

**City of Louisville
Economic Vitality Strategic Plan**

Strategic Goal #1	Measures (KPIs)	
<i>Focus retention and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies</i>	• Commercial vacancy rate (retail, office, industrial)	
	• In-City sales tax per capita	
	• Percentage of Business Assistance Package incentive dollars rebated of total tax revenues generated by BAP recipients	
Supporting Actions/Tasks	Responsibility	Target Start
• Develop shortlist of priority businesses to guide recruitment efforts	EVC/EVD	Q2 2021
○ Raise awareness of existing approved Pad sites (DeLo and McCaslin)	EVD	
○ Consider window display sponsorship to showcase community and property information in key vacant storefronts	EVD	
• Develop targeted business marketing and attraction materials to distribute to business recruitment leads	EVD	Q2 2021
○ Review past marketing and promotional materials; gather comparable examples; and prepare data (demographic, market, etc.) for inclusion	EVD/Marketing	
○ Determine design focus, target audiences, and develop content. Engage graphic designer to compile marketing samples	EVD/Marketing	
○ Post final materials to appropriate places on "Doing Business" section of the website; send to distribution of local brokers and previously engaged new businesses; and monitor data that will need routinely updated to keep materials fresh	EVD	
• Evaluate and potentially revise Business Assistance Program to align with the City's strategic goals for business attraction and retention	CC/EVC	Q3 2021
○ Facilitate EVC discussion about pros and cons of existing program; determine any needs for data or analysis to support	EVC/EVD	
○ Schedule City Council program evaluation, including information from EVC as well as the annual BAP analysis prepared by staff (should also include comparative information about other regional incentive programs)	EVD/EVC/CC	
○ Use input to develop program alternatives for follow-up Council discussion and/or approval of new program criteria	EVC/EVD	
○ Revise Incentives and Grants section of the Doing Business webpages; create new program package and application based on changes adopted	EVD	
• Identify priority properties/areas (such as Sam's Club, Kohl's, Cinebarre, and Village Square) for focus of any City attraction efforts or influence to private redevelopment undertakings	CC/EVC	Q4 2021
○ Facilitate discussion of EVC to draft priority ideas, including rationale and market potential	EVC/EVD	
○ Seek input from City Council on EVC priority properties/areas	CC/EVD	
○ Incorporate priorities into other Strategic Plan Goals and Supporting Actions, to match tasks with properties/areas	EVD	
• Create and distribute quarterly commercial vacancy report to monitor lease rates and available space	EVD	Q4 2021; then ongoing
○ Utilize CoStar and City licensing database to build report of total commercial square feet by occupancy type (industrial, office, and retail)	EVD	
○ Identify and agree to key data for quarterly report and prepare report template	EVC/EVD	

**City of Louisville
Economic Vitality Strategic Plan**

○ Produce quarterly report in the month following the end of each quarter	EVD	
• Conduct regular business retention visits to understand issues and address concerns	EVD/BRaD	Ongoing
○ Maintain master list of businesses visited as well as database of notes based on business feedback received	EVD	
○ Provide regular reporting on retention to BRaD Committee and EVC	EVD	
• Create and maintain Available Properties database to assist brokers and interested businesses in seeking space	EVD	Q1 2022; then ongoing
○ Utilize development of commercial property database to also tag and identify available properties; gather additional market information on priority properties	EVD	
○ Produce distributable template to share properties matched with seekers such as brokers and new businesses	EVD/Marketing	
• Create a business communication toolkit, including a Business Resource Guide, to distribute critical business information	EVD	Q2 2022
○ Seek input from City departments about most frequent type of interactions with and questions from businesses; develop list of topics for Resource Guide	EVD	
○ Use development of Resource Guide to determine what other methods or forms of communications should be part of the toolkit (either existing plans, forms, etc. or new items to be created)	EVD/Marketing	
• Create and review Cost of Development Scorecard to better understand cost of doing business in Louisville	EVD	Q2 2021
○ Revisit and complete survey of comparable communities for matrix of total fees that impact most commercial developments	EVD	
○ Develop City Council report on scorecard	CC/EVD	
○ Seek to change perception of cost of doing business in Louisville and incorporate highlights from scorecard in marketing materials	EVD	
• Develop understanding of Transit Oriented Development and application to desired outcomes of development within Louisville	EVD/EVC/CC	Q3 2022; then develop additional strategies
• Evaluate a program for business incubator or pop-up on City-owned property to encourage small business growth	EVC/EVD	Q1 2023
○ Research regional incubator programs; assess what works well, what does not work well	EVD	
○ Develop list of potential properties or spaces for incubator; determine whether to pursue private property arrangements or limit only to City-owned property	EVD/EVC/CC	
○ Agree to terms for incubator spaces and determine level of support to be provided	EVD/CC	
○ Market program and available spaces for small business start-ups	EVD	
• Consider need to evaluate supply/demand of downtown parking	EVC/EVD	Q2 2023
○ Review prior downtown parking lot purchases and current use of land	EVC/EVD	
• Facilitate and/or promote strategic special events that drive people to surrounding local businesses	EVD/CMO	Q1 2024

**City of Louisville
Economic Vitality Strategic Plan**

Strategic Goal #2	Measures (KPIs)	
<i>Improve our business climate through collaborative relationships and effective processes</i>	• Business satisfaction survey rating (question TBD)	
	• Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties	
	• Satisfaction rating from conducted retention visits	
Supporting Actions/Tasks	Responsibility	Target Start
• Launch monthly business focused e-newsletter and expand social media outreach to promote and interact with the business community	EVD	Q4 2020; then ongoing
○ Gather input from business owners, Chamber of Commerce, and DBA to guide type of content for target audience (training, resources, good news/announcements, City updates, etc.)	EVC	
○ Establish regular campaigns and postings with Communications staff that will be shared through social media channels	EVD/CMO	
• Determine role of the Economic Vitality Committee and/or other committees participating in business community advocacy to clarify responsibilities	EVC/CC	Q4 2020
• Conduct a Business Satisfaction Survey every other year to monitor changes and new ideas in the business community	EVD/BRaD	Q1 2021; then every other year
○ Review past survey questions to develop new survey tool; determine whether to administer in-house or through 3rd party	EVD	
○ Develop results report that is shared broadly with business community and City Council	EVD	
○ Create list of opportunities for improvement or action as a result of feedback received from survey	EVD/BRaD/EVC	
• Perform regular and coordinated outreach with local property owners, brokers, and developers	EVD	Ongoing
• Develop business outreach campaigns that promote local businesses and available services	EVD	Q2 2022; then ongoing
• Host annual Business Forum to gather all stakeholders, review City priorities, and gather feedback	EVD/BRaD	Q2 2021; then @ least once annually
• Conduct business exit surveys by visiting closing or at-risk businesses to understand opportunities for improvement or assistance	EVD	Q3 2021; then ongoing
○ Develop exit survey tool with questions that will provide information to staff and leaders	EVD	
○ Create database of survey information received and reporting tool	EVD	
• Conduct process improvement initiative for business-related services to improve efficiency and customer service	EVD	Q1 2023
○ Facilitate brainstorming on barriers to entry (from business perspective)	EVD	
○ Use information from brainstorming and staff engagement to determine the highest priority processes for improvement initiatives; determine if improvements can be conducted in-house or require 3rd party	EVD	

**City of Louisville
Economic Vitality Strategic Plan**

○ Conduct improvement processes that rely extensively on stakeholder engagement to ensure commitment to outcomes	EVD/Consultant	
• Develop ombudsman role for economic development to facilitate business accessibility	EVD/CMO	Q2 2022 ; then ongoing
○ Consider how to create a welcome process or packet for new businesses	EVD/CMO	
○ Increase collaboration between Planning, Building, Code, and Economic Vitality to create seamless business interactions	EVD/PBSD	
• Remain active in the Metro Denver Economic Development Corporation & Boulder Chamber	EVD	

**City of Louisville
Economic Vitality Strategic Plan**

Strategic Goal #3	Measures (KPIs)	
<i>Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue-generating activities</i>	• Commercial vacancy rate for retail space	
	• In-City sales tax per square foot of retail space	
	• Percentage of Business Assistance Package incentive dollars rebated of sales tax generated by BAP Recipients	
Supporting Actions/Tasks	Responsibility	Target Start
• Develop business support programs for retailers re-opening and recovering from the COVID-19 pandemic to regenerate and stabilize lost tax revenues	EVD	Q3 2020; then ongoing (timeframe unknown)
○ Complete Recovery & Improvement Matching Grant program; evaluate how funded projects positively impacted businesses	EVD	
○ Transition "Support Local" campaign into "Louisville Thrives" for focus on support of local business in recovery	EVD/Marketing	
○ Administer follow-up business impact survey to learn about ongoing pandemic resources, at risk businesses, and strategies desired for business support	EVD	
• Identify market gaps through analysis and by monitoring retail leakage to adjacent communities	EVD/EVC	Q4 2021
○ Determine appropriate scope of market analysis desired; engage consultant; and determine stakeholders to be involved in process	EVD/EVC	
○ Work with consultant to support data needs of the market study; assist in developing recommendations and action plan	EVD	
○ Prioritize outcomes of market study, especially into new strategies for retail attraction	EVD/EVC	
• Build consensus on differentiated strategies for retail, small business, and primary recruitment to guide future and prioritized actions	EVD/EVC	Q3 2022
○ Consider specific application of Business Assistance Program for retail recruitment	EVD	
• Look for opportunities to implement recommendations from the McCaslin Area Market Study that support redevelopment	EVD	Ongoing
○ Establish regular engagement and coordination with key property owners, including Ascent Church, Koelbel & Co, and Regal Cinemas/Cinebarre	EVD	
• Evaluate Urban Renewal Area tools for retail application within the District in coordination with the Louisville Revitalization Commission	EVC/LRC	Ongoing
• Attend regional and national retail focused events to stay engaged with brokers, owners, and tenants	EVD	Q1 2022
○ Provide timely follow-up to those engaged at events, including marketing materials and any relevant attraction information/data	EVD	

**City of Louisville
Economic Vitality Strategic Plan**

Strategic Goal #4	Measures (KPIs)	
<i>Facilitate a mix of diverse and quality job opportunities for Louisville residents</i>	• Community survey question: Rating of the overall economic health of Louisville	
	• City's unemployment rate	
	• Ratio of Business Assistance Package incentive dollars rebated to jobs added	
Supporting Actions/Tasks	Responsibility	Target Start
• Attempt to develop specific business incentives that would specifically encourage local employment	EVC/EVD	Q3 2021
• Provide primary employers with community information to facilitate recruitment activities	EVD	Q4 2021
• Create public, comprehensive business directory to increase resident and visitor awareness of existing business community	EVD	Q3 2022
o Set-up searchable interface for directory within City website	EVD	
o Evaluate business directory kiosk with replaceable information panel for downtown	EVD/LRC	Advance sooner w/LRC funding
• Remain active in BoCo Talen Collaborative to match workforce needs with community desires in locally present industries	EVD	Ongoing
o Create connectivity for Louisville to Boulder County Workforce, including job resources and training	EVD	
• Develop understanding of quality employment in diverse industries as well as balance of amenities desired for residents and workers to target matched employers	EVC/EVD	Q3 2023
o Survey residents about desired job opportunities	EVD	Tied to next community survey
• Develop analysis of current residential job types and interactions, including the trends of people living and working over time, to inform future decision-making	EVD	Q3 2023

**City of Louisville
Economic Vitality Strategic Plan**

Strategic Goal #5	Measures (KPIs)	
<i>Invest in green practices and programs that enhance environmental sustainability in our business community</i>	<ul style="list-style-type: none"> • Annual percentage increase in number of recipients for City's Green Business Program 	
	<ul style="list-style-type: none"> • Commercial waste diversion rate 	
Supporting Actions/Tasks	Responsibility	Target Start
<ul style="list-style-type: none"> • Prioritize projects from the Transportation Master Plan that create connectivity between commercial districts 	EVD/CC/LRC	Q1 2021; then ongoing
<ul style="list-style-type: none"> • Incentivize use of existing vacant space over new commercial buildings where applicable in Business Assistance applications 	EVD/CC/EVC	Q3 2021
<ul style="list-style-type: none"> • Develop understanding of incentives to encourage businesses to undertake new, sustainable practices 	EVD/CMO	Q4 2022; then ongoing
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ◦ Create education "checklist" of sustainable practices for distribution 	CMO	
<ul style="list-style-type: none"> • Create partnership with local retailers to reduce the use of non-recyclable, non-compostable, and non-reusable containers 	EVD/CMO	Q4 2021
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ◦ Seek out local or regional businesses that produce compostable products and explore interest in pilot program for food and beverage businesses 	EVD/CMO	
<ul style="list-style-type: none"> • Support and promote installation of EV charging stations at commercial and industrial sites to promote shift to electric vehicles in the region 	EVD/CMO/LRC	Q1 2022
<ul style="list-style-type: none"> • Develop dedicated resources for sustainability programming outside of existing Green Business Program, such as micro grants or expansion of PACE services in Louisville, to broaden sustainable practices and those participating in the annual award program 	EVD/CMO	Q4 2022
<ul style="list-style-type: none"> • Fund infrastructure that supports walking and biking around commercial districts to reduce the need for parking and improve the environment 	EVD/CC/LRC	Q2 2022
<ul style="list-style-type: none"> • Work with regional partners on commuter transit programs and creation of first and last mile connections to help Louisville employers attract and retain employees 	EVD/Commuting Solutions	Q1 2023
<ul style="list-style-type: none"> • Identify barriers to renewable energy participation and facilitate implementation of solutions 	EVD/CMO/PACE	Q3 2023
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ◦ Develop targeted outreach strategy to engage facility managers and property owners on energy conservation efforts and resources 	CMO/PACE	
<ul style="list-style-type: none"> • Promote local and regional programs and initiatives that assist commercial businesses interested in reducing green house gas emissions 	EVD/CMO/PACE	Q1 2023
<ul style="list-style-type: none"> • Explore a mandatory or voluntary benchmarking requirement for commercial and industrial buildings in Louisville (possibly collaboration at County level) to ensure green practices are incorporated in new development 	EVD/CMO	Q1 2024

Red= 2020
 Green= 2021
 Blue= 2022
 Purple= 2023
 Orange= 2024