



Strategic Planning

Overview

Update February 2016

(created April 2011)

Introduction

Downtown Longmont is at a critical time in its development. During a period when the country is attempting to rebound from one of its most difficult economic times, “Main Street” America is feeling the impacts. The “Mom and Pop” retailers on which our country was founded are finding themselves struggling to stay open. National retailers are closing stores en mass. Property owners are attempting to keep tenants. Credit markets have stalled or stifled development and re-development projects.

While the “Main Street” climate remains a challenge, Downtown Longmont has embarked on specific projects and initiatives which can transform the Downtown District – making it a desirable place for people to spend their time and money, while giving it a unique identity and restoring its history.

The following strategic plan comes after an intense period of information gathering – meeting with various stakeholders and city departments – and a successful retreat with the Longmont Downtown Development Authority Board. I have identified **six areas of strategic focus** that will provide the foundation for annual business plans. The LDDA Board will annually review this strategic plan and make revisions or recommendations as needed.

Areas of Strategic Focus

1. **Clean & Safe**
2. **Marketing, Placemaking & People**
3. **Downtown Development / Historic Preservation**
 - a. **Traffic**
 - b. **Higher Education**
 - c. **Mixed Use**
 - d. **Residential**
4. **Business Development & Retention**
 - a. **Shopping**
 - b. **Eateries**
 - c. **Mixed Use**
5. **Arts & Entertainment**
6. **Financial Development**

Six areas of strategic focus have been identified. **Clean & Safe**, **Marketing, Placemaking & People**, **Downtown Development & Historic Preservation**, **Business Development & Retention**, **Arts & Entertainment** and **Financial Development**.

Areas of Strategic Focus

Clean & Safe

Downtown Longmont will have a relentless commitment to creating a pleasant and welcoming atmosphere for all by maintaining a strong foundation of clean, safe & vibrant principles.

CLEAN	Downtown will be clean, safe and vibrant. Develop a program that focuses on a clean, safe & attractive downtown - collaborating with the City of Longmont to identify opportunities and problem areas that need on-going scheduled maintenance and upgrades to enhance the image of downtown as clean, safe and attractive
Steps Taken	<ul style="list-style-type: none"> • Work extensively with City staff to create SOPs and the most effective and efficient strategies for maintenance and cleaning • Performed maintenance on most pedestrian poles (replaced structural threading, etc.) • Streamlined floral planting and maintenance in the Downtown area • Assessed the Downtown streetscape and made recommendations for relocating benches and pots • Renegotiated maintenance and funding with the City of Longmont • Repainted all infrastructure • Received several Keep America Beautiful grants to install cigarette ash receptacles and do awareness campaigns. Decreased some cigarette litter • Used volunteers for flower pot maintenance
	Downtown is cleaned up (particularly 200 Block) focusing on coordinated bike parking and removing undesirable behaviors
Steps Taken	<ul style="list-style-type: none"> • Worked with City staff to identify places for bike racks • Met with police and community services to discuss transient issues in the 200 block alley • Met with property managers of LCTC • Added cigarette butt receptacles • Added several bike racks. Worked with property managers to remove abandoned bikes • Met with property owner of LCTC about the property • Buildings redeveloped: BBP; Purchase and redevelopment plans of 225 Main, Mt States Thrift Store façade upgrades; Santiago's purchased and rehabbed property, completed public parking lot • Cleaned up temporary signage on SW corner
	Coordinate cleaning and maintenance to compliment and enhance the Alleyscape and Breezeway projects
Steps Taken	<ul style="list-style-type: none"> • Worked with City maintenance staff and alleyscape project manager/construction supervisor to discuss best maintenance practices • Worked with City staff to effectively street sweep the alleys (no great solution) • Worked with City staff to achieve proper level of snow removal • Focused on cleaning projects during Clean and Green • Pressure washed trash enclosures

	Develop programs that enhance the cleaning efforts Downtown for business/property owners, including coordinated pressure washing
Steps Taken	<ul style="list-style-type: none"> • Pressure washed on Main Street between 3rd – 6th on each side • Allowed business owners to do private property pressure washing at the same time • Added weekly cleaning outside of the GID • Completed a complete tree trimming in the district
	Host an annual event dedicated to cleaning up Downtown and doing meaningful projects that enhance Downtown’s attractiveness
Steps Taken	<ul style="list-style-type: none"> • Hosted Clean & Green in Downtown Longmont with more than 500 volunteers completing more than 2,000 hours of cleaning projects • Utilized student groups, organizations and businesses from outside the district
SAFE	Develop programs and partnerships that assist in maintaining safety Downtown
Steps Taken	<ul style="list-style-type: none"> • Coordinate monthly with police and other City staff regarding safety issues • Discuss safety issues monthly with Block Captains
	Develop programs that keep Downtown stakeholders and the community alerted of any changes or issues in Downtown
Steps Taken	<ul style="list-style-type: none"> • Collected emergency contacts via business snapshots • Distribute relevant safety information and resources to businesses • Developed the Best Practices for Safety and Transient Activity on our web site
	Work with local nonprofits, City and County departments on the homelessness issue in Longmont, adding to the perception of safety in Downtown
Steps Taken	<ul style="list-style-type: none"> • Met with Edwina Salazar to discuss issues • Have monthly conversations in the Downtown/City Collaboration meetings and Block Captains meeting • Del Rae attends the First Responders meetings each month – discussing issues and trying to get problems addressed • Developed the Best Practices for Safety and Transient Activity on our web site
	Work with City of Longmont Police to educate the general population and business/property owners about the reality of safety in Downtown. Track crimes and assist in deterring crime “hot spots” as necessary
Steps Taken	<ul style="list-style-type: none"> • Have monthly check-ins with police to discuss issues. Homelessness issues are at the top of the list. • Track major incidents for property owners and work to keep police informed of what businesses are seeing • Continual troubleshooting of issues for business owners

Marketing, Placemaking & People

Downtown Longmont will become widely known as a vibrant, creative and memorable place where scores of people of all ages and diversity will spend their time and resources.

MARKETING	Develop an on-going marketing and promotion program that focuses on Downtown's strength and diversity. Use this to change perception of downtown for all who don't know what it has to offer, as well as increase the visit of those who do
Steps Taken	<ul style="list-style-type: none"> • Work with Block Captains to discuss strategies • Began local merchant photo campaign • Regularly schedule e-mail marketing & created new template • Created Own Downtown marketing plan that is utilized across print, digital, e-mail and placemaking media forms • Substantially increased our e-mail marketing list to more than 4,000 people • Enhanced social media platforms. Facebook followers grew from less than 500 to more than 5,000 people
	Develop a one-stop internet site for residents and visitors and coordinate social networking sites. Pay particular focus to Downtown businesses, cultural venues, arts, entertainment and other programs in Downtown. As possible, collaborate with top ten A & E organizations, City and other partners to tie together all sites promoting Downtown or A & E activities.
Steps Taken	<ul style="list-style-type: none"> • Created www.downtownlongmont.com using CityLight software • Feature A&E section within site • Host site for Second Fridays • Business Snapshot and links to A&E Partners • Comprehensive calendar of events • Redesigned to showcase our Own Downtown branding • Top pages viewed are Calendar, Home page, Festival on Main, Dine & Shop and Business Directory
	Create collaborations and partnerships as needed to attract visitors to Downtown (i.e. Combine historical and educational elements such as coordinating with hotels and bed and breakfast)
Steps Taken	<ul style="list-style-type: none"> • Created Date Night partnership between restaurants, art organizations and Thompson Inn • Held 2nd Friday themed events, including Day of the Dead Altars, Music, Art & Youth • Utilized street performers on a variety of occasions • Held Longmont then and now events, featuring our history/heritage • Created the Bells of Downtown Longmont hunt over the holidays • Held the South End Block Party for businesses south of 3rd Avenue
PLACEMAKING	
	Develop incentives or programs to keep Downtown thriving and open on weekends & evenings
Steps Taken	<ul style="list-style-type: none"> • Began You Belong in Downtown for the Holidays program to encourage merchants to stay open evening hours during the holiday season • Set aside retail incentives to be allocated as needed – awarded several

	<ul style="list-style-type: none"> retail conversion grants Allocated stipend grants for businesses to bring in entertainment Held Every Friday events in 2012 Did a series of 2nd Friday events to encourage merchants to stay open on Friday evenings Surveyed and asked businesses to stay open late Have seen more restaurants open into the evenings
	<p>In conjunction with local businesses, identify and develop outdoor public plaza spaces and indoor spaces as active places to explore creative energy (i.e. Concerts, Slam Poetry, Barbed Wire Books, Cowboy Poetry, lectures, etc.)</p>
Steps Taken	<ul style="list-style-type: none"> Configured breezeways to become inspiring space for events Better used St. Stephens Plaza & 6th Avenue Plaza Scheduled Every Friday events to have musicians and artist pop up in spaces, making them more active and engaged (2012) Placed a Twister Game in the Breezeway Utilized Street Buskers on a number of occasions Created the outdoor gallery in the 300 E breezeway Added 3 lending libraries in the DDA footprint
	<p>Designate Downtown as the Arts & Entertainment District. Make Downtown a "jewel" adding artistic elements throughout and creating a special "sense of place" by adding colorful banners and lights, etc.</p>
Steps Taken	<ul style="list-style-type: none"> Began a placemaking committee to look at elements and make suggestions Enhanced holiday decorations Added new banners on Main St and in Breezeways Added Tivoli lights in the breezeways Updated and changed kiosk designs Created the Outdoor Gallery in the 300 E Breezeway Added lending libraries RPA added bronze statue AIPP added more art in St. Stephen's Plaza AIPP did some shock art electrical boxes
	<p>Develop a sense of place and arrival by creating gateways to the Arts & Entertainment District at 1st Ave./Main and Longs Peak/Main. Coordinate signage and banners to further reinforce the sense of place within the district</p>
Steps Taken	<ul style="list-style-type: none"> Assisted Cheese Importers to move to the 1st and Main gateway of the district Invested in Roosevelt Park Apartments to create Longs Peak/Main Gateway Discussed options for Gateway signage in conjunction with greater City wayfinding process Installed CCI Colorado Certified Creative District signs at 2nd Ave./Main and Longs Peak/Main
	<p>Transform empty storefronts into temporary art space or display space by staging the windows of empty businesses along Main Street, Kimbark and Coffman (would make a big difference for strolling, especially along main</p>

	street). Use as an opportunity to improve vitality and sustainability of leasing that space and growing the A & E District.
Steps Taken	<ul style="list-style-type: none"> • Consistently put displays in 380 Main Windows – celebrated the Year of Art • Partnered with Orange Door space to have display for Longmont Dance Company • Assisted in bringing two pop up art galleries into vacant space during the holiday season • Did a pop up fashion show in February in a vacant storefront • Vacant space became harder to come by!
PEOPLE	
	Create attractions and programs that will draw a diverse audience, increasing the number of people using downtown
Steps Taken	<ul style="list-style-type: none"> • Created themed Second Fridays, Every Friday events, Celebrating Longmont Then and Now event • Created Drink or Treat event – Paid Event. This ultimately turned into a Haunt in the Mont event, planned by an outside group to raise money for SVVSD! • Annually held Summer concert series, Festival on Main, Tree Lighting Ceremony • Annually sponsor 3 ArtWalks and had 4 parades • Annually produce You Belong in Downtown for the Holidays events or promotions • Added street buskers and other entertainment • Added LOCOmotion parade • Coordinated with Roosevelt Park events when possible
	Market Downtown as a Live/Work/Play destination, building a district that is the premier destination, attracting employers, residents, neighbors, pedestrians and visitors of all ages and races
Steps Taken	<ul style="list-style-type: none"> • Became designated as a certified Colorado Creative District • Invested in Art Accelerator space in Roosevelt Park Apartments • Decreased vacancies within the district • Added residents in RPA and will add more with South Main Station • Added residential Brownstones in the district • Added creative based daytime employers like Avocet, BBP and Launch Longmont • Target market to different Longmont neighborhoods through Every Door Direct Mail Marketing

Downtown Development / Historic Preservation

Downtown Longmont is a strategically-planned, pedestrian-friendly district with ample parking that features creative redevelopment and vibrant new development, bringing increased amenities and residents to a nationally recognized historic district.

GENERAL	Develop a plan to create flexible performing spaces, utilizing locations throughout Downtown for teaching music, dance, performing and visual arts classes, as well as hosting meetings. Research possibilities of ultimately integrating into a School for the Arts.
Steps Taken	<ul style="list-style-type: none"> • Invested in space for an artist incubator at Roosevelt Park Apartments • Met with artists interested in space and began a database to match space needs with properties • Looking at opportunities for workshop space • Continue to try to make matches for interested parties
	Look at feasibility of expansion of LDDA district, growing downtown east/west and north/south
Steps Taken	<ul style="list-style-type: none"> • Began list of interested parties on Main Street in the 700 block • Board decided not to pursue this at this time
	Develop and support catalyst projects in Downtown that spark an economic impact to property values, sales tax and numbers of Downtown users
Steps Taken	<ul style="list-style-type: none"> • Invested in Roosevelt Park Apartments and South Main Station • Worked with 22 properties to improve their alley facing businesses on the East side of the Alleyscape project • Worked on First and Main team to suggest new zoning for that area • Became certified Colorado Creative District • Awarded \$7,465,478 in Incentives. Project investments exceeded \$49,100,042
	Assist in attracting a Boutique Hotel to Downtown
Steps Taken	<ul style="list-style-type: none"> • Spoke with Visit Longmont director about current feasibility of hotel in Downtown
	Create a development incentive that will assist the LDDA in overcoming funding gaps on impactful projects that are essential pieces to fulfill Downtown's vision
Steps Taken	<ul style="list-style-type: none"> • Allocated and set criteria for Alleyscape incentives • Allocated and set criteria for signage/placemaking incentives • Allocated funds for incentives including residential, retail, A&E and Alleyscape improvements • Allocated an additional \$100,000 for DIP-like requests around the district, especially restaurant related upgrades • Awarded 104 incentives for nearly \$50 million investment
HISTORIC PRESERVATION	Integrate the 700-900 blocks into the LDDA and renovated them to match the "Historic Downtown Longmont" feel
Steps Taken	<ul style="list-style-type: none"> • DDA has not grown into these blocks yet

	In conjunction with the City of Longmont, develop architectural guidelines for facades and buildings within the district
Steps Taken	<ul style="list-style-type: none"> • Began reviewing existing guidelines established • Established and began implementing the Downtown Sign Design Standards • Established a Design Advisory Committee for signage. This group can move into architectural as well
	Expose/restore historical landmarks unique to Downtown, making them a historic attraction for the city
Steps Taken	<ul style="list-style-type: none"> • Met with a potential investor in the JC Penney space
	Formalize Downtown Longmont into a historic district on some level
Steps Taken	<ul style="list-style-type: none"> • Had a 1-day seminar with the Authenticity Specialist from the State of Colorado through the Creative District • Received a grant to begin the survey work needed to become a designated district • Got approval from the state to submit for a Federal designation
	TRAFFIC
	Develop shuttle bus service from Front Range Community College and the Longmont Museum into Downtown
Steps Taken	<ul style="list-style-type: none"> • Discussed and encouraged a shuttle loop with RTD during the First and Main process • Ran shuttle to Museum during some 2nd Friday events
	Utilize traffic calming measures to slow traffic down on Main St/Highway 287. Make the roadway more business friendly and accommodating to seniors. Need traffic calming
Steps Taken	<ul style="list-style-type: none"> • Met with CDOT regarding traffic calming • Work with public works as well can to advocate for changes
	Create and promote a walkable Downtown district
Steps Taken	<ul style="list-style-type: none"> • Advocate for pedestrian access in new projects – especially South Main Station • Extending streetscape from 3rd – 1st • Streetscape/pedestrian amenities were incorporated into Roosevelt Park Apartments • Established a voluntary Bicycle Dismount Zone
	Reduce the number of automobile traffic, while increasing visitors
Steps Taken	<ul style="list-style-type: none"> • Worked with the County in regard to the Diagonal Shift initiative • Sent out information to businesses on carpooling, bus transit, etc., as well as added resources to the web site • Encourage alternate modes of transportation for events, adding amenities like bike valet • Added an eGo Car Share car in the district

PARKING

	Research the feasibility of angled parking on Main Street
Steps Taken	<ul style="list-style-type: none"> • Have not revisited this with an actual study. Original study and city staff will only allow angled parking on one side of the street or the other – eliminating ½ the parking.
	Continuously analyze parking needs and resources in Downtown. Pay specific attention to studying the option of extending parking hours downtown or adding parking in strategic locations
Steps Taken	<ul style="list-style-type: none"> • Added spaces as possible within the district (179 new on street spots since 2012) • Began investigating parking time restrictions and strategies to make this more consistent throughout the district • Invested in a parking structure at Roosevelt Park Apartments in the ground floor and added lot in the 200 block • County will allow for public parking nights and weekends in lots • Collaborated with LPC to install an electric charging station in the 300E parking lot
	Assess the need and if applicable, develop a plan and strategy to build a parking garage
Steps Taken	<ul style="list-style-type: none"> • Began process of developing a joint parking venture with the County and City • Invested in the parking structure at Roosevelt Park Apartments • Initiated parking study to assess needs in downtown area

MULTIMODAL

	Work with Bicycle Longmont to develop strategies to encourage more biking Downtown
Steps Taken	<ul style="list-style-type: none"> • Have Bike valets at our events • Worked to assist Bicycle Longmont in the US Pro Cycling Bid • Worked on a bicycle dismount zone that comes with the addition of 35 bike racks • Worked with arts organizations on bike art-related projects • Will work with Bicycle Longmont to do education on the dismount zone this summer (got commitment) • Created educational information

CONNECTIONS

	Improve connections between Downtown & Roosevelt Park, providing cross traffic during events
Steps Taken	<ul style="list-style-type: none"> • Implemented design elements to assist in making this connection with the addition of Roosevelt Park Apartments • Programmed Longs Peak at Festival on Main. Encouraged ArtWalk to do the same
	Work with the City and others to insure a complimentary connection between Downtown and the proposed new bus station
Steps Taken	<ul style="list-style-type: none"> • Assisted in creation of the First and Main Plan

	<ul style="list-style-type: none"> • Assisted Cheese Importers in moving to the gateway of the district, bringing a draw into the heart of this area • Entered into South Main Station redevelopment agreement • Met with new property owners in this corridor • Talked to property owners of underutilized buildings • Award façade grant to BBP for the former Advance Printing Building • Met with new property owners in the area, as well as prospective property owners • Awarded a \$60,000 CDBG grant to enhance streetscape features on the 100-200 blocks of Main St. in 2016
	Create connections between Downtown and the St. Vrain Greenway and historic parks that surround the district
Steps Taken	<ul style="list-style-type: none"> • Had initial conversation with Paula Fitzgerald about the connection and the park • South Main Station will have a recreational corridor to bring in connections from Greenway • Downtown Longmont Community Ventures received a \$8,500 grant to add artwork to the Main Street bridge, making a gateway entrance over the greenway before entering the Creative District • See Roosevelt Park connections above
	DEVELOPMENT
	Support development and connections of light rail into Longmont
Steps Taken	<ul style="list-style-type: none"> • Assisted in the creation of the First and Main plan • Working with David Starnes on securing consultant for TOD site
	HIGHER EDUCATION
	Explore ways for Front Range Community College (or another educational institution) can utilize Downtown to expand their class offerings, facilities or campus
Steps Taken	<ul style="list-style-type: none"> • Front Range art groups annually have art shows within the district • Staff does not seem interested in expanding into the Downtown area
	Develop a program to regularly use students to benefit programs and initiatives in the LDDA
Steps Taken	<ul style="list-style-type: none"> • Hired interns to work Downtown • Established a relationship with the work-study office at Front Range that gives us interns at no cost to us • Did presentation to Silver Creek Leadership Academy students • Used Silver Creek Leadership Academy student volunteers at events • Hosting Discover the District in April which features both the A&E District as well as SVV School District. This successful event transformed into Music.Art.&Youth. 2nd Friday celebration • Featured student musicians from local music stores at concert series • Used youth performers at a number of downtown events • Established relationship with St. Vrain Education Foundation • Held LOCOmotion parade to feature all high school bands

	Explore ways for Front Range Community College or another college to become a strong presence and resource within the Arts and Cultural Community Downtown
Steps Taken	<ul style="list-style-type: none"> • Met with Front Range CC on multiple occasions to discuss relocation into Downtown. They are not interested
	RESIDENTIAL
	Work to increase the number of residents within the LDDA district by focusing on projects that include residential lofts and condos
Steps Taken	<ul style="list-style-type: none"> • Invested in Roosevelt Park Apartments which brings 115 market rate rentals into the district • Invested in the Longmont Brownstone project – bringing 13 for sale units to the district • Awarded residential conversion grant on 300 W block • Invest in South Main Station – bringing 300+ residential units • Saw investment in single family homes on Terry St
	Host a round-table discussion with developers, the City of Longmont, financing representatives, artists and other interested parties, who might participate in building and renovating buildings for urban housing (lofts, condominiums and apartments) downtown. Formulate strategies to assist with financing and fee reductions.
Steps Taken	<ul style="list-style-type: none"> • Hosted the Envision Downtown Longmont forum that brought a speaker for Artspace to discuss this concept to more than 100 community members • Met with Longmont Housing Authority, City staff to discuss this concept • Created residential conversion incentive • City hired consultant to review all fees, waivers, etc.
	MIXED USE
	Work with City to see if more mixed use zoning is necessary within the LDDA
Steps Taken	<ul style="list-style-type: none"> • Encouraged and got mixed use zoning established in the First and Main project area • Gave input to the City of Longmont about zoning in the downtown area. Will work with consultant in 2016 to further the dialogue.
	Find opportunities to create new mixed use "LoDo" type buildings that are full and thriving
Steps Taken	<ul style="list-style-type: none"> • Created the Retail Conversion grant. Awarded 4 so far throughout the district. • Worked to implement Sign Design Standards to better represent the image of the Creative District • Maintain real estate database • Meet with prospects and tout vision of Creative District • Encourage historic preservation of spaces

Business Development & Retention

Downtown Longmont will focus on growing business, featuring creative industries and experiential merchants that will foster a retail and restaurant environment, providing eclectic destinations with customer friendly hours, exciting displays and optimized use of outdoor space.

GENERAL	Make Downtown Longmont into a viable corporate destination, paying particular attention to the creative industries
Steps Taken	<ul style="list-style-type: none"> • Worked closely with Longmont Economic Development Partnership (formerly LAEC) on target industry analysis. Identified Creative Arts & Culinary as one of four target industries • Meet with prospective property owners about the vision for the area • Office coworking space started in the district
	Analyze available space suitable for office use & work with other organizations to increase the employment base of the LDDA
Steps Taken	<ul style="list-style-type: none"> • Have seen key office buildings increase in occupancy and at times have been 100% full (currently some availability) • Keep available space inventory on our web site • Did a 2012 vacancy audit for the district
	Promote incentives to surrounding and potential creative industries
Steps Taken	<ul style="list-style-type: none"> • Readily meet with prospects to outline incentives available • Allocated dollars for A&E Incentives – still \$300,000 to be allocated • Established and awarded retail conversion grant
	Increase the tenant mix to reflect additional activity & stores
Steps Taken	<ul style="list-style-type: none"> • Work with prospective tenants to match them with retail space • Encourage property owners to keep space retail as possible • Have added restaurants and creative businesses
SHOPPING	
	Work with property owners to incentivize retailers to add more shopping opportunities
Steps Taken	<ul style="list-style-type: none"> • Set aside \$300,000 in retail incentives • Establish retail conversion criteria for these incentives (award 4) • Invested in retail at Roosevelt Park Apartments • Assisted in moving Cheese Importers • Conducted research for a craft food and beverage corridor
	Create programs to add alley facing businesses and assist them to thrive
Steps Taken	<ul style="list-style-type: none"> • Provide incentives for 22 alley facing businesses • Longmont Yarn Shoppe opened on the 400 block after LDDA gave them lead on property • Encourage property owners to open back entrances (i.e. scrumptious)
	Package and incentivize Themed Retail: Experience, Create, Be Creative, adding creative businesses to the A & E District
Steps Taken	<ul style="list-style-type: none"> • Added businesses such as Inspiration Art Academy, Darkroom,

	<p>Longmont Yarn Shoppe, Jensen’s Guitars, Recycled Records, Blue Fern Art Gallery, and Crystal Joys.</p> <ul style="list-style-type: none"> • Live music is now available at Rosalee’s, Speakeasy, The Roost, Longs Peak Pub and Tap House, Samples, Breakers, La Vita Bella, Guitar’s Etc., 300 Suns, Wibby Brewing, Jensen Guitars, Miller Music, Barrio E’ (along with Dickens Opera House, Sun Rose Café)
	Develop a retail strategy that will result in retaining current tenants and attracting new tenants
Steps Taken	<ul style="list-style-type: none"> • Reviewed RFPs for a retail recruiter • Met with city retail recruiter • Established web site resources • Did coordinated retail promotions from postcards to events. Did extensive holiday shopping programs and marketing
	Work toward a district with full occupancy
Steps Taken	<ul style="list-style-type: none"> • Developed web presence about doing business in Downtown Longmont • Work with business prospects to discuss Downtown Longmont • Maintain real estate database • Have seen an increase in inquiries and space filled
	Develop a strategy to attract businesses from within the Front Range to re-locate downtown. Create incentives as needed
Steps Taken	<ul style="list-style-type: none"> • Developed web presence about doing business in Downtown Longmont • Meet with prospects
	Continue to work with property owners to improve facades
Steps Taken	<ul style="list-style-type: none"> • Revising current façade programs to suit property owners while fulfilling the vision for Downtown Longmont • Awarded 104 incentive/façade grants • Created signage grants to clean up appearance of downtown facades
	EATERIES
	Work with property owners to attract and incentivize restaurateurs to create a critical mass of diverse restaurants Downtown
Steps Taken	<ul style="list-style-type: none"> • Invested in commercial kitchen for Cheese Importers café • Invested in infrastructure for Scrumptious • Invested in Roosevelt Park Apartments with two new eateries • New Restaurants: Cheese Importers, Santiago’s, Antonio’s (now Heffe’s), The Brew, Racheli’s Deli, Samples World Bistro, Breakers, Rosalee’s, Scrumptious, The Roost, Longs Peak Pub & Tap House, Bin 46, Tavos Tacos
	Increase the amount of restaurants that utilize sidewalk/street side/breezeway cafes
Steps Taken	<ul style="list-style-type: none"> • Outdoor seating has been added to Scrumptious, Cheese Importers , The Brew, Samples World Bistro, Rosalee’s, Longs Peak Pub & Tap House, Bin 46

	Entice a Dave & Busters type business to locate Downtown
Steps Taken	<ul style="list-style-type: none"> • Breakers has pool, Speakeasy has karaoke and pool, Pumphouse invested in new games, Rosalee's has pinball

Arts & Entertainment

Downtown Longmont will be the premier venue for Arts & Entertainment by bringing people, businesses, artists & visitors into the heart of Longmont - filling in gaps and increasing vibrancy beyond the existing core (3rd - 6th)

GENERAL	Develop Downtown Longmont to become a top destination for A & E, thriving on all blocks
Steps Taken	<ul style="list-style-type: none"> • Hosted events in new locations – 100 Block, 200 Block, Terry St. • Attempted to hold Farmers Market on 5th Ave • Get shoppers to explore the district over the holidays with the Find the Bells promotion • Held South End Block Party • Ran trolley for some 2nd Fridays
	Hire an A & E District Manager to oversee implementation of action program & ongoing responsibilities
Steps Taken	<ul style="list-style-type: none"> • Hired temporary help as needed • Utilized existing staff where possible • Hired consultants to work with events • Created subcommittees – program, marketing, placemaking
	Work to make Downtown Longmont one of Colorado's Creative Districts
Steps Taken	<ul style="list-style-type: none"> • Became a prospective Colorado Creative District in 2012 • Began implementation of Downtown plan • Became fully certified district in 2014
	Unite arts and cultural organizations, as well as representatives from the top 10 organizations identified by the Steering Committee, to assist in directing, implementing and helping the A & E District to thrive
Steps Taken	<ul style="list-style-type: none"> • Worked actively with Longmont Council for the Arts to implement Year of Art • Actively work with other organizations during the monthly Arts Admin meetings (Symphony, Firehouse, AIPP, ArtWalk) • Expanding the group to become more engaged in the outcomes of the district • Monthly meet with Economic Development partners • Member of Visit Longmont board • Work with City of Longmont – monthly coordination meetings • Monthly meet with Block Captains
	Focusing on top ten locations identified as significant places for Downtown, create a plan for the multi-use of each of the spaces as gathering places and locations for events. Create inviting urban spaces for people to gather
Steps Taken	<ul style="list-style-type: none"> • Utilized Longmont Theater for a holiday music concert

	<ul style="list-style-type: none"> • Assisted in lighting the marquee for the Longmont Theater • Utilized St. Stephens Plaza & 6th Avenue Plaza for several events • Hold receptions at Dickens Opera House and Callahan House • Refurbished breezeways and updated the designs to maximize use of the space • Added twister game in the 500E Breezeway
PROGRAMS	
	Working with businesses & performers, develop a program to enhance street venues & encourage "night life" opportunities Downtown
Steps Taken	<ul style="list-style-type: none"> • Created Every Friday program to enhance the arts in the district – having entertainment somewhere in the district each Friday in 2012 • Established the Art Stipend fund to encourage businesses to hire artists for their own events, anniversaries, etc. • Enhanced 2nd Friday celebrations • Hired street buskers for special events • More restaurants opened – keeping downtown more lively in the evenings
	Utilize & schedule existing venues, such as St. Stephen’s Plaza on an ongoing basis for musicians & performers
Steps Taken	<ul style="list-style-type: none"> • Regularly used St Stephen’s Plaza and 6th Avenue Plaza for a variety of music, theater and other performances • Included fire dancers, ice carvers, drum circles, theater performances, musicians, ethnic dancers and more
	Create programs that will bring more music opportunities into Downtown
Steps Taken	<ul style="list-style-type: none"> • Highlighted music in several 2nd Friday celebrations • Held Music Around Main for the August Second Friday celebration • Utilized Longmont Symphony small group ensembles around the district • Feature students groups each May 2nd Friday • Added music stages to Festival on Main, including a Latino Music stage • Hired street buskers for special events • Live music is now available at Rosalee’s, Speakeasy, The Roost, Longs Peak Pub and Tap House, Samples, Breakers, La Vita Bella – special performances at Guitar’s Etc., 300 Suns, Wibby Brewing, Jensen Guitars, Miller Music, Barrio E’ (along with Dickens Opera House, Sun Rose Café and Larry’s Guitar)
	Create “signature” music programs, venues and events that highlight multi-cultural diversity and Longmont’s authentic identity
Steps Taken	<ul style="list-style-type: none"> • Added a Latino music stage to Festival on Main and partnered with La Ley Radio • Held Celebrating Longmont Then and Now to celebrate Longmont’s heritage • Barrio E’ has opened in the district • Featured cultural musicians at Every Friday Events in 2012 • Encouraged the multicultural action committee to hold events in the district

	Expand arts education opportunities to improve vitality in Downtown
Steps Taken	<ul style="list-style-type: none"> • Highlight educational opportunities in our online calendar • Inspiration Art Academy, Longmont Yarn Shoppe, Jensen Guitars, Crystal Joys, Verve Studio and Green Apple Learners opened in the district
EVENTS	
	Coordinate event planning throughout Downtown and promote more interactive events with existing Downtown businesses to optimize retail & restaurant benefits
Steps Taken	<ul style="list-style-type: none"> • Created Second Friday events that involved merchants • Held the Girls Get Your Spring On shopping event • Facilitated You Belong in Downtown for the Holidays campaign • Held South End Block Party for the 100 – 300 blocks • Awarded grants and held two Small Business Saturday shopping events • Did extensive holiday promotions
	Create a signature event/fund raiser that will help promote and fund the Arts & Entertainment District, as well as benchmark the annual progress being made amongst the collaboration
Steps Taken	<ul style="list-style-type: none"> • Held yearly status meetings, but not fundraisers • Held annual business owner appreciate meetings • Held Creativity Slam, Action Slam and other meetings to artists
	Evaluate and make recommendations for continuation or changes within existing LDDA events (Festival on Main, Longmont Lights, Downtown Summer Concert Series, Girls Get Your ... On)
Steps Taken	<ul style="list-style-type: none"> • Work with Block Captains to discuss events monthly • Do post event surveys for businesses • Decided not to continue with Girls Get Your Spring On in 2013. Did a Spring Shopping Event (discounts that match the amount of sales tax) • Evaluated Festival on Main. Did surveys with merchants. Increased Footprint to make less congested. Added beer garden • Added a concert and looked at better using road closure before holiday parade • Attempted a Winter ArtWalk in 2013
	Engage the Longmont Symphony Orchestra in Downtown events (full orchestra & solo and small group) when possible
Steps Taken	<ul style="list-style-type: none"> • Collaborated with Longmont Symphony on a joint postcard • Used symphony at events including Second Friday, A&E Annual Meeting • Ran full page advertisement in their program • Use small groups as we can • Promote symphony performances
	Work with relevant groups to continue & expand 2nd Fridays and art studio tour events
Steps Taken	<ul style="list-style-type: none"> • Worked to theme Second Fridays in 2012 – focusing on arts, shopping and dining Downtown

	<ul style="list-style-type: none"> • Worked to theme every other Second Friday in 2013 with the goal of getting more people engaged and on our mailing list • Continued on with themed 2nd Fridays – especially the Day of the Dead and the Music, Art & Youth events • Create maps each month for businesses that are open • Run trolleys on select 2nd Fridays to get more people throughout the district • Do extensive outreach and promotions for themed 2nd Fridays • Doing a public survey and reevaluating 2nd Friday celebrations • Galleries have seen increased and growing attendance throughout the years
	Develop a plan to sponsor a film festival within different venues Downtown
Steps Taken	<ul style="list-style-type: none"> • Firehouse Art Center has taken on the film festival • We sponsor and assist with planning/venues • Dickens is showing films
	Create an event that celebrates Downtown Longmont’s Old Chicago – Colorado Colony heritage
Steps Taken	<ul style="list-style-type: none"> • Held a Celebrating Longmont Then and Now that celebrated the cities founders • Assist in promotion of historical events and tours • Encourage historical preservation of buildings/signage to property owners
	Work with groups to highlight Downtown’s authenticity by spotlighting heritage tours and history Downtown
Steps Taken	<ul style="list-style-type: none"> • Hosted two Celebrating Longmont Then and Now Events in the district • Offered historic ghost tours • Working on Historic Walking Tour map with Visit Longmont and the Longmont Museum and Cultural Center • Created Longmont’s Story mural in the 300 E Breezeway
	Pursue attracting a movie theatre to locate Downtown, such as a Landmark Theatre or Sundance affiliate
Steps Taken	<ul style="list-style-type: none"> • Have not tried to recruit any • Working with Longmont Theater and Longmont Community Foundation to maximize theater’s use

Financial Development

LDDA will focus on increasing its revenue through new funding mechanisms, programs or partnerships, while increasing property taxes and sales generated in Downtown.

STRATEGY

Create finance committee to assess funds and explore new revenue generators

Steps Taken

- Created Finance Committee of Board (1 meeting) to review incentive applications
- Held successful TIF debt authorization election

	<ul style="list-style-type: none"> • Negotiated to keep TIF from the City of Longmont and any backfilled MILLS from the SVVSD • Continue to work with County. Received \$25,000 in 2015 for parking study • Received additional revenue (sponsors, grants, fees, concessions) of more than \$330,000
	Track and monitor increased sales & property tax revenues as a result of Downtown development
Steps Taken	<ul style="list-style-type: none"> • Annually track • Sales tax has increased from \$1,292,229 to 1,894,416 • Property tax has decreased from \$41,595,008 to 40,494,460 (we have almost overcome loss from Butterball)
REVENUE GENERATION	
	Create 501 c 3 for Arts & Entertainment District, enabling the LDDA to apply for grants and other enhanced funding opportunities
Steps Taken	<ul style="list-style-type: none"> • Passed Articles of Incorporation for Downtown Longmont Community Ventures • Held initial meeting of the Board • Finalizing 2nd try for 501c3 designation
	Investigate the creation of an umbrella organization to expand collaboration among Arts organizations, helping to enhance public & private funding, including the Scientific & Cultural Facilities District (SCFD) Tier 2 funding.
Steps Taken	<ul style="list-style-type: none"> • Spoke to a Board member of SCFD about options • Created Downtown Longmont Community Ventures • Tier 2 funding/umbrella organization is not feasible for our community
	Create a plan and get support to sustain a funded BID in the LDDA
Steps Taken	<ul style="list-style-type: none"> • Increased operating Mill Levy of the LDDA – pushing back BID timeframe • Began implementation of sustainability plan
INCENTIVES	
	Create programs that meet the needs of Downtown through diverse Incentives as needed, paying particular attention to the Alley, A & E, Retail, Residential, etc.
Steps Taken	<ul style="list-style-type: none"> • Established Alley Incentives • Established Signage Incentives • Established Retail Conversion Grant • Established Residential Grant • Expanded allocation pool for DIP requests by \$100,000 • Awarded 104 incentives for nearly \$50 million investment
	Work with the development community and the City of Longmont to create incentives for mixed use development. Formulate strategies to assist with financing and fee reductions for mixed use projects

Steps Taken	<ul style="list-style-type: none"> • Negotiated 3-party deal for Mixed Use Project, including fee reductions, Escrow account, incentives, etc. • Passed legislation to allow for this in the future for projects with more than 50 units and other criteria • Work with City and Redevelopment Manager on a case-by-case basis to meet the needs of developers of mixed use facilities
	Develop targeted incentives that compliment the current businesses mix of Downtown and strengthen the A & E District.
Steps Taken	<ul style="list-style-type: none"> • See incentives above