



# Downtown Longmont

MASTER PLAN OF DEVELOPMENT

2017 UPDATE

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# PLAN SUMMARY

Key elements of the 2017 update to the Downtown Longmont Master Plan of Development.

## DOWNTOWN VISION:

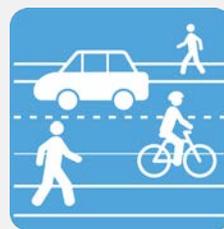
Downtown is the heart of Longmont, home to a robust mix of innovative and creative businesses, as well as being the hub of cultural life, diverse housing, and civic activities. Downtown's authentic and progressive atmosphere welcomes people of all ages, cultures, incomes, and abilities from across the Front Range, and is a point of pride for the entire Longmont community.

## TOPICS

The Plan includes Goals and Strategies organized under six main topics:



**ECONOMIC  
VITALITY**



**CONNECTIVITY  
& ACCESS**



**PLACEMAKING &  
URBAN DESIGN**



**LAND  
USE**



**CREATIVE  
DISTRICT**



**LEADERSHIP &  
MANAGEMENT**

# BIG IDEAS

Six big ideas emerge from the Goals and Strategies to guide the selection of Programs and Projects:



**Extend the vibrancy of Downtown to an 18-hour, 7-day activity zone by adding more residents, entertainment, and jobs.**



**Build on Downtown's vibe of authenticity and real productivity to grow the employment base.**



**Create more visible signals to showcase, promote and increase Longmont's abundant local creativity and culture.**



**Increase the safety and comfort to a level that is welcoming to all ages and cultures in the Longmont community.**



**Improve and expand the infrastructure that ensures Downtown is well-connected and easily accessible by multiple transportation modes.**



**Collaborate with a coalition of partners to achieve shared community priorities.**

# PRIORITY PROGRAMS & PROJECTS

The Plan identifies priority Programs and Projects for the current 3-5 year market cycle, including:

## PROJECTS:

*Many identified Projects will need to be undertaken with private development partners.*

- Modern office space that appeals to creative/tech talent
- Mixed Use redevelopment
- Arts and Culture venue enhancements
- A turn-key Festival Event Space
- Signature lighting or signage
- Creative Arts & Culinary business development
- Kiosks to promote local events and attractions
- Extend alley treatments
- Enhancements to existing plazas
- A multicultural center
- Public parking in redevelopments
- Coffman Street extension
- Complete Street enhancements for pedestrians and bicyclists
- Implement 1<sup>st</sup> & Main Redevelopment Plan
- 2<sup>nd</sup> Avenue multi-use trail

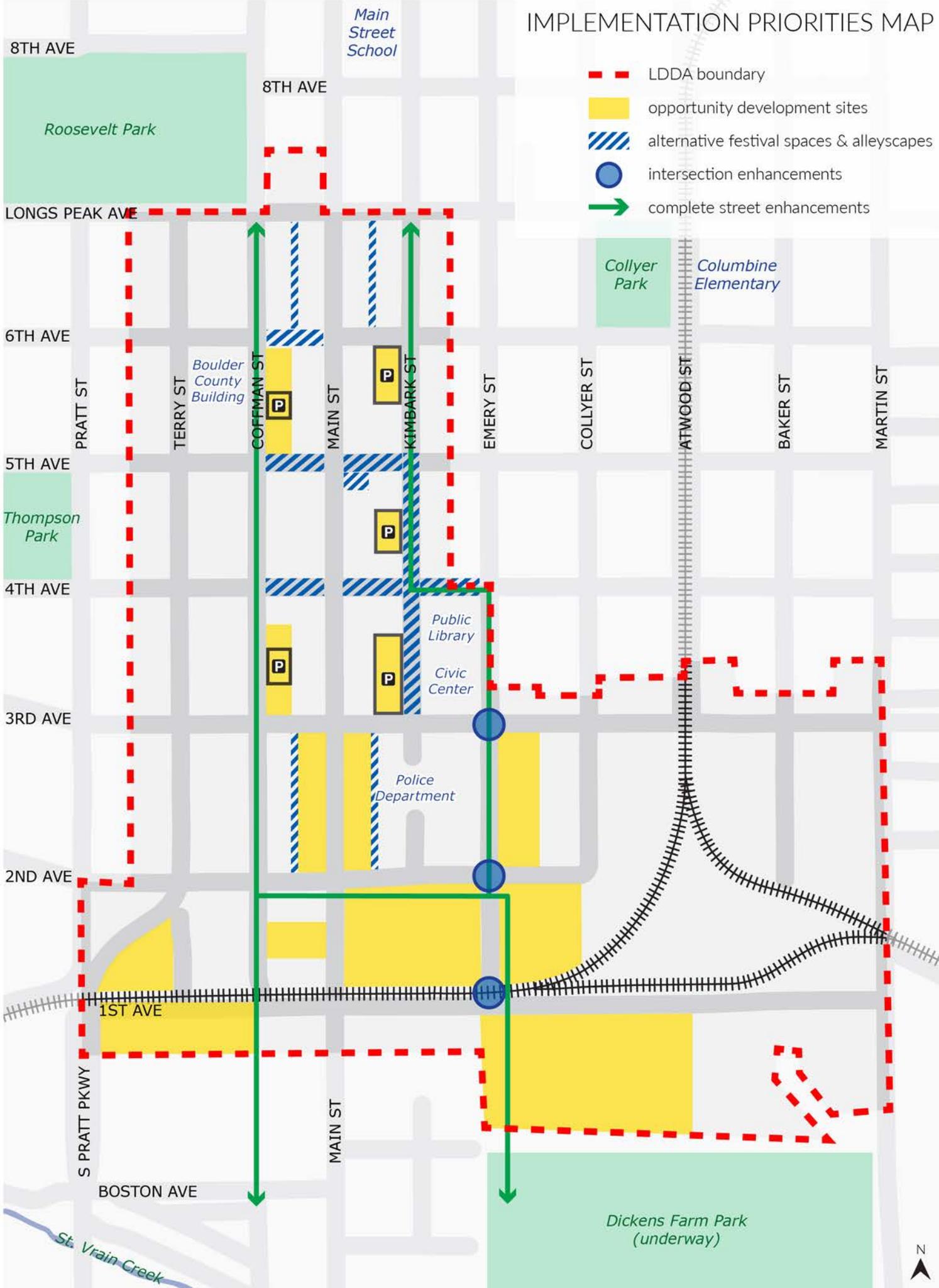
## PROGRAMS:

- Coordinated marketing and information
- Retail shop and local business owner support
- Façade and 2<sup>nd</sup> story office grants programs
- Property Developer's Manual
- Build on "The Real Longmont" brand
- Promote fiber capacity and maker cluster
- Arts venue support grants
- Downtown Design Guidelines
- Welcome Ambassadors/case managers
- Clean and Safe maintenance
- Police bike and foot patrols
- Consolidate parking resources
- Events that advance Plan priorities
- Bike share
- Comprehensive wayfinding plan and placemaking program
- Policy advocacy related to plan goals
- Track data and report in a web-based dashboard

# IMPLEMENTATION PRIORITIES MAP

**Downtown priority projects and sites have been mapped where opportunity appears ripe and projects can be highly impactful.**

# IMPLEMENTATION PRIORITIES MAP



- - - LDDA boundary
- opportunity development sites
- alternative festival spaces & alleyscapes
- intersection enhancements
- ➔ complete street enhancements



# 1 OVERVIEW



# PURPOSE

The Downtown Master Plan of Development is the governing plan document for the Longmont Downtown Development Authority (LDDA). The LDDA's purpose is to prevent deterioration of property values within the LDDA district and to assist in the development and redevelopment of the district. This Plan is also an adopted policy document of the City of Longmont. It is consistent with Envision Longmont, the City's Comprehensive Plan (2016), and other adopted City plans and policies that address Downtown.

This 2017 Plan is a modification ("update") to the original 1995 Master Plan of Development. It retains the essential purpose and most of the specific Goals of the 1995 Plan. It has been updated to:

- Reflect accomplishments and changes in Downtown over the last 20 years
- Align the Master Plan with Envision Longmont, the recently adopted City of Longmont Comprehensive Plan, as well as other City plans
- Integrate the Longmont Arts & Entertainment District Plan (2011)
- Create a strong policy foundation for year-on-year resource allocations by LDDA and the City of Longmont

Throughout this document, the 2017 Update to the 1995 Master Plan of Development is referred to as "the Plan".

# WHAT HAS AND HAS NOT CHANGED?

## Vision Intact

The overall vision and direction of the 1995 Plan remain intact. The 1995 Plan sought to balance, “a dreamer’s perspective of all that may be, and the PRAGMATIST’S knowledge of the limitations that exist” (emphasis in the original). Similarly, the 2017 Plan update process involved both wide-ranging community engagement about aspirations, as well as a Downtown Market Conditions Assessment to test economic constraints and opportunities along with consideration of financing constraints. Many of the resulting specific Plan updates embody this lasting community desire to understand constraints, leverage opportunities, and aspire to greatness. Further specifics on what has and has not changed follow.

## Same Purpose, Powers and Boundary

The purpose and powers of the LDDA have not changed in this update. City tools and authority are more explicitly acknowledged but also remain unchanged. This update consolidates and provides more detail about tools than the 1995 Plan.

The LDDA remains governed by and derives authority from Colorado Revised Statutes Part 8 of Article 25 of Title 31; and City of Longmont enabling Ordinance No. O-82-76, passed by Longmont voters in 1982. The 2017 update does not change the boundaries of the LDDA District.



Main Street, past and present

## Streamlined Goals and Strategies

This update retains all of the topics of the 1995 Plan by which Goals & Strategies were organized, while consolidating two topics into one. It adds two additional topic areas - Arts & Culture, which was nested within Economic Conditions & Opportunities and Community Facilities, has emerged as a focal point of the community in recent years; as well as Leadership & Management, to house policies specific to LDDA as a management entity that were previously scattered throughout the other topic areas. The summary table, below, demonstrates the topical reorganization and overall consistency:

1995 Topical Elements	2017 Update Topical Chapters
Land Use	Land Use
Economic Conditions & Opportunities	Economic Vitality
Community Facilities	Placemaking & Urban Design
Urban Design	
Transportation & Parking	Connectivity & Access
	Creative District
	Leadership & Management

This updated Plan retains - verbatim or in essence - many of the original Goals and Strategies of the 1995 Plan. A significant difference is that this update streamlines and removes a great deal of redundancy.

## New: Implementation Priorities List

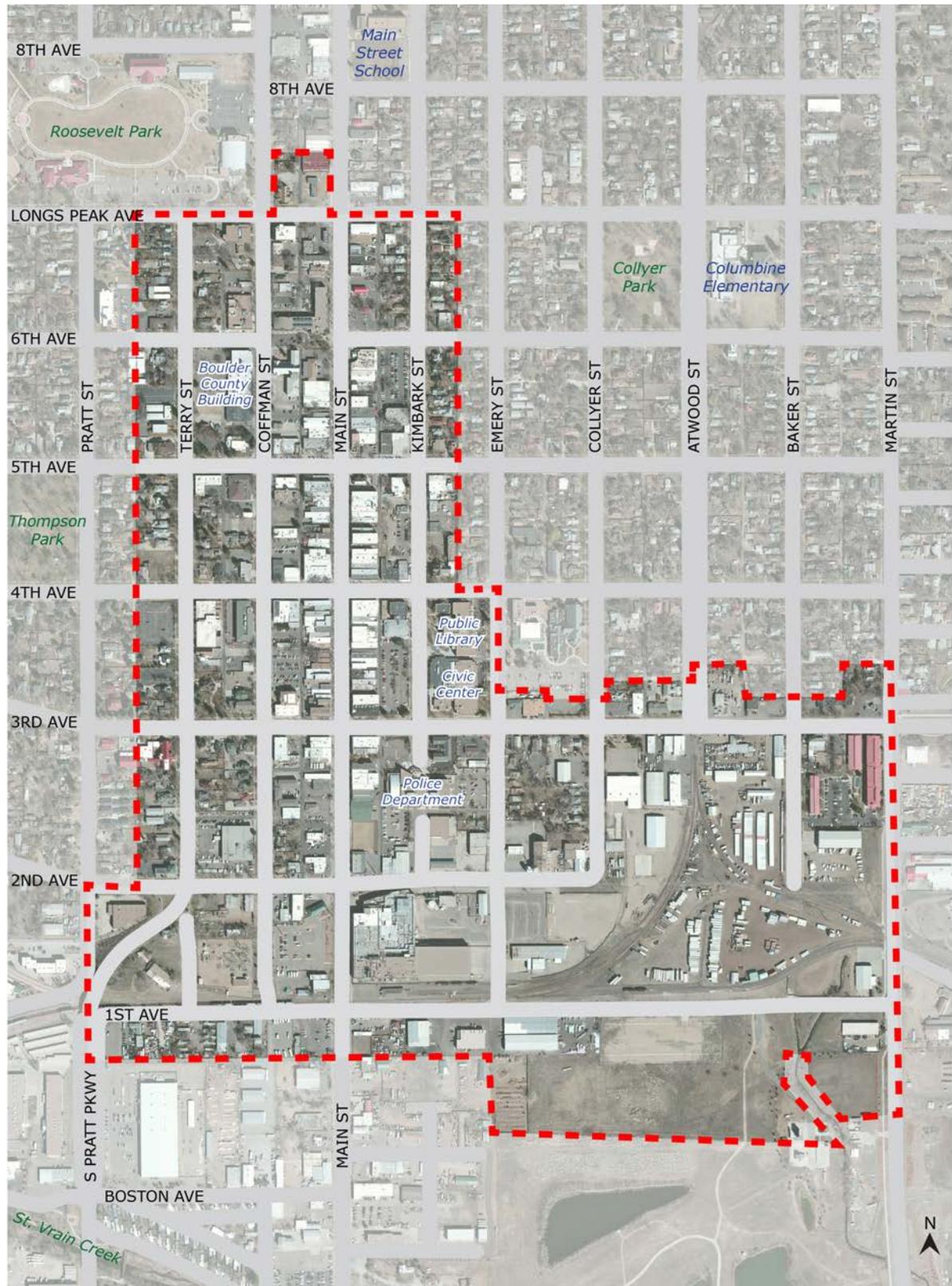
A criticism of the 1995 Plan was it had a vast abundance of good ideas and directives, without much indication of priorities. This update strives to achieve a tighter focus and provides significantly more information and clarity about the projects and programs that are anticipated to emerge from the policies as implementation priorities. It lists priority projects and programs that will be the focus of the LDDA and its partners for advancing Downtown in the next 3-5 years and beyond. The priorities are based on the balancing of constraints, opportunities, and aspirations within the context of information known today.

The priorities list is designed to give clarity to all parties and to focus efforts; however it does not preclude LDDA or the City from advancing other projects or programs that are in keeping with the Goals of this Plan. It is expected and proper that the LDDA and the City - as well as community partners - will evolve their specific implementation priorities in future years as conditions change, while remaining consistent with and advancing the policies (Goals and Strategies) of this Plan.

# LDDA BOUNDARY MAP

This Plan and the authority it conveys extend to the area shown within this boundary map. The LDDA boundary encompasses 242 acres, and generally spans the area from 1<sup>st</sup> Avenue to Longs Peak Avenue, and Martin Street to Terry Street. The boundaries have been amended once since LDDA's inception in 1982, to include the half-block of land north of Longs Peak Avenue. This change occurred in 2008.

*A full legal description of the boundary is included in the LDDA Enabling Ordinance in Appendix A.*



# GENERAL CHARACTER OF DOWNTOWN

The LDDA boundary includes the City's original central business district, some of its original industrial area, and adjacent residential areas.

The business and transitioning industrial areas within the LDDA are distinct from one another due not only to differences in use and form, but also because of a change in ground surface elevation. The business area north of 3<sup>rd</sup> Avenue is fairly flat; however, the elevation drops rapidly south of 3<sup>rd</sup> Avenue, which provides a geographical demarcation between the business district and transitioning industrial area to the south. Both of these areas contain smaller subareas which do not conform to these general descriptions.

The core of the commercial area, or Central Business District (CBD), is astride and between Kimbark and Terry Streets from 2<sup>nd</sup> Avenue to Longs Peak Avenue. This area contains the majority of general retail, office, and banking uses. The west side of Coffman Street has evolved to predominantly business uses. Both Coffman and 3<sup>rd</sup> Avenue are expected to continue to evolve and intensify as employment corridors. The east side of Kimbark is not as intensely developed as the central core, with the exception of the Civic Center Complex between 3<sup>rd</sup> and 4<sup>th</sup> Avenues. This narrow edge of the CBD is a mix of residential and business uses. Terry Street, west of Coffman, and the east side of Kimbark still retain much of their original residential character, serving as a transition into the adjoining neighborhoods, with many of the original homes either converted to business uses or still in residential use.

The LDDA is flanked by two established residential neighborhoods on both its east and west edges. The Historic Eastside Neighborhood is bounded by Kimbark Street east to Martin Street and 3<sup>rd</sup> Avenue north to 9<sup>th</sup> Avenue. The Historic Westside Neighborhood includes a slightly greater amount of the LDDA district, starting at Main Street and moving west from 3<sup>rd</sup> to 9<sup>th</sup> Avenue.

The industrial portion of the Downtown district south of 3<sup>rd</sup> Avenue is transitioning to a wider mix of uses congruent with other parts of Downtown. The former Butterball turkey plant between 1<sup>st</sup> and 2<sup>nd</sup> Avenues east of Main Street is currently shifting from industrial to a mix of uses, including multi-family residential, office, and retail/restaurant. Some industrial uses remain active, namely along the railroad corridors and in the area south of 3<sup>rd</sup> Avenue and east of Collyer Street. A future RTD bus and rail station with structured parking is planned for the 1<sup>st</sup> and Main area, west of Main Street and south of 1<sup>st</sup> Avenue. Uses fronting on 3<sup>rd</sup> Avenue tend to be more commercial than industrial; south of this area are residential uses along Emery and Collyer Streets. The Cannery development, opened in 1984 at the southwest corner of 3<sup>rd</sup> Avenue and Martin Street, converted industrial buildings to affordable housing.



Downtown Longmont's commercial core



A mix of residential and commercial uses along Downtown's east and west edges



Longmont Public Library



The traditionally industrial portion of Downtown, south of the commercial core

# TAKING DOWNTOWN TO THE NEXT LEVEL

Downtown Longmont has come a long way since its last Master Plan was written in 1995. A theme of this update to the Plan is building on and furthering those successes. While it is gaining ground on surrounding Front Range communities, Downtown Longmont needs clear focus and coordinated effort to advance it to the next level. Drawing on input received throughout the master planning process and the resulting Goals and Strategies of the Plan, six key ideas were identified to help Downtown Longmont effectively compete with other Front Range communities and beyond:



**Extend the vibrancy of Downtown to an 18-hour, 7-day activity zone by adding more residents, entertainment, and jobs.**

Today, Downtown Longmont is exciting and active during the work week and some weekends during the year, especially during events. Over time, Downtown needs to extend this vibrancy throughout every evening and weekend. To do so, the LDDA needs to work with private developers and property owners to create a wider mix of land uses, focusing on developing additional housing with diverse types and price points, office space to attract innovative employers, and arts and cultural venues.



**Build on Downtown's vibe of authenticity and real productivity to grow the employment base.**

There is a creative and entrepreneurial spirit that permeates the Downtown Longmont economy, that is down-to-earth and without pretention. However, not enough people outside of Downtown know about its distinctive business atmosphere and assets. The LDDA and economic development partners can build on "the Real Longmont" brand by promoting it to tech talent, makers, and those in the Creative Arts and Culinary cluster. At the same time, Downtown needs to ensure that its regulations do not hinder the development of new office spaces that appeal to these types of businesses.



**Create more visible signals to showcase, promote and increase Longmont's abundant local creativity and culture.**

Downtown Longmont has already been certified as a Colorado Creative District, establishing a strong foundation to distinguish itself. Focus needs to be placed on enhancing Downtown's sense of place by making its existing arts and cultural assets more visible, and expanding them going forward. The LDDA can accomplish this by working closely with the City, local arts and cultural organizations, and private investors to enhance event and festival spaces, create more visual cues around Downtown, coordinate marketing, and foster alliances between art and business interests.



**Increase the safety and comfort to a level that is welcoming to all ages and cultures in the Longmont community.**

The Main Street core of Downtown Longmont feels clean, safe and welcoming. Streetscapes, alleyways, and breezeways have been enhanced to provide a comfortable pedestrian environment. However, not all people feel comfortable in Downtown, especially after dark. Physical enhancements such as lighting, window transparency, and enhanced public plazas; as well as expansion of alleyways and sidewalks into less developed parts of Downtown are needed. Safety patrols by police as well as uniformed welcome ambassadors are also important.



**Improve and expand the infrastructure that ensures Downtown is well-connected and easily accessible by multiple transportation modes.**

Today, most people access Downtown Longmont by car. Maintaining convenient automobile access is important. Downtown also needs to ensure that other types of commuters feel well-connected. Better connecting Downtown to the St. Vrain Greenway, the planned transit center, and redevelopment at 1st and Main are needed to move forward. Transforming targeted streets so that they are bicycle and pedestrian friendly is also important to improving connectivity.



**Collaborate with a coalition of partners to achieve shared community priorities.**

LDDA, in close coordination with the City of Longmont, has a strong track record of leading, assisting and championing Downtown since 1982. LDDA collaborates with a multitude of community partners. The Plan update process has identified shared priorities and key partners on a number of priority initiatives. To get Downtown to the next level, coordination and collaboration will be needed more than ever. LDDA must also seek to partner on public-private redevelopments that advance Plan goals.

# HOW THIS PLAN IS ORGANIZED

## Chapter 1: Introduction

Provides an orientation to the LDDA and the Plan document.

## Chapters 2 – 7: Goals & Strategies

These chapters contain Goals and Strategies organized into six main topic areas. The Goals and Strategies establish policies to guide the selection of specific implementation actions over the life of the Plan. For each topic area (each its own chapter), there is a vision, a snapshot of existing 2017 conditions, goals, strategies, and sample tactics. The six topics are:



Economic Vitality



Placemaking & Urban Design



Creative District



Connectivity & Access



Land Use



Leadership & Management

## Chapter 8: Implementation

A Plan is only as good as its implementation. This section provides specifics on how LDDA and the City can take action on the Goals and Strategies. It authorizes the use of specific tools and financing mechanisms that may be used to advance the Goals and Strategies in Chapters 2-7. This Chapter also lays out the specific programs and projects that are expected to be priorities for Downtown during the next 3- to 5-year market cycle. A map identifies opportunity sites where projects can be particularly impactful. A section on Indicators identifies measurable data points to track progress.

## Chapter 9: Planning Process

This section explains the master planning process that was undertaken to complete the Plan. It provides information on the history of LDDA and how this plan is consistent with related, past planning efforts in Longmont. It closes with results from community outreach which engaged more than 800 stakeholders to help shape the Plan.

## Appendices

Further documentation and detail is provided in the Appendices.



# 2 ECONOMIC VITALITY





## VISION:

Downtown has a growing, diversified employment, ownership, and customer base and is the place to be for innovative, local, and entrepreneurial businesses in Longmont.

## 2017 EXISTING CONDITION:

Acre per acre, Downtown Longmont is one of the most economically productive parts of the City, with nearly 500 businesses and 4,000 jobs. Downtown's employment niche lies in the public sector - with a large number of City and County employees - and small businesses including services and entrepreneurial ventures. Retail is clustered along Main Street, in a mix of categories, but with limited offerings to target Millennials. Downtown also has a cluster of creative businesses and venues, but these are not yet well known outside of Longmont.

Longmont has identified four target industry clusters through a citywide economic development strategy in which to focus its growth efforts - Professional Services & IT, Advanced Technology, Bioscience, and Creative Arts & Culinary - all of which fit well with the strengths of Downtown. In recent years, Downtown has seen the most increase in Creative Arts & Culinary with a growing cluster of breweries and creative businesses. Downtown has also proven to be a strong location for business attraction and retention, with vacancy rates and rents that compare favorably to the rest of Longmont under current market trends. However, a lack of modern office space, cultural opportunities, and urban housing preferred by skilled workers are factors that limit the draw of Downtown - and Longmont - to workers and employers. Redevelopment in Downtown offers the opportunity to add these missing elements that can encourage growth in the other target industries.



# 1 GROW AND DIVERSIFY THE EMPLOYMENT BASE IN DOWNTOWN.

- A. Create and implement a comprehensive business attraction and retention strategy that aligns with citywide efforts while defining a distinctive value proposition for Downtown.
- B. Explore, develop, and utilize incentives to target job creation and office space occupancy.
- C. Communicate and make investments that support the importance of a vibrant, livable Downtown for citywide talent attraction.
- D. Coordinate with the City, County, Economic Development Partnership, Chamber, and other economic partners.
- E. Provide support for increased employment and job mobility opportunities for workers with a range of skill sets.

# 2 RETAIN AND GROW LOCALLY OWNED AND OPERATED BUSINESSES.

- A. Promote Downtown as the hub for locally owned businesses and support locally owned businesses.
- B. Celebrate Longmont’s history and ethnic diversity by identifying and attracting businesses and cultural organizations associated with ethnicity within the community.
- C. Help usher property and business owners through development review and other regulatory processes.
- D. Expand bilingual and multicultural resources to help diversify building and business ownership, as well as the customer base.
- E. Support cultural competency training and education for business owners to help diversify the customer base.



### 3 APPEAL TO AND ATTRACT INNOVATIVE AND ENTREPRENEURIAL BUSINESSES.

- A. Encourage the startup and growth of small businesses through incentive programs, provision of information, assistance, and active recruitment.
- B. Provide and promote an environment with retail, cultural offerings, activities, and amenities that appeal to skilled workers in targeted industries.
- C. Create a variety of modern office formats including co-working and scalable space to allow businesses to easily grow and remain in Downtown.
- D. Market technology assets that can attract innovative businesses.

### 4 RETAIN AND ATTRACT RETAIL SHOPS, WHICH HELP ACTIVATE DOWNTOWN.

- A. Continue investment in incentives that contribute to a healthy supply and demand balance of retail space, such as storefront conversions and transitioning service-oriented businesses to upper floor spaces.
- B. Encourage retail businesses to stay open into the evening and on weekends to contribute to a vibrant 18-hour economy.
- C. Increase foot traffic along retail corridors.
- D. Build a loyal customer base that is age- and culturally diverse.



From left:

Local retail along Main Street helps activate the street and gives Downtown added authenticity.

Former house that has been converted to office space caters to small businesses and services.



## 5 INCREASE DOWNTOWN'S SALES AND PROPERTY TAX REVENUES TO SUPPORT NEEDED INVESTMENTS IN THE DISTRICT.

- A. Increase the number of businesses through both retention and attraction.
- B. Add housing to increase the number of residents and the diversity of demographics in Downtown.
- C. Support development projects that add tax-paying uses.
- D. Discourage net transfer of properties to non-tax paying entities.
- E. Encourage appropriate and creative development at the full entitled land use intensity.

## 6 PARTNER WITH THE PRIVATE SECTOR TO ATTRACT AND LEVERAGE REINVESTMENT.

- A. Invest strategically in public/private partnerships in diverse projects to make private development financially more attractive and competitive with other areas of the community.
- B. Seek out and leverage potential third-party funding mechanisms for development and rehabilitation projects in the District.
- C. Acquire target properties to more directly determine the outcome of their redevelopment.
- D. Communicate priorities for allocation of LDDA resources and seek private partners that share the vision.
- E. Encourage property owners with vacant space to activate it with pop-up retail, artist display space, educational offerings, etc.



## SAMPLE TACTICS:

The following are examples of specific actions the City or LDDA (or other partners) might undertake to implement the plan. Year to year, tactics may vary and will be selected based on opportunities, needs, and market conditions.

- Help finance a public-private development that includes scalable office space.
- Establish a Buy Local loyalty card program for Downtown.
- Adopt funding prioritization criteria for LDDA incentives and programs.
- Provide small businesses with referrals to local assistance programs.
- Purchase an underutilized parcel in downtown, remove contamination using state or federal remediation funds, and sell to a private developer.
- Participate in public-private development that creates market rate housing desirable to skilled workers.
- Establish an LDDA Retail committee to troubleshoot retail challenges and brainstorm solutions.
- Incentivize a downtown grocery market to serve residents and increase market demand for downtown housing.
- Create a business attraction campaign that promotes Longmont's exceptional fiber capacity.



From left:

Creative office space will help attract innovative and entrepreneurial businesses. Outdoor seating, such as on rooftops and sidewalks, can be a unique feature for downtown restaurants and bars, adding to the area's vibrancy.

# 3 PLACEMAKING & URBAN DESIGN





## VISION:

**Downtown is a unique regional destination that retains an authentic sense of history. New and enhanced civic spaces, streets and alleys are exceptionally designed to ensure people feel safe and welcome.**

## 2017 EXISTING CONDITION:

The current character of Downtown is starkly different based on location. The traditional Main Street core north of 3<sup>rd</sup> Avenue has a distinctive, historic character and clear identity. There is a desire to restore, retain, and enhance this identity and history. Alternatively, the area south of 3<sup>rd</sup> Avenue is characterized by current and former industrial land, railyards, and a disconnected street network. It lacks a strong identity – either on its own or as part of Downtown. New breweries and restaurants are beginning to give the area an authentic character that is appealing yet unpretentious. As major developments move forward, including South Main Station, the 1<sup>st</sup> and Main Transit Oriented Development, and Dickens Farm Park, they can help to advance a distinctive character and sense of place.

Placemaking elements such as enhanced sidewalks, street furnishings, planters, and banners contribute to the sense of place along the traditional Main Street core between 3<sup>rd</sup> and 6<sup>th</sup> Avenues. These streetscape enhancements are currently being extended south to 1<sup>st</sup> Avenue, helping tie together the north and south sections of Downtown. Alleyways and breezeways along Main Street have undergone significant improvements and help to link Main Street physically to parking lots and parallel streets. Recent improvements are richly colored to emphasize Downtown as a Creative District. There are two existing hardscape park plazas for gatherings and small events, while Main Street is the largest and most popular public event space. Greenspace is limited within the Downtown boundary, but parks able to accommodate gatherings and recreation are found to both the north (Roosevelt Park) and south (Dickens Farm Park, for small events).



# 1 MAINTAIN A SAFE, CLEAN AND COMFORTABLE ENVIRONMENT.

- A. Coordinate LDDA and City of Longmont resources on a comprehensive clean and safe program.
- B. Increase safety officer presence in Downtown including regular Police foot and bike patrols and coordinating a new Downtown Ambassador program.
- C. Improve lighting and visibility along walking routes, alleys, and in parking areas.
- D. Oversee maintenance of publicly owned parking lots, alleys, breezeways and areas where streetscape improvements have been implemented.

# 2 SUPPORT DEVELOPMENT AND PROGRAMS THAT REINFORCE THE DISTINCTIVE, CREATIVE CHARACTER.

- A. Create and implement a comprehensive Placemaking Plan that includes gateway signs, public art locations, banners, lighting, wayfinding and other aesthetic features that create a strong local identity and sense of place.
- B. Create and enforce design guidelines on all projects that receive LDDA or City funding and consider required design guidelines for other projects.
- C. Provide matching grants or other assistance for exterior building improvements.
- D. Encourage and develop additional outdoor sidewalk, parklet, and rooftop café seating.

From left:

An example of successful reuse of a Downtown historic building

Streetscape design elements such as trees, benches, planters, and curb extensions help improve the pedestrian experience.

Creative art installations can help activate public spaces, such as in this breezeway.





### **3 ENCOURAGE THE REHABILITATION AND REUSE OF HISTORIC BUILDINGS.**

- A. Provide and promote funding mechanisms for the preservation and rehabilitation of historic districts and structures through available national, state, and local sources.
- B. Collaborate with the Historic Preservation Commission to provide information to property owners on benefits of preservation and to maintain a historical buildings inventory.
- C. Establish a National Register Historic District in the traditional Main Street core to enable the use of other financial incentives.

### **4 IMPROVE AND EXPAND PUBLIC SPACES TO ENABLE INFORMAL GATHERING AS WELL AS A VARIETY OF EVENTS AND ACTIVITIES.**

- A. Design, maintain, and upgrade public spaces to be flexible for accommodating a wide variety of uses, enhance visibility and function, and activate the space.
- B. Identify locations for the establishment of additional public plazas and flexible public gathering spaces, and seek funding mechanisms to acquire and develop them for this purpose.
- C. Maintain and update a Use of Public Places ordinance to facilitate the use of outdoor spaces.
- D. Celebrate Longmont's creativity, cultural diversity and authentic history by incorporating artwork, murals, sculptures, signs and visual stories.
- E. Ensure public spaces are incorporated into redevelopment efforts in the area south of 3<sup>rd</sup> Avenue.



## 5 ENHANCE WAYFINDING TO HELP PEOPLE MORE EASILY ARRIVE AND NAVIGATE.

- A. Improve wayfinding signage to enhance the sense of place and make Downtown accessible, safer and more comfortable for all modes.
- B. Enhance gateways with welcoming signage, art, streetscape, and other elements to help distinguish Downtown.
- C. Provide consistent, recognizable wayfinding elements along Main Street, such as Downtown maps and interpretive signage that contribute to a cohesive identity and sense of place.
- D. Embrace technology-based wayfinding innovations.

## 6 INVEST IN INFRASTRUCTURE THAT ENHANCES THE PEDESTRIAN EXPERIENCE.

- A. Incorporate streetscape design elements that minimize the impact of Main Street vehicle traffic on the pedestrian experience.
- B. Extend streetscape improvements throughout Downtown as joint public-private projects.
- C. Incorporate green infrastructure and unique landscaping to reduce and cleanse stormwater runoff and beautify sidewalks.
- D. Provide street furnishings and other elements that make Downtown more comfortable for pedestrians.
- E. Enhance Main Street medians to be welcoming and vibrant all times of the year.
- F. Encourage property and business owners to add pedestrian appeal to areas between parking lots and business entrances and provide rear alley access.



## SAMPLE TACTICS:

The following are examples of specific actions the City or LDDA (or other partners) might undertake to implement the plan. Year to year, tactics may vary and will be selected based on opportunities, needs, and market conditions.

- Offer façade improvement matching grants and allow grant usage for street level storefront conversions and rear alley entrance enhancements.
- Work with the City on effective street and sidewalk sweeping as well as graffiti removal programs.
- Commission a Placemaking and Wayfinding Plan.
- Reconfigure St. Stephen's Plaza for more engaging use.
- Install decorative lighting at 6<sup>th</sup> Avenue Plaza.
- Add year-round decorative lighting and enhance holiday lighting throughout the District.
- Review development regulations to ensure they allow flexibility to install desirable placemaking elements such as outdoor café seating areas, artistic signage, and rooftop patios.
- Purchase and install a large, distinctive signature art piece, wayfinding signs and walking maps, historic interpretation plaques, and seasonally rotating banners.
- Add criteria to all incentives to meet Design Standards.
- Incorporate crime prevention through design principles in Design Standards.



From left:

Example of public art that also serves as a bike rack.

Example of treatments for alleyscapes, breezeways, and other public areas that are welcoming during both day and evening.

# 4 CREATIVE DISTRICT





## VISION:

**Downtown is a thriving destination infused with arts, entertainment and cultural activities that attract people of all ages and diverse backgrounds.**

## 2017 EXISTING CONDITION:

Downtown Longmont was formally designated as a certified Creative District in 2014 by the State of Colorado. The Creative District (formerly the Arts & Entertainment District) was envisioned to become a “vibrant destination infused with arts, entertainment and cultural activities attracting people of all ages throughout the days and evenings.” The number of Downtown creative businesses and venues has been growing since the establishment of the Creative District. Most creative destinations are clustered along Main Street between 3rd and 6th Avenues. There are many existing local arts organizations, and excellent collaborations happening among them. Connections between arts organizations and other Downtown stakeholder groups such as businesses are weaker and less regular or formalized.

There are some existing visual cues Downtown for the Creative District, including public art and placemaking elements, and there is a desire to see more of these types of improvements in the future. Currently there is no staffing or permanent funding source for the Creative District, which is another priority. Downtown Longmont Community Ventures, a group that is operating as a Donor Advised Fund under the Longmont Community Foundation, is working to get 501(c)3 status to increase fundraising efforts and support Creative District projects and initiatives.



# 1 MANAGE IMPLEMENTATION OF THE CREATIVE DISTRICT AS A DESTINATION FOR ARTS, CULTURE, AND ENTERTAINMENT.

- A. Form a non-profit organization to champion implementation.
- B. Pursue and leverage arts and cultural funding resources.
- C. Showcase the creativity and culture of Longmont through public art, signage, design, banners, and other visible elements.
- D. Create a comprehensive marketing and promotion program coordinated with other Downtown marketing.
- E. Advocate for revisions to the Art in Public Places policy to allow more flexibility for the type and duration of art installations within the Creative District.

# 2 COLLABORATE WITH LOCAL ARTS GROUPS TO INCREASE AND ENHANCE CREATIVE, MULTI-CULTURAL, AND ARTS PROGRAMMING AND VENUES IN THE DISTRICT.

- A. Retain and enhance existing arts, cultural, and entertainment venues.
- B. Help establish better connections between Downtown arts organizations and businesses.
- C. Support the development of additional venues, including a multi-cultural community center with a permanent presence in Downtown.
- D. Curate and promote events that showcase creativity, art, heritage, and culture, and have multicultural appeal.

From left:

Art, music, and other cultural events bring new visitors to Downtown.  
 Public art helps showcase Longmont's creativity and culture.  
 Events that bring people Downtown in the evenings should be encouraged.





### 3 ENCOURAGE, PROMOTE, AND ASSIST CREATIVE INDUSTRIES AND RETAILERS TO LOCATE IN DOWNTOWN.

- A. Connect prospective and new creative and arts entities with Longmont Economic Development Partnership (EDP) and other small business assistance programs.
- B. Incentivize creative industries and retailers, particularly those that generate tax revenue that can be reinvested in the District.
- C. Encourage and promote a craft and culinary cluster.
- D. Periodically review development regulations and standards to ensure they allow and encourage artistic design and signage elements.

#### SAMPLE TACTICS:

The following are examples of specific actions the City or LDDA (or other partners) might undertake to implement the plan. Year to year, tactics may vary and will be selected based on opportunities, needs, and market conditions.

- Apply for 501(c)3 status for the Downtown Longmont Community Ventures.
- Get local artist collaboration on the design of wayfinding signage.
- Install kiosks and post information about upcoming arts & cultural events.
- Fund a feasibility study for a multi-cultural center.
- Review, and adjust as needed, the sign code and future design standards to ensure they allow for creative and artistic elements.
- Develop an annual curated temporary public art program; purchase and permanently install the winning piece.
- Host a “Come on Down(own)!” program for creatives and artists to support and troubleshoot (re)location.
- Evaluate whether publicly-owned buildings in Downtown could support additional arts or cultural organizations.
- Add an incentive program for public artworks on private property.
- Encourage repainting of historic signs on buildings.

scrum<sup>o</sup>tious  
it's all good

# 5 CONNECTIVITY & ACCESS





## VISION:

Access to Downtown is easy, safe and low-stress for people living, working or visiting by any form of transportation; understanding that almost every person is a pedestrian at some point of their trip to Downtown.

## 2017 EXISTING CONDITION:

Main Street (U.S. Highway 287) serves as the north-south spine of Downtown Longmont. As a major thoroughfare, it carries a large amount of daily motor vehicle traffic, much of it being through-traffic. Primarily an auto-oriented community, most people access Downtown by car via Main Street, and secondarily, 3<sup>rd</sup> Avenue. Longmont as a whole has a strong in-Out work commuting pattern with a majority of people going to or coming from the Denver Metropolitan Region or Boulder. The future 1<sup>st</sup> and Main Transit Station in Downtown is the planned location of FasTracks' Northwest Rail corridor. Once complete, it will better connect Longmont to the Front Range region. In the near-term, this station will serve as a consolidated Park-n-Ride for local and regional bus routes.

Strong pedestrian infrastructure currently exists in Downtown. In the core, a largely intact street grid exists with sufficient sidewalks, midblock crossings, and improved alleyways and breezeways that serve pedestrians. These features are being expanded and enhanced through redevelopment, but are not yet present throughout the southern portion of Downtown. Better connections are needed between the core, and current and future destinations including the St. Vrain Greenway, Dickens Farm Park, and the 1st and Main Transit Station. Some bicycle infrastructure exists within Downtown and there is demand for more. A bike share is in the planning process which will both add a valuable transportation option as well as appeal to workers and visitors alike.

Automobile parking supply and demand is an important topic for retailers and employers. A 2016 assessment shows that supply is currently adequate, but projects shortfalls in about five years. The study notes that parking supply and demand are not aligned at some key locations, and also calls for better parking signage and management in the near term. In the longer term, demand uncertainty exists with redevelopment and land use intensification expected to increase demand while driverless cars and car sharing systems are likely to decrease single occupancy vehicle use and parking demand.



# 1 ALIGN TRANSPORTATION AND LAND USE PLANNING EFFORTS TO ACHIEVE A WELL-CONNECTED DOWNTOWN.

- A. Evaluate impacts on Downtown when considering transportation projects and land use outside of Downtown, and make recommendations when necessary.
- B. Promote continuation of a street grid where connectivity is interrupted or lacking, such as south of 3<sup>rd</sup> Avenue.
- C. Develop easy and effective walking and biking connections south to the 1<sup>st</sup> and Main Transit Station and to nearby parks and open spaces, including Roosevelt Park, the St. Vrain Greenway, and Dickens Farm Park.
- D. Examine ways to remove or reduce automobile and train conflicts and advocate for quiet zones throughout the District.

# 2 ENHANCE DOWNTOWN AS THE CENTRAL HUB OF THE CITYWIDE TRANSPORTATION NETWORK AND ENHANCE TRANSIT CONNECTIONS TO THE REGION.

- A. Develop the 1<sup>st</sup> and Main Transit Oriented Development, including the Transit Station, and continue to advocate for extension of the Northwest Rail Line to Longmont.
- B. Ensure local and regional bus routes continue to run through and service Downtown.
- C. Provide and maintain an efficient connection to I-25.
- D. Provide regional transit connections to Denver International Airport.
- E. Maintain effective relationships with the City, Boulder County, Weld County, Regional Transportation District (RTD), and the Colorado Department of Transportation.

From left:

Main Street is an important corridor for both pedestrians and automobiles.

The Breezeways have enhanced pedestrian connectivity.

Bicycle infrastructure should be enhanced throughout Downtown.





### 3 MAINTAIN A SAFE AND ENJOYABLE WALKING ENVIRONMENT FOR PEDESTRIANS OF ALL AGES AND ABILITIES.

- A. Improve pedestrian connectivity and wayfinding throughout and between Downtown and major surrounding destinations/neighborhoods.
- B. Ensure that sidewalks are ADA accessible, easily traversable and have a clear walk zone.
- C. Enhance and expand the alleyscape projects and incorporate elements to further activate and promote their use, while ensuring that a clear zone is provided during delivery truck access times.
- D. Ensure that midblock crossings allow high visibility of pedestrians crossing Main Street during both day and night.
- E. Support and encourage building and site design that enhances safety through attention to visibility, access, lighting, etc.
- F. Work with the City, CDOT, and other experts to implement safety enhancements for pedestrians including those that encourage automobile compliance with posted speed limits.

### 4 ENHANCE BICYCLE SAFETY AND COMFORT ON ROUTES TO AND WITHIN DOWNTOWN.

- A. Invest in more bicycle infrastructure such as additional lanes, protected lanes, routes, and contraflow alleys.
- B. Advocate for and establish additional bike connections to surrounding neighborhoods.
- C. Discourage people from riding on sidewalks on Main Street through provisions of alternative routes and well-located bike parking and through education and enforcement of the dismount zone.
- D. Work with bicycle advocacy groups to develop strategies to increase awareness of bike lanes and safety, and encourage more biking to Downtown.



## 5 ENCOURAGE THE USE OF ALTERNATIVE MODES OF TRANSPORTATION TO ACCESS DOWNTOWN.

- A. Expand alternate transportation options that are conducive to a vibrant daytime, evening, and weekend economy.
- B. Invest in convenient, attractive transit waiting areas to provide a pleasant user experience.
- C. Partner with RTD, County and the City to prepare and implement a public information campaign encouraging the use of alternative modes of transportation.
- D. Utilize transportation demand management techniques such as alternative transportation use incentives.
- E. Embrace technology-based transportation innovations such as ride- and car-share programs and mobile apps.
- F. Encourage events and business programs that incorporate or incentivize alternative modes.

## 6 ENSURE AN ADEQUATE, WELL-DISTRIBUTED PARKING SUPPLY FOR THE LONG-TERM.

- A. Regularly evaluate parking supply, demand, and management.
- B. Optimize the use of existing parking resources through techniques such as metering and employee parking pools.
- C. Prepare to meet future parking needs through mechanisms to fund structured parking as may be needed, and partnering to integrate structures into redevelopment projects.
- D. Optimize the safety and effectiveness of on-street parking design.

From left:  
 Sidewalks are missing along several streets in the southern portion of Downtown.  
 Example of a protected cycle track that provides enhanced safety and comfort for bicyclists.





## SAMPLE TACTICS:

The following are examples of specific actions the City or LDDA (or other partners) might undertake to implement the plan. Year to year, tactics may vary and will be selected based on opportunities, needs, and market conditions.

- Work to actively enforce the dismount zone and establish alternate routes for cyclists.
- Adopt parking program vision, mission, and guiding principles, then work to find the appropriate organizational home for parking management.
- Invest in training and staff development for parking management.
- Provide on-going monitoring of parking supply/demand on a facility/lot specific basis and regularly evaluate factors contributing to maximization of available parking.
- Create an Employee Parking Program by identifying private parking resources that could take the pressure off of areas that have peak demand for public parking.
- Leverage Transportation Demand Management (TDM) strategies to reduce the need for additional parking over time.
- Work with downtown employers to develop an employee incentive program for alternative transportation.
- Install bike racks at key entry points to the Main Street Dismount Zone.
- Provide funds to enhance pedestrian amenities, paying particular attention to high transit areas.
- Print and distribute downtown walking and biking maps.
- Advocate with entities to improve regional transportation connections to Longmont.
- Invest in sidewalk improvements connecting the 1<sup>st</sup> & Main station to the core of Downtown.
- Establish a fee-in-lieu option for meeting parking requirements earmark and later spend to build a parking lot as needed, possibly as part of a mixed use project.
- Add a flashing light to mid-block crossings to enhance nighttime visibility.
- Review and adjust parking rates to optimize utilization and turnover at key locations.
- Sponsor and promote the anticipated bike share program.
- Create a Bike Downtown event with activities and discounts for cyclists.
- Add a development regulation requiring continuation of the Downtown street grid south to the St. Vrain Greenway.

# 6 LAND USE





## VISION:

Downtown's mix of land uses and activities enliven the area throughout the day and evening.

## 2017 EXISTING CONDITION:

Downtown contains a mix of land uses, with emphasis on employment uses including local government offices, and a vital restaurant, retail, and creative industries cluster. While restaurants and office uses are growing in Downtown, a challenge is that storefront retail shops are struggling due to a wide range of national and local trends. Some street level spaces suited for retail are occupied by less activating uses, while some second story spaces are underutilized. Based on land use classifications recently defined in Envision Longmont, Downtown is expected to accommodate a diverse mix of uses over an expanding footprint, while becoming more densely developed over time.

Downtown Longmont has three distinct zones with varied land uses and character in each. There is a mix of retail and office in the traditional core along Main Street, well-established residential neighborhoods flanking Main Street on both its east and west edges, and former and current industrial land south of 3<sup>rd</sup> Avenue that is gradually transitioning to more diversified uses. Downtown is primed for increasing employment uses and adding more modern office space, particularly along Coffman Street and 3<sup>rd</sup> Avenue. Surface parking is currently abundant and presents an opportunity for additional infill in the future.

Major projects planned or in development, including South Main Station, the Transit Station, and Dickens Farm Park, are expected to dramatically change the landscape of the southern portion of Downtown. Investments in this area can be expected to make a significant and lasting impact. Redevelopment here can also link to and support redevelopment opportunities and assets to the south of Downtown toward the St. Vrain Creek.

Downtown contains a modest amount of housing, and has not experienced the boom in residential growth that has been seen in other parts of the City and region. Compared to other areas of the city, Downtown hosts smaller average unit sizes, a higher proportion of rental units, and a larger share of affordable units. There are signs of significant pent-up demand for new housing both in Downtown and citywide, as indicated by rapidly rising rents and home prices along with consistently low vacancy rates. Redevelopment is an important opportunity to create a better balance of land uses in Downtown as well as to accommodate a share of citywide housing demand.



# 1 HOST A DIVERSE MIX OF LAND USES INCLUDING BOTH NONRESIDENTIAL AND RESIDENTIAL.

- A. Target incentives and tools to foster land uses needed to achieve a healthy balance of uses.
- B. Advance redevelopment efforts south of 3<sup>rd</sup> Avenue as an opportunity to add uses that are missing or underrepresented in the desired mix.
- C. Retain public, educational and civic uses at the heart of the community.
- D. Encourage and prioritize projects that deliver a mix of uses or that fill a gap in the use mix such as housing, modern office, retail, a trade or higher education institution, a community market, a hotel or a larger event venue.

# 2 ENCOURAGE A COMPACT URBAN FORM THAT EFFICIENTLY UTILIZES LAND AND SUPPORTS MULTIMODAL TRANSPORTATION INFRASTRUCTURE.

- A. Encourage greater development intensity and vertical mixed use, especially of surface parking and other underutilized land.
- B. Ensure that changes in development intensity maintain a respect for the historic character of Downtown.
- C. Design new development to activate the street while screening parking by locating it underground, on upper floors, or in areas toward the interior or rear.
- D. Encourage transit-oriented development around the future 1<sup>st</sup> and Main Transit Station.
- E. Encourage new large format buildings or parking structures to be designed so as to be easily adapted to other uses in response to future market conditions.



### 3 ADD HOUSING, PROVIDING DIVERSE LIVING CHOICES THAT SUPPORT ACTIVE USE OF DOWNTOWN.

- A. Encourage development of infill housing to achieve a mix of housing types at a range of price points, including higher density residential buildings and upper story residential uses.
- B. Invest in amenities and uses that increase the desirability of downtown living and serve residents of multiple housing developments.
- C. Offer tailored solutions to housing concerns in Downtown when evaluating citywide policies and regulations.
- D. Support the development of live-work spaces that support the Creative District.

### 4 ENCOURAGE REDEVELOPMENT AND REUSE OF UNDERUTILIZED AND BLIGHTED PROPERTIES.

- A. Facilitate redevelopment of underutilized and blighted properties through incentives, partnerships and land assembly.
- B. Explore sources of local, state, and federal funds available for remediation and redevelopment of underutilized properties.
- C. Prioritize redevelopment along and south of 3<sup>rd</sup> Avenue and along Coffman Street.
- D. Support and coordinate with redevelopment efforts extending south to St. Vrain Creek.
- E. Actively work to restore, renovate, and repurpose historic buildings. Incentivize owners to renovate deteriorated properties of historical significance.



A range of housing types, from high density to single family, support diverse living choices and an active Downtown throughout the evening and on weekends.



## 5 ENCOURAGE ACTIVE GROUND FLOOR USES THAT CREATE FOOT TRAFFIC AND VIBRANCY.

- A. Prioritize retail shop and restaurant uses on the ground floor along Main Street.
- B. Assist or incentivize office and other uses in prime retail locations to relocate within Downtown to upper floors or intersecting streets.
- C. Implement window transparency standards that allow visibility and encourage public safety.
- D. Regulate ground floor construction standards to allow for and encourage retail occupancy, e.g., egress, fire suppression, and window area.

## 6 ADVOCATE FOR DEVELOPMENT REGULATIONS THAT ADVANCE PLAN GOALS AND ATTRACT INVESTMENT THROUGH BOTH FLEXIBILITY AND PREDICTABILITY.

- A. Align the City's Capital Improvement Plan with the goals and policies of this Plan to ensure that adequate infrastructure is in place to enable and encourage desired development.
- B. Periodically update the Land Development Code and Downtown Sign Standards to incorporate current best practices.
- C. Establish and incentivize compliance with Downtown Design Guidelines.
- D. Utilize standards for rehabilitation of historic buildings that are consistent with the life and safety protection intent of the Local Building Code, yet facilitate reuse and compact, urban form.



From left:

Coworking options are currently limited in Downtown Longmont. The successful mixing of land uses, in this case residential and light industrial. An example of small lot, compact housing.



## SAMPLE TACTICS:

The following are examples of specific actions the City or LDDA (or other partners) might undertake to implement the plan. Year to year, tactics may vary and will be selected based on opportunities, needs, and market conditions.

- Convene representatives of for-profit and not-for-profit builders, the City, financing institutions, and other stakeholders to formulate and execute housing strategies, including a mix of market rate and workforce housing.
- Based on land use mix data, establish priorities for use types needed to achieve a healthy mix and target LDDA incentives to priority uses.
- Review the Land Development Code for changes and updates to implement plan goals, such as a window transparency or first floor retail requirement.
- Incentivize relocation costs for first-floor office uses that relocate to upper floors of downtown buildings.
- Pledge tax increment financing generated by a redevelopment to pay for required or enhanced infrastructure improvements, such as stormwater detention or a public plaza.
- Develop Downtown Design Guidelines for new developments, and building expansions or upgrades that advance plan goals, such as locating office uses on upper floors; require compliance for projects with more than a qualifying amount of public financing.
- Provide matching grants for historic building renovations.
- Research and adopt modifications to the Local Building Code that make historic building rehabilitation easier and less costly.
- Install alley and streetscape enhancements.
- Explore and enter into public/private partnerships with the City and private development entities for redevelopment and revitalization projects that support LDDA goals.



# 7 LEADERSHIP & MANAGEMENT



## VISION:

**An effective management organization coordinates resources to realize the vision and goals for Downtown.**

## 2017 EXISTING CONDITION:

The Longmont Downtown Development Authority (LDDA) was founded in 1982 with a mandate to revitalize the City's Downtown commercial core. The LDDA consists of 242 acres, spanning from 1<sup>st</sup> Avenue to Longs Peak Avenue, and Martin Street to Terry Street. The LDDA funds capital projects, business development and program efforts through Tax Increment Financing (TIF). It also has a 5 mill levy on all real and personal property within the District which is directed toward District operations and maintenance. The Longmont General Improvement District (GID) is managed by the LDDA as well, funded through a property tax levy of 6.798 mills on all real and personal property within the GID boundaries (a smaller area within the LDDA). These funds are used for routine maintenance of public parking lots and pedestrian ways located within the GID. The LDDA also manages the Downtown Parking Fund on behalf of the City. Downtown Longmont Community Ventures, is working to get 501(c)3 status, and will serve as the Creative District arm of the LDDA. Lastly, there is a Business Improvement District (BID) that was established in 1992, but not funded (a BID and its funding are established through two separate processes, requiring a vote of the property owners).

LDDA is overseen by a Board of Directors that are appointed by the Longmont City Council from among Downtown property owners, residents, and business interests. There are several committees that serve the LDDA and/or Creative District including Block Captains, Marketing, Programs, Arts Administration (the Steering Committee for the Creative District), and Placemaking. In 2016, LDDA has two full-time employees (Executive Director and Admin Assistant), a 3/4-time employee (Downtown Specialist), and uses interns and contract employees as needed for event assistance and graphic design.



## 1 CHAMPION DOWNTOWN AS A CITYWIDE AND REGIONAL ASSET.

- A. Promote Downtown’s unique citywide role as an asset for employment, worker and visitor attraction.
- B. Promote Downtown’s offerings and advantages to commuting workers and communities, increasing visits and improving regional jobs and housing distribution by encouraging them to become residents.
- C. Provide comprehensive and consolidated information about Downtown’s offerings.
- D. Celebrate and promote Downtown’s success stories.
- E. Ensure that Downtown invites and serves the full socio-economic spectrum of Longmont.
- F. Periodically review the LDDA and GID boundaries to consider expansion, and the BID to consider activation.

## 2 COORDINATE EFFORTS AMONG PRIVATE, PUBLIC AND NON-PROFIT ENTITIES TO ADVANCE THE SHARED VISION FOR DOWNTOWN.

- A. Develop Volunteer Program and utilize volunteers to accomplish Plan goals.
- B. Coordinate resources and tools available to the LDDA, City, and other partners to maximize efficiency and effectiveness.
- C. Be proactive in advancing ideas and soliciting public-private coordination.
- D. Establish policies and communicate priorities for allocation of LDDA resources.
- E. Explore and identify diversified future funding streams, including establishment of an active not-for-profit entity.
- F. Convene stakeholders and establish committees as needed to discuss policy issues affecting Downtown and to advance implementation.



### 3 ADVOCATE FOR DOWNTOWN'S INTERESTS ON CITYWIDE AND REGIONAL ISSUES.

- A. Establish a leadership team tasked with meeting regularly with leaders throughout the City about Downtown, its relevance and its impact, and surveying property owners and suggesting partnerships for projects consistent with Downtown's vision.
- B. Advocate for issues affecting Downtown as identified in this plan and subsequent issues as they arise.
- C. Represent the perspective of Downtown stakeholders in the review and revision of any ordinance or regulation that effects Downtown.

### 4 COORDINATE CENTRALIZED MARKETING AND INFORMATION FOR A WIDE RANGE OF DOWNTOWN ASSETS.

- A. Maintain and update an inventory of vacant available space and redevelopment/adaptive reuse opportunities to use as a tool in active recruitment of new businesses.
- B. Coordinate marketing efforts for the Creative District and Downtown as a whole.
- C. Utilize a diverse range of marketing and information dissemination techniques and emerging technologies to reach a variety of audiences.



Left and center:  
Events can bring new visitors Downtown and help showcase its assets.  
Right:  
Banners are one of many ways to market Downtown and the Creative District.



## 5 TRACK AND EVALUATE DATA NECESSARY TO TELL DOWNTOWN'S STORY AND GUIDE DECISION-MAKING.

- A. Track data on Downtown using surveys and other metrics, and regularly report on progress to stakeholders, the City, and others.
- B. Maintain and update a database of properties in the LDDA area to monitor changes and trends in ownership, use, and business mix.
- C. Periodically evaluate the programs and initiatives of the LDDA to determine which are most impactful, how to improve others, and which to discontinue.
- D. Periodically review, evaluate, and update the Downtown Master Plan.



Downtown's growing craft and culinary cluster



## SAMPLE TACTICS:

The following are examples of specific actions the LDDA might undertake to implement the plan. Year to year, tactics may vary and will be selected based on opportunities, needs, and market conditions.

- Maintain a balanced budget.
- Host a website, install information kiosks, and use social media to market Downtown.
- Track data needed to promote development opportunities in Downtown.
- Find and manage contracts for graffiti removal and safety ambassadors.
- Update the Intergovernmental Agreement between the City and LDDA to reflect changing funding and resource availability, and shared priorities of the updated Plan.
- Issue a Requests for Proposals for private partner developers to undertake redevelopment of City or LDDA controlled property in accordance with Plan goals.
- Maintain an active LDDA Board with effective committees.
- Seek grants, sponsorships, and other funding sources via the new 501(c)3.
- Adopt funding prioritization criteria for LDDA incentives and programs.
- Evaluate the cost-benefit of programs and make determinations about which to continue.
- Evaluate an LDDA Boundary expansion.
- Create a dashboard of indicators to annually report to the community.

# 8 IMPLEMENTATION



# INTRODUCTION:

A Plan is only as good as its implementation. The Goals and Strategies of this plan establish policies to guide the selection of specific implementation actions. While nothing that is inconsistent with the Goals and Strategies can be undertaken in the name of Plan implementation, there is still considerable scope to determine exactly which programs and projects will be funded to advance the Goals and Strategies. This Implementation section provides significantly more specifics about what actions the City and LDDA expect to undertake in the next 3-5 years. It lays out tools, partners, and priorities for advancing the Goals of the Plan. It also identifies current, known opportunity sites where projects and programs can be particularly impactful.

## PRIMARY IMPLEMENTATION PARTNERS: LDDA & CITY

The agency with primary implementation authority and responsibility for this Plan is the LDDA, in conjunction and collaboration with the City of Longmont. Each has resources and tools to use to advance the Plan goals. The LDDA was established specifically to enhance Downtown Longmont and is authorized to use a variety of financing tools and powers to do so. The Plan must be adopted by the LDDA Board of Directors.

The Plan must also be reviewed by the Longmont Planning and Zoning Commission and adopted by the Longmont City Council. Once adopted, it is affirmed as a policy document of the City. City Council and staff consult this policy document - in conjunction with the Comprehensive Plan and many other adopted plans - in determining how to prioritize and allocate citywide resources.

The LDDA and City seek to engage and partner with other community stakeholders for implementation. Many of these groups participated in establishing the Goals and Strategies of the Plan. Such groups include local and regional economic development groups, transportation agencies, Boulder County, the St. Vrain Valley School District, arts and cultural organizations, private for-profit and non-profit developers, and others. The alliance between LDDA, the City and these other partners is expected to help all of them to achieve shared goals within Downtown.

# LDDA PURPOSE, GOVERNANCE & AUTHORITY

The LDDA's purpose is to prevent deterioration of property values within the district and to assist in the development and redevelopment of the district.

LDDA is governed by a seven-member Board of Directors and ex-officio members representing the City of Longmont. The seven appointed board members serve four year terms and must either reside in, be a business lessee, own real property or manage a property within the downtown district.

The affairs of the LDDA are under the direct supervision and control of its Board which has all powers customarily vested in a board of directors of a corporation including the power to:

- Exercise supervisory control over the director and staff;
- Study and analyze the impact of economic changes and metropolitan growth on the Central Business District;
- Plan and propose, within the plan area, plans of development for public facilities and other improvements to public and private property and to implement any such plan of development;
- Cooperate with any governmental entity, particularly the City of Longmont and its Planning and Development Services Department in developing long range development plans;
- Make and enter into contracts necessary or incidental to the exercise of its powers and the performance of its duties; and
- Utilize tax increment revenues, as set forth in the laws of the State of Colorado and the Longmont Municipal Charter.

From left:

Existing screening for surface parking lots along Coffman Street

Enhanced screening for surface parking creates a more pleasant pedestrian experience



# PRIORITY PROGRAMS & PROJECTS

Based on the Goals and Strategies, the Next Level Ideas, and existing market conditions and opportunities, **priority Projects and Programs have been identified for the next 3- to 5-year market cycle.** This list reflects the priorities of multiple stakeholders that emerged through community engagement as well as the reality of finite resources that dictate that not all desired efforts can be pursued immediately.

## Purpose

This list is intended to:

- Establish and communicate initial implementation priorities in a tangible manner.
- Focus and coordinate efforts by the primary implementation agencies and their partners.
- Help to prioritize resource allocation decisions in the near term.

## Responsive

Over time, this priority list may shift as conditions change and unanticipated opportunities arise. In order to ensure that the Plan is responsive to changing conditions, this list does not bind the City of Longmont or LDDA to completing all or only these Projects and Programs before engaging in other work that advances the plan Goals and Strategies. Annually, the LDDA Board will affirm or update its priorities and communicate them to the community.

## Implementation Priorities Table

The priority Project and Programs are shown in a table starting on page 56, sorted by the Next Level Idea to which they most correlate. The color-coding in the table links the Ideas, Projects and Programs in the table to the Topics in the plan. Many of the Project and Programs have been selected as priorities because they advance more than one Idea or Theme, but each is listed only once to avoid confusing repetition. The table also includes potential Partners. While the City and LDDA are the primary implementation agencies, the Plan acknowledges the need for participation and coordination with other community stakeholders to achieve shared goals. However, their appearance in this list does not bind any partner to act. Finally, the table includes a column of potential Sites – physical locations where there appears to be significant potential to implement projects that would advance the plan Goals and Strategies.

# IMPLEMENTATION PRIORITIES 2017-2022

IDEAS	PROJECTS
<p><b>Extend the vibrancy of Downtown to an 18-hour, 7-day activity zone by adding more residents, entertainment, and jobs.</b></p>	<ul style="list-style-type: none"> <li>• Market rate and workforce housing (within mixed use development)</li> <li>• Office space that appeals to creative/tech talent and maker businesses</li> <li>• Creative Arts and Culinary Cluster business development</li> <li>• Arts and Culture venue enhancements</li> </ul>
<p><b>Build on Downtown’s vibe of authenticity and real productivity to grow the employment base.</b></p>	<ul style="list-style-type: none"> <li>• Craft and Culinary Cluster business development</li> <li>• Modern office space that appeals to creative/tech talent and makers</li> <li>• Mixed Use redevelopment</li> </ul>
<p><b>Create more visible signals to showcase, promote and increase Longmont’s abundant local creativity and culture.</b></p>	<ul style="list-style-type: none"> <li>• Develop a turn-key Festival Event Space</li> <li>• Signature lighting, signage or similar</li> <li>• Kiosks to promote local events and attractions</li> <li>• Extend alley treatments between 2nd &amp; 3rd / 6th &amp; Longs Peak</li> <li>• Gateway treatments on edges of Downtown</li> </ul>
<p><b>Increase the safety and comfort to a level that is welcoming to all ages and cultures in the Longmont community.</b></p>	<ul style="list-style-type: none"> <li>• Enhancements to existing plazas</li> <li>• Explore options for a permanent a permanent multicultural center</li> <li>• Public parking integrated into mixed use redevelopment</li> <li>• Alley treatments between 2nd &amp; 3rd / 6th &amp; Longs Peak</li> </ul>

PROGRAMS	PARTNERS	SITES
<ul style="list-style-type: none"> <li>• Coordinated marketing and info, i.e., website, social media, and promotions</li> <li>• Retail shop and local business owner assistance, i.e., façade and 2nd story office matching grants, business owner trainings, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Private developers</li> <li>• Local business and property owners</li> <li>• Visit Longmont</li> <li>• Economic Development Partnership entities</li> <li>• Chamber of Commerce</li> <li>• Arts and cultural organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Coffman 500 block</li> <li>• 1st &amp; Main area</li> <li>• Emery 200 Block</li> <li>• Coffman 300 block</li> <li>• Main Street businesses</li> <li>• Alleys &amp; Breezeways</li> <li>• Flour Mill site</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain and update a Property Developer’s Manual</li> <li>• Promote fiber capacity and the maker business cluster</li> <li>• Build on “The Real Longmont” brand</li> <li>• Offer ombudsman service throughout city review of downtown development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Private developers</li> <li>• Local business and property owners</li> <li>• Economic Development Partnership entities</li> <li>• Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• 1st &amp; Main area</li> <li>• SW Corner of 3rd &amp; Main</li> <li>• Coffman from Longs Peak to Boston</li> <li>• 3rd Ave from Main-Martin</li> <li>• Flour Mill site</li> </ul>
<ul style="list-style-type: none"> <li>• Include marketing for arts, culture and events in coordinated marketing program</li> <li>• Arts venue support grants</li> <li>• Develop Downtown Design Guidelines &amp; tie to TIF</li> </ul>	<ul style="list-style-type: none"> <li>• DLCV 501c3</li> <li>• Arts and cultural organizations</li> <li>• Foundations</li> <li>• Sponsors and donors</li> <li>• Latino Chamber</li> </ul>	<ul style="list-style-type: none"> <li>• Kimbark 300-400 blocks</li> <li>• 5th between Coffman &amp; Main</li> <li>• Main 200 block</li> <li>• Coffman 300 block</li> <li>• 1st &amp; Main area</li> <li>• Transit Center</li> </ul>
<ul style="list-style-type: none"> <li>• Welcome Ambassadors/case managers</li> <li>• Clean and Safe maintenance, i.e., sweeping, graffiti removal</li> <li>• Police bike and foot patrols</li> <li>• Create a parking entity with authority and capacity to plan and prepare for future structured parking needs</li> <li>• Operate events that advance Plan priorities and appeal to diverse populations</li> </ul>	<ul style="list-style-type: none"> <li>• DLCV 501c3</li> <li>• Arts and cultural organizations</li> <li>• Private developers</li> <li>• Latino Chamber</li> <li>• Parking enterprise (future)</li> </ul>	<ul style="list-style-type: none"> <li>• Coffman 300 block</li> <li>• Mixed use parking structures on existing surface lots</li> <li>• St. Stephen’s and 6th Street Plazas</li> </ul>

# IMPLEMENTATION PRIORITIES 2017-2022

IDEAS	PROJECTS
<p><b>Improve and expand the infrastructure that ensures Downtown is well-connected and easily accessible by multiple transportation modes.</b></p>	<ul style="list-style-type: none"> <li>• Build Coffman Street block from Boston to 1st</li> <li>• Redesign Coffman from Boston to 9th as a complete street with enhanced streetscape and protected bike lanes</li> <li>• Add protected bike lanes on Kimbark</li> <li>• Pedestrian enhancements at the 2nd &amp; Emery Intersection</li> <li>• Alley treatments between 2nd &amp; 3rd; between 6th &amp; Longs Peak</li> <li>• 2nd Avenue multi-use trail</li> </ul>
<p><b>Collaborate with a coalition of partners to achieve shared community priorities.</b></p>	<ul style="list-style-type: none"> <li>• Participate in public-private redevelopment projects that advance plan goals (as prioritized above and in future work plans)</li> <li>• Coordinate City and LDDA resources for priority public infrastructure enhancements that advance plan goals</li> </ul>

PROGRAMS	PARTNERS	SITES
<ul style="list-style-type: none"> <li>• Biking promotions and events</li> <li>• Bike share support</li> <li>• Develop and implement a comprehensive wayfinding plan and program</li> </ul>	<ul style="list-style-type: none"> <li>• Regional and Local transportation agencies</li> <li>• State and Federal transportation funders</li> <li>• Bike advocacy groups</li> </ul>	<ul style="list-style-type: none"> <li>• Coffman Street</li> <li>• 2nd &amp; Emery Intersection</li> <li>• Coffman &amp; Kimbark</li> <li>• Alley between 2nd and 3rd on both sides of Main</li> <li>• 1st &amp; Main area</li> <li>• Flour Mill Site</li> <li>• Transit Center</li> </ul>
<ul style="list-style-type: none"> <li>• Update IGA between LDDA and City for base and enhanced levels of services and maintenance</li> <li>• Establish and communicate LDDA funding priorities</li> <li>• Policy advocacy related to plan goals and priorities</li> <li>• Annually prepare/update a 2-year LDDA work plan</li> <li>• Include funding in City Capital Improvements Planning</li> <li>• Collaborate with partners to leverage and optimize resources</li> <li>• Track data and report in a web-based dashboard</li> <li>• Promote and celebrate Plan implementation achievements</li> </ul>	<ul style="list-style-type: none"> <li>• As identified above</li> </ul>	<ul style="list-style-type: none"> <li>• As identified above</li> </ul>

# IMPLEMENTATION TOOLS & RESOURCES

Both the LDDA and City have tools available that have been and can continue to be used to implement the Downtown Master Plan of Development. The major resources and financing tools for each are as follows.

## Longmont Downtown Development Authority

The LDDA has a range of powers, tools, resources, and authority to accomplish the Goals of this Plan. All funding collected by the LDDA must be used to benefit the LDDA district. In practice, this means the funds must be spent on projects and programs within the LDDA boundary. In some instances, improvements immediately adjacent to the boundary, such as the half of an intersection that is outside, could be eligible. The below list is a summary of the primary resources available to the LDDA for plan implementation:

- **DDA mill levy** – State statute and local ordinance authorize the LDDA to collect a mill levy from property owners within the LDDA Boundary. The LDDA exercised this authority starting in 1982 and currently collects a 5 mill levy, the maximum amount it is authorized to levy and collect. Authorized uses of the mill levy are wide-ranging. Many DDAs rely on mill levy funds to fund staffing and operational expenses, and also use them for marketing and promotions, maintenance services, events, grants programs, and other “soft” costs.
- **Tax Increment Financing (TIF)** – State statute and local ordinance authorize the LDDA to collect the increase in taxes generated by improved property values in the LDDA district. “Tax increment” refers to the difference in tax revenue compared



to the base year in which LDDA was established and subsequent adjustments (for a more detailed explanation, see Appendix F). TIF is an important tool for participating in public-private development. It allows the LDDA to cost-share based on the revenues a project will bring, rather than requiring funds to be available in advance. The allowed uses of TIF funds are broad, but must be shown to have a public benefit. Often, they are used for the public infrastructure costs of project development or other physical projects. A limitation of TIF is that it is only generated by projects that increase tax revenue; as such, smaller developments and not-for-profit projects have more limited access to TIF. Unlike some DDAs, the LDDA is not authorized to collect sales tax revenue increment.

- **Property Acquisition & Disposal** - To accomplish the Goals of this Plan, the LDDA is authorized by State statute and local ordinance to buy and sell real property, such as land or buildings. This tool can be useful in order to control critical parcels and to remove barriers - such as problems with unclear land title, contamination, conditions of sale, and other real estate complexities. The LDDA does NOT have the power of eminent domain to acquire property or for any other purpose.
- **Grants and Sponsorships** - The LDDA is able to pursue and utilize grants and sponsorships to accomplish its goals. Grants and sponsorships can help implement any project or program to which they are awarded. The LDDA has been working to establish a non-profit entity, Downtown Longmont Community Ventures, which can receive tax-deductible donations. Staffing of the organization and solicitation of grants and sponsorships is expected to be by LDDA staff unless or until DLCV can support its own staff.



- **Staff** - The staff of the LDDA is an important resource for accomplishing many Plan Goals. Many of the programs, including marketing, promotions, business attraction, grants, advocacy, and events, take considerable staff time and energy. In 2017, the LDDA supports 2.75 paid staff positions.
- **Board of Directors** - In the role of Champion for Downtown, the LDDA Board members are an important asset. Members of the Board of Directors donate their time to oversight and management of the organization. The Board also plays a critical role in connecting the LDDA to other organizations and constituencies, and on matters of advocacy.
- **General Improvement District (GID)** - The GID is a distinct legal entity within the LDDA Boundary that is managed by LDDA. Within the GID, a 6.798 property tax mill levy assessment is collected. Revenues from the GID assessment are used for improvements such as enhanced streetscape and maintenance within the GID boundary. Many LDDA clean and safe programs are funded with GID funds within the GID boundary and other LDDA funds elsewhere in Downtown. Further detail on the GID is found in Appendix E.
- **Business Improvement District (BID)** - As further detailed in Appendix E, a business improvement district (BID) was established in Downtown Longmont, but the associated mill levy has never been activated. Many downtowns have both a DDA and BID. Active BIDs have a board of directors comprised of assessed property owners in the BID boundary that decide how to allocate funds. BIDs often fund enhanced clean and safe programs, promotions, and marketing.



Examples of mixed-use parking structures that effectively activate the street while also providing additional parking

## City of Longmont

The City of Longmont may also bring to bear its tools and resources to implement the Goals of this Plan. Unlike LDDA which is constrained to work only within the LDDA boundary, the City must balance expenditures in Downtown against all other needs and goals citywide. Some of the most notable of tools the City could use in Downtown are noted below.

- **Capital Improvement Program (CIP)** - The CIP budget allocates funds for maintenance and improvements to public infrastructure within Longmont. Because of Downtown's position as the central hub of Longmont's transportation system, City plans and programs such as bicycle infrastructure, transit, and intersection improvements, include and even prioritize some Downtown investments that are also priorities in this Plan.
- **Property Acquisition & Disposal** - The City is a major landowner within the LDDA boundary. In addition to City offices and facilities, the City owns the building at 667 4<sup>th</sup> Avenue which currently hosts the Firehouse Art Center and contributes to the arts identity and the vitality of Downtown. Like the LDDA, the City can enter the chain of ownership of a parcel to accomplish goals such as remediation or to preserve a historic property. How the City designs, maintains, and manages the real property it owns in the LDDA district can advance and implement Goals of this Plan. The continued presence of City offices and employees in Downtown is an important contribution to Downtown's economic health, vitality, and safety.
- **Sales Tax Revenue Sharing** - The City of Longmont collects sales tax revenues citywide including within the LDDA district. If a development project will increase sales tax revenue, the City has the authority to enter an agreement to share or refund some of the new revenues created by that development to defray costs of that project. Sales tax revenue is the primary revenue source for local municipalities in Colorado. With costs increasing, cities must find ways to keep increasing revenue; they can only rarely afford to share sales tax revenues.
- **General Fund** - Within the City's General Fund, there is limited discretionary funding on a year-to-year basis. The funds that do exist are allocated based on City priorities as established by leadership and by policy documents, such as Envision Longmont. For example, funding to maintain City-owned property, such as 667 4<sup>th</sup> Avenue, comes from the General Fund.

- **Grants** - The City supplements CIP and General Fund resources with grants from federal, state, and other agencies. Many types of grants, such as Community Development Block Grants or Federal Transportation Agency grants, are available only to government agencies. The City has been and will continue to be instrumental in pursuing grant allocations for a range of programs and improvements that benefit Longmont as a whole, including Downtown.
- **City Staff** - Many City staff collaborate with LDDA to realize the Plan. Major examples include the Finance Department, which collects the LDDA mill levy and tax increment; Public Works & Natural Resources, which plans and implements public infrastructure projects and provides some of the maintenance services within the LDDA boundary; the Planning & Development Services Department, which ensures development regulations and project reviews are consistent with policies of the Plan; the Redevelopment and Revitalization Division, which takes part in public/private partnerships; and the Public Safety Department, which conducts police patrols within the LDDA boundary. Although most staff support is funded from the General Fund, maintenance service comes from the Sanitation Fund and Streets Fund.
- **City Leadership** - The City Manager, City Council Members, and other appointed and elected officials at the City provide important leadership for the City as a whole, and for Downtown. The Goals of this Plan are consistent with Envision Longmont and are adopted policy of the City. City leaders advocate for the interests of Longmont and for Downtown within the region, and provide direction to staff.



Above: Existing mid-block crossing along Main Street



Right: Mid-block crossing should be designed to feel comfortable and safe for people crossing a busy street

## Program vs Project Funding

Although both TIF and the DDA mill levy can support a wide range of efforts in the district, there are typical uses of these funds.

**Programs** include clean and safe services, façade grants, marketing and promotions, annual events and more. Ongoing programs are primarily supported by the LDDA mill levy, with additional funds from TIF. By its nature, the mill levy is a steady, guaranteed funding stream that is well-suited to fund ongoing work, including staff that run the programs. TIF that is not pledged to the specific project that creates it can be spent on programs. Grants and sponsorships are also important sources of revenue to support specific programs and initiatives of the LDDA. Creating Downtown Longmont Community Ventures, a 501(c)3, will enhance the ability to receive and manage grant funds and donations and as such will be critical to continue to offer and expand arts and cultural programming in Downtown.

**Projects** are commonly funded by TIF dollars. Development projects increase property value on which the owner pays taxes, which then generates the increment. The increment generated is then pledged to the project to defray costs of the project elements that deliver a public benefit. To the extent that additional TIF is generated beyond the cost of public benefits of the project, beyond the project need, or from other properties in the district, TIF can also be used to support programs and other costs with a public benefit. Grants, such as Federal Transportation Grants, can also be instrumental in financing infrastructure projects. More detail on how TIF works and how much is available to the LDDA can be found in Appendix D.

**A note about Public Benefit:** “Public benefit” can be broadly defined as anything that advances the Goals of an adopted public policy such as this Plan. Often TIF is spent on public infrastructure and similar uses that are visibly public. However, any of a wide range of expenditures of TIF that legitimately advances a Goal of this adopted Plan creates a public benefit. As such, it is eligible for use of TIF funding. For example, with an adopted policy to retain retail in Downtown or to ensure a vibrant mix of land uses, the LDDA can support educational programs for Downtown retailers that help them keep their businesses open and thriving.

# IMPLEMENTATION PRIORITIES MAP

Locations for prioritized Projects have been identified in the Implementation Priorities Table on pages 56-59 and are depicted on the following map. By contrast, many LDDA Programs span and impact the entire LDDA district, and are not mapped. The priorities illustrated on this map are a result of this community planning process which included a review of previous planning efforts and plans described in the next section and in the appendix. These priorities were vetted with the community, stakeholders, and working groups.

## Alternative Festival and Alleyscapes

Downtown is expected to continue to be a key location for community gathering and events. The use of Main Street for this purpose can be difficult due to the fact that it is a State highway and often closes more blocks than needed for the event because of cross-street movement patterns. Designing and implementing “turn-key” Festival Event Spaces as an alternative to hosting events on Main Street was a high priority of the working groups and LDDA. This was also a guiding principal in the 2016 Envision Longmont Comprehensive Plan and is consistent with the Creative District Plan. Below and illustrated on the map are several potential festival space locations:

- St. Stephen’s and 6<sup>th</sup> Street Plazas
- 4<sup>th</sup> and 5<sup>th</sup> Avenue between Main and Kimbark Streets, and between Main and Coffman Streets
- 300-500 blocks of Kimbark Street

An expansion off the highly successful alley improvements should also be implemented in the following locations:

- The alleys between 6<sup>th</sup> and Longs Peak Avenue on both sides of Main Street
- The alleys between 2<sup>nd</sup> and 3<sup>rd</sup> Avenue on both sides of Main Street

## Intersection Enhancements

This Plan envisions a strong system of pedestrian infrastructure and treatments being added over time as resurfacing and redevelopment occurs. Intersection enhancements should include elements such as: crosswalks with new paving or striping treatments, signage for cyclists and pedestrians as well as warning signage for motorists, and pavement markings for cyclists. The highest priority intersections in the near term are all on Emery Street at the intersections of 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Avenues.

## Bike Route Enhancements

Overall, this Plan envisions a more user-friendly bicycle system being developed to and through Downtown, linked to the citywide bike



Alternative festival streets and plazas will reduce the burden on Main Street



Expanding the alleyscape improvements to the north and south is an implementation priority



Emery Street and 2<sup>nd</sup> Avenue is a priority intersection in need of enhancements

infrastructure. The highest priority bicycle enhancements, which are mapped, are consistent with the 2016 Kimley-Horn Bicycle/Pedestrian Audit include:

- A redesign of Coffman Street to including protected bike lanes between Longs Peak Avenue to 2<sup>nd</sup> Avenue and a new bicycle and pedestrian connection should be made from 1<sup>st</sup> Avenue to the St. Vrain Creek multiuse trail.
- A redesign of Kimbark Street to include protected bike lanes between 3<sup>rd</sup> Avenue and 9<sup>th</sup> Avenue.

Other high priority bicycle enhancements include:

- A multiuse path on the south side of 2<sup>nd</sup> Avenue between Coffman and Emery Streets.
- Striped bike lanes on Emery Street between 4<sup>th</sup> Avenue and the St. Vrain Creek multiuse trail

## Development Opportunity Sites

Redevelopment is anticipated in a variety of locations throughout Downtown and is subject to the desires of private property owners. The development opportunity sites depicted on this map are those that currently appear ripe for reinvestment, and includes some that have previously been proposed prior to this planning effort as well as sites identified in this process. The Coffman and 3<sup>rd</sup> Avenue corridors are generally seen as having potential to add employment uses, but only those sites that appear to be “in play” are specifically mapped.

All of these mapped sites are seen as having the opportunity for mixed use development that could include retail, restaurant, housing, and office space.

- 300 and 500 blocks of Coffman Street on the existing public parking lots
- 300-400 blocks of Kimbark Street on the existing public parking lots
- 200 block of Main Street
- 200 block of Emery Street
- Flour Mill Site at 2<sup>nd</sup> and Terry Street
- Former Butterball site at 1<sup>st</sup> and Main and 1<sup>st</sup> and Emery Street. The 1<sup>st</sup> and Main Redevelopment Plan and Transit Center plans have considerably more detail about both short and long-term potential here.
- 1<sup>st</sup> and Main transit center to include structured parking facility and Transit-Oriented Development opportunities. This project was also identified as a high priority in the 2016 Envision Longmont Multimodal Transportation Implementation Plan.



Proposed site of the 2<sup>nd</sup> Avenue multiuse path

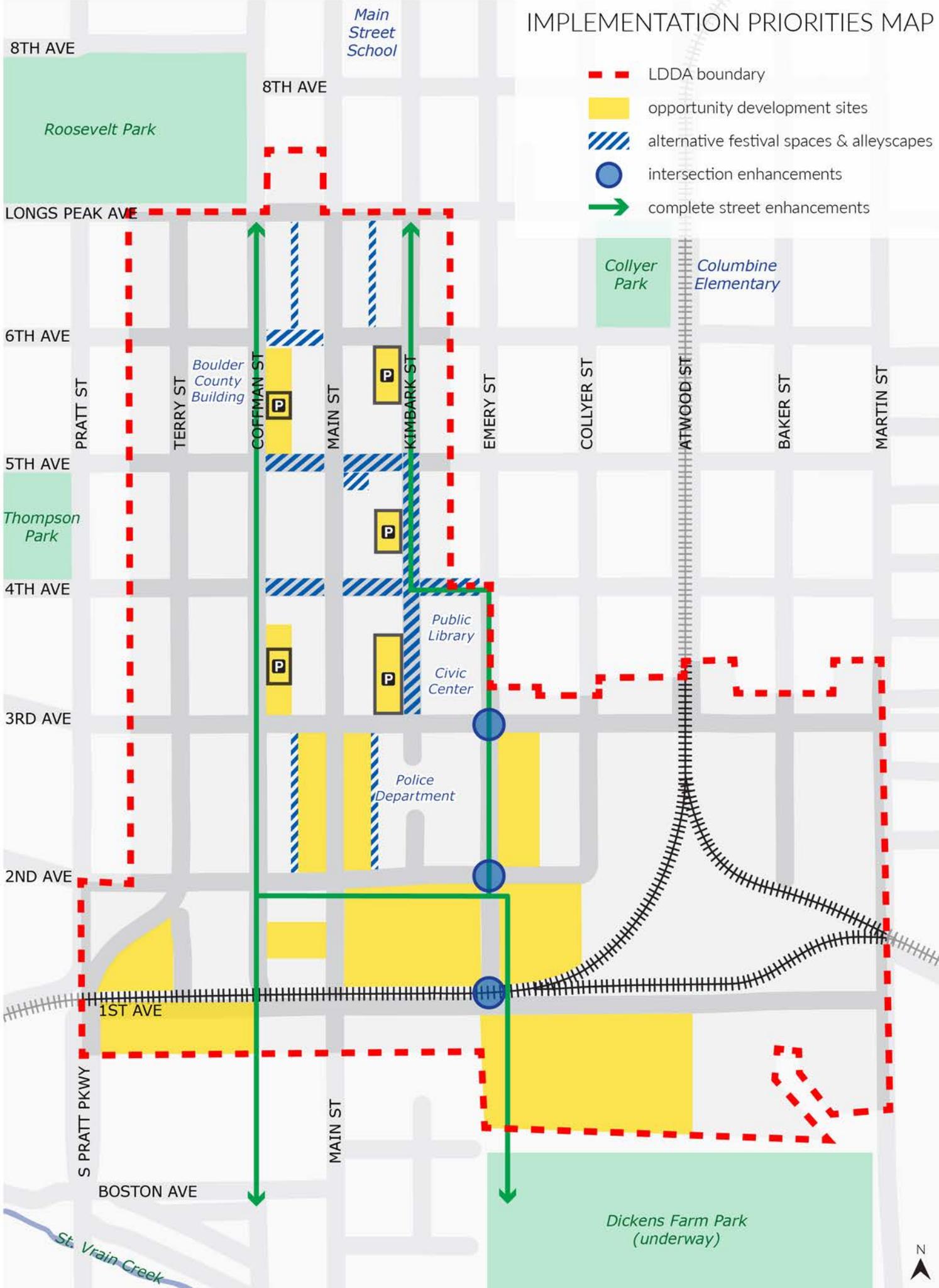


Future site of the RTD transit station



Flour Mill Site, a priority development opportunity site

# IMPLEMENTATION PRIORITIES MAP



# INDICATORS

During Plan implementation, it is critical to track data and measure success. The following indicators are key metrics that were identified during the planning process to help evaluate progress in certain facets of Downtown's development.

INDICATOR	METHOD	SOURCES	TOPICS
<b>Activity</b>	Pedestrian counts along Main Street and at other key locations; Visitors license plates data Small Business Saturday give-away	LDDA counts and surveys/City parking enforcement system	
<b>Beautification</b>	Percentage of blocks with enhanced streetscape treatment	LDDA/City	
<b>Bicycling</b>	Snapshot count of bikes parked Bike/Pedestrian counts Usage counts of bike lanes	City/LDDA/Advocacy group/ Block Captains	
<b>Commercial Vacancy</b>	Vacancy rate of office & retail space	Economic Development Partnership/LDDA Property Database	
<b>Creative Industries &amp; Businesses</b>	Number and % change of creative industries or businesses	LDDA Property Owners Database/DLCV/ Business Owners	
<b>Downtown Jobs</b>	Number of jobs	Business Owners Esri/Census estimates	
<b>Downtown Population</b>	Number of residents	Esri/Census estimates	
<b>Downtown Tax Revenue</b>	Amount of property, sales & use tax; proportion of Downtown's revenue to City total	City; Assessor's Office	
<b>Events</b>	Composite event attendance; Retail sales or retailer perceptions of event impact	LDDA/event partners/ Block Captains/Business Owners/ DLCV	
<b>Housing</b>	Ratio of market rate to affordable housing units	City/Housing Authority	
<b>Investment</b>	Dollars invested annually, by category (incl. private, public realm, grant programs, partnerships)	LDDA/City Permitting	
<b>Marketing</b>	Website hits; Social media activity	LDDA	
<b>Mix of Uses</b>	Percent of land use by type	Assessor's Office	
<b>Parking</b>	Occupancy of public parking lots and on-street parking	LDDA contractor/City	
<b>Public Art</b>	Count of permanent & temporary art displays	LDDA/DLCV/AIPP	
<b>Residential Vacancy</b>	Vacancy rate of Downtown housing	Esri/Census estimates	
<b>Safety</b>	Number of crime incidents (or calls for service); Visitor satisfaction	City/Police Department; stakeholder surveys	
<b>Satisfaction</b>	Visitor and stakeholder satisfaction surveys	LDDA	
<b>Traffic</b>	Traffic counts on Main Street & other major streets	City/County/CDOT	

# 9 PLANNING PROCESS



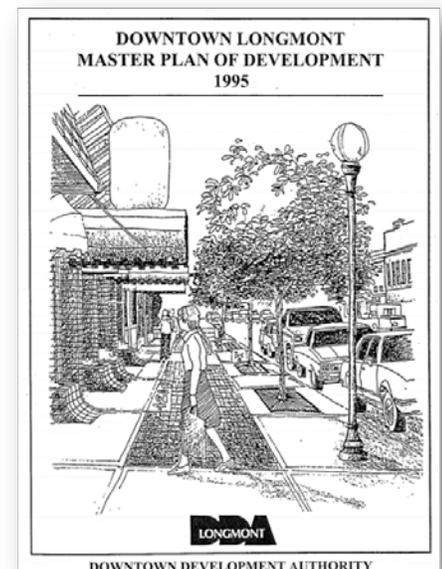
# HISTORY

In 1982, a special election was held in which a majority of property owners, residents, and business lease holders approved the formation of a downtown development authority. Subsequently, by Ordinance Number O-82-76, the Council of the City of Longmont established the “Longmont Downtown Development Authority” (LDDA). In the Ordinance, the LDDA was established pursuant to Part 8 of Article 25 of Title 31, Colorado Revised Statutes. In 1983, a plan of development was approved, based on state statute requirements, to serve as the governing plan document for the LDDA.

The last Master Plan of Development for Downtown Longmont was completed in 1995.

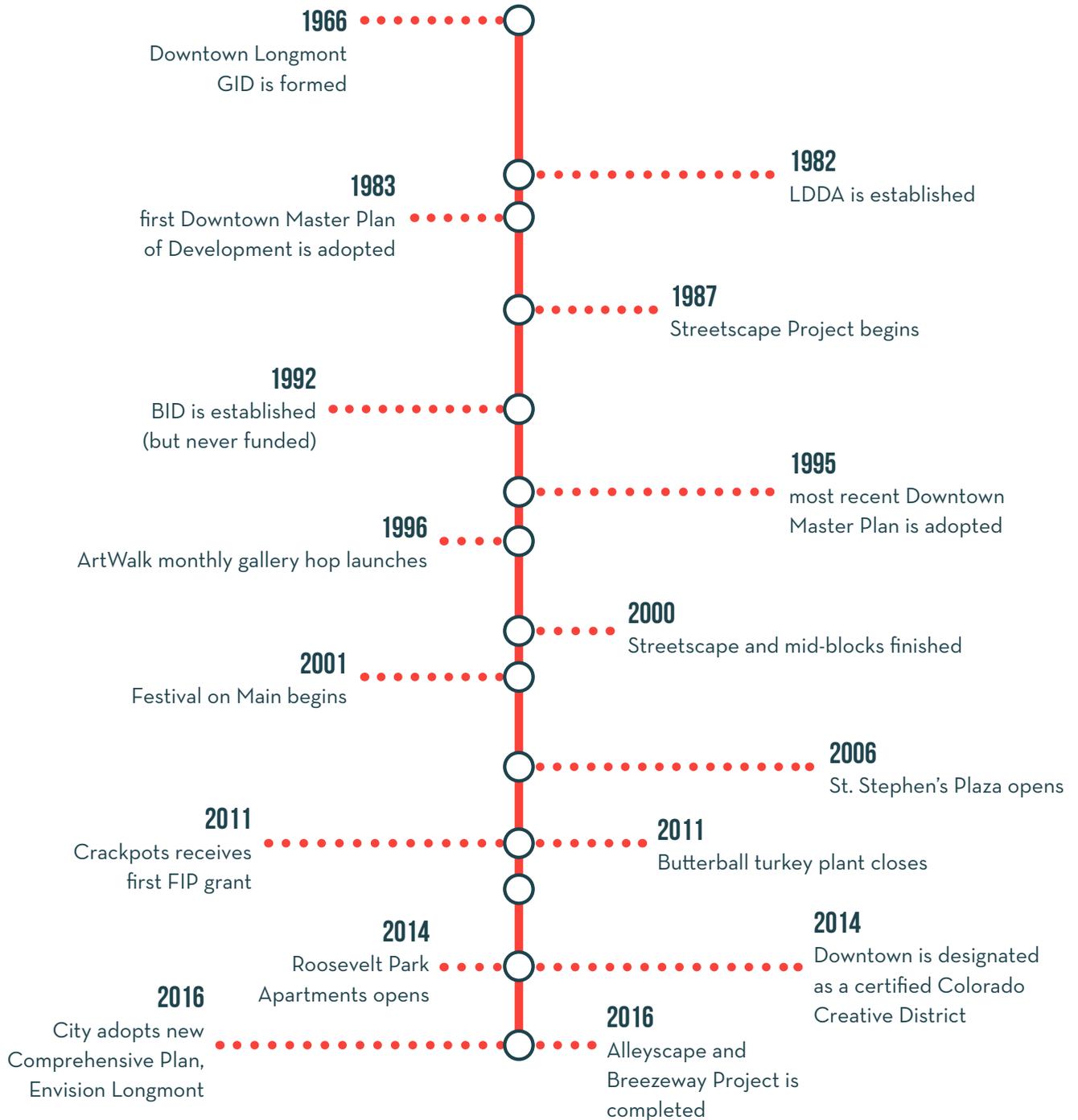
In August 2016, the City of Longmont and the LDDA initiated an update to its 1995 Downtown Longmont Master Plan of Development. Although LDDA retains its same purpose and much of the 1995 Plan remains relevant, it became critical to update in order to:

- Reflect accomplishments and changes in Downtown over the last 20 years
- Align the Master Plan with Envision Longmont, the recently adopted City of Longmont Comprehensive Plan, as well as other City plans
- Integrate the Longmont Arts & Entertainment District Plan
- Create a strong policy foundation for year-on-year resource allocations by LDDA and the City of Longmont



1995 Downtown Longmont Master Plan of Development

Significant change has happened since 1995. Buildings have been restored and new businesses have opened on Main Street, and to a lesser extent, on Downtown side streets. Downtown has been certified as a Colorado Creative District. The land south of 2nd Avenue is evolving from a historically industrial area into a modern, mixed use district. Both small- and large-scale residential developments have brought new residents to Downtown. The City, LDDA, and other partners have worked to improve streets and sidewalks, and of particular note, the recently-completed Alleyscape and Breezeway project. The timeline below shows major Downtown milestones over the years.



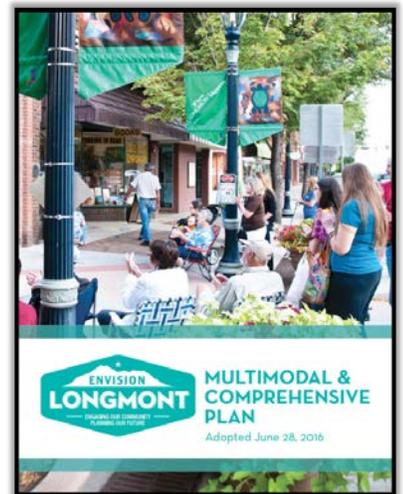
# CONSISTENCY WITH RELATED PLANS

This Downtown Master Plan builds on past planning efforts in Longmont. First and foremost, it retains many of the original 1995 Plan Goals, some with minor wording changes. In addition, it incorporates compatible planning efforts that have taken place since 1995. In particular, several citywide and Downtown-specific plans have been completed in the last five years. This updated Master Plan takes into account, and builds upon, the major themes and goals of these recent Longmont planning efforts.

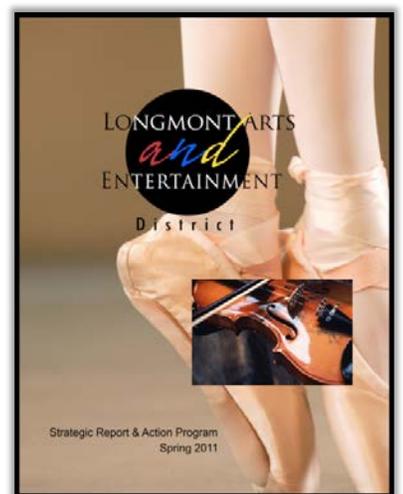
In 2016, the City of Longmont adopted a new comprehensive plan, Envision Longmont. Although a citywide effort, Envision Longmont gives particular focus to Downtown throughout the plan. There have also been several Downtown-centric plans completed in recent years. The Longmont Arts and Entertainment District Strategic Report and Action Program was developed as a guiding document for what is now called the Creative District. The 1st and Main Station Transit and Revitalization Plan established a vision for the area immediately surrounding Downtown's future transit station.

There are several prevailing themes found throughout these related plans that have been carried forward and further developed in this Master Plan. Downtown has been envisioned, first and foremost, as an area with a vibrant mix of land uses. To create this vibrancy, previous plans highlighted the need for new Downtown housing, additional retail, and modern office space designed for entrepreneurs, start-ups, and small businesses. Another theme prevalent throughout recent planning efforts is the need to ensure that Downtown is a comfortable and enjoyable environment for the pedestrian. Various recommendations to accomplish this have been identified, but particular focus was put on improving the pedestrian atmosphere along Main Street, extending streets and sidewalks to enhance the street grid and boost connectivity, and developing a well-balanced transportation network that connects Downtown to the rest of the city and region by all modes. Lastly, Downtown was envisioned as an area with an array of artistic and cultural assets, not just in the Creative District plan but other recent planning efforts as well. As prior chapters show, this Master Plan is consistent with related plans and maintains a focus on these prevailing themes.

*\* For additional information, see Appendix B, where individual summaries of past planning efforts are provided.*



Envision Longmont, the City's new comprehensive plan



Longmont Arts and Entertainment District Strategic Report and Action Program

# COMMUNITY ENGAGEMENT SUMMARY

As part of the planning process, P.U.M.A. facilitated a community engagement process in which more than 800 stakeholders participated in the following ways:

- A **Steering Committee** guided the overall direction for the Master Plan update and consisted of 23 members who met regularly during the planning process.
- **Work Groups:** More than 65 stakeholders served as members of one or more of the five Work Groups formed around each plan topic (economic vitality, placemaking and design, creative district, connectivity and access, and land use). Work Groups met three times, and were regularly engaged outside of meetings through online surveys and working documents.
- **Downtown Business Owners** meeting: 65 Downtown business owners attended a meeting to provide feedback on the strengths, weaknesses, opportunities, and challenges of owning a business in Downtown Longmont, and to identify priority Downtown investments.
- **Online survey:** 645 responses captured Downtown impressions from residents, workers, and visitors.
- **Community Open House:** More than 80 participants attended a meeting open to the public to give feedback on draft Goals. Feedback was used to revise Plan Goals and identify new Strategies.
- **One-on-one and group meetings** were held with a variety of Downtown stakeholders including property and business owners, SVVSD, and Advance Longmont Partners.

## Connectivity & Access Goals Ballot

Downtown Longmont Master Plan Update



### Instructions:

1. Fill in the oval next to your **TOP 3** priority goals.
2. **OPTIONAL:** Write-in additional needed goal(s).
3. **OPTIONAL:** "X" through goal(s) you feel are not needed.

Connectivity & Access Goals:	
<input type="radio"/>	Align transportation and land use planning efforts to achieve a well-connected land use pattern.
<input type="radio"/>	Maintain a safe and enjoyable walking environment for pedestrians of all ages and abilities.
<input type="radio"/>	Retain Downtown as the central hub of the citywide transportation network.
<input type="radio"/>	Develop the 1st and Main Transit Station and enhance transit connections to the region.
<input type="radio"/>	Enhance bicycle safety and comfort on routes to and within Downtown.
<input type="radio"/>	Encourage the use of alternative modes of transportation to access Downtown.
<input type="radio"/>	Ensure safe and efficient vehicle access, while allowing for a range of modes.
<input type="radio"/>	Ensure an adequate, well-distributed parking supply for the long-term.
Write-In:	
Write-In:	

Place this ballot in the Connectivity & Access ballot box. Thank you!

Participants used ballots like this one to vote on proposed goals and strategies at the Community Open House

## Online Survey Responses

An online community survey was released and 645 responses were collected. The majority of respondents were greater Longmont residents, as well as Downtown employees, visitors, and residents. A majority of respondents were between the ages of 30 and 59 and female. Most respondents visit Downtown Longmont weekly. Outside of work, the top reasons for respondents to visit Downtown were to eat and drink, as well as attend special events such as ArtWalks and the Downtown Concert Series.

When asked to choose what one feature they like most about Downtown Longmont, respondents' top three responses were:

1. Dining options
2. Overall look & feel
3. Community events

Alternatively, when asked to choose what one feature they like least about Downtown, respondents' top three responses were:

1. Shopping options
2. Parking
3. Mid-block crossings

Given the answers to the above two questions, it's little surprise that when asked to identify the single most desired improvement for Downtown, respondents' top priorities were:

1. Shopping options
2. Dining options
3. Parking

In an open response question, the survey asked respondents to list three words that describe Downtown Longmont right now. The resulting word cloud represents the most common words (the larger the word, the more often the word was used). Respondents see Downtown Longmont as **fun, quaint, up and coming, and friendly.**



\* Detailed results of the Online Survey can be found in Appendix C.

# MARKET CONDITIONS & OPPORTUNITIES

The completion of a detailed Downtown Market Assessment was the first step of the master planning process. The Market Assessment analyzes data and existing conditions in Downtown Longmont, and draws conclusions related to market expectations over the next five to seven years. Understanding market conditions helps to inform the goals and strategies of this Master Plan, and highlights areas where market forces can be leveraged or may need to be supplemented with public resources or incentives to achieve desired outcomes.

This section summarizes key findings from the Market Assessment for each market sector – Housing, Retail, Office, and Lodging. The full Market Assessment can be found in Appendix F.

## Housing

Despite evidence of robust demand, Downtown Longmont has been slower to add new housing units post-recession than many other downtowns. Pent up demand is evident in Downtown in the form of low vacancy rates and waitlists at newer multi-family properties. Continued demand is further supported by both global trends for downtown living and strong regional and citywide population growth projections. Longmont’s relative affordability, regional location, outdoor lifestyle amenities, lack of pretension, and cultural diversity are all assets that make it increasingly attractive as a place to live.

With long-term zoned capacity short of anticipated demand, Longmont may need to grow both outward and inward to meet demand and keep prices from escalating even more rapidly. There is strong market demand for additional Downtown housing units across a wide range of price points. Downtown is among the best locations in Longmont to add higher density multi-family housing units. Importantly, it is also the best location to add units that appeal to skilled Millennial workers.

Baby Boomers and Millennials are the two most likely generations to prefer downtown living. In Downtown Longmont, Boomers are more prevalent than Millennials. Recent pioneering projects – such as the Roosevelt Park apartments, have helped prove the Downtown housing market for upscale units. However, these units are priced too high for most Millennials and may continue to attract somewhat older residents.

For Downtown Longmont, the South Main Station redevelopment offers the biggest opportunity to meet the demand for residential units in quantity. There may also be opportunity to convert the upper story of existing buildings to residential units. Units being developed in South Main Station Phase I should further prove the depth of Downtown housing demand, but at yet-

to-be-determined price-points. Later phases are tentatively suggested to focus on single-family housing for which there is apparent citywide demand. However, if Phase I units prove robust demand exists, this could encourage additional multi-family development.

In summary, there is ample market opportunity in housing in Downtown Longmont across a wide spectrum, but much of it may be missing a segment that is important to Downtown's - and the City's - long term economic health.

## **Retail**

Downtown currently has an eclectic mix of businesses including retail. Nationally, storefront retail is a contracting market. However, walkable shopping areas that provide an authentic experience, such as Downtown, are faring somewhat better. Within the retail segment, dining and entertainment uses are expanding in many downtowns while shops face more competition from online and big box retailers, which is compounded by built-in cost disadvantages independents face versus these national retailers. Shops that are doing well in smaller city downtowns are mostly unique or boutique, and often independently owned. All of these trends appear to be playing out in Downtown Longmont. As rents continue to increase, independent shops could begin to be priced out of Downtown.

Current land use patterns in Longmont place national chains primarily in shopping areas outside Downtown. Downtown Longmont's niche is local services and restaurants, as well as noteworthy independent shops. There appears to be market opportunity to add additional clothing stores, restaurants, and drinking establishments in Downtown, considering its very low retail vacancy rates. The 10,000 square feet of commercial planned as part of the South Main Station redevelopment (a to-be-determined portion of which will be retail) can accommodate some of this demand.

## **Office**

Longmont, as part of the booming Front Range region, has seen considerable job growth that is expected to continue. To date, a limited amount of that job growth has been in Downtown. The existing Downtown land use pattern best accommodates professional services and smaller businesses. Downtown office space shows evidence of desirability, in the form of rent premiums and low vacancy rates. Currently, the high commuting rates of Longmont workers suggests that existing businesses on the outskirts are less likely to move into Downtown than in some mid-sized cities. To change this, a more vibrant, 18-hour economy, office space and more housing for skilled workers in Downtown would add substantial draw for workers and employers.

A significant challenge that the city as a whole is facing is the overabundance of unimproved flex space that is no longer appealing to businesses, which in

turn inflates vacancy rates. While this creates challenges in assessing demand, indications are that Downtown's office market is considerably stronger than the citywide market. Vacancy rates have been steadily decreasing to below five percent. Co-working space is being added in several locations Downtown, while the redevelopment at the former Butterball plant is anticipated to add some commercial space to Downtown's inventory as well.

Downtown has the potential to add new office product and formats that are desired by Longmont's targeted sectors. These days, the hottest office product is not traditional Class A with luxurious lobbies and finishes; but funky, new and rehabilitated buildings offering open formats and configuration flexibility. Many Front Range businesses that rely on a skilled workforce are looking for a downtown location. Like residents, some may increasingly be priced out of other downtowns, and could look to Downtown Longmont as an authentic and potentially more affordable alternative. One or more catalytic projects could help prove the market for new-format office in Downtown Longmont and attract a new-to-city employer; if demand is demonstrated, Downtown could accommodate further development.

## Lodging

There are five hotels under construction or in the development pipeline in Longmont, which will bring the room total to more than 1,200 (from 747 currently). Most Longmont hotels are 3- and 4-star properties located along major thoroughfares; another half dozen 2-star hotels are clustered by Interstate-25 just outside of the city limits. Downtown offers just one lodging option - a bed and breakfast. With no available Longmont-specific occupancy or revenue per room data, it is difficult to accurately assess the potential for hotel development in Downtown. Recently added product in this industry indicates a recent market opportunity seized, but satisfied elsewhere in the city.

Nationally, downtowns are benefitting greatly from a renewed interest by travelers to stay in compact, walkable centers near dining options. Statewide and in the Front Range, tourism, hotel occupancy and revenue data are showing strength after lagging years during and after the recession. With no existing hotels, Downtown Longmont could be ripe for development of a hotel.

## Market Conditions Summary

The real estate market opportunity in Downtown Longmont is currently strong for housing, office, and retail, while unproven for lodging. The addition of new housing and residents can help to prove the depth of housing demand and, over time, stimulate more demand in the other sectors. The planned Dickens Farm Park will create a new recreational amenity within walking distance that will enhance the desirability of Downtown residence. A growing arts vibe and

brewery cluster add further appeal. As the Downtown population grows, it can strengthen the retail and commercial real estate markets.

The multi-phased South Main Station redevelopment is an incredible opportunity to advance Downtown by adding residents and a wide range of uses. In addition, townhome and single-family units being proposed in future phases can help to meet some of the intense citywide demand with newer styles and formats. It is important that Downtown Longmont does not miss the window of opportunity that the current market cycle provides to add ample Downtown housing in a variety of configurations across the price spectrum. The redevelopment plan appears to offer adequate flexibility such that later phases can respond to evolving market conditions and demand data.

With so much redevelopment momentum and space on the South Main Station site, many sites in Downtown can be expected to experience primarily updates and reuse, rather than wholesale redevelopment. While some underutilized sites are poised to redevelop, the existing character of much of Downtown should remain largely intact, keeping a sense of authenticity. With vacancy rates in Downtown plummeting in recent years, rents can be expected to climb, which could spur development of new supply. However, many small businesses - especially independent shops - may struggle to stay in prime locations.

To make the most of opportunities in this market cycle, it is important for Downtown to:

- Create a safe and welcoming environment while retaining authenticity
- Enhance the public realm with amenities that encourage Downtown living
- Add a diversity of housing units including those priced for skilled workers
- Counteract challenges faced by independent retailers
- Participate in catalytic projects to prove market demand for the new generation of office format
- Cater to the skilled workforce through the use mix, targeted events and ample third spaces
- Partner and bring resources to develop a hotel
- Connect to nearby neighborhoods and amenities
- Increase mobility options and biking infrastructure

# APPENDICES



- A. Establishing Ordinance for the LDDA**
- B. Summary of Recent Plans**
- C. Community Survey Summary**
- D. LDDA Tax Increment Financing**
- E. Related Downtown Funding Districts**
- F. Downtown Longmont Market Assessment**