operators can minimize risk by choosing to co-locate within one space. Co-locating also offers operators an opportunity to share customers: Once shoppers are in the door, it's convenient to check out both businesses without having to make what Downtown Works calls "another threshold decision."

- **Health, wellness, and beauty are hot categories.** Forget Radio Shack and Sears, the mall staples of yesteryear. These days, shops selling makeup and skincare

## Shared space fills vacant space

Co-locating is being credited, in part, for filling vacancies along The Main in downtown Montreal, QC, Canada. A years-long construction project left about 30 vacancies in its wake, says the *Montreal Gazette*, but now there are fewer than a handful.

Shared spaces include a yoga studio/vegan restaurant and a Japanese restaurant/Vietnamese sandwich shop.

Take Art Gang, a designer clothing boutique shares space with Caffelini, an espresso café that's plunked amidst the fashionable clothing racks — and owned by a different person.

Further up The Main, a dance studio is co-located with a boutique selling dance clothing and local handicrafts. The owners also share a restaurant/café in the same space.

products are hot. In fact, any merchant focusing on health and beauty can do well. Successful niches include running shoes, nail salons, blow-dry bars, vegan cafés, juiceries, and all manner of workout facilities. Retailers focused on beauty and wellness have proliferated, becoming important consumer draws.

- **Ethos and purpose matters.** Fostering community is a big part of 21st-century retailing — a trend that resonates far more authentically in a quaint downtown than in a cookie-cutter mall. More brands promote their values as a way to connect with consumers and to build brand loyalty. A prime example is United by Blue, an apparel manufacturer and retailer that collects one pound of debris from U.S. waterways for every item it sells.

- **Clicks should be combined with bricks.** Amazon gets all the attention these days. But rather than opting solely for traditional retail or ecommerce, savvy operators see their online and physical presences as mutually reinforcing. They don't worry about whether the sale happens in store or online, just that it happens. In other words, interactions both on the Internet and in the shop can prove profitable.



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To read our article *Food halls draw diners and restaurateurs* go to [DowntownDevelopment.com](http://DowntownDevelopment.com) and click on "Web Extras."

• **Experience is king.** Thriving retailers offer experiences beyond mere shopping. Sephora has been so effective because its stores are about play and fun first. Selling products — which Sephora sees as a by-product of the play — is secondary. Outerwear/activewear brand Aether has a walk-in freezer in the middle of its Los Angeles store that lets customers test cold-weather wear. Numerous stores hold classes, exhibit artwork, or

incorporate coffee counters or wine bars in their spaces. These kinds of innovative operators are likely to continue to draw consumers. This shift seems tailor-made for downtowns. Many an urban core emptied as suburban malls opened. Later, the rise of Walmart and other big-box retailers further impacted downtown rent rolls. But the new focus on authenticity and experience presents new opportunities. **DIX**

## ACCESS AND MOBILITY

# Trains, scooters and other options meet in new downtown-mobility hub

In Miami (est. pop. 463,347), downtown developers, local officials, and a private rail operator are pushing to make trains and other forms of transit more appealing to travelers long accustomed to moving around by car.

In one of the biggest bets, hourly commuter trains arrive and depart from a shiny new intermodal station downtown. Dubbed Virgin Miami Central, the structure is an eye-catching building that features a terminal for the for-profit Virgin Trains USA service. There are bike-sharing and scooter-sharing stations out front, and connections to public trains a block away.

“Virgin Miami Central is the hub for all things mobility and transportation in downtown Miami,” says Patrick Goddard, president of Virgin Trains USA. “It’s Miami’s very own Grand Central.”

With Virgin Trains USA’s backers talking about taking the concept nationwide, other cities might have the opportunity to experiment with for-profit train service. They’ve already announced a plan to link inland Southern California to Las Vegas, and they’ve suggested they might try to launch rail lines from Chicago to St. Louis or Atlanta to Charlotte.

The station in downtown Miami is a short walk from Metrorail, a commuter service that

connects downtown with the suburbs south of Miami, and Metromover, a free monorail that traverses downtown Miami.

Tri-Rail, a commuter service that goes north to Fort Lauderdale and West Palm Beach, also is expected to connect to the downtown Miami station.

The new interest in transit is driven in part by downtown Miami’s growing density. Dozens of high-rise apartment buildings and condos have been built downtown in recent years.

“People say, ‘No one is going to want to go by rail in America. We all go by car,’” says Richard Branson of Virgin Group. “The reason they didn’t want to go on the rail in the past was the rail service was not great.”

With its roomy seats and modern stations, Virgin Trains is attempting to remake that image.

Urbanists and advocates for mass transit see the for-profit rail service as a national model. However, with its ever-shifting timetable, Virgin Trains USA also is something of a cautionary tale. The service, in the works since 2012, had expected to begin carrying passengers to Orlando as early as 2014. After years of delays, the connection to Orlando now is scheduled to open in 2022, Virgin Trains USA says. **DIX**

# Tattoo convention among events driving downtown's success — Continued from page 1

Clients of the artists make appointments months in advance and travel from out of state for new body art, Horn says. The artists are stars who can command thousands of dollars an hour for their services.

Some 5,000 to 6,000 people attend the annual event, which takes place over three days each summer.

Admission costs \$15 a day or \$30 for a three-day pass. In addition to tattoo artists applying art, the gathering includes tattoo contests, southern food specialties, live music, and children's activities. The event has brought unexpected attention on Facebook, Twitter, and Instagram.

"Our social media goes off the charts when we hold this event," Horn says.

The most recent version of the conference generated nearly 3 million impressions on social media, and some Facebook posts from Lenoir generated tens of thousands of Likes.

Horn notes that the annual confab is a collaborative effort. The team includes the organizer of the event, downtown property owners, the city of Lenoir Main Street Program, and several city departments. Police and fire departments provide security and safety services, and the recreation department supplies dozens of tables and chairs.

The tattooing takes place in historic buildings downtown, and organizers spend weeks preparing artist booths for tattooing. They also set up washing stations to meet health regulations, along with VIP lounges and dining areas for the artists.

Organizers also created a merchant discount card that encouraged artists and attendees to visit downtown businesses. Merchants reported increases in sales during the three-day gathering.

The event is promoted in national trade magazines and on local radio stations. The all-out effort led the North Carolina Main Street and Rural Planning Center to honor the Carolina Tattoo and Arts Gathering as its Best Downtown Special Event or Event Series, one of several awards Lenoir won this year.

Main Street Coordinator Kyle Case said the tattoo show's success came as a surprise.

"When I first heard about the event, I thought, 'A tattoo festival? ... in Lenoir?'" Case says. "But the event is really popular and draws a lot of new people into downtown."

Horn says her small city, hurt by the decline of the furniture industry that once was an economic driver, has decided to embrace outside-the-box thinking.

*"Managing volunteers is an art and a science."*

"A lot of people really enjoy the tattoo festival," Horn says. "It crosses stereotypes and brings people together."

Horn says Lenoir's rebranding focuses on creating a vibe that's "funky, gritty, and creative," and the tattoo show fits that profile perfectly.

As for the homemade cookies, Lenoir seeks to make the visitors feel at home. Dozens of volunteers bake thousands of cookies and give them to the tattoo artists and their guests, Horn says.

"It's just a really welcoming environment," she adds.

## Volunteer participation is essential

As the cookie-baking tale shows, Lenoir mobilizes a small army of volunteers to contribute to its efforts.

"Managing volunteers is an art and a science," Horn says. "Recognition and appreciation are crucial. Without them, none of this works."

Before an event such as the tattoo show, Horn invites volunteers to a downtown kickoff event. She serves snacks and drinks and lays out the plan for the coming festivities.

"Everyone knows what they're doing and what time they're supposed to be there," she says.

Lenoir also won a Main Street award for "Be a Part of What Makes This Work," which was honored for Best Volunteer Recruitment, Training and Recognition program. A few years ago, Lenoir had about 25

volunteers. Today, the program has grown to 125 volunteers.

"We could not do the things we do without our wonderful volunteers," Horn says. "Whenever we finish an event, they say, 'What's our next opportunity?' That kind of enthusiasm and love for the community is priceless."

In addition to the tattoo show, Lenoir also hosts a barbecue festival, a summer music series, and a Don't Worry, Be Hoppy event that includes frog races.

### Spurring second-floor redevelopment

Lenoir also won Main Street's Best Innovation award for its "Moving Lenoir to the Second Floor" initiative, a program to drive redevelopment of mixed-use spaces. The program gives grants to help with architectural designs and second-floor renovations. Main Street also offers façade grants for building owners.

Horn says that program was spurred by a high vacancy rate on second floors in downtown. Lenoir's pitches to developers were hampered by the age of its downtown buildings, some of which date to the 1880s.

Investors were concerned about fire risk and the lack of elevators. To ease their

worries, Lenoir brought in fire marshals and building code experts to talk through the issues involved in redevelopment of historical structures.

The program is paying dividends, Horn says. Two dozen properties have sold in the past four years.

The redevelopment of historic properties fits the changing tastes of American consumers, Horn says. "Retirees and millennials want to see the redevelopment of these spaces, so they don't mind the tradeoff."

In all, Lenoir won four Main Street awards. Horn says the strong performance stems from a longstanding commitment to downtown development.

Several years ago, Horn invited downtown stakeholders to a retreat at a mountain cabin so secluded there was no cell phone coverage. At that event, city officials, property owners, and other key players talked about their challenges and how to tackle them.

"We really had a strategy," Horn says. "Everything that we did, we thought out carefully."

Contact: Kaylynn Horn, City of Lenoir,  
828-757-2107. **DIX**

## ATTRACTION

### Gift-bag giveaways help promote business district merchants

The Flatiron/23rd Street Partnership doesn't struggle with the problems that vex downtown leaders in smaller cities.

The business improvement district in Manhattan sits in the midst of a bustling 24-hour city with a culture of walking and using mass transit.

Even so, the Flatiron District needs to promote its merchants. To give the district's 500-plus retailers and service providers a marketing platform, the Flatiron/23rd Street

Partnership this year began offering its members the opportunity to give away small items at the organization's events.

The Flatiron District's gift bag program starts with a unique promotion: The district recycles its eye-catching street banners into "banner bags" given away at the organization's events.

The next step is asking retailers to contribute gifts that will fill the bags, says Megan Garcia, the organization's director of marketing and community engagement.



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

To see a fact sheet on Flatiron Partnership's gift bag program, go to [DowntownDevelopment.com](http://DowntownDevelopment.com) and click on "Web Extras."

Flatiron partnership planned to give away gift bags at its annual meeting in early June and at eight Wellness Wednesday fitness events during the summer. The bags also will be given out at a networking event in the fall.

"It's really meant to be a platform to help amplify our businesses," Garcia says. "We want to help keep our retailers top of mind."

Retailers pay nothing to be part of the program. They are encouraged to give away a small item that will grab the attention of attendees at the events. A bakery could give a small sample of cookies or another treat. A beauty shop might give a bar of soap or another product. A company also could give away a branded water bottle or notebook.

Garcia urges Flatiron merchants to give away tangible items. A memorable product or promotional gift will grab recipients' atten-

tion more effectively than slips of paper, she argues.

"We feel like vouchers or coupons kind of get lost," Garcia says.

The Flatiron Partnership expects 200 or more people to attend each of the events with gift bags, and Garcia sees high-quality swag as a way to make the events memorable.

***"We want to help keep our retailers top of mind."***

"We want attendees to be excited about our events — and to walk away with warm-and-fuzzy feelings," Garcia says.

The Flatiron District is home to a variety of independent retailers and national brands. The sponsorship program is open to both types of merchants.

Contact: Megan Garcia, Flatiron/23rd Street Partnership, 212-741-2323. **DIX**

## PATHWAYS AND PUBLIC SPACES

# Downtown adjusts parking rules for food truck operators

Orlando (est. pop. 280,258) already ranks as one of nation's most welcoming cities for food trucks. A U.S. Chamber of Commerce Foundation report rated it as the third-friendliest locale for operators.

In May, Orlando made it even easier for food trucks to do business downtown. The city opened parking spaces in several downtown areas to food trucks.

The Orlando City Council unanimously agreed to allow food trucks to station themselves in metered spots, the *Orlando Sentinel* reported. The city previously had barred food trucks from the spaces unless they obtained special-event permits.

The city designated 11 metered spaces in three downtown neighborhoods for food trucks. Operators will pay \$2 an hour to use the spots, double the rate for cars, and can park from 11 a.m. to 3 a.m.

Jason Burton, Orlando's chief city planner, called food trucks "an indicator of your innovation and your openness to entrepreneurship."

"The hope is that as trucks become successful, we really grow our foodie scene," Burton told the *Sentinel*.

Orlando has been especially friendly toward food-truck operators, according to the Chamber of Commerce report.

It ranked 20 U.S. cities on food-truck regulation, giving high marks to cities with less onerous restrictions and lower permitting costs. Orlando ranked third nationally. Portland, OR, was the easiest place to run a food truck, while Boston was the hardest, according to the report.

Orlando collected just \$629 in permit and licensing fees from food-truck owners. By contrast, Boston imposed fees of more than \$17,000.

While the Chamber of Commerce praised Orlando's regulatory scheme, its report noted



DowntownDevelopment.com

To see the Food Truck Nation report, go to DowntownDevelopment.com and click on "Web Extras."

that food truck operators were frustrated by parking restrictions.

The new, looser rules address that concern.

Burton said the city hopes the food trucks will "activate" a section of Lake Eola Park, attracting people walking to or from Thornton Park. He said the idea was inspired by New York City's tactic of using food kiosks to attract traffic to Midtown Manhattan's Bryant Park.

"We thought it would be a good place to pull some of the crowd away from Orange Avenue," he says. "Right now, it's not that

activated. So we're taking a page out of New York City's book."

The city loosened parking rules for food trucks at the same time that it launched a new ride-sharing plan for late-night revelers. Orlando's partnership with Uber and Lyft set up designated areas where people leaving downtown bars and clubs can hail rides between midnight and 3 a.m.

The food truck parking areas are near the ride-share hubs, and the hope is that food trucks will encourage passengers to the hubs. **DIX**

## ECONOMIC GROWTH

# The making of a great downtown merchant: Branding tips for retailers

What makes a great retailer? Why do some downtown merchants thrive while others falter? With such storied names as Sears, JCPenney, and Macy's struggling to survive, those questions vex even the world's largest retailers.

The city of Bellingham, WA (est. pop. 89,044), has tried to help its downtown merchants and landlords understand what makes a retail space appeal to shoppers.

Bellingham hired Downtown Works to prepare a retail strategy report, and the document spells out ways for retailers to create "distinctive storefronts" that capture interest and serve up a welcoming vibe.

The most successful retailers run stores that are clean and well-lit, use vibrant (but not gaudy) colors to grab shoppers' attention, decorate entrance areas with planters or bright doormats, and have well-designed signs and logos.

Downtown Works offers basic advice about three things that are immediately visible to shoppers:

### Signs

- Make them succinct. The business name should appear in just one or two places on the signage.

- Keep them clean. Don't clutter storefronts with extraneous text, or with signs pasted to windows. Restaurants should post their menus in a neat and tidy fashion.
- Avoid neon "open" signs.

### Window displays

- Change them frequently, ideally every two to three weeks.
- Feature merchandise sold in the store, rather than relying too heavily on props.
- Avoided tinted windows. Storefront windows should be transparent and well-lit.

### Storefronts

- Facades should simply and clearly convey what business is inside.
- Colors and design features should attract attention.
- Storefronts should be distinct from second floors. Shoppers will pass a bland storefront that looks like office space. **DIX**



# Idea Exchange

## Discovering downtown with a StoryWalk

Harrisonburg Downtown Renaissance and the Massanutten Regional Library have joined forces to launch a StoryWalk. The StoryWalk will draw children and their families to the Virginia downtown to read *Indigo Blume and the Garden City* and to explore their own city center.

StoryWalks have taken place in all 50 states and 12 countries. For the basic event, laminated pages from a children's book are attached to wooden stakes, which are installed along an outdoor path. As children follow the trail, they are directed to the next page in the story. In Harrisonburg, the pages will be on display in the windows of downtown restaurants and stores.

The event kicked off in April and will feature a new book every two months. StoryWalk was developed by the Kellogg-Hubbard Library, in Montpelier, VT, which provides information and resources, including a fact sheet with useful guidance such as project costs, book preparation, copyright issues, and more. Visit [kellogghubbard.org/storywalk](http://kellogghubbard.org/storywalk).

## Increasing open space

To meet the need for more green space, the City of Atlanta, GA, is looking to its public schools.

A recently announced pilot program will invite the public to use school grounds after hours and on weekends. The pilot will include at least 10 schools. While the idea sounds simple, there are

important issues to resolve. George Dusenbury, state director for the Trust for Public Land tells the online SaportaReport that the primary issues are maintenance, liability and safety. "The goal of the pilot program is to show how those issues can be addressed," he says.

## Community votes on projects

A downtown-wide vote engaged the public and provided needed supplies for local charities in Winchester, KY. With eight potential place-making projects and just \$5,000 to spend, Main Street Winchester created the Winchester Downtown Bracket to select the winning project.

The projects were in four categories: downtown amenities, public art, pedestrian improvements, and landscape projects, with two projects in each category.



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## Downtown Idea Exchange

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# Idea Exchange

Votes were cast by placing toiletries in one of two downtown voting boxes. The final round pitted parklet against shade canopy. Shade canopy was the clear winner.

The voting was followed by the local newspaper and at the main street program's website, which covered every twist and turn of the heated competition.

## Creating shared parking, one spot at a time

Boxcar Inc. is taking the AirBnB model to parking. Launched in 2017, the company's app allows people to rent out unused parking spaces to earn some money and provide a needed service.

The company is now operating in 25 cities and towns in New Jersey as well as smaller numbers in nearby New York and Connecticut.

Founder Joe Colangelo tells website ROI-NJ that there is strong demand from drivers, but that convincing people to list their parking spots has proven more difficult. One bright spot: Churches.

"Churches are big for us, because they have empty parking lots Monday through Friday," he says. "They're also always looking for additional sources of revenue. It's a win-win: The church makes money and we're able to grow our business, he says.

Contact: [boxcarapp.com](http://boxcarapp.com)

## Enjoying the beach downtown

North Adams, MA, is preparing to host the 21st annual Eagle Street Beach, which sees the land-locked city bring the beach to its main street for one day in July.

The family-friendly beach party fills the street with 250,000 pounds of sand. Local merchants donate plastic shovels, pails and other sand toys which children may take home after the event. The merchants also donate prizes for the sand castle contest. As the day winds down the event switches gears for an adult-oriented Mexican Fiesta featuring live music, cold beer and margaritas in a designated area on the beach.

Bringing all that sand downtown requires a lot of cooperation. The sand is donated by a local company. It is delivered and cleaned up by the City's Department of Public Works. And a team of volunteers spreads it, curb to curb, filling the entire length of downtown Eagle Street. After the event the city reuses the sand for a variety of public works projects.



## Monitoring drone use

The City of Fort Wayne, IN, is looking to limit drone use downtown. An ordinance under discussion would prohibit drones from flying near certain buildings and public events in the city center. The goal is to encourage safety and provide law enforcement with a record of who is flying a drone near downtown or at events, says local new outlet [wayne.com](http://wayne.com).

Lt. Jonathan Bowers, head of the Fort Wayne Police Department's Air Support Team explains: "At public events like Three Rivers Festival, Headwaters Park, July 4th fireworks, we would have an idea who is planning to fly down there, and we would be able to know from a safety perspective, what their intent of operation is so that we could either contact them if we have concerns, or perhaps contact them if we have complaints." **DIX**



# Downtown Idea Exchange

Improving physical, social, and economic conditions downtown

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**@DowntownDevelopment.com**

Storefront Conservation  
Overlay: Report

Small Cell Wireless  
Technology in Cities: Report

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## HISTORIC PRESERVATION

### New 5G equipment creates conflict in downtowns

Add little Whitefish, MT (est. pop. 7,070), to the growing list of municipalities worried about an influx of 5G wireless antennas mar-  
ring picturesque downtowns.

Mirroring a national pushback against the new generation of “small-cell” wireless antennas, officials in Whitefish aren’t keen about the prospects of new devices popping up in a downtown known for its mountain vistas and buildings that date to 1919.

“Our big concern is aesthetics,” City Attorney Angela Jacobs says.

“They can be extremely ugly. We’re very protective of our downtown.”

Fifth-generation (5G) cell service is coming, and because of the way the technology works, the latest round of innovation could leave an outsized footprint on the nation’s downtowns.

Until now, wireless service has been delivered by “macrocell” towers, those unsightly structures that deliver signals for a few miles. But with millions of Americans

*(Continued on page 3)*

## ATTRACTION

### Street painting festival brings in visitors, hustles for funding

In the inaugural year of the Lake Worth Street Paining Festival a quarter-century ago, the small event brought in about 7,000 curiosity seekers and was contained to a few side streets downtown.

Today, the free event attracts more than 100,000 visitors and closes down both main arteries through downtown Lake Worth, FL (est. pop. 37,354). After two decades of explosive growth, the event calls

itself “the world’s largest street painting festival.”

“It’s something we never, ever envisioned,” says Lake Worth artist Maryanne Webber.

She launched the event as a way to showcase her hometown’s downtown. The idea for the event came by chance — a Lake Worth real estate agent visited a street-painting festival in Santa Barbara, CA, and

*(Continued on page 6)*

## Rather than regulating chains, city imposes limits on the width of storefronts

In a bid to keep small retailers from being priced out of its resurgent downtown, St. Petersburg, FL (est. pop. 263,255), is experimenting with new rules regarding its merchant mix.

The city's "storefront conservation corridor" offers an unusual approach to regulating retailers in two busy business districts. Rather than limiting chains or banning them outright, St. Petersburg created new rules that define storefronts based on the width of their street-level facades.

St. Petersburg now designates stores in three size categories. Small storefronts are those spanning 20 feet or less. Medium shops measure 21 to 40 feet. And large storefronts are more than 40 feet wide.

In the next step of the plan, the city assigns block-by-block quotas for each size of retailer. In the eastern section of Central Avenue, at least 45 percent of commercial space must be devoted to small retailers, and all of a block could be taken by these mini-merchants. However, medium-width storefronts can account for no more than 55 percent of space, and large shops are limited to 19 percent of the streetfront.

Along the western part of Central Avenue, the ratios are a bit different. Small stores must make up at least 35 percent of the tenant mix, while medium stores are capped at 65 percent. Large storefronts can take no more than a quarter of storefront space.

The city imposes slightly different requirements for two other stretches of commercial streets.

The caps don't affect stores on the second story or higher, and they don't apply to entrances along alleys.

The new rules were spearheaded by Mayor Rick Kriseman, who initially pushed for an all-out ban on chain stores. However, given the legal concerns raised by that

approach, he scaled back his strategy to one that involves measuring storefronts facing Central Avenue and part of Beach Drive.

"[W]hat we're trying to preserve is the uniqueness of St. Pete," Kriseman told the *Tampa Bay Times*. "Why St. Pete feels different from so many other communities is the mix of businesses and the type of businesses and the size of businesses that exist on Central."

Chain businesses still can open, so long as they follow the city's zoning rules. Kriseman pointed to Maple Street Biscuit Company as an example of a business with multiple locations that coexists in the ethos of Central Avenue, a stretch of mostly independent boutiques, bars, restaurants, and microbreweries.

Some property owners argue that the new rules will impact property values and scare away desirable tenants such as Starbucks or Apple. But Kriseman dismisses fears that limiting the sizes of businesses could cause property values to go down.

"The reason that you're seeing the increases in property values is because it's become so desirable. This is where businesses want to be," he said. "And if you change that character and you destroy that character, that's what's going to impact your property values."

The new rules allow for a variance process, so a tenant or landlord could seek to override the limits.

### Growth spurs regulations

Long known for its large contingent of retirees, sleepy St. Petersburg once was derisively labeled "God's waiting room." However, the ambience has changed markedly in recent years.

"St. Petersburg's downtown center has experienced a wonderful renaissance as people increasingly seek walkable, mixed-use urban districts, complete with residential opportunities supported by employment,



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

To see St. Petersburg's new rules regulating storefronts, visit our website and click on "Web Extras."

dining, retail, and personal services,” city staff wrote in a report outlining the new regulations.

St. Petersburg also rolled out new incentives to encourage small businesses to set up shop along its walkable commercial corridors.

The Gulf Coast city is just one of the places nationally where downtown leaders are seeking to strike just the right balance when recruiting retailers.

Some cities have imposed rules limiting the number of national retailers who can set up shop in downtowns. San Francisco is the largest city to establish such a rule, although Boston officials also have explored the possibility. Restrictions have been enacted in McCall, ID, Sausalito, CA, and Bristol, RI.

Some downtown leaders and the nonprofit Institute for Local Self-Reliance (ILSR) say cities can boost their home-grown businesses by enacting limits on “formula businesses” — chains with identical locations, such as McDonald’s or Dunkin’ Donuts.

“The idea is that urban places feel urban because there are so many different uses packed into one place,” says Stacy Mitchell, co-director of ILSR.

In Jersey City, NJ (est. pop. 270,753), a zoning ordinance prevents formula businesses from taking more than 30 percent of ground-floor space in commercial buildings. The city council enacted the rule in 2015.

Mitchell says about three dozen cities have enacted formula business restrictions. For such an ordinance to pass legal muster, it must avoid discriminating against business operators.

St. Petersburg opted for the size limits and against restrictions on formula businesses, concluding that “the regulation of chain businesses would create legal conflicts and lead to strong challenges based on equal protection.”

Contact: Derek Kilborn, City of St. Petersburg, 727-893-7872; Stacy Mitchell, Institute for Local Self-Reliance, 207-232-3681. **DIX**

***“Urban places feel urban because there are so many different uses packed into one place.”***

## New 5G equipment creates conflict in downtowns — Continued from page 1

streaming video on their smartphones, the old distribution network is running out of space.

A new generation of wireless infrastructure relies on small-cell transmitters, which include an antenna about the size of a backpack and a base as large as a refrigerator. The antennas are typically mounted on roofs or utility poles.

Because small cells transmit signals for only a few hundred feet, they work best in densely populated areas — in other words, downtowns.

The National League of Cities notes that deploying 5G antennas will bring many upsides. Small-cell facilities promise to boost the capacity of mobile broadband networks. This improved service will let cities tout their economic competitiveness and their tech-friendly bona fides.

5G networks also will pave the way for “smart city” and Internet of Things applications. What’s more, with 80 percent of 911 calls placed by wireless phones, robust wireless networks are crucial for public safety.

That’s the good news. There are also multiple downsides to the new small-cell antennas. For starters, there are likely to be a lot of them.

The National League of Cities notes that wireless providers will aim to provide adequate capacity in high-demand spots, and each carrier will want its own small-cell device installed in the same dense area. So be prepared to see four utility poles in a row with small cells from rival wireless companies — and four more a few blocks away.



“This can result in clusters of small cells that are visually unappealing and detract from the aesthetic of the community,” the National League of Cities says in a report on the topic.

There’s also the possibility that small-cell antennas will interfere with wireless traffic signals and other municipal technology nearby. And the new equipment will compete for space in already-crowded rights of way.

In a final affront, downtowns have limited say over the anticipated influx of new equipment. States and the federal government aim to speed the deployment of small-cell equipment, and they’ve overruled local authority and hampered cities’ ability to collect fair rents for the use of public property.

In Whitefish, Jacobs says the city is hamstrung in its ability to regulate the small wireless facilities. Federal Communications Commission (FCC) guidelines limit the authority of local governments to regulate 5G sites, including to deny installation.

Whitefish residents have been largely skeptical of the benefits of stronger cell signals.

“Certainly, there is an interest in having better Internet,” Jacobs says. “But what we heard from citizens was, ‘We don’t care about faster Internet. We’re concerned about the health effects and the effect on our downtown.’”

### Setting design standards

Jacobs says the city heard from Verizon Communications in 2018 about its interest in installing 5G service. She took the issue to the Whitefish City Council during a work session earlier this year. She explained that the FCC allows municipalities to impose aesthetic requirements on 5G antennas only if they are reasonable and published in advance.

The City Council passed an ordinance in the spring that imposes some minor standards, such as limiting the size of 5G devices, camouflaging wires, and urging wireless providers to place them on already-existing streetlights

## Six steps for negotiating 5G locations

The National League of Cities advises municipal leaders to use these strategies to navigate the siting of wireless devices:

- **Learn about the technology and safety considerations.** Decision makers should understand the technical, political, and legal implications of the technology.

- **Set priorities.** Downtown leaders should determine how they want to integrate 5G technology into their communities. Does the city want to subsidize the build-out of the facilities to speed up wireless connections? How might downtowns soften the visual impact created by 5G antennas?

- **Create clear policies for permit review.** City staff and industry applicants should know

the expectations. This includes establishing processes for how applications will be addressed or processed, timeframes, objective requirements for the decisions and possibly application checklists. Cities should communicate these policies broadly and transparently to potential applicants. They may also wish to collaborate with likely applicants to develop design standards compatible with technological needs.

- **Develop templates.** Create a right-of-way access policy or agreement, as well as an agreement about attaching devices to city poles.

- **Look for negotiating points.** Think through in advance any beneficial items the city

could negotiate with industry in exchange for use of the right-of-way — if, of course, that sort of leeway is allowed by state law. Issues up for negotiation might include collocation, terms of installation, terms for upgrade, and free or discounted services for schools, libraries, or other public entities.

- **Consider fee structures.** There are a variety of fees and charges that cities may want to address. Application fees cover the cost of staff to review applications. Permitting fees pay for building permit reviews and inspections. Regulatory access fees cover use of public rights of way and other costs. Make sure taxpayers aren’t on the hook for removing abandoned equipment.



or power poles. Any replacement of the city's decorative streetlights would have to match the current lights, and stand-alone poles would need to match as well.

The FCC sees 5G as a matter of economic competitiveness — and a priority that trumps towns' concerns about aesthetic matters. The FCC's 5G edict aims to eliminate "regulatory barriers that would unlawfully inhibit the deployment of infrastructure necessary to support these new services."

Craig Workman, Whitefish's public works director, isn't pleased with what he considers strong-arming by federal regulators and wireless carriers.

"Small historic towns have gotten bombarded by this," Workman said, according to the *Whitefish Pilot*. "It allows companies to put a lot of things on the infrastructure and it can just decimate a downtown."

The FCC also restricted the fees local governments can charge related to the 5G facilities, capping them at \$500 for a single application that includes up to five facilities and an additional \$100 for each additional facility. The city can charge \$1,000 for a new pole and is capped in what it can charge for recurring fees.

"They gutted our ability to negotiate," Jacobs told the *Whitefish Pilot*, noting that the city last year inked a deal for an annual lease of \$18,000 to locate cellular equipment in the Emergency Services Center.

The drama is playing out nationally, as telecommunications giants scour downtowns for antenna locations.

Residents of Doylestown, PA (est. pop. 8,315), disliked the unsightly five-foot antennas proposed by Verizon Communications. So borough officials spent \$150,000, hosted 10 public hearings, and battled the proposal in state and federal courtrooms for more than a year.

When Doylestown settled the case in 2018, the town won the right to reduce the number of poles from 44 to 34. Doylestown also won the right to hide and move those it would be forced to accept. In addition, the borough won a 5 percent share of the services telecom providers sell through some of those cells, and \$750 a year for others.

However, rules regarding 5G remain the focus of intense lobbying in state capitols and pitched battles in federal courtrooms.

Contact: Angela Jacobs, City of Whitefish, 406-863-2444. **DIX**



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

To see a National League of Cities report about 5G antennas, go to our website and click on "Web Extras."

## ATTRACTION

### Draw local and regional tourists into downtown

With the U.S. economy booming and tourism spending on the rise, savvy downtown leaders are taking steps to lure out-of-town visitors to city centers.

"Tourism and downtowns are really the hot new power couple," says downtown consultant Roger Brooks.

Vacationers might spend part of the day at a theme park, on hiking trails, or at golf courses. But that's only part of the day — leaving plenty of time open for shopping, dining, and nightlife.

Brooks notes that Disney has capitalized on the trend by developing Downtown Disney — a collection of restaurants and shops — as part of Walt Disney World. The commercial center is outside the gates of Disney's theme park, and it lets Disney capture the business of visitors who might have gone elsewhere for food and drink.

Most downtowns operate on a much smaller scale and volume, of course, but the concept is the same. In a recent webinar, Brooks offered six tips for getting tourists to

come to your downtown — and open their wallets while they're there.

- **Stay open late.** Brooks says 70 percent of all retail bricks-and-mortar spending takes place after 6 p.m. If visitors are golfing, skiing, hiking, whitewater rafting, fishing, or going to the beach during the day, is your downtown open when they're done? The edict to stay open late underscores one of Brooks' mantras: "It's not how many people you get. It's how much you get them to spend."

- **Make the downtown the destination.**

Visitors already are coming for skiing or the beach. Don't bother to market those attributes. Instead, market your downtown. The payoff can be a hefty one. Brooks points to the case of downtown Galena,

*"It's not how many people you get. It's how much you get them to spend."*

IL (est. pop. 3,597), where nearby Chestnut Mountain boasts the top midwest snowboard park. Despite the snow and slush, people line the downtown sidewalks all winter long. "When your downtown is the draw, you just took seasonality out of the equation," Brooks says.

- **Break down the silos.** Make sure your downtown organization and your local tourism organization collaborate rather than work at cross-purposes. Downtown leaders should have close working relationships with the people marketing the area to out-of-town visitors. The chamber of commerce and municipal officials also are crucial partners. Once you've built these alliances, you can share marketing costs, such as splitting the tab for hiring a professional photographer to capture images of your

attractions. Brooks points to the tourism site of Asheville, NC (est. pop. 91,916), as a strong example of cooperation. That site is at [www.exploreasheville.com](http://www.exploreasheville.com).

- **Draw residents first.** Downtown should appeal to everyone, including out-of-town employers. But the first step is making downtown attractive to longtime local residents. "If your locals aren't hanging out downtown, neither will your visitors," Brooks says.

- **Get out of the event business and into the activity business.** If you devote much of your time to planning a single festival, Brooks suggests you rethink your marketing strategy. "You know what happens? You spend almost the entire year working on one or two events that take one or two days. That is not enough to revitalize a downtown," Brooks says. Downtown leaders should focus on permanent amenities — things like outdoor ping pong tables, outdoor foosball tables, chess sets, or temporary ice rinks. Farmers' markets and arts markets are also worthy pursuits, because they bring repeat visitors. Whatever you choose to promote, make sure it's an event that brings in a steady stream of traffic rather than a temporary flood.

- **Promote your anchor tenants.** Don't cede this role to the chamber of commerce. Chambers promote members only; downtown leaders must promote the best merchants, regardless of whether they belong to a certain organization.

Contact: Roger Brooks, Roger Brooks International, 206-241-4770. **DIX**

## Street painting festival brings in visitors, hustles for funding — Continued from page 1

thought a similar celebration would work in Lake Worth.

The annual show has turned into a hit: It's the biggest traffic generator of the year for downtown Lake Worth. So many people crowd into the city center that the festival urges visi-

tors to park at a state college campus a couple miles away and ride in by shuttle bus.

"You don't hear too many complaints — except, 'It's too crowded and I can't see the paintings,'" Webber says. "It's outgrowing its footprint."

The annual festival takes place on a Saturday and Sunday. Amateur and professional artists don knee pads and crouch over asphalt canvases, using chalk to create their masterpieces.

Many of the artists are local students, but as the event has grown, it has begun to attract professional artists. For the 2019 event, the Street Painting Festival paid airfare and lodging expenses for 22 visiting artists, Webber says.

The unique vibe has resonated with people from throughout South Florida. Part of the appeal is the home-grown atmosphere of an event that has expanded to include live music and concessions.

"It's such a grass-roots, community event," Webber says.

Then there's the allure of sipping a beer and watching artists as they create.

"Artists usually work alone. This is something where they have an audience," Webber says. "Street painting isn't about the finished product. It's about the act of creating the piece. It's a performance art."

### Off-site parking and shuttles improve access

With so many visitors, managing parking has become a challenge. Tri-Rail, a commuter service, is a sponsor of the event. It offers riders free shuttles from its station in Lake Worth to the Street Painting Festival.

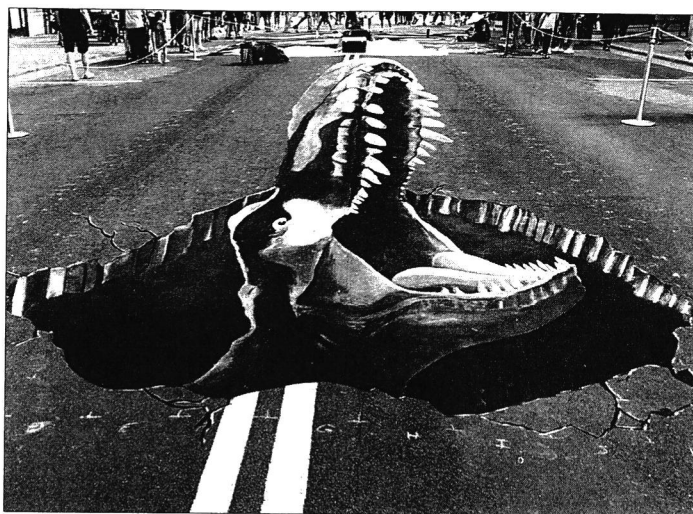
Palm Beach State College also is a sponsor, opening its vast parking lots a couple miles away and providing shuttle service to downtown.

"That alleviated quite a bit of parking congestion," Webber says.

For visitors who want to park near the event, the Street Painting Festival has begun charging \$10 to \$20 for parking spots.

Still, revenue remains a constant challenge, Webber says. There's no practical way to control admission to an entire downtown for the weekend, so the Street Painting Festival doesn't sell tickets.

That means the event relies on grants, sponsorships, and parking fees to sustain



itself. While the festival's revenue has trended up over the years, the 2018 festival generated \$162,439, down a bit from \$175,745 in 2017. Expenses rose to \$183,731 for 2018's festival, up from \$164,037 in 2017, according to tax returns filed by the event.

Street Painting Festival Inc. is a nonprofit that runs the event with the cooperation of the city. Webber notes that she ran the event for free for decades.

"It was a labor of love," Webber says.

Now she's compensated, if modestly. Webber's pay for 2018 was \$24,000.

"One of the dilemmas for street painting festivals around the country is that they may have great attendance, but they rely on grants and sponsorships," Webber says.

While some downtown merchants are generous supporters of the event, others aren't. Webber says she tries to remind Lake Worth businesses of the value of bringing in

***"One of the dilemmas for street painting festivals around the country is that they may have great attendance, but they rely on grants and sponsorships."***

tens of thousands of out-of-town visitors in one weekend.

"How could you possibly devise an ad campaign where you would have thousands of people walking past your store?" Webber asks.

The event also has tried to fend off unsanctioned vendors who take advantage of the large crowds and the open nature of the downtown layout.

Contact: Maryanne Webber, Lake Worth Street Painting Festival, 561-301-5476. **DIX**

## ECONOMIC GROWTH

# Major cities are peaking, creating opportunity for smaller cities, author says

New York, San Francisco, Washington, DC, and Boston are among a select group of thriving major cities. They're adding jobs rapidly, experiencing steep real estate appreciation, building economic prestige, and gaining cultural clout.

"Fewer and fewer cities are getting more and more important," says Joe Berridge, a partner at Urban Strategies Inc. in Toronto and author of the new book *Perfect City*.

Alas, even the mightiest metropolises might be running up against the boundaries of their success. The cities burgeoning most dramatically are beset by soaring home prices, rising business costs, and intensifying congestion.

**"Eating is what people do on main streets."** "We may have reached peak big city," Berridge says. "No normal human being can afford to live in San Francisco."

If major cities are indeed hitting their logical limits, that reality might present an opportunity for smaller cities. Berridge notes that Newark, NJ, Bridgeport, CT, and White Plains, NY, are flourishing. These suburbs are playing on their proximity to Manhattan, combined with comparatively lower costs. A similar trend has emerged near London, where business owners and workers priced out of the urban core have looked for more livable options nearby.

For satellite cities around New York and London, urban rebirth "relies on having good

connections to the bigger city," Berridge says. Suburbs are succeeding by distinguishing themselves from the booming main attraction while also stressing their links to the metropolis.

Farther-flung downtowns might have a more difficult task, but not an insurmountable one. As examples of how to compete, Berridge points to Troy, NY (est. pop. 49,826), about three hours north of New York, and North Adams, MA (est. pop. 13,211), about three hours west of Boston.

Troy and North Adams are too far from major hubs to be commuter burbs — but these towns are close enough to attract refugees from the big cities. Perhaps the biggest selling point for smaller cities is inexpensive housing.

But affordable homes alone aren't enough to draw new residents. A bustling downtown, one that combines things to do with historic charm, is a crucial selling point.

"People want a different lifestyle based on arts, culture, and food," Berridge says. "What people look for in a city is a heritage texture."

Cuisine is one crucial building block. Downtowns need restaurants that serve unique fare at a variety of price points.

"The world has turned into a foodie place," Berridge says. "Eating is what people do on main streets."

A visible historic landmark is another important feature. If your downtown is bland, big-city refugees will keep moving. But if you boast a historic courthouse, a refurbished cinema, or another striking structure, you'll grab their attention.

"It's gotta be something people can see," he says.

Another piece of the puzzle is a social scene that includes events such as a green market or an arts fair. Hudson, NY, for instance, welcomed a gay arts festival that boosted its cultural scene, Berridge says.

Such events typically are launched by one or two urban refugees who see potential that others have overlooked.

"These first movers are very important," Berridge says.

For downtowns, the new mission is one of curation. Downtown leaders must strive to gather a compelling mix of good food, unique stores, and entertaining diversions. Downtowns also need to accept the reality that they're unlikely to lure a major supermarket or other suburban-style retailer, Berridge says.

"Don't try to get a downtown retail mix to compete with the suburban retail mix," Berridge says. "That war is lost. The functional shopping is not in the city center any more. But there is a lot of disposable income for non-functional shopping."

Contact: Joe Berridge, Urban Strategies Inc., 416-340-9004. **DIX**

## ACCESS AND MOBILITY

### Traffic tickets, public awareness part of downtown pedestrian safety program

The streets of Morristown, NJ (est. pop. 18,833), can be a dangerous place for pedestrians. From 2015 to 2017, 74 pedestrians were struck by vehicles — about two people a month, on average.

To cut down on the casualties, the town has joined with the nonprofit TransOptions for an annual campaign to call attention to pedestrian safety.

Morristown's latest Street Smart program took place in May, with a month-long public awareness and education campaign coupled with enhanced traffic enforcement.

To raise awareness, the campaign reaches out to residents and workers of all ages. The campaign purchases ads on a local radio station during its morning drive-time show, it uses a variable message sign at a different downtown location each week, it distributes Street Smart information cards at community events, and street teams pass out the tip cards on downtown streets. The program also includes presenta-

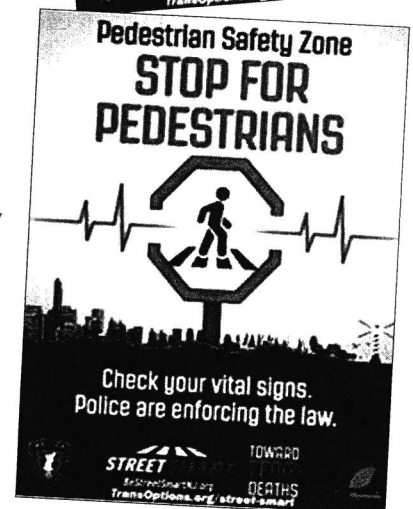
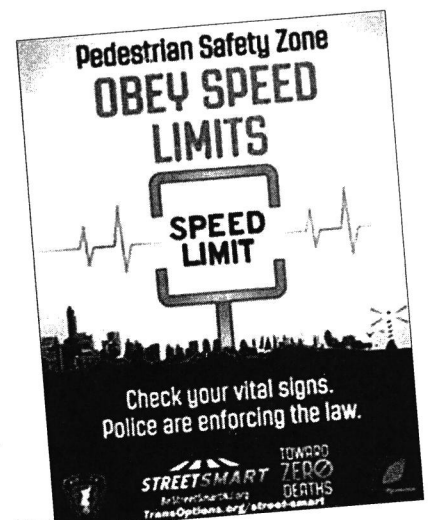
tions at schools and to business and senior citizen groups.

Local businesses are also involved. They display information cards, posters, banners, table tents, coasters, and other Street Smart messages throughout the month.

In addition the program receives coverage via print, web, radio, television and social media.

The 2019 campaign was kicked off by Mayor Timothy Dougherty on the steps of city hall. At the press event, he drew attention to the additional traffic downtown.

"Downtown is growing, it continues to grow, and we need to work together as a community,"





Dougherty said, according to the *Morristown Daily Record*.

Among the pedestrians struck by cars in recent years, fully 39 percent of the accidents were caused by drivers who failed to yield to pedestrians, many of them in marked crosswalks. But pedestrians bear some responsibility, too.

***"This is not a ticket blitz of any kind."***

Dougherty noted that he commonly sees motorists parking their cars along South Street, downtown's main drag, and then immediately darting into traffic rather than proceeding to crosswalks.

The Street Smart campaign reminds motorists of their responsibilities, including yielding to pedestrians in crosswalks, and not zooming around other cars yielding to pedestrians. Breaking those laws carries a \$200 fine. If a motorist injures a pedestrian who has the right of way, the penalty jumps to \$500.

Pedestrians, meanwhile, are required to use crosswalks and to obey traffic signals. Ignoring those laws can lead to a \$54 fine.

While the threat of traffic tickets is part of the Street Smart campaign, tickets aren't the focus, said Morristown Police Sgt. Brian LaBarre. During the monthlong campaign, police were more likely to hand out information cards about pedestrian safety.

"Summonses do have a place in this campaign, but the driving goal is education," LaBarre said. "This is not a ticket blitz of any kind."

A \$20,000 grant from the New Jersey Division of Highway Traffic Safety covered part of the program's costs, including police overtime and program materials.

Street Smart campaigns have taken place in over 80 New Jersey communities. "We hope that with each and every Street Smart campaign, we get one step closer to zero fatalities on our roadways," says TransOptions President Dan Callas.

Contact: Dan Callas, TransOptions, 973-267-7600. [StreetSmartNJ.org](http://StreetSmartNJ.org). **DIX**

## ECONOMIC GROWTH

# JPMorgan Chase announces first winners of economic development grants

Banking giant JPMorgan Chase announced last year that it would invest \$500 million over five years to help towns and cities with economic initiatives addressing such issues as job training and neighborhood blight.

JPMorgan Chase released the first five winners of its AdvancingCities contest this spring. Each project won \$3 million, meaning there's still plenty of money left.

In the first round of awards, JPMorgan Chase bestowed grants on nonprofits in five cities.

In Chicago, West Side United promised to tap into the hiring, procurement, and investment power of major health systems in one of the city's blighted areas. The goal is to

improve health outcomes and strengthen surrounding neighborhoods.

In Syracuse, NY, Syracuse Surge: Blueprint for Inclusive Growth will develop strategies to foster high-tech workers and entrepreneurs from "vulnerable populations."

Advancing San Diego will aim to connect underrepresented residents with high-demand jobs and provide small businesses access to diverse talent.

In Louisville, Digital Inclusion and Economic Resilience will help equip residents with skills necessary to compete for jobs while also connecting them to financial and social services.

And in Miami, Resilient 305 aims to increase access to quality jobs and connect small businesses to procurement opportunities. **DIX**



# Idea Exchange

## Recognizing downtown staff

The Philadelphia Center City District hosted its annual thank-you and anniversary breakfast in March. The event recognizes the contributions of the district's Community Service Representatives who work to keep Center City clean, safe, and attractive. In all, 34 cleaners, police officers, and administrative employees were recognized for five, 10, 15, 20, and 25 years of service to the district.

## Pre-game meeting puts everyone on same page

The summer event season got off to a strong start in Sharon, PA, with a well-attended meeting of business owners and event planners. Dubbed the Downtown Sharon Summer Events PreGame, the goal is to promote upcoming events, share information, and encourage individual businesses to work together and support downtown activities.

The 2019 events include the annual Spring Fling, the National Button Accordion Festival, WaterFire Sharon, and many more activities hosted by individual groups, the city, and chamber of commerce.

One of the main draws is WaterFire Sharon. Now in its sixth year, this art and music festival is centered around the Shenango River in downtown. More than 50 braziers are anchored in the river during the event. Filled with cedar

and pine, they are set alight at nightfall to create a unique backdrop for the festival.

The pre-game meeting is facilitated by the chamber of commerce. It includes a brief overview of scheduled events and a presentation on how to prepare, plan, and partner to get the most from events.

Reflecting on the importance of the pre-game meeting, one downtown merchant tells *The Herald* that the event is an essential part of a successful season downtown. "We have to work together to promote this because if we don't, we're just a bunch of small shops."

## Event transforms downtown

One of the largest gardening shows in Western North Carolina is held each spring on the streets of downtown Hendersonville. More than 265 plant and craft vendors line Main Street, transforming the downtown into an eight-block garden. The event typically draws 200,000 visitors.

Hardly a gritty inner-city event, the Garden Jubilee features lawn and garden workshops, a variety of plants for sale, patio displays, exhibits on how to build walls and patios, outdoor furniture, grills and lawn equipment, as well as free clinics on topics ranging from, what to grow in the shady part of your yard, to techniques used to prune woody plants.

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# Idea Exchange

## Carts may join shipping containers in pop-up mall

BC Cargo, a popular downtown mini-mall made up of shipping containers, launched its second season this summer. While the containers are well suited to retail uses, budding restaurateurs found them costly to outfit. Now the city is considering a new plan to foster restaurant start-ups or expansions with food carts.

The carts would be owned by the city and leased to food vendors, who could use them without making any costly modifications. As Assistant City Manager Ted Dearing tells the *Battle Creek Enquirer*, "Our goal with the BC Cargo facilities was to incubate small businesses and what we found is there was a lot of demand for food operations and our cargo shops weren't necessarily set up for that. They were really for more traditional retail."

The cost for a fully-loaded cart with all of the accessories needed for food storage and service costs about \$8,500 says the *Enquirer*.

## Downtown tests underground trash system

Downtown Raleigh, NC, is testing an underground trash system in an effort to keep sidewalks clear, and save time and money on garbage collection.

According to the city, "Raleigh's oldest streets were built without alleys and the trash and recycling carts lining their sidewalks have long been an issue for pedestrians."

The project includes six new high-capacity containers to collect trash, mixed recycling and cardboard.

"It's very exciting for us that Raleigh is the first city in the country to adopt this underground storage model," says Solid Waste Services Director Stan Joseph. "It's a simple concept using innovative technology. The bottom line is that we want to improve quality of life — and part of that is getting garbage carts off the sidewalks and away from neighbors and visitors enjoying downtown."

Manufacturer Molok says that the underground containers are now in use in 40 countries.



## Engaging millennials

What do you want the Harrisburg area to look like in 10 years?

That question was addressed at a recent meeting of Harrisburg, PA, workers and residents in their 20s and 30s. About 35 people attended the open forum sponsored by the Tri-County Regional Planning Commission, Harrison Young Professionals, and others.

Steve Deck, executive director of TCRPC explained the importance of the event to the *Central Penn Business Journal*. "We're always looking for opportunities to engage, but we very rarely get a younger demographic in the meetings that we have. Today we want to learn how we can effectively engage with young professionals, and discuss how they can engage with local

municipalities and other organizations over the next 20-year planning horizon."

The forum was organized around three main topics: transportation, housing development, and enhancement of green spaces. But, says the *Business Journal*, the topic to draw the most interest from the group was bicycle and pedestrian safety. **DIX**