



Town of Frederick Board of Trustees Agenda

Frederick Town Hall
Board Chambers
401 Locust Street
Tuesday, March 7, 2023

5:30 P.M. Work Session

1. Downtown Colorado, Inc. Presentation
2. Strategic Plan Update
3. Mayor and Trustee Reports
4. Adjournment

Board of Trustee Work Sessions are not livestreamed. Interested parties are invited to attend the meeting in person. Public Comment is not taken at Work Sessions, public comment will be taken at the next Regular Board meeting which will be held on Tuesday, March 14, 2023 at 7:00 PM at Town Hall (401 Locust Street). If you have questions about meeting attendance, work sessions, regular meetings or matters related to Board of Trustee Meetings please contact the Town Clerk's Office:

Meghan Martinez, Town Clerk
mmartinez@frederickco.gov
720-382-5500

Or

Kelly Green, Interim Deputy Town Clerk
kgreen@frederickco.gov
720-382-5500

Built on What Matters.



TOWN OF FREDERICK

Board of Trustees

Information Memorandum

Tracie Crites, Mayor

Chad TeVelde, Trustee
Mark Lamach, Trustee
Adam Mahan, Trustee

Dan March, Mayor Pro Tem
Kevin Brown, Trustee
Windi Padia, Trustee

Presentation By Downtown Colorado Inc.

Agenda Date: Town Board Meeting - March 7, 2023

Attachments: a. DCI Downtown Strategy Report

Submitted by: Maxwell Daffron
Economic Development Manager

Approved for Presentation: Bryan Ostler
Town Manager

Strategic Plan Alignment:



Community and Economic Vitality

2.3 – Complete Analysis on revitalization strategies for 5th Street, engaging all stakeholders and strategic partners, including Downtown beautification, a cultural center with potential programming for youth, and a re-visioning of Crist park to include lighting and safety improvements.

Detail of Issue/Request:

On September 27, 2022, Town Economic Development Staff as well as Staff from Downtown Colorado Inc. (DCI) presented to the Board of Trustees regarding the methodology and steps that go into an effective downtown visioning process. Now that said process has been completed, Economic Development Staff and Staff from DCI are presenting the results of the downtown visioning work as part of a dedicated Downtown Strategy that seeks to identify suitable funding methods for continued improvements along 5th street and the surrounding areas. The purpose of the presentation before the Board of Trustees is to present the work completed by DCI. Additionally, Economic Development Staff is asking for direction from the Board on how they would like staff to pursue next steps recommended by DCI.

Built on What Matters.

Throughout the community engagement process, DCI staff made over 150 unique connections with community members ranging from downtown business owners and residents, to downtown stakeholders who love the Town of Frederick and want to see downtown continue to succeed. These numerous points of contact helped DCI truly narrow down the desires of the community where nine emergent proposals from the community began to coalesce. DCI was able to then score these themes based on community passion and priority ranking given by the public throughout the engagement process. Based on these rankings, DCI was able to outline specific tools that could be used to generate increased revenue and interest in the future of downtown.

Additionally, throughout the engagement process DCI worked diligently with the community to develop an “identity” for the downtown. Based on community feedback through surveys and interactions during the multiple listening and visioning sessions, DCI was able to develop a central vision statement for downtown Frederick that is reflective of the community. The developed vision statement was the following:

Downtown Frederick is a quintessential small town main street. An attractive gathering place for family, friends, and neighbors; celebrating the historic nature of our community and all who love it. It is built on what matters.

Alternatives/Options:

The Board could choose to direct Staff to form a different district (DBA, GID) and shelve work on next steps for other special district formation until further notice. This is not recommended as DCI’s recommendation is based on substantial community input.

The Board of Trustees could choose to direct Staff not to proceed with any further discussion of special district formation in the downtown area. This may pose difficulties for increasing investment in the downtown beyond current levels.

Financial Considerations:

No financial considerations exist currently. Funding for follow up to DCI work was included in the 2023 budget.

Staff Recommendation:

Staff asks the Board to provide direction on one of the following actions based on the Recommendations of Downtown Colorado Inc.

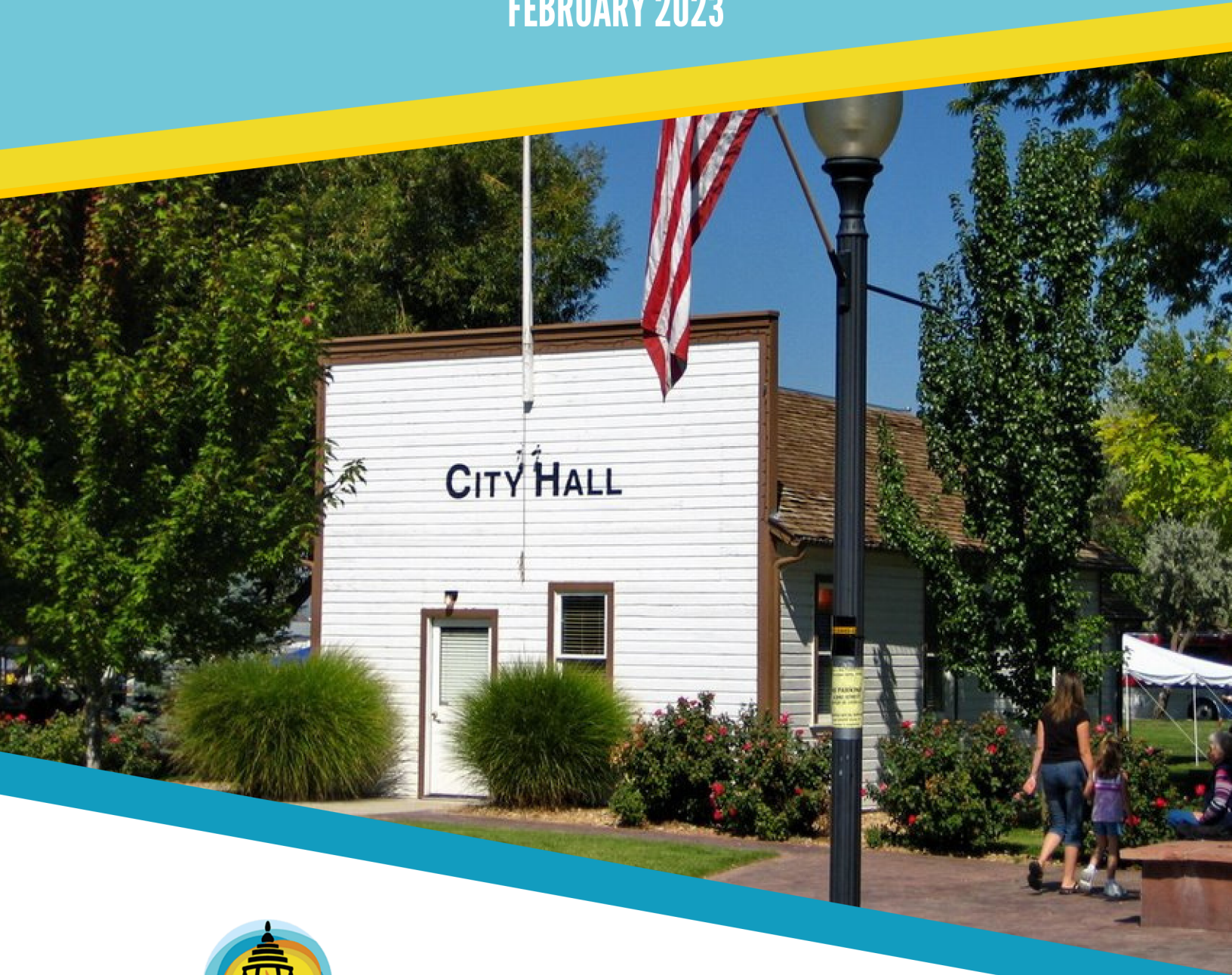
- a. Direct Economic Development Staff to conduct additional research on the differences in formation between DDA’s vs. URA + BID and present back to the board in a future work session.
- b. Begin the process of creating a DDA and report back on the process and timeline for formation in a future meeting.
- c. Begin the process of creating a URA + Downtown BID Structure and report back on the process and timeline for formation in a future meeting.

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TOWN OF FREDERICK

DOWNTOWN STRATEGY

FEBRUARY 2023



Built on What Matters

Prepared by:

**DOWNTOWN
COLORADO**
inc.



"So much quaintness & growth opportunities"

— Community Participant

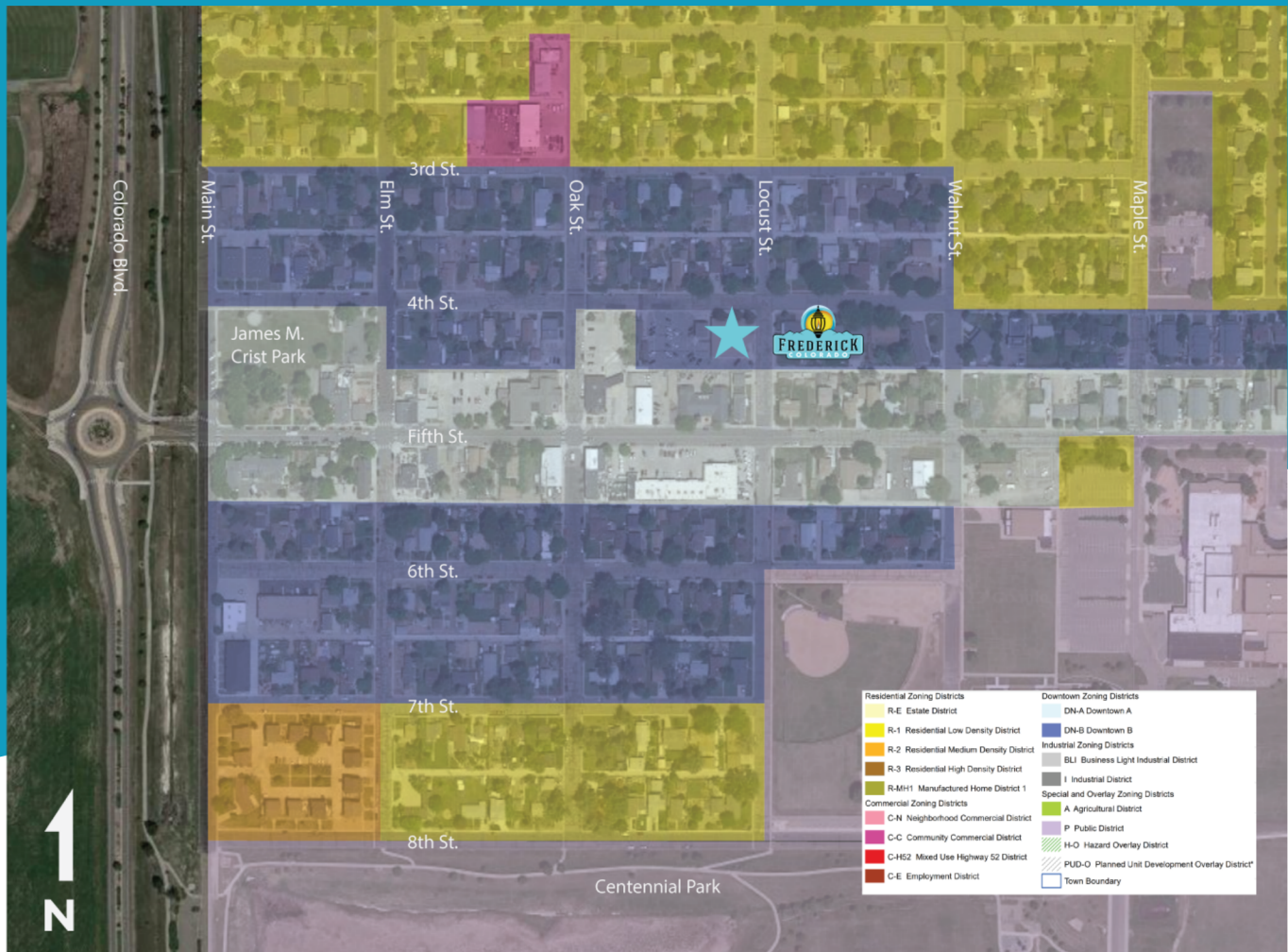
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"My 'vision' for downtown Frederick is it to be a place where I can recreate by shopping, eating and seeing entertainment locally. "

— Community Participant

DOWNTOWN FREDERICK



Frederick, Colorado is located roughly 30 miles from downtown Denver and minutes from the Interstate 25 corridor. Frederick is considered to be part of the Greeley Metropolitan Statistical Area, though has a more proximate and neighborly association with the Carbon Valley, consisting of Dacono, Frederick, and Firestone, CO.

Downtown Frederick is primarily considered to be Fifth St. from Main St. to Walnut St. with a variety of commercial uses to the north and south. James M. Crist Park anchors the northwest portion of the district, and the southeast anchor is a large educational and public aggregation of Thunder Valley K-8, Spark! Discovery Preschool, Centennial Park, and the Carbon Valley Recreation District and Senior Centers.

"We love our "small" town feel. Thank you for asking for our opinion! Keep up the good work!!"

— Community Participant

DOWNTOWN FREDERICK PARTICIPANTS

The Mayor and Board of Trustees provided great feedback and a starting point for the strategic planning process. We appreciate the engagement and participation of the following:

TRACIE CRITES, Mayor

DAN MARCH, Mayor Pro Tem

KEVIN R. BROWN, Trustee

MARK LAMACH, Trustee

ADAM MAHAN, Trustee

WINDI PADIA, Trustee

CHAD TEVELDE, Trustee

The Town of Frederick and the Economic Development Department have been instrumental in the outreach and inclusion of this process. A special note of thanks is deserved by the following Town staff:

BRYAN OSTLER, Town Manager

RYAN JOHNSON, Assistant Town Manager

MAX DAFFRON, Economic Development Manager

The following community members have participated in person and provided significant contributions to the content of workshops and exercises, thank you!

Amy Retchless, Angel Hepp, Angela Wilson, Caitlin Brome, Charlene Manzanares, Chris Stilson, Dennis and Maria from Rock Solid, Erica Slauson, Jane and Brian Stevens, Jason Hepp, Jeff Futter, Jeff Van Sambeek, Jenn Venerable, Jesse Mercado, Joe Wojciechowski, John Greenwood, Karen Nova, Lois Hancock, Lori Hill, Malia Ruchti, Maria Ryan, Merle Veverna, Mike White, Patrick Hepp, Patty Torrey, Pete VanRonk, Ron Yovich, Sarah Stevens, Shawn Flanagan

EXECUTIVE SUMMARY

VALUES

The following vision statements emerged from the downtown visioning workshop, ranked by their preference.

- Gathering Place - A place to build relationships, making our community connections stronger.
- Historic - Honoring the past, present, and future of all who live, work, visit, and love downtown.
- Family Friendly - A place of celebration where people gather as neighbors and become family.
- Attractive - Visually appealing to the public eye.
- Unique - A place to explore, something new and exciting to visit and make new friends.
- Quirky - A safe place that is both familiar and unexpected.

The resulting Vision Statement for Downtown Frederick is the following:

**Downtown Frederick is a quintessential small town main street. An attractive gathering place for family, friends, and neighbors; celebrating the historic nature of our community and all who love it.
It is built on what matters.**

THE RIGHT TOOLS

The Downtown Frederick Strategy Report was tasked with understanding a collective vision for downtown, and recommending the right tools for the Town of Frederick to implement this vision. Over 150 points of engagement and feedback contributed to the ranking of proposals on the right. Corresponding district tools to address these priorities and their capacity are also listed.

For the priorities that emerged through this process, a combination of a new Business Improvement District (BID) and the strategic use of the existing Urban Renewal Authority (URA) may accomplish these goals, or the implementation of a Downtown Development Authority (DDA). Specific recommendations on next steps are at the end of this report.

Proposals	BID	DDA	URA	GID
New Shops		✓	✓	
Lighting	✓	✓	✓	✓
Sidewalks	✓	✓	✓	✓
Mkt + Events	✓	✓		
Activate Fifth	✓	✓		
Traffic + Parking		✓	✓	✓
Connections		✓	✓	✓
Historic Pres.	✓	✓	✓	
Residential		✓	✓	

LESSONS LEARNED

Each of the nine emergent proposals from the community can be implemented and managed by the town and a coordinated downtown district.

-  The community objectives can be accomplished by a combination of a BID and the existing Frederick URA, or through a Downtown Development Authority.

Downtown Frederick is primed to organize and accomplish great things in the near future. Through the visioning and strategy process, we found these key takeaways to be insightful.

-  There is strong community participation and positive sentiment towards the downtown shared by nearly everyone engaged in the process.

The community vision for Downtown Frederick centers on being attractive, family friendly, a gathering place, and paying homage to the long history of the town.

-  Despite the growth pressures in and around Frederick, the community is strongly rooted in its past. Including a historic narrative in new and upcoming work will build cohesion.

The downtown is facing similar priorities to other communities with a growing downtown. Bringing in new shops and restaurants, activating the street, and improving beautification are key

-  While Frederick should look to implementing unique and appropriate policies to fulfill the community vision, examples of successful projects similar to the towns needs are plentiful.

Some proposed objectives may drive a passionate response, but did not rate as high of a priority than other proposals that emerged through the process.

-  The community feels strongly about proposals related to traffic, parking, and housing, but do not expect immediate action. Be sure to keep the conversation going, and include the public on regular updates, new ideas, and eventual implementation of new proposals.

Email, social media (including Facebook) and the Town's newsletters are trusted and desired sources of information for the public regarding downtown policies and events.

-  Each of the highest rated sources of information are all mediums that allow information to be shared at scale. A good program of coordinating messaging among these three platforms will reach many people, and help increase engagement and education.

Nearby community parks anchor the west and east/south end of Fifth St. and host several events. Stakeholders rated events and activation of Fifth St. as more important than connection.

-  Historically, events took place on Fifth St. in the center of downtown, and community members are eager to see those activities return to the downtown core rather than to adjacent locations.



The Town of Frederick seeks to increase downtown organizational capacity, sustainability, and enhance the efforts of local businesses in Downtown Frederick.

As a rapidly growing town of 16,835 and located along the Interstate 25 corridor roughly 30 minutes from Denver, Boulder, and Fort Collins, the town faces incredible growth pressures while still maintaining a desire to support the history, heritage, and small-town feel that the community enjoys.

The engagement process connected with a targeted stakeholder group to understand community preferences for downtown, the vision for the future, and prioritizing next steps to support the historic downtown are key deliverables from this process.

Final recommendations will inform future work by the town to create a sustainable downtown organization and influence further study on fiscal feasibility for project implementation.

METHODOLOGY

The Town of Frederick enlisted DCI to facilitate a series of engagements to discuss and record community input around the vision for downtown. The process for engagement included:

- Identification of data needs and collection methods
- facilitation of visioning exercises to capture the current sentiment
- building stakeholder lists by objectives for downtown
- establishing recommendations for a future funding mechanism
- Identifying public + private sector partners
- proposing next steps for successful implementation

This work took place from July 2022- February 2023 through a series of community meetings, listening sessions, stakeholder workshops, online engagement, and analysis to inform the final recommendations.

LISTENING TO THE COMMUNITY

The DCI team prepared two community presentations for Frederick, one to the Mayor and Board of Trustees on September 27, 2022, and a similar engagement with local stakeholders October 4, 2022. Each of these presented introductory information on the stages of downtowns, their likely priorities based on those stages, different organizational models to address those priorities, funding methods used by those models, and finally case studies of the work in practice.

When asked in listening sessions and at workshops, the community identified Downtown Frederick as "growing", with some of the following indicators:

- Up and coming
- A sprinkling of new businesses
- Pioneering new investments
- An image of a district in transition

Based on this stage of downtown development, many communities see the following priorities as they go through their growing phase:

- Attract new businesses
- Market the area to consumers
- Beautify & improve the public realm
- Provide meaningful participation for new owners & businesses
- Convey a new emerging image

Three different online and community engagement activities provided more than 150 points of feedback and participation from the community through DCI's downtown strategy process. This engagement created a stakeholder map of residents and solicited what they felt were the priorities in Downtown Frederick. These are their broader priorities in a word cloud:

What would you like to see in Downtown Frederick?

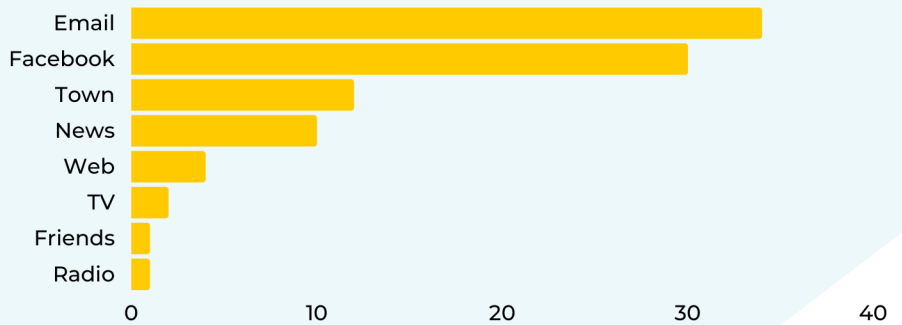


COMMUNITY ENGAGEMENT

The DCI process included a listening session, public information meetings, online surveys, and a solicitation of images they felt represented their vision of downtown. We also asked how people would like to stay engaged in the process.

More than 150 points of engagement and feedback came from the community during this engagement period, including images they felt represented the vision they held for Downtown Frederick.

How would you like to hear about downtown ?



201 Fifth St. | "This is what more of downtown needs, this looks nice" - Samantha Toth



322 3rd St. | "This is my dad's first house, built in 1931! My daughter is standing in front of the huge porch" - Nicole Roth



Old Main St. Saybrook, CT | "Several downtown businesses have these perpendicular signs.. adding more that don't have them yet would lean into our small-town charm." - Angel Hepp



A SHARED VISION FOR DOWNTOWN

The Community Visioning Workshop was hosted November 2nd at the Frederick Town Hall. Participants reviewed the submissions from prior surveys, pictures and graphics of downtown, and focused on defining a vision, mission, and objectives to bring downtown Frederick where they hope to be in the future.



The streetscape in front of Hildreth's, Southampton Town, New York | Submitted by Angel Hepp

01

THE "WHAT" + THE "WHY" OF DOWNTOWN

The first step of the workshop was to generate value statements from small group discussions. Page 8 summarizes this work, highlighting downtown as:

- A Gathering Place
- Historic
- Family Friendly
- Attractive
- Unique
- Quirky

02

MAKING A STATEMENT

Of the 18 words initially suggested in the vision for downtown, the workshop defined the top 6 with a statement generated by their small group. Collectively attendees voted on subtle changes until consensus could be found on each. A final example statement for *Gathering Place* was "A place to build relationships, making our community connections stronger."

03

AGREE TO DISAGREE

Once the top 6 vision words had a corresponding statement, attendees lined up on a continuum to express how much they agreed or disagreed with the statement, and hear from each other why. Some opinions were changed in the discussion, hearing how different people responded to the vision. This work not only generated a priority for the most important statements, but how passionate the community felt about each one.

04

PRIORITIZING OBJECTIVES

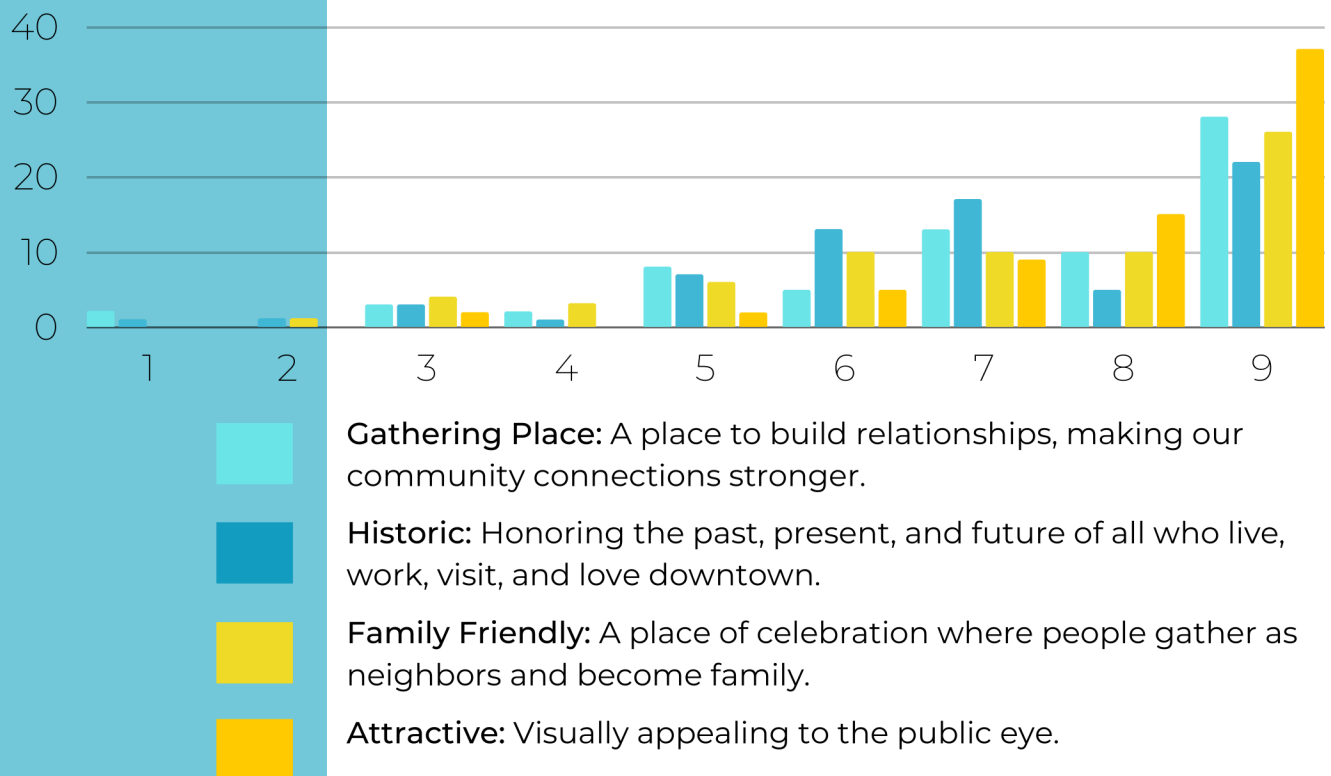
When the stakeholders identified the vision statements they felt most passionate about, previous community objectives were overlaid and vetted for how successful these objectives might be in fulfilling the community vision. Objectives were suggested with a measurable component to consider what successfully working towards these common values might look like for the community as a whole.

TEST THE RESULTS



Vision statements that represent a community are only as strong as the faith that they accurately represent a consensus of diverse community perspectives. The workshop results were shared with the public and 73 participants responded between Nov. 17th and Dec. 24th. The following charts demonstrate the community response to the core vision statements that emerged from the workshop.

On a scale of 1-9, please tell us how much you agree or disagree with this Vision statement representing what Downtown Frederick should aspire to be.



"[Frederick] Still has a strong heritage in working class people"

— Community Participant

OBJECTIVES, AGREEMENT, AND PASSION

The same consideration about public consensus is important when discussing objectives and how to implement a community vision. Several objectives were suggested at the workshop to achieve the community goals, and the subsequent community survey provided an opportunity for the broader public to weigh in.

The question design used by DCI for these objectives attempts to measure not just what priorities the community might have, but the expectations for when they might be achieved as well as how passionately they care about the proposal. This framework provides a perspective on what broader topics the community might truly care about, even if they do not expect something to be accomplished immediately. Taken in tandem, the results of the survey provided tremendous insight on what stakeholders are passionate about.

WHAT HAVE WE HEARD?

In addition to these questions, we allowed for a short answer qualitative response with a variety of suggestions and nuanced comments for downtown Frederick, with common refrains asking for more retail and restaurant options, a desire for consistent uses and façade maintenance, attention to parking options, and a desire for more activities and things to do.

To summarize the community feedback with quantitative data, we found a hierarchy in the community vision statements, proposals people feel most passionate about, and proposals with the highest community priority. Where there is divergence from passion and priority, consider additional outreach, inclusion, and participation on the topics of highest community passion, especially if they are not accomplished in a timeframe matching expectations.

COMMUNITY PASSION BEHIND EMERGENT PROPOSALS

The following proposals are weighted in a scale of 1-5 as least to most passionate, measured by workshop support and survey responses.

- **4.11** Incentivize **new shops** and restaurants to locate downtown
- **3.78** Improve **sidewalks** and pedestrian areas, add trees, benches, street furniture, public art
- **3.71** Improve **traffic and parking** planning downtown, inc. possible event closures and additional parking
- **3.66** Improve **lighting** downtown, event and seasonal lighting, light gathering spaces, and use lighting to improve safety
- **3.59** A downtown business program focused on **marketing and event** coordination
- **3.43** Activating **Fifth St. with events** and programming
- **3.3** Funding **historic** programming, plaques, monuments, and features
- **3.32** Building **infrastructure to connect** Crist Park and Centennial Park to downtown
- **2.9** Increased **residential options** in Downtown Frederick

COMMUNITY PRIORITY OF PROPOSALS AND ASSOCIATED WEIGHT

The following proposals are weighted in a scale of 1-5 as lowest to highest priority, measured by workshop support and survey responses.

- **4.06** Incentivize new shops and restaurants to locate downtown
- **3.68** Improve lighting downtown, event and seasonal lighting, light gathering spaces, and use lighting to improve safety
- **3.61** Improve sidewalks and pedestrian areas, add trees, benches, street furniture, public art
- **3.58** A downtown business program focused on marketing and event coordination
- **3.38** Activating Fifth St. with events and programming
- **3.36** Improve traffic and parking planning downtown, inc. possible event closures and additional parking
- **3.22** Building infrastructure to connect Crist Park and Centennial Park to downtown
- **3.04** Funding historic programming, plaques, monuments, and features
- **2.22** Increased residential options in Downtown Frederick

KEY TAKEAWAYS

01

IMPROVE THE MIX

Most clearly, the feedback is that stakeholders would love to see programs that bring new retail and restaurant options to downtown Frederick.

03

THE PASSION FOR PARKING AND TRAFFIC

Traffic and parking proposals demonstrate the largest gap between priority and passion. While several other proposals were seen as more important, continue to do outreach and communication about parking and traffic solutions for downtown.

05

HISTORY AND STORYTELLING

Another gap between the passion and the priority can be found in proposals regarding the town's history. Stakeholders care about their history, but don't see physical elements as high of a priority as other proposals. Find ways to incorporate the town history into other projects for a strong connection to the community.

02

FOCUS ON THE STREETScape

Stakeholders have a vision of downtown Frederick that is attractive and active. Proposals to improve lighting, sidewalks, and street furniture are both well received and rated as high community priorities.

04

EVENTS ON FIFTH STREET

Marketing, events, and locating more activity on Fifth St. rated consistently middle of the pack, and have community support. A strategic plan to improve events in the next few years would be in line with community expectations.

06

RESIDENTIAL USES

Survey feedback shows a low passion score for residential uses downtown, but the highest number of strong opponents. A large gap between priorities ranked 8th and 9th show stakeholders find several things more important than adding residential uses downtown.

DOWNTOWN TOOLS TO IMPLEMENT A COMMUNITY VISION

Downtown Colorado, Inc. specializes in being a resource for special taxing districts and organizations focused on improving downtowns throughout the state. Four of the most common districts that DCI works with are Urban Renewal Authorities (URAs), Downtown Development Authorities (DDAs), Business Improvement Districts (BIDs), and General Improvement Districts (GIDs). All have strengths and weaknesses in their capacity, based on funding source, oversight, and directive.

THE RIGHT TOOLS

Proposals	BID	DDA	URA	GID
New Shops		✓	✓	
Lighting	✓	✓	✓	✓
Sidewalks	✓	✓	✓	✓
Mkt + Events	✓	✓		
Activate Fifth	✓	✓		
Traffic + Parking		✓	✓	✓
Connections		✓	✓	✓
Historic Pres.	✓	✓	✓	
Residential		✓	✓	

NEXT STEPS FOR DOWNTOWN FREDERICK

The Downtown Strategy process has brought stakeholders together from a variety of perspectives, generated hundreds of points of feedback and engagement, derived a vision statement with broad community support, and solicited projects and objectives that the community would like to see accomplished. The town is well positioned to leverage this process and carry the momentum and positive engagement forward.

Two of the suggested downtown organizations, a BID and a DDA, require passage by special election as well as approval from the Board of Trustees. Next steps for the town should be focused on these milestones.

01

Plan Backwards From Election Day

Consider the upcoming election opportunities for shared special election expenses, including a November general election or April Municipal election. Plan 9-12 months of activity prior to election day to account for legal review, drafting, outreach, and more.

02

Conduct a Proforma Analysis

Special districts can be initially drawn to include likely parcels for redevelopment, enthusiastic supporters, and strategic locations. They should also consider which parcels will likely have the largest impact on your primary revenue source, TIF, mill levy, sales tax or other potential fee assessments. Get this data first.

03

Conduct a Statistically Valid Survey

Prior to any potential ballot measure, it is important to conduct a statistically valid survey of likely voters. This is a smaller group than the regular population, but no less critical. Ballot measures pass with education and enthusiasm, and identifying any gaps in messaging early are essential for success.

04

Educate Potential Qualified Electors

GID, BID, and DDA districts are voted on by citizens with property ownership or lease holding interest for property within the boundaries, not the entire community. Start an education campaign of who are the qualified electors, inform their representatives, and coordinate with election officials.

05

Working Plan of Development

The number one concern from the public with ballot initiatives is always "How will this impact me?". A proforma analysis will provide fiscal insight, the priorities and objectives in this report provide operational insight, and the town must start to filter through which objectives can be met with the fiscal possibilities on the ground. Start with a draft plan of development, and include the community throughout the conversation.

06

Engage Legal Support

When you establish broad support for a working plan of development, have buy-in from elected officials and local stakeholders, and a survey shows a pathway to electoral success, engage legal professionals to outline the specific implementation of a DDA, BID, or other solution to customize it towards your objectives.



ABOUT DCI

Downtown Colorado, Inc. is a non-profit member driven organization representing downtowns, special districts, municipalities, and downtown champions for more than 40 years.

We are the Doers, named as such by the hundreds of communities we have worked with.

We are committed to building downtowns that are prosperous, equitable, creative, and welcoming. United in cause, we are Colorado's downtown champions.

Downtown Colorado, Inc. provides five core services to organizations and individuals engaged in downtown + commercial district development:

- Advisory Services
- Educational Events
- Advocacy and Information
- BID, DDA, URA Formation + Training Assistance
- Colorado Challenge Program

For more information about Downtown Colorado, Inc. check out our website at downtowncoloradoinc.org.

DOWNTOWN FREDERICK STRATEGY REPORT

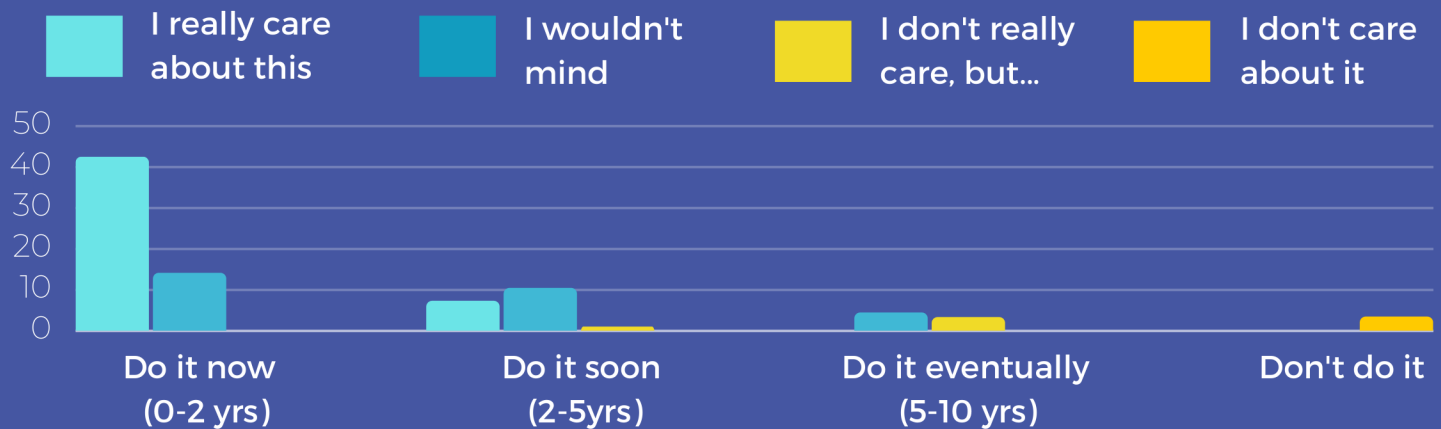
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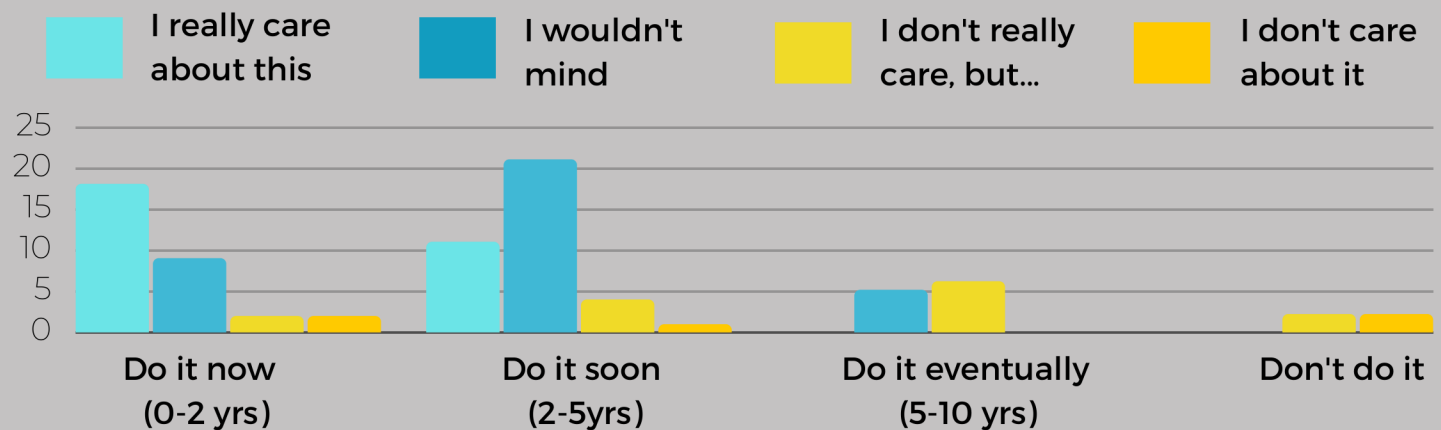
**FOR MORE INFORMATION, CONTACT
MAX DAFFRON
TOWN OF FREDERICK ECONOMIC DEVELOPMENT MANAGER
MDAFFRON@FREDERICKCO.GOV**

APPENDIX A: PROPOSAL SURVEY RESPONSES

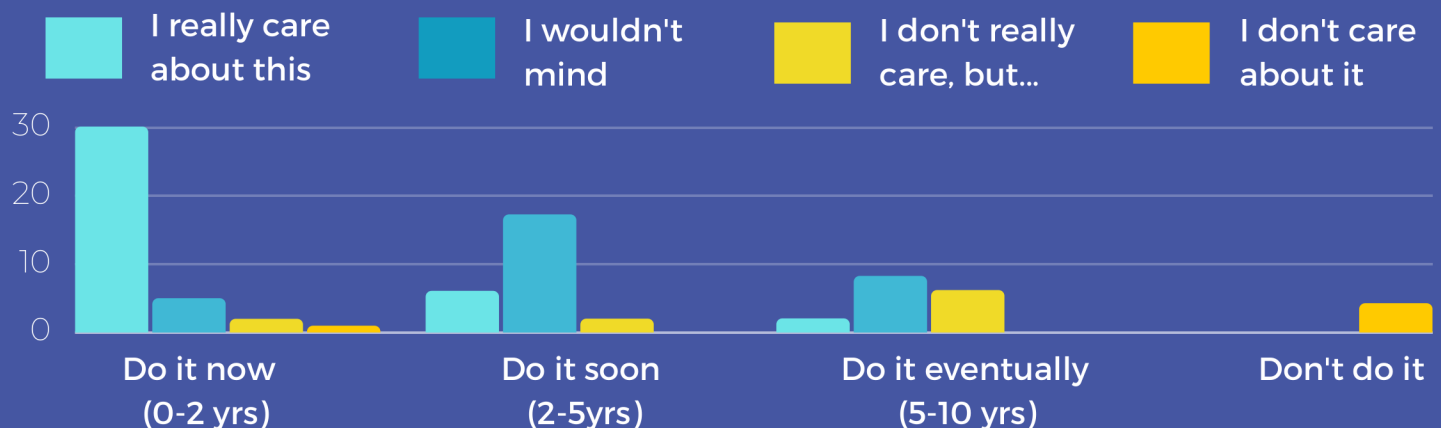
Q1: What level of support do you have for a program that can incentivize new shops and restaurants to locate downtown with a goal of at least 5 new businesses?



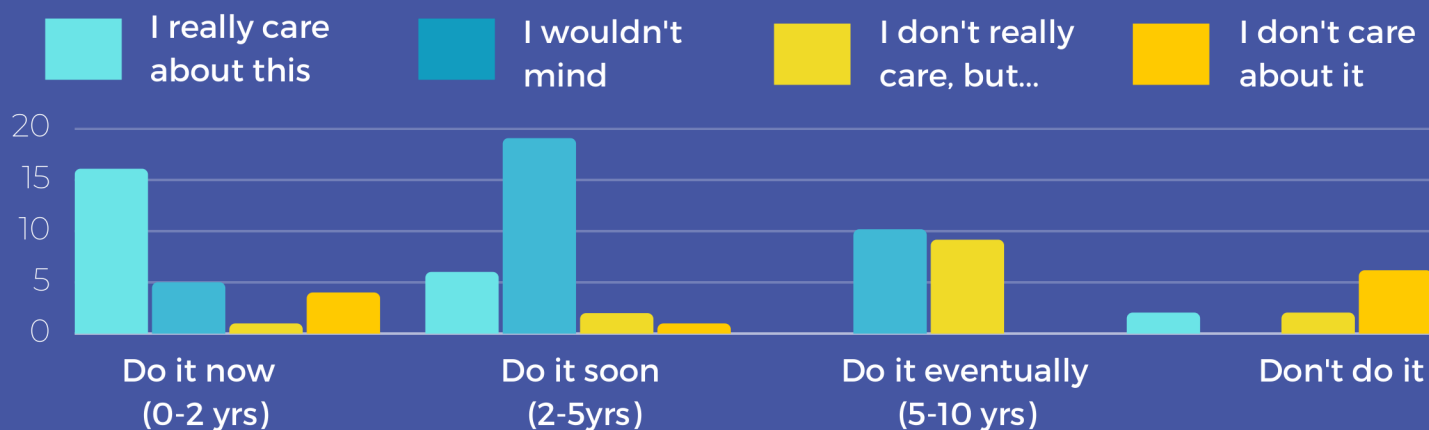
Q2: What level of support do you have for a downtown business program focused on marketing and event coordination with the intention to increase the downtown district sales tax collections and business activity?



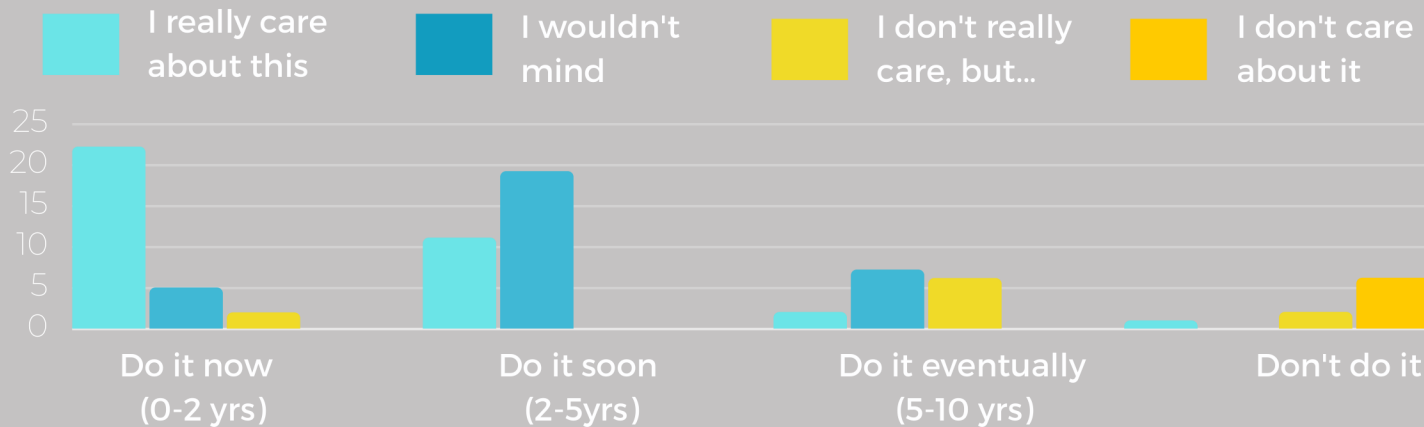
Q3: What level of support do you have for improvements to sidewalks and pedestrian areas to add additional trees, benches, street furniture, public art, and engaging elements to make the downtown more walkable?



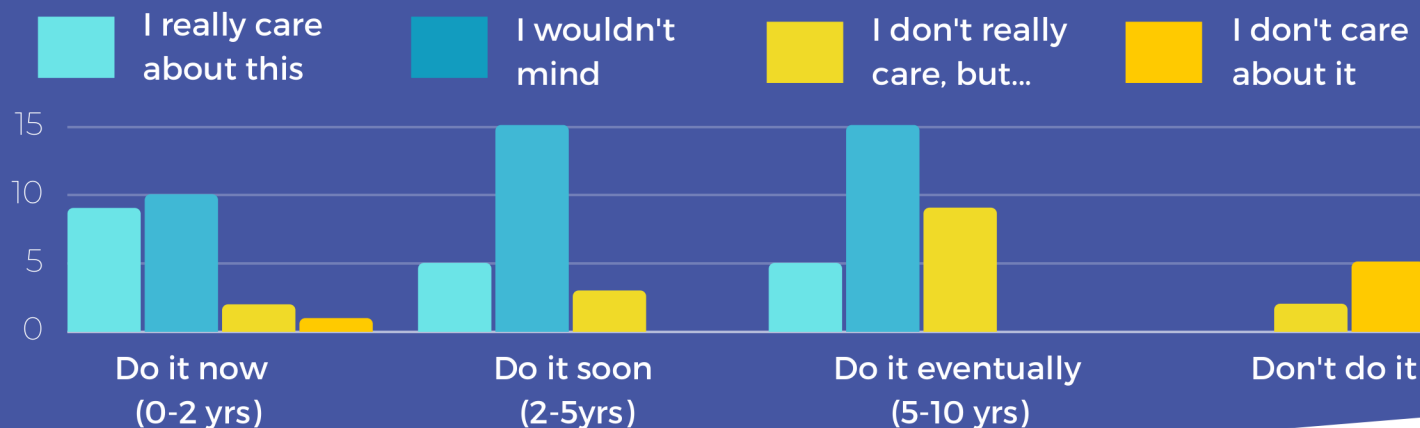
Q4: What level of support do you have for building infrastructure to better connect Crist Park and Centennial Park to the downtown?



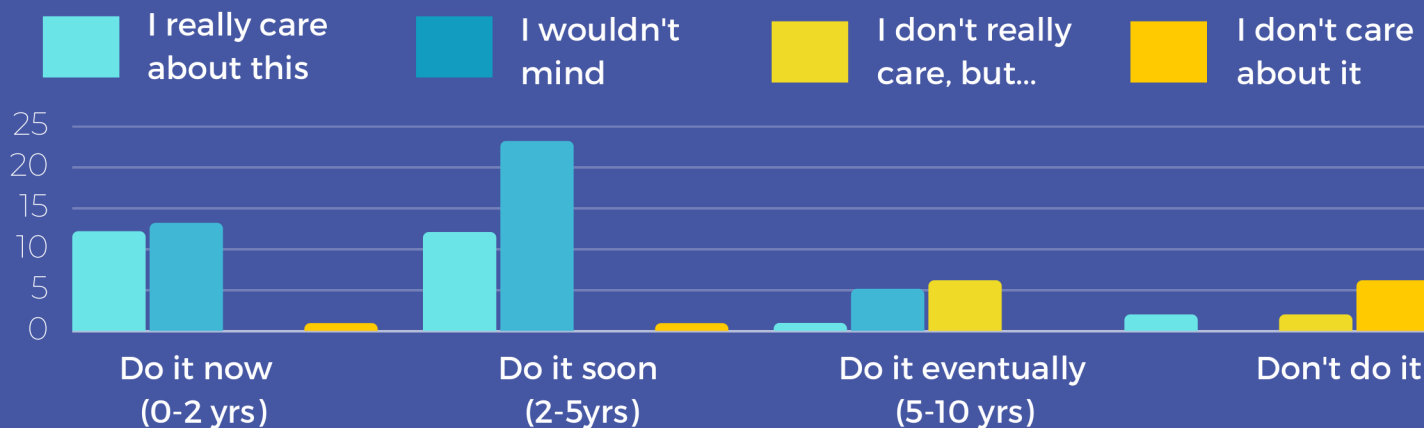
Q5: What level of support do you have for improved traffic and parking planning downtown, including a possible event closure plan for Fifth street, a one way street, or additional parking?



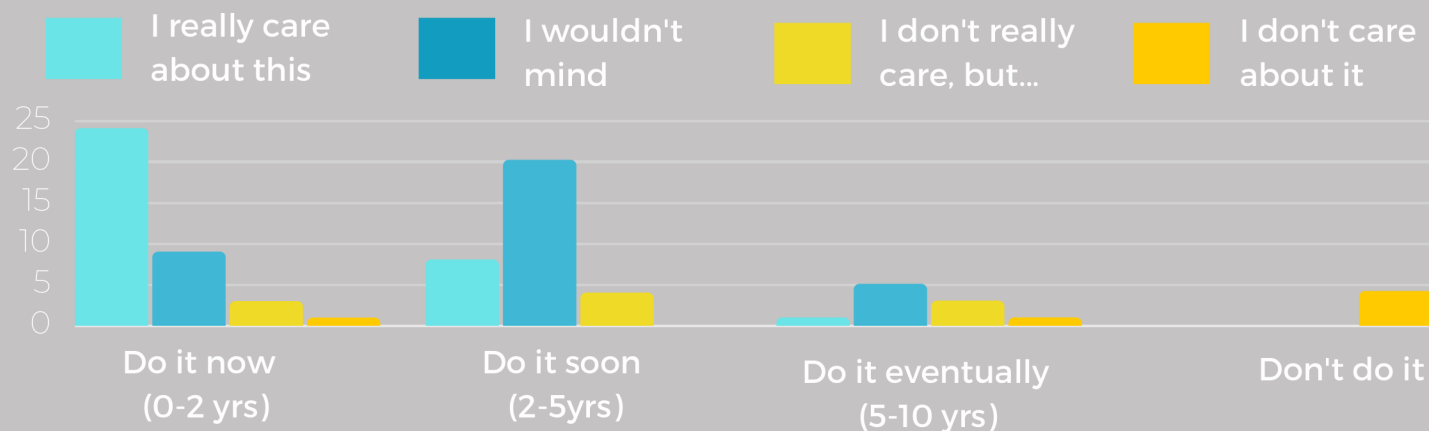
Q6: What level of support do you have for funding historic programming, plaques, monuments, features, or other community assets downtown that promote the past, present, and future community of Frederick?



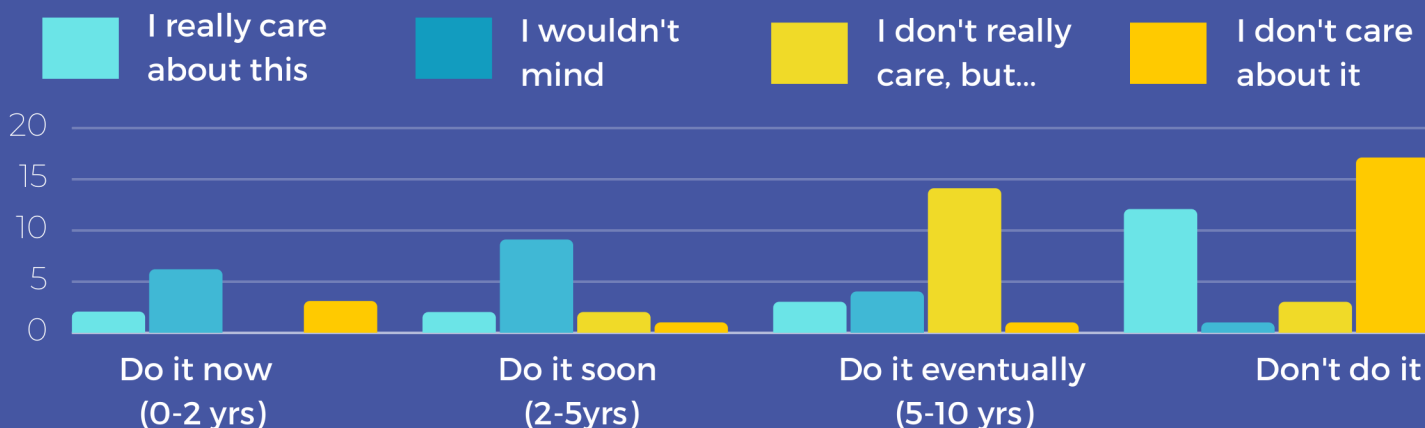
Q7: What level of support do you have for additional plans to activate Fifth street with events and programming, including some that may close the street to cars or create additional pedestrian access and gathering areas?



Q8: What level of support do you have for improved lighting downtown, including ideas for event and seasonal lighting, lighting gathering spaces, using lighting to improve safety, and doing so along Fifth street and in adjacent areas?



Q9: What level of support do you have for increased residential options in Downtown Frederick, including a variety of smaller or more connected housing floor plans?



APPENDIX B: CASE STUDIES

With a list of objectives that would help achieve a shared community vision of Downtown Frederick, and a sense of how quickly stakeholders would like to see these achieved, we can map these objectives against the capacity of these different district options to assess how Frederick may achieve these goals. The Town of Frederick does have an active URA, and could be used to strategically compliment execution of these downtown objectives. These case studies are some of many examples of the priorities that emerged through this process, and highlight the work that can be done by BID, DDAs, and URAs throughout Colorado.

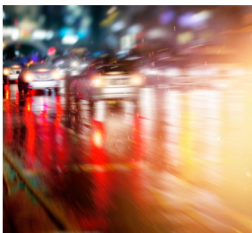
01

DOWNTOWN LONGMONT DRIVES NEW SHOPS

The Longmont Downtown Development Authority (LDDA) offers business and property owners several incentives to support retail conversions, signage and facade improvements for historic buildings. More information can be found at <https://www.downtownlongmont.com/work/incentive-programs>



02



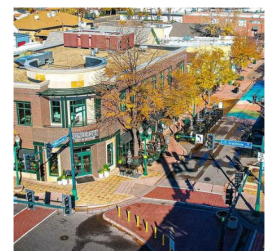
DOWNTOWN DURANGO IMPROVES LIGHTING

In 2017, the Downtown Durango BID worked with the City to improve downtown lighting by adding lamp posts, replacing bulbs, improving pedestrian and traffic safety, and event lighting, all while accommodating a dark sky ordinance. More information available at <https://www.durangoherald.com/articles/durango-plans-to-improve-downtown-lighting/>

03

ARVADA CELEBRATES PEDESTRIAN CLOSURE

the City of Arvada worked with the Olde Town Arvada BID to make sidewalk and pedestrian street improvements with semi-permanent closures, improve striping on roadways, add medians, and redo crosswalks. Learn more about the whole project at <https://arvada.org/city-services/news-events/arvada-celebrates-completion-of-olde-town-pedestrian-street-closure-phase-one-of-ralston-road-project>



04

DOWNTOWN GRAND JUNCTION ARTS + EVENTS

Downtown Grand Junction has a partnership of a DDA and BID that work together to create an exciting slate of annual events and curate one of the best public sculpture programs in Colorado. More information on their programs online. <https://gjcreates.org/>



05



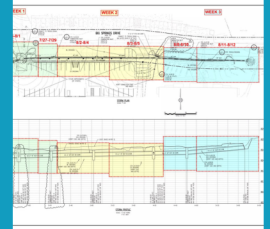
DOWNTOWN FORT COLLINS ALLEYS IMPROVE

Downtown Fort Collins and their DDA have done a very popular and successful alleyway activation program, highlighted in their 2008 Alley Master Plan. Read more about their program here: <https://downtownfortcollins.org/downtown-alleys/alleys-under-design/>

06

NEDERLAND PARKING AND INFRASTRUCTURE

Downtown Nederland's DDA has been instrumental in improving downtown sidewalks, parking, and infrastructure. The Big Springs Parking Project will add spaces downtown. Read more online <https://townofnederland.colorado.gov/press-release/big-springs-parking-project-roadmap>



07



DOWNTOWN PARKER IMPROVES CONNECTIONS

My Mainstreet Project is a strategic framework for the Parker URA, P3, to work with the City and local stakeholders to make significant improvements in connecting east and west downtown, major amenities, and the heart of downtown. Check out the plan at <https://www.p3parker.com/my-mainstreet>

08

MONTROSE HISTORIC MIXED-USE BUILDING

Several buildings in Downtown Montrose fit within the BID's vicinity and are integral to the town. Key architectural features are highlighted and incentives are available for renovations. More at <https://www.cityofmontrose.org/739/Historic-Downtown>



09



COLORADO SPRINGS DOWNTOWN HOUSING

Colorado Springs has a URA, DDA, BID, GID, and other districts that all work together and with the City to help meet and exceed an attainable housing goal for the second straight year. City and district contributions ensure the community vision is achieved. More info at <https://www.kktv.com/2023/01/10/colorado-springs-exceeds-affordable-housing-goal/>



TOWN OF FREDERICK

Board of Trustees

Information Memorandum

Tracie Crites, Mayor

Dan March, Mayor Pro Tem
Mark Lamach, Trustee
Adam Mahan, Trustee

Chad TeVelde, Trustee
Kevin Brown, Trustee
Windi Padia, Trustee

Fourth Quarter Update: 2022 Strategic Plan, Financial Report, Grants and Capital Projects

Agenda Date: Town Board Work Session – March 7, 2023

Finance Review: Jason Leslie
Deputy Town Manager

Submitted by: Jason Leslie
Deputy Town Manager

Approved for Presentation: Bryan Ostler
Town Manager

☐ Quasi-Judicial

☐ Legislative

☒ Administrative

Summary Statement / Discussion Detail:

On a quarterly basis, Town Staff will present an update on the Strategic Goals, Financial Status, Grant Administration and progress on current Capital Projects. This discussion will provide the Mayor and Board of Trustees vital up-to-date information regarding these key focus areas. Strategic plan information includes both items completed or underway as well as items planned or upcoming. Of note, the Board took action in the fourth quarter after a strategic planning work session to make small adjustments and clarification to the Strategic Plan. The information shown below is structured to reference that document, which is also attached to this report for convenience.

2022 Strategic Plan Update – Q4

Effective, Efficient & Strategic Government Operations

- 1.1 Analyze & develop a strategy regarding political capital and available resources.
 - o Met with the Board in late 2022 to discuss options and scheduling for this work.
 - o Initiated a contract with the political strategist to start this work in 2023.
 - o The schedule contemplates a significant amount of work in the first half of 2023.
- 1.2 Complete an update to the Municipal Code in connection with 2.5 below.
 - o Q4 2022 - Continue analysis of proposed water dedication code sections.
 - o Q2 2023 – Present research analysis to Board and seek direction on next steps.

Community and Economic Vitality

Built on What Matters.

- 2.1 Continue the master planning for Frederick Recreation Area, considering other nearby planning areas, impacts and needs.
 - o Q2 2022 – RFQ for Design Consultant issued.
 - o Q4 2023-Q3 2024 – Complete design process.
 - o Q2-Q3 2022 Project Advisory Committee is being formed.
 - o Q1 2023 – Contract awarded contract for the Community Parks Master Plan inclusive of Frederick Recreation Area, Bella Rosa, and Centennial Park.
- 2.2 Continue implementing our retail attraction strategy to target regional and destination opportunities, traditional and non-traditional grocers, and sit-down eating establishments.
 - o Q4 2022 – Several discussions regarding potential projects with either the FURA Board or Board of Trustees.
 - o Late 2022 – FURA Board approved incentive agreement with Agilent Technologies to expand their Frederick campus and add 160 additional jobs.
- 2.3 Complete analysis and revitalization of 5th Street, engaging all stakeholders and strategic partners.
 - o Late 2022 - Economic Development working with Downtown Colorado Inc. completed community outreach work regarding revitalization structures for the downtown. Final report and presentation scheduled for Q1 2023 to the Board.
 - o Due diligence being completed regarding a potential site for a cultural center.
 - o Q4 2022 – Drafted a grant proposal to be submitted in Q1 2023 for technical assistance with Crist Park re-visioning.
- 2.4 Continue work on updating the Comprehensive Plan.
 - o Q4 2022 - Downtown Plan update initiated as part of the Comprehensive Plan update. Scheduled completion is Q2 2024.
 - o Q4 2022 – Contract awarded for Comprehensive Plan update. Anticipated completion is Q2 2024.
 - o Late 2022 – Existing conditions work completed and first round of public outreach started.
- 2.5 Continue work on updating the Land Use Code in connection with 1.2 above.
 - o Late 2022 – Draft updated land use table and associated definitions completed and reviewed internally.
 - o Q1 2023 – Present proposed land use code changes to Board for review, comment and adoption.

Dynamic, Inclusive & Connected Community

- 3.1 Complete a community satisfaction survey and establish a regular schedule for surveying the community.
 - o Q4 2022 – On board new Public Information Officer.
 - o Reclassify Communications and Engagement Manager to Deputy Public Information Officer to align with department objectives.
 - o Implement a volunteer management system for increased efficiency.
 - o Implement website accessibility software to comply with eh Americans With Disability Act and Web Content Accessibility Guidelines.
 - o Establish website analytics to be able to aggregate audience demographics and improve the user experience.
 - o Implement an all-in-one media outreach, monitoring and reporting platform to scrub the internet and keep a pulse on the Town of Frederick in the news.
 - o Q2 2023 – Testing and implementation of a Town application to increase community engagement options for residents and Town services via mobile app.

Strategic, Reliable & Sustainable Infrastructure

- 4.1 Complete work on a short-term and long-term Facilities Master Plan taking in to account he growth needs of the Town.
 - o Q4 2022 – Space consultant was hired to begin long term planning for Public Works.
 - o Q1 2023 – 50 year space needs completed for Public Works.
 - o Q1 2023 – Request for Proposals expected to be issued for next phases of master planning.

- 4.2 Study economic impacts of municipal services in the Downtown relative to future growth needs of the community.
 - o Q1 2023 – Draft scope of services prepared for work. Soliciting interest from qualified consultants to complete this study.

Safe & Secure

- 5.1 Continue efforts to implement commitments made resulting from the public safety sales tax.
 - o Late 2020 – Increase less lethal force options and reliability by upgrading Taser devices to improve officer accountability and transparency.
- 5.2 Continue to foster and improve the relationship quality with public safety and emergency agencies.
 - o Late 2022 – Launch victim’s services program as a regional program serving the Carbon Valley and Mead to increase quality of services rendered to local victims of crimes.
 - o Late 2022 – Continue work to wrap up negotiations on a revised intergovernmental agreement with the Frederick Firestone Fire Protection District with anticipated Q1 2023 adoption.

Fiscally Responsible Governance

- 6.1 Continue analysis of short-term and long-term financial position of the Bella Rosa Golf Course to address needs with existing facilities and restaurant operations.
 - o Q4 2022 - Completed a short-term (2020-2022) financial analysis for the golf course and restaurant.
 - o Q1 2023 – Staff will start implementing short-term efficiencies to improve operations.
 - o Internal marketing plan – Completed
 - o 2023-2024 – Long-term opportunities will be analyzed through the Community Parks Master Plan.
- 6.2 Implement tools to enhance organizational transparency regarding budget and project performance.
 - o Q4 2022 – Explore and test options for a public facing dashboard for the Strategic Plan and CIP progress.
 - o Continued progress on the Online Laserfische Public Document portal. Anticipated launch in Q 3 2023.
 - o Online Business License renewal in testing phase. Anticipated launch mid 2023.
 - o Q4 2022 – Kick off project to implement Cartegraph for use in management of fleet, parks amenities, road surface conditions and utility data points.

2022 Financial Update – Q4 (Unaudited)

General Fund

- Revenues are outpacing budgeted expectations
 - o Surplus after transfers estimated at approximately \$400,000 through end of year
 - o Sales Taxes revenues exceeding budget by 19%
 - o Building Permit revenues below budget by 23%
 - o Property Taxes at 99% collection
 - o Strong recurring revenues continued in fourth quarter
- Expenditures are around budgeted amounts and below estimated final revenues
 - o Staff continue to identify cost sharing/saving opportunities

General Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$13,202,182	\$15,148,950	\$15,273,888	\$124,938
Expenditures	\$10,206,061	\$15,148,950	\$15,602,282	\$453,332
Administration	\$1,665,895	\$1,715,650	\$1,698,544	(\$17,106)
Community & ED	\$640,554	\$1,140,500	\$788,602	(\$351,898)
Human Resources	\$344,901	\$438,000	\$401,372	(\$36,628)
Information Technology	\$713,820	\$1,073,900	\$1,343,836	\$269,936
Finance	\$392,423	\$3,254,750	\$2,685,177	(\$569,573)
Police	\$5,030,538	\$4,488,500	\$5,496,094	\$1,007,594
Public Works	\$1,417,930	\$728,200	\$1,077,407	\$349,207
Non-Departmental	\$0	\$2,309,450	\$2,111,250	(\$198,200)
Net Income (Loss)	\$2,996,120		(\$328,394)	(\$328,394)

Art in Public Places Fund

- Revenues and Expenditures are aligned with budgeted expectations

Art in Public Places Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$155	\$40,000	\$52,630	\$12,630
Expenditures	\$51,808	\$40,000	\$14,570	(\$25,430)
Net Income (Loss)	(\$51,653)		\$38,060	\$38,060

Events Fund

- Revenue exceeded budget expectations at year-end
- Expenditures are below budget at year-end

Events Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$160,880	\$264,000	\$270,778	\$6,778
Expenditures	\$228,085	\$264,000	\$186,609	(\$77,391)
Net Income (Loss)	(\$67,205)		\$84,169	\$84,169

Street and Alley Fund

- Recurring Revenues (Specific Ownership Taxes, Road & Bridge Taxes, and Highway Users Taxes) are meeting budget projections at end of year.
- One-time Revenue (Transportation Impact Fees) are below budget by 63% - related to building permit issuance
- Expenditures are aligned with budgeted amounts – Transfer to Capital Projects utilizing Fund Balance for projects identified at budget.

Street and Alley Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$5,057,199	\$5,470,000	\$4,616,732	(\$853,268)
Expenditures	\$4,117,231	\$5,470,000	\$6,544,680	\$1,074,680
Net Income (Loss)	\$939,968		(\$1,927,948)	(\$1,927,948)

Conservation Trust Fund

- Revenues are aligned with budgeted expectations
 - o No CIP identified in 2022 for expenditure – added to Fund Balance

Conservation Trust Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$84,672	\$76,000	\$93,985	\$17,985
Expenditures	\$26,006	\$76,000	\$0	(\$76,000)
Net Income (Loss)	\$58,666		\$93,985	\$93,985

Public Safety Impact Fee Fund

- Revenues matching other one-time fees related to building permits
- Expenditures are aligned with budgeted expectations
 - o All Expenditures have occurred via transfer to Capital Projects and balance grows Fund Balance for future projects

Public Safety Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$255,469	\$368,000	\$155,493	(\$212,507)
Expenditures	\$5,793	\$368,000	\$88,848	(\$279,152)
Net Income (Loss)	\$249,676		\$66,645	\$66,645

Water Fund

- Recurring Revenues (Potable/Non-Potable Water Sales) are aligned to budget projections
- One-time Revenues (Impact Fees) are below budget by 63% - related to building permits
- Expenditures are aligned with budgeted amounts

Water Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$17,501,076	\$11,437,000	\$10,626,524	(\$810,476)
Expenditures	\$5,258,830	\$11,437,000	\$4,346,905	(\$7,090,095)
Net Income (Loss)	\$12,242,245		\$6,279,619	\$6,279,619

Storm Water Fund

- Recurring Revenues (Customer Storm Water Drainage Fees) are aligned to budget projections
- One-time Revenue (Drainage Impact Fees) are below budget by 5.5% through fourth quarter
- Expenditures are aligned with budgeted amounts

Storm Water Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$1,442,977	\$1,311,000	\$1,252,089	(\$58,911)
Expenditures	\$922,233	\$1,311,000	\$677,622	(\$633,378)
Net Income (Loss)	\$520,744		\$574,467	\$574,467

Golf Fund

- Recurring Revenues (Golf Course Fees, Annual Passes, and Merchandise Sales) are meeting budget projections through third quarter – Revenue transfer from General Fund occurred in Q4
- Expenditures are exceeding budgeted amounts and below budgeted revenues

Golf Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$717,098	\$1,627,950	\$1,729,057	\$101,107
Expenditures	\$1,335,665	\$1,627,950	\$1,697,696	\$69,746
Net Income (Loss)	(\$618,567)		\$31,361	\$31,361

Park Improvement Fund

- One-time Revenue (Park Improvement Fee) is below budget by 62% through fourth quarter
- Expenditures are aligned with budgeted amounts

Park Improvement Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$835,229	\$1,185,400	\$451,615	(\$733,785)
Expenditures	\$1,536,593	\$1,185,400	\$1,285,709	\$100,309
Net Income (Loss)	(\$701,364)		(\$834,094)	(\$834,094)

Open Space Fund

- Recurring Revenue (Sales Taxes) are exceeding budget projections by 9% through Q4
- One-time Revenue (Open Space Improvement Fee) is below budget by 62% through Q4
- Expenditures are aligned with budgeted amounts

Open Space Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$1,894,795	\$1,565,000	\$1,706,959	\$141,959
Expenditures	\$449,046	\$1,565,000	\$581,141	(\$983,859)
Net Income (Loss)	\$1,445,749		\$1,125,818	\$1,125,818

Oil Royalty Fund

- Revenues exceeding budgeted amounts through Q4
- Expenditures are aligned with budgeted expectations & Business Recovery Program initiated Q1

Oil Royalty Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$269,033	\$150,000	\$161,725	\$11,725
Expenditures	\$189,585	\$150,000	\$43,000	(\$107,000)
Net Income (Loss)	\$79,448		\$118,725	\$118,725

Capital Facilities Fund

- Recurring Revenue (Metro District Mill Collection) is meeting budget projections through Q4
- One-time Revenue (Capital Improvement Fee) is below budget by 12% through Q4
- Expenditures are over budget due to current facility remodel needs.

Capital Facilities Fund				
	2021 Actual	Budget	2022 Actual	Variance
Revenues	\$503,412	\$350,000	\$280,993	(\$69,007)
Expenditures	\$649,184	\$350,000	\$388,823	\$38,823
Net Income (Loss)	(\$145,772)		(\$107,830)	(\$107,830)

2022 Grant Update – Q4

- \$4,000 – SIPA (Professional Services) – Communication Department
- \$51,000 – VALE Grant, Carbon Valley & Mead Victim Assistant Program – Police Department
- \$15,010 – Various Mini Grants – Police Department

2022 Capital Projects Update – Q4

- Golf Course related projects have been put on hold until the FRA master plan is completed in 2023 to maximize the most efficient use of funds
- Projects such as Concrete Alley, Pavement Maintenance, and Concrete Improvements were completed and invoiced during Q4.
- Appropriated expenditures roll-forward each year as capital projects can cross fiscal years due to timing of project completion