

## Economic Vitality

“As identified by citizens who participated in the *Focus on Longmont* report, a healthy business climate and a strong and diverse economy can serve as the foundation for a successful community. Their sense was that if we ‘get business right,’ everything else will fall into place”  
Focus on Longmont Final Report - January, 2006, page 18

### OVERVIEW

The *Focus on Longmont* citywide strategic plan identified 5 policy directions. This paper provides Council with additional information concerning Policy Direction 1, Promote a Healthy Business Climate. There are two parts to this document, the first is the draft recommendations from the Economic Vitality Task Force and the second part contains information about implementation of existing redevelopment plans. This information is designed to connect the many facets of Longmont economic development for City Council discussion.

The following questions are intended to assist with focusing the retreat discussion and to assist Council in evaluating the Economic Vitality Task Force recommendations by linking them with work currently being done on redevelopment projects.

### Questions to Consider:

1. What additional information would the Council like from the Economic Vitality Task Force?
2. What is the most appropriate role for the public sector to play when pursuing retail opportunity strategies?
3. Should the focus be on projects expected to occur sooner or on the ones with the most long-term benefit for the community?
4. What additional information is needed to be able to prioritize these projects?
5. Does the Council believe public support for redevelopment projects should be specifically concentrated or provided on a case-by-case basis wherever they are ready?

## **BACKGROUND INFORMATION**

### **Economic Vitality Task Force**

Many potential ideas were listed in the *Focus on Longmont* report, and as one step, City Council initiated the creation of an Economic Vitality Task Force (EVTF), charged with providing a set of recommended economic development strategies that Council may consider for implementation. The underlying premise for the EVTF is that economic vitality is essential to meeting the City's present and future fiscal responsibilities in a sustainable manner.

The Task Force developed strategic recommendations after conducting a S.W.O.T. (strengths, weaknesses, opportunities, and threats) analysis which subsequently served as the basis for formulating broad focus areas that were key to economic vitality. Seven focus areas were identified: Retail, Infrastructure, Revitalization/Redevelopment, Land Use, Education, Jobs, and Business Environment. The focus areas are not intended to be all-inclusive, but rather touch on a wide spectrum of factors that are most essential for supporting economic vitality.

Although the Task Force's report is still in draft, the seven focus areas have been prioritized along with the proposed strategies and action items for each. By combining the information from the Task Force with the existing redevelopment efforts, the City Council should be in a position to provide direction to staff for the 2007 work plan.

### **Current Economic Development Efforts**

Over the past several years, the City Council has taken numerous big steps to improve the community's ability to succeed in an increasingly competitive economic environment and to address the fact that the city was approaching build out of its planning area. These include:

- In August 2003, the Council adopted an updated Longmont Area Comprehensive Plan (LACP) that provided for additional acres of regional commercial designation.
- At its 2004 retreat, the Council approved the citywide strategic planning process that became *Focus on Longmont*.
- The most recent effort has been the establishment of the Economic Vitality Task Force (EVTF), which devoted the latter half of 2006 working on issues crucial to the city's economic sustainability.

All of these efforts have pointed to numerous recommendations and strategies that may help stimulate different forms of economic development or redevelopment. Council now faces the task of prioritizing which strategies to vigorously pursue and providing the necessary resources to complete the strategies.

Several major points and current events should be considered when establishing priorities:

- 1) With the passage of RTD's FasTracks commuter rail program in 2004, the timing of the decision regarding the end of line station will have a significant impact on the *type* of redevelopment that will occur at the Flour Mill and Sugar Factory locations, as well as most of the urban renewal plan area.

- 2) The Council has initiated several redevelopment planning efforts, discussed further in Part II, including the Flour Mill Redevelopment Plan in 2002, the Southeast Longmont Urban Renewal Plan in 2004, the Mid Town Redevelopment Plan in 2004, and the Downtown mixed use parking facility; all examples of the Council's desire to actively encouraging the revitalization of our community.
- 3) Private property owners will be critical to the success of any redevelopment project as the public sector simply does not have the financial resources to provide all of the incentives needed for a successful project. Additionally, the Retail Opportunities Report emphasized how important private sector market conditions are in determining when retail development takes place. That report also stated, "the attraction of higher paid primary jobs, however, has the greatest impact on the demand for housing and the related growth in trade area population and income which supports retail growth."
- 4) New commercial development is occurring (Best Buy, Dicks and Sam's Club) that will go far in dealing with retail leakage identified in the retail study. Also, CBL recently announced its intentions to redevelop the Twin Peaks Mall with a new theatre complex and a natural foods store.
- 5) The City's "business friendly" efforts include implementation of the one stop permit processing center, expedited processing of non-residential applications, and conducting an internal assessment of the Development Review Process using feedback from our customers.
- 6) The City has had an economic development incentive program for over 15 years for the purpose of encouraging the location of primary jobs.
- 7) In 2006, the City Council's work plan included the development of an Education Summit to bring all stakeholders and interested parties together to establish a community value of "lifelong learning". The Education Summit is planned for Saturday, March 17, 2007. The Economic Vitality Task Force identified "Education" as a primary focus area that significantly impacts a community's ability to attract quality jobs. The EVTF members focused their recommended strategies for education specifically within the context of economic vitality knowing that the work of the Education Summit will result in a comprehensive plan to address all education issues in Longmont.
- 8) Several business-oriented organizations are part of the Economic Alliance that meets regularly to increase collaboration in areas promoting economic vitality. The Longmont Economic Gardening Initiative (LEGI) was developed by the Alliance in 2006 and is currently coordinated by the Economic Development Manager for the City. Members of the Economic Alliance include:
  - City of Longmont
  - Front Range Community College
  - Latino Chamber of Boulder County
  - Longmont Area Chamber of Commerce

- Longmont Area Economic Council (LAEC)
- Longmont Area Visitors Association (LAVA)
- Longmont Downtown Development Authority (LDDA)
- Longmont Entrepreneurial Network (LEN - A CTEK Venture Center)
- Longmont Small Business Association (LSBA)
- The Small Business Development Center (SBDC)

9) The City Council also provides funding for internal efforts and outside business-oriented organizations as part of the economic development program. The 2007 includes funding in the following amounts:

- City of Longmont—Economic Development - \$227,139
- Longmont Area Economic Council (LAEC) - \$165,580
- Longmont Entrepreneurial Network (LEN) - \$50,000
- Longmont Area Visitors Association (LAVA) - \$30,000
- Longmont Downtown Development Authority (LDDA) - \$22,800
- Magellan Center - \$20,000
- Longmont Small Business Association (LSBA) - \$300 (dues)
- Longmont Area Chamber of Commerce - \$2,100 (dues)
- Latino Chamber of Commerce of Boulder County - \$1,000 (dues)
- Front Range Community College – part of LEGI program

This paper will give information to assist Council in evaluating and prioritizing the strategies based on available resources, as well as return on investment principles as a possible tool to use to determine what incentives should be provided in support of desired redevelopment. It is important to note that while the City has existing staff with experience in administering these programs, the level of effort now required exceeds available time from these staff. In 2006, the new resources provided by the City for these programs have been used to hire an Economic Development Manager and this person will be heavily relied upon to support, complement, assist or even lead specific projects determined to be a priority by City Council and City Manager.

# PART I–ECONOMIC VITALITY STRATEGIES

## ECONOMIC VITALITY TASK FORCE DRAFT REPORT January-2007

This section of the paper consists of the seven focus areas, strategies and action items that were developed by the Economic Vitality Task Force. All items are listed in order of importance as ranked by the EVTF member. The number to the left of each action item is the raw score resulting from the ranking. Higher numbers represent higher priority.

### 1. JOBS

#### Definition

A robust and prosperous local economy requires a diverse range of quality job opportunities that enable citizens to live in and contribute to the community which in turn provides revenue to support quality public services. Communities that thrive in today’s global economy focus on job creation and retention and the infrastructure to support their business assets.

#### **Strategy 1: Retain, support and nurture existing businesses (example: Business Retention and Expansion Institute)**

<u>Raw Score</u>	<u>Action Items:</u>
98	1. Maintain an active retention program for quality jobs
88	2. Survey existing employers for needs, satisfaction, and climate of community
56	3. Create a stronger business climate (Chamber of Commerce, Longmont Small Business Association, Hispanic Chamber, etc.)
46	4. Promote tourism and other businesses in city

#### **Strategy 2: Expand resources to support small businesses (<50 employees)**

<u>Raw Score</u>	<u>Action Items:</u>
125	1. Develop a one-stop small business program
102	2. Develop a “buy locally-owned” program
73	3. Continue Longmont Economic Gardening Initiative (LEGI)
66	4. Provide targeted, performance-based incentives for small businesses
59	5. Have the City and school district make purchasing commitments to local small businesses
46	6. Develop a catalyst program or provide catalyst money to ensure that large developments include space for small businesses

**Strategy 3: Maintain focus on primary jobs**

Raw Score      Action Items:

- |     |  |
|-----|--|
| 103 | 1. Continue and expand inducement strategies for primary employers   |
| 96  | 2. Attract a diversity of primary employers  |
|     | o Diversify employment base from data storage  |
| 95  | 3. Go out and get them!  |
| 91  | 4. For large business development, review current practices and determine what can or needs to be changed  |
| 51  | 5. Adopt private enterprise strategies for productivity and monetary rewards for Producing (i.e. Give economic development staff bonuses or incentives when they are successful in attracting higher paying, primary job providers like Xilinx and others and give them the tools they need to do this work) |
| 35  | 6. Develop a program to attract corporate headquarters   |

**Strategy 4: Proactively seek out cutting edge business opportunities**

Raw Score      Action Items:

- |    |  |
|----|--|
| 98 | 1. Develop and mine tech transfer opportunities through universities         |
| 90 | 2. Be proactive in bringing in new jobs                                      |
| 87 | 3. Develop systems that support business creation/development                |
| 83 | 4. Work on developing relationships with universities for spin-off companies |
| 69 | 5. Expand awareness of incubator industry (LEN, CAPT, etc.)                  |
| 40 | 6. Identify, coordinate, and support private equity resources                |
| 14 | 7. Support state legislation for tech transfer                               |

**Strategy 5: Expand/Support Workforce Development**

Raw Score      Action Items:

- |    |   |
|----|---|
| 95 | 1. Work closer with Workforce Boulder County (i.e. City's economic development staff should be on board; Job fairs) |
| 92 | 2. Develop connections between businesses and workforce and trainees  |
| 81 | 3. Create and project a "world class" community culture that supports continuous learning                           |
| 78 | 4. Build stronger linkages between primary employers and local schools  |
| 50 | 5. Create a "home" for regional workforce training center   |
| 41 | 6. Explore raising the minimum wage in Longmont or establishing the City's living wage concept community-wide       |
| 38 | 7. Develop a formal intern program  |

## **Strategy 6: Target and study future opportunities**

### Raw Score      Action Items:

- |     |   |
|-----|---|
| 139 | 1. Identify future industry clusters and create a favorable climate for attracting them                                 |
| 106 | 2. Ensure adequate infrastructure is available to support “jobs of the <u>future</u> ”                                  |
| 92  | 3. Develop systems that support emerging “creative jobs.”   |
| 69  | 4. Develop a City policy to attract renewable energy businesses   |
| 51  | 5. Coordinate the development and maintenance of an informational database on jobs and make it easily accessible to all |
| 43  | 6. Consider St. Vrain Greenway as a high tech corridor  |
| 36  | 7. Fill vacant office space   |
| 34  | 8. Coordinate the creation and/or enhancement of an information depository  |
| 33  | 9. Continue to monitor jobs/housing ratio which measures the health of the business community                           |

## **2. REVITALIZATION/REDEVELOPMENT**

### **Definition**

Revitalization and redevelopment of mature areas of the community is a critical factor in ensuring the economic health and vitality of a community. Recycling valuable property through creative and adaptive reuse of structures and land that utilizes existing infrastructure can increase land values, improve a community’s image, stabilize decaying neighborhoods, and strengthen the local economy. Carefully targeted public investments can help jump-start urban revitalization and encourage private investment and partnerships that can be rewarding from both a financial and a social sense.

## **Strategy 1: Identify Destination Uses and/or Catalyst Projects for Aging Districts**

### Raw Score      Action Items:

- |     |  |
|-----|--|
| 123 | 1. Identify and prioritize geographic areas/districts for revitalization or redevelopment                            |
| 90  | 2. Coordinate existing and future plans and planning efforts   |
| 76  | 3. Select one or two keystone locations (projects) and develop incentives and assistance programs to jump start them |
| 55  | 4. Focus on a Specialty City Identity (brand)  |
| 51  | 5. Explore historic districts as an economic development opportunity   |
| 43  | 6. Link primary retail areas in some way (map, transportation, etc.)   |
| 34  | 7. Coordinate “look” of visible items such as lamp posts, signage, streetscapes, etc.                                |

**1A: Revitalize Downtown while maintaining historic character**

<u>Raw Score</u>	<u>Action Items:</u>
93	1. Develop “Big Picture” for Downtown and incentives to encourage property owners to move in the direction of the vision for Downtown
79	2. Encourage residential development Downtown
77	3. Create more cohesive Downtown district
69	4. Create an architectural theme for areas of Downtown (i.e. Historic area, Modern area)
65	5. Explore alternative transportation patterns for Main Street (Hwy. 287)
63	6. Engage small business owners as a meaningful partner in redevelopment/revitalization projects
39	7. Allow Downtown development to go up

**1B: Redevelop Twin Peaks Mall as modern retail district**

<u>Raw Score</u>	<u>Action Items:</u>
34	1. Take comprehensive look at southwest area—fairgrounds, Twin Peaks Mall, Hover Crossing
16	2. Facilitate large scale land accumulation for purposes of redevelopment opportunity

**1C: Redevelop Sugar Mill and Flour Mill as a complement to FasTracks**

<u>Raw Score</u>	<u>Action Items:</u>
	1. Address environmental issues

**Strategy 2: Explore/consider Financing Options for Redevelopment/Revitalization**

<u>Raw Score</u>	<u>Action Items:</u>
108	1. Develop private/public venture for large scale redevelopment efforts
97	2. Establish a proactive policy promoting local businesses
57	3. Expand use of Metro Districts
45	4. Explore rationale for Tax Increment Financing (TIF)
43	5. Explore a scale for TIF contributions to give back to the City’s general fund

**Strategy 3: Examine the Relationship between Greenfield Development and Redevelopment**

<u>Raw Score</u>	<u>Action Items:</u>
116	1. Plan on a larger scale so developers and users can see “The Vision”
111	2. Adopt appropriate overlay districts to facilitate redevelopment

- 94 3. Focus public investments in high priority redevelopment areas
- 90 4. Focus on infrastructure in aging areas
- 72 5. Portion of redevelopment projects be neighborhood-serving businesses (smaller scale, locally-owned)
- 60 6. Have new development (non-primary employers) help redevelopment in some way (affordable housing policy as an example, % of development is set aside, cash in lieu, impact fee, etc.)
- 59 7. Development with public attraction
- 46 8. Assist small retail – limit big box retail growth
- 37 9. Establish market based ceiling on private returns that use public money

### 3. BUSINESS ENVIRONMENT

#### **Definition**

A healthy business environment is conducive to the retention and expansion of existing businesses, promotes the creation and relocation of new business, and stimulates a diversity of businesses and employment. A healthy business environment supports a “business friendly” reputation which creates a competitive advantage and climate attractive to private investment.

#### **Strategy 1: Diversify Economic Base**

##### Raw Score    Action Items:

- 40 1. Inventory existing portfolio
- 14 2. Encourage LAEC to promote or seek out companies which are not high tech to provide balance to the City’s job portfolio

#### **Strategy 2: Maintain/Align Balanced Community Philosophy**

##### Raw Score    Action Items:

- 72 1. Actively seek feedback and listen to input from Longmont stakeholders about what they want and need
  - o Nonprofits are businesses—keep them involved in the Economic Vitality processes
- 62 2. Develop process for policy makers to align City regulations with community economic vitality values
- 46 3. Maintain balanced community philosophy about growth and development to avoid transmitting negative messages to the business community
- 36 4. Engage small businesses when choosing downtown actions

**Strategy 3: Develop/Enhance/Promote Reputation as a City that welcomes new businesses and promotes existing businesses**

Raw Score      Action Items:

- |    |   |
|----|---|
| 78 | 1. Develop ways to welcome new businesses to Longmont (especially small businesses)   |
| 46 | 2. Determine perceptions regarding Longmont’s business friendliness (i.e. survey businesses or entities both inside and outside the City) |
| 28 | 3. Improve support for the businesses (seek input from businesses regarding their needs)  |
| 25 | 4. Jump start a community development corporation to help small enterprises   |
| 14 | 5. Find ways to make “business friendly” Longmont even friendlier   |

**Strategy 4: Develop Timely, Predictable Development Process**

Raw Score      Action Items:

- |    |   |
|----|---|
| 54 | 1. Coordinate one-stop-shop development process with economic development concerns              |
| 30 | 2. Make review process easy to understand   |
| 28 | 3. City consider creating a qualifying service providers list (i.e. planners, architects, etc.) |

**Strategy 5: Strengthen Collaboration Among Business Support Groups**

Raw Score      Action Items:

- |    |   |
|----|---|
| 72 | 1. Support further development of the City’s Economic Vitality office (i.e. what does ED Manager need to support his work?) |
| 50 | 2. Develop new collaborative partnerships and improve communication   |
| 36 | 3. Continue to support/strengthen the Economic Alliance and move to include missing entities such as the Magellan Center    |
| 32 | 4. Improve support for small businesses through the City and the Chamber of Commerce (incentives, etc.)                     |
| 29 | 5. Utilize the City to moderate turf battles  |

**Strategy 6: Develop/Consolidate Research and Development Information**

Raw Score      Action Items:

- |    |   |
|----|---|
| 43 | 1. Develop realistic forecasts for existing industry                        |
| 43 | 2. Use “competitive intelligence” as a strategy to identify direction to go |
| 31 | 3. Develop a consolidated City-based information center                     |
|    | 4. Involve futurists in determining a productive “branding” direction       |

## Strategy 7: Target Incentives for Desired Outcomes

### Raw Score    Action Items:

- |    |   |
|----|---|
| 27 | 1. Develop incentives for: <ul style="list-style-type: none"><li>○ Attracting small businesses to the Downtown</li><li>○ Redevelopment</li><li>○ Relocation</li><li>○ Quality Jobs<br/>(but don't give away the farm)</li></ul> |
| 22 | 2. Show incentive specifics on City's balance sheet (don't ignore the "but for" part of the equation)   |

## 4. RETAIL

### Definition

A diverse and comprehensive retail business sector provides choice and convenience for residents, reduces the flow of money outside the community, and creates a stable, growing tax base to support quality community services and infrastructure improvements. A vibrant retail sector enhances the community's image as a regional destination attracting out of area consumers and tourists.

### Strategy 1: Create a vibrant retail sector that enhances the community's image as a regional destination.

### Raw Score    Action Items:

- |     |   |
|-----|---|
| 124 | 1. Create destination shopping areas <ul style="list-style-type: none"><li>○ Downtown<ul style="list-style-type: none"><li>➤ Restaurant District</li><li>➤ Walking mall</li></ul></li><li>○ Twin Peaks District</li><li>○ Upscale shopping area</li></ul>   |
| 88  | 2. Market Longmont to bring customers in <ul style="list-style-type: none"><li>○ Develop retail rewards program for spending money in Longmont (i.e. sales tax goes back in your pocket, pool rewards to get a project accomplished)</li><li>○ Develop "buy locally owned" marketing or public education campaign</li><li>○ Develop Longmont's own retail Internet network to help small local businesses compete</li></ul> |
| 82  | 3. Encourage private/public ventures to provide new and unusual shopping experiences that generate high customer volumes combined with multiple uses  |
| 66  | 4. Develop a "brand" for Longmont based on a concentration of business activity already here  |
| 64  | 5. Pursue targeted retail businesses that would create a regional draw through their unique product (specialized furniture stores not typically found on furniture row—Ikea; antique stores; Trader Joes)   |

- 61 6. Encourage and facilitate Transit Oriented Demand (TOD) development appropriate for Longmont

**Strategy 2: Foster a diverse and comprehensive retail business sector to provide choice and convenience for residents.**

<u>Raw Score</u>	<u>Action Items:</u>
113	1. Identify retail needs/wants for Longmont <ul style="list-style-type: none"> <li>o Develop detailed inventory of existing retail</li> </ul>
105	2. Develop plan to encourage growth of local retail start-ups--Encourage environment for locally-owned businesses <ul style="list-style-type: none"> <li>o Support local non-profits to develop social enterprise opportunities</li> </ul>
97	3. Develop incentives to create/attract new stores <ul style="list-style-type: none"> <li>o Examples include: fee waivers, tax breaks, tax models related to service businesses versus retail businesses</li> <li>o Incentives specific to Downtown to entice what we want</li> <li>o Explore private/public ventures</li> </ul>
90	4. Incorporate competitive intelligence strategies and techniques to ensure that Longmont is forward thinking and able to capitalize on marketplace trends
70	5. Pursue targeted retail businesses that cater to specific existing markets (i.e. supply store for woodworkers)
58	6. Create a small business incubator geared toward retail and service businesses.
43	7. Market Longmont to retail companies
35	8. Focus on new image for retail <ul style="list-style-type: none"> <li>o Outside Big Box</li> <li>o Move in a different retail direction than southwest Weld</li> </ul>

## 5. INFRASTRUCTURE

### Definition

Reliable, accessible, and affordable infrastructure systems are a necessary ingredient for quality growth in a community and a cornerstone of economic vitality. Transportation, water, sewer, public buildings, parks, drainage, power and communication systems create opportunities and provide a competitive advantage for existing businesses as well as act as incentives for attracting new firms to the community. Investment in sound infrastructure systems provides value for the taxpayer’s dollar and allows the government to provide services necessary to maintain and support the community’s public health, welfare, and quality of life.

**Strategy 1: Plan, construct, maintain, and maximize existing and future utility infrastructure**

<u>Raw Score</u>	<u>Action Items:</u>
116	1. Maximize public benefit from city-owned infrastructure (water, power, public spaces, etc.)

- 113 2. Maintain existing infrastructure at workable level
- 80 3. Design or redesign infrastructure that complements or enhances revitalization efforts
- 66 4. Prioritize infrastructure projects in the Capital Improvements Program to reflect economic priorities of the community
- 65 5. Make sure sinking fund is adequate for infrastructure replacement and upgrades
- 65 6. Prioritize and upgrade older infrastructure systems
- 64 7. Build infrastructure for infill and redevelopment
- 40 8. Bury power lines on public and private areas

**Strategy 2: Construct and maintain appropriate transportation system**

Raw Score      Action Items:

- 115 1. Examine Highway 287 through Downtown
  - o Engage small business owners (i.e. Task Force to develop and discuss options)
- 100 2. Identify traffic patterns that improve vitality
- 79 3. Ensure adequate bike and pedestrian connections to retail areas or transportation connection points
- 79 4. Prioritize infrastructure projects in the Capital Improvements Program to reflect economic priorities of the community
- 68 5. Design or redesign infrastructure that complements or enhances revitalization efforts
- 44 6. Build infrastructure for infill and redevelopment

**Strategy 3: Continue focus on conservation**

Raw Score      Action Items:

- 79 1. Consider expanding City recycling efforts to commercial users
- 70 2. Develop/enhance electric/water conservation programs
- 46 3. Move toward focus on zero waste from retail through residential users
- 39 4. Develop education programs geared toward specific use types

**6. EDUCATION**

**Definition**

Quality educational opportunities are a component of an economically vital community and essential to an attractive business environment. In today's global information-based economy, knowledge is recognized as a key factor in achieving a competitive advantage and for attracting employers that provide quality jobs. Educational systems that meet the workforce needs of businesses and the personal needs of employees and their families can be critical determinants of

job and income growth within a community. The availability of quality education is a key element that relates to the success of a community in attracting economic development opportunities.

**Strategy 1: Develop a compelling community education ethic that promotes lifelong learning**

<u>Raw Score</u>	<u>Action Items:</u>
181	1. Raise awareness of the <u>value</u> of a good education (i.e. well educated=better job=higher quality of life)
116	2. Advocate community support for action items coming out of the Education Task Force’s work
90	3. Develop an “Education City” campaign similar to the “Tree City” campaign
89	4. Develop a comprehensive plan to work with drop-outs and those at-risk of dropping out <ul style="list-style-type: none"> <li>o Program(s) for reaching kids involved in gangs</li> <li>o Outreach to the kids on their own turf/territory</li> </ul>
72	5. Create a parent mentoring program (i.e. single parents, parents of at risk kids, etc.)
68	6. Develop public support for appropriate institutions, organizations, and entities that will provide education to all who need it
65	7. Partner with local newspaper to raise awareness
60	8. Raise the community’s awareness of international markets and the global arena <ul style="list-style-type: none"> <li>o Committee on foreign relations</li> </ul>
52	9. Continue to support multicultural transition from education to workforce
51	10. Have every child ready for preschool/learning by age four
45	11. Create marketing promotion to demonstrate the quality of education in Longmont (i.e. Dr. Zila—Superintendent of the Year)
23	12. Utilize public institutions as educational tools (Museum, Library, etc.)

**1A: K-12**

<u>Raw Score</u>	<u>Action Items:</u>
99	1. Make it a goal of public education that every child completes high school prepared for the workforce or lifelong learning
68	2. Work with school district to invest resources <u>within</u> City of Longmont
66	3. Encourage schools to teach Economics and Business Education in K-12
51	4. Enforce school capacity benchmark

**1B: Identify and prepare for educational needs of emerging jobs/industries and education**

<u>Raw Score</u>	<u>Action Items:</u>
103	1. Lobby state legislature for needed changes <ul style="list-style-type: none"><li>o Support of community colleges</li><li>o Re-establishing school impact fees</li></ul>
94	2. Assess and identify the skill set and/or technical needs of area employers and identify educational gaps
91	3. Develop a system for the City of Longmont to sponsor facilities for community colleges or identified educational programs/needs
87	4. Strengthen education at all levels through <u>adequate State funding</u>
65	5. Encourage expansion of Career Development Center
58	6. Develop a tracking program to monitor students after high school
57	7. Develop school-to-work programs with Work Force Center
51	8. Promote local public assistance (e.g. mill levy) to support community college

**1C: Higher Education**

<u>Raw Score</u>	<u>Action Items:</u>
70	1. Improve and work with Front Range
52	2. Work more closely with public and private universities
40	3. Bring graduate business education to Longmont

**1D: Technical/Specialty Schools**

<u>Raw Score</u>	<u>Action Items:</u>
66	1. Promote schools/education to fill employer needs and skill set requirements
50	2. Promote Longmont as ideal place to locate technical/specialty educational institutions
45	5. Support institutions that promote adult learning (Free University, Magellan Center)

**Strategy 2: Designate and develop continuous learning campus(es)**

<u>Raw Score</u>	<u>Action Items:</u>
104	1. Assist Front Range Community College in locating a permanent campus
95	2. City, and/or other entities, set aside and develop land for a multi-purpose educational campus(es)
76	3. Leverage and build on existing campus investments
73	4. Promote/market education campus to all continuous learning institutions
60	5. Bring graduate business education to Longmont

- 51 6. Develop grant program for innovative ideas in education programs
- 23 7. Create education zones along St. Vrain River Corridor

**Strategy 3: Strengthen Partnerships between local employers and education systems at all levels (K-12, technical/trade, higher education, etc.)**

<u>Raw Score</u>	<u>Action Items:</u>
124	1. Develop primary employer and small business mentorship program in schools
87	2. Develop an incentive program for businesses for: <ul style="list-style-type: none"> <li>o Co-op programs</li> <li>o Internships</li> <li>o Teaching release programs</li> <li>o Volunteer mentor programs</li> </ul>
79	3. Encourage direct relationships/partnerships with trade/technical schools and the school system
52	4. Promote “Junior Achievement” program to City sponsored level
36	5. Promote Governor’s Summer Work Program which provides work experience for students

**7. LAND USE**

**Definition**

Land use regulations, when applied in a timely, judicious fashion, are an important factor in shaping a community’s economic success by enhancing the community’s competitiveness. Sound land use decisions ensure fiscal accountability and efficient use of the community’s resources, encourage private investment in the community, and embrace conservation and protection of the natural environment. Proper coordination of land use helps to provide balance for the community and influences the community’s quality of life and competitiveness in the global market by facilitating access to services, workers, and customers.

**Strategy 1: Target desired and new business types for specific geographic areas**

<u>Raw Score</u>	<u>Action Items:</u>
64	1. Examine the need for designating land for future business opportunities
62	2. Seek unique development such as outdoor recreation opportunities
27	3. Create formula business ordinance

**Strategy 2: Leverage City-owned Land for Economic Development (private/public partnership and investment)**

<u>Raw Score</u>	<u>Action Items:</u>
60	1. Purchase (City) brownfields downtown and uptown to control the focus and use of the areas
57	2. Create urban tech village on City property in Urban Renewal Authority

- 41 3. Build a kinetic commerce village (mixed use residential/commercial with residential access from alleys with street frontage reserved for commercial and businesses with pedestrian traffic only)

**Strategy 3: Create a Business Friendly development process**

Raw Score      Action Items:

- 34 1. Develop an Economic Group/Position that concentrates on bringing retail development to the City and assisting developments through the City process
- o Fast track targeted retail developments
  - o Provide incentives for Planners to complete reviews faster and/or build accountability into the review process
- 12 2. Create Enterprise Zones that give economic incentives for development

**Strategy 4: Create a specific zoning/development code for Downtown**

Raw Score      Action Items:

- 26 1. Create an overlay area in the Downtown that allows high density residential around central Downtown
- 23 2. Develop master covenants for Downtown
- o Currently too many signage restrictions and restrictions regarding what business owners are allowed to do with their store fronts creating a “sameness” in Downtown
  - o Slow traffic down as it goes through Downtown

**Strategy 5: Evaluate how local codes (LACP and Development Code) Impact Economic Vitality**

Raw Score      Action Items:

- 108 1. Develop a timely and efficient process for land use decisions
- 103 2. Encourage an environment for locally-owned businesses
- 73 3. Ensure regulations are fair, efficiently implemented, and flexible to take into account the special needs of developments utilizing older buildings—create separate but equal building code for older properties
- 71 4. Guide land use within resource limitations, evaluating water resources, power supply, and traffic room
- 60 5. Develop methods for the Planning Department to work with community to gauge impacts.
- o Require a cost/benefit analysis for major developments as part of the planning process
  - o Require additional public notification in newspapers, to HOAs, and other civic organizations

- 58 6. Review LACP frequently to ensure adequate land uses for emerging, job creating businesses
- 57 7. Review influence of parking on land use and visa versa
  - o Encourage shared parking for uses that have parking needs at different times
  - o Evaluate parking requirements, looking into additional review for land use requirements for parking (too much)
- 46 8. Complete LACP update in Weld County to clarify land uses
- 21 9. Require Big Box stores to provide space to boutique activity characteristic of a local company or industry (i.e. Put a McGuckin corner in a Lowe's or Home Depot; hot dog vendor at Home Depot)

## **PART II—IMPLEMENTATION OF EXISTING REDEVELOPMENT PLANS**

This section of the report will summarize the major recommendations from the redevelopment plans that the Council has previously approved or is currently participating. It also identifies the logical next steps to implement each plan and ends with a chart of criteria to assist the Council in determining priorities given the City's limited resources for dealing with the complementary projects. Also attached is a map that shows the areas covered by the respective plans.

1. Flour Mill Redevelopment Plan – Approved August, 2003
2. Urban Renewal Plan - Adopted December, 2006
3. FasTracks Transportation Oriented Development Plan – Reviewed March 2005
4. Midtown Redevelopment Plan – Approved December 2005
5. Downtown Revitalization – Mixed Use Parking Structure, selected Phelps Development Company as a partner May, 2006

### **1. FLOUR MILL REDEVELOPMENT PLAN – Approved August 2003**

As part of its 2002 work program, the Council authorized \$25,000 for a market driven redevelopment plan for the “Flour Mill” property owned by the Grant family. The Buchanon, Yonoschuski Group (BYG) prepared a redevelopment plan that was approved by the City Council after a public meeting on August 7, 2003. The Grant family owns the Flour Mill property and, along with about 30 citizens, participated throughout the redevelopment planning process. Everett Stratton of Longmont and Eva Jo Logan of Aurora own two parcels, consisting of 1.2 acres, on 2<sup>nd</sup> Avenue that provides additional redevelopment opportunities for the 3 acre site and are also supportive of the plan but have not formally agreed to partner with the Grant Development Team at this time.

The Consultant completed a market analysis that was presented to a community forum/site utilization charette held December 5, 2002. The citizens attending broke into groups to create their own vision for the Flour Mill site. The major themes taken by the Consultant and incorporated into a conceptual site plan included:

1. Retain the historic nature of the buildings - pursue adaptive re-use of existing buildings as well as Federal Historic Designation for the Flour Mill and Silo
2. Mixed Use Development - encourage retail, office and residential land uses
3. Transit Oriented Development - design the project to take advantage of future FasTracks rail transportation opportunities

Initially, the BYG Consultant Group believed that a mixed use development for the Flour Mill property was viable with considerable public assistance. Since then the City has prepared a list of incentives that could be used to ensure the success of the project. The FasTracks/TOD section of this report also verified that a larger mixed use development opportunity is thought to be viable at this location.

The Grants and their new development partner, Mr. Ian Percy, continue to believe that a mixed use development program could be implemented and have been trying to assemble land from adjacent property owners as well as preparing conceptual design plans and a financial proforma that will indicate what the actual “gap” will be in order to help the Council determine the appropriate level of public assistance. They also now believe that the initial phase should be non-residential and are finalizing an appraisal as the last piece of information needed to complete the proforma that will indicate the new financial gap that would be eligible for incentives from the City and the LDDA.

### **Next Steps**

- Review the updated Flour Mill redevelopment plans and determine if it’s appropriate to provide incentives sufficient to ensure a viable project during the next two years that would serve as a catalyst project to improve the area several years in advance of a FasTracks station which is not scheduled until 2014.
- If it’s determined that an extremely high level of public assistance is necessary to make the project viable, it may be more prudent to delay significant public assistance for the project closer to when market conditions improve, which may not happen until the RTD makes a final decision on where the end of line commuter rail station will be located.
- The City would, in the meantime, consider supporting efforts that result in a larger scale project such as assisting the developer in assembling additional property such as the City’s old electric/sanitation building on Main Street.
- The City may also consider cost sharing with the developer and LDDA to prepare a more detailed TOD design for an area much larger than the Flour Mill that includes pedestrian connections to Downtown.

**RESOURCES NEEDED - The Community Development Department Director spent about 40 hours in 2006 in meetings with the Flour Mill property owners and consultants and would anticipate spending at least that much in 2007.**

## **2. URBAN RENEWAL PLAN – Urban Renewal Plan Approved December 12, 2006**

Colorado’s Urban Renewal Law allows a wide range of activities and programs in the implementation of an urban renewal plan. It is the intent of the Longmont Urban Renewal Authority (LURA-City Council) to provide incentives to stimulate private investment in cooperation with property owners and other affected parties in order to accomplish the objectives of the plan. Public/private partnerships and joint venture development will be key to the Authority’s strategy for preventing the spread of blight and eliminating blighted conditions. Reliance on powers such as eminent domain will only be considered as a final option as determined by the Longmont City Council, to achieve the redevelopment objectives of this plan.

The following incentives are possible for the LURA to use as a way to accelerate redevelopment of the area including the Sugar Factory, Flour Mill and the property between those two sites. The recently approved Urban Renewal Plan explains in more detail how these techniques could assist in achieving these goals.

- Redevelopment and Rehabilitation Actions
- Redevelopment Agreements
- Tax Increment Financing
- Financing Mechanisms / Structures (e.g. Special Metro Districts)
- Financially Participating in Private Development Projects
- Inter-Agency Cooperation
- Property Acquisition and Land Assemblage
- Relocation Assistance
- Demolition, Clearance, and Site Preparation
- Economic Development Grants
- Capital Improvement Program

### **Plan Administration**

The Authority may employ technical experts, agents, and employees, permanent and temporary, and determine their qualifications, duties and compensation. Until such time as determined by the Authority that administration of the Plan requires the commitment of permanent employee(s), it is intended that the City of Longmont Community Development Department staff will fill the role of Plan administrators, and shall not be compensated above their existing salary or hourly wages as provided by their primary employer, the City of Longmont

The Community Development Department Director of the City of Longmont is authorized by the City Manager to serve in the capacity as Executive Director/Secretary of the Authority, until such time that the Authority determines it is necessary to employ full time staff.

According to the Urban Renewal Law, the Authority may call upon the municipal counsel or chief legal officer of the City for such legal services that it may require, or it may employ its own counsel and legal staff. It is anticipated that the Deputy City Attorney would initially provide legal support to the new LURA.

### **Next Steps**

- Work with existing property owners in the Urban Renewal Authority Area to discuss redevelopment opportunities given the potential mixed use zoning that will encourage such development.
- Work with property owners in the Urban Renewal Planning Area who are interested in becoming annexed to the city so they can take advantage of City incentives.
- Keep property and business owners apprised of market opportunities (host property and business owner roundtables) and facilitate discussions among potential partners.

- Promote mixe- use development within nodes along the corridor and in catalyst areas (Flour Mill and Sugar Factory), allowing the private market sector to determine the appropriate mix of uses.
- Where necessary, assist with assembling properties to accommodate a range of mixed use product types.
- Submit Tax Increment Financing Impact Report to Boulder County and St. Vrain Valley School District for review and comments when there is a redevelopment project imminent. While the School District is not financially impacted since the State compensates Districts for revenue that they would otherwise receive, Boulder County will be requesting an intergovernmental agreement that will include some form of “cost sharing” to address its perceived impact.

**RESOURCES NEEDED - The Community Development Department Director spent about 150 hours working with consultants and property owners on the Urban Renewal Plan in 2006. The Deputy City Attorney spent about 60 hours and the administrative support staff spent another 90 hours. With increased interest in the plan now that it’s adopted and if an actual redevelopment project is initiated that would trigger Tax Increment Financing there will be a considerably more staff time spent implementing the next steps identified above.**

### **3. FASTRACKS TRANSIT ORIENTED DEVELOPMENT PLAN – Reviewed March 2005**

In November 2004, voters approved the FasTracks initiative to increase sales tax in the Regional Transportation District (RTD) to fund rapid transit corridors throughout the region. Part of FasTracks includes a commuter rail corridor (along the existing BNSF rail line) from Denver, through Boulder, to Longmont with an end-of-line station located at Hover Road and Ken Pratt Boulevard (a.k.a. Twin Peaks Mall location). As a result of concerns over the increased traffic at the congested Twin Peaks Mall location as well as the relatively small benefit for traffic volumes citywide, the RTD and the City of Longmont participated in a feasibility study to determine a more centralized station location for Longmont’s portion of the commuter rail line. As part of the study, Transit Oriented Development (TOD) was considered with two alternate station locations in Longmont; the Flour Mill (1<sup>st</sup> Avenue/Terry Street) and the Sugar Factory on the east side of the city.

#### **Station Market Potential**

Market and development potential were evaluated at each station location as an input to the conceptual land use plan. The development potential is determined based on:

- Overall market conditions and potential as part of the Longmont Area Comprehensive Plan Update in 2003;
- Existing land use and zoning surrounding each station;
- Property owner development interests; and
- Consideration of the impact of the rail station on future development opportunities.

Because the rail line and stations are not expected to be in place until approximately 2014, the development analyses are relatively broad and consider the type and density of surrounding development, but place less emphasis on current real estate values, rents, and vacancies.

### **1st/Terry Street (Downtown) Station**

The proposed downtown station is located at the southern edge of the city's historic central business district on the west side of Main Street on 1<sup>st</sup> Avenue just south of the Flour Mill property. The RTD station facilities are proposed to be located on a 10-acre infill site with several land owners and several existing uses currently on site.

The station area is zoned Mixed Industrial (MI), which allows for primarily light industrial uses at 0.23 Floor Area Ratio (FAR). MI Zoning allows for a modest amount of vertically integrated mix of uses (25% of the total non-residential space can be used for residential units and no more than 25 dwelling units per acre). The Council recently approved a change in the zoning ordinance that would allow development blocks with pure residential buildings as well as vertically integrated buildings, which have up to 50% of nonresidential space. The Flour Mill Redevelopment Plan also recommended Mixed Use rezoning.

### **Sugar Factory Station**

The proposed Sugar Factory station is located on the eastern edge of the City near the intersection of 119<sup>th</sup> Street and the recently completed Ken Pratt Boulevard (SH 119). The station is located on a 3-acre redevelopment site owned by a single landowner. The site contains vacant three- and six-story brick warehouse industrial buildings associated with the former Great Western Sugar processing facility. There is also a metal storage building currently being used by a recycling business. The surrounding property is largely vacant with the exception of the Hillehog research facility on the southeast corner of Rogers Road and 119<sup>th</sup> Street.

Although a mixed-use development is proposed for the Sugar Mill station site, planning for the site includes the City's desire to protect its investment in its wastewater treatment plant with the promotion of land uses and activities in its proximity that are compatible with it. The station area is currently zoned General Industrial (GI) and Business/Light Industrial (BLI). The land use and zoning classification would also need to be amended to accommodate the types of uses proposed in the development concept, or the land use and zoning would need to be changed to a compatible classification.

The Sugar Mill site's development potential has already been greatly enhanced by the recently completed Ken Pratt Boulevard south of downtown. The City's comprehensive plan also designates the area immediately east at County Line Road and SH 119 for regional retail development. As a result, the development potential of the Sugar Mill property has already been enhanced. If a rail station were constructed at this location, there would be an opportunity for a substantial amount of TOD residential development. The site's overall development potential, in addition to its regional access, also supports a mixed use commercial town center.

## Findings and Conclusions

- **Zoning** - Both sites would require a rezoning of the property to accommodate the intended development. The City Council has recently authorized a special TOD zoning category to accommodate such future rezoning proposals.
- **Land Assembly** - The 1<sup>st</sup>/Terry Street (Downtown) station would require aggregation of 24 parcels for development, while the Sugar Mill site would only require six parcels.
- **Relocations** - Similar to land assembly, the 1<sup>st</sup>/Terry Street (Downtown) station would require the greatest number of relocations, including about 10 residential and 20 non-residential buildings. The Sugar Factory station has primarily vacant land or unoccupied buildings and would require the relocation of two non-residential buildings at the Sugar Factory.

## Public Improvements

Both stations would require public improvements to roadways and intersections serving the stations. The 1<sup>st</sup>/Terry Street (Downtown) station would require signalization of the Pratt Parkway and Boston Avenue intersection, as well as a new access road from Boston north to the station location on 1st Avenue. The Sugar Factory site would require improvements to 119<sup>th</sup> Street as well as a new access road from 119<sup>th</sup> to the proposed station location one block to the west. Another factor affecting TOD potential is the future plans for the site (as reflected in the Longmont Area Comprehensive Plan) and the level of support from the City. The existing lower value uses in the station area and the City's desire for revitalization would provide a favorable environment for a catalyst TOD project to anchor the southern entrance into Downtown. The Sugar Factory station site is currently designated for industrial/economic development uses in the Longmont Area Comprehensive Plan. The Plan recommends future regional retail development at the intersection of County Line Road and SH 119 just ½ mile to the east. This recent change in the Plan, as well as the completion of the Ken Pratt Boulevard, improves the potential of the Sugar Factory site for higher value commercial and mixed-use development. This site is also part of the Urban Renewal planning area and will be studied for future TOD redevelopment opportunities.

## Next Steps

- RTD has recently completed an Environmental Evaluation (EE) for the Diagonal portion of the corridor and is now in the process of meshing the Diagonal and US-36 rail corridors into one Environmental Assessment (EA). The EA is scheduled to begin in early 2007 and should be completed in mid-2008. The initial findings from the EE revealed that the Sugar Factory option is significantly more expensive given the need for a grade separated crossing at Martin St. and will likely be removed from further consideration for a first phase FasTracks facility. The Sugar Factory site is also the focus of a commuter rail station and a connection to FasTracks in the North I-25 EIS.
- The original EA process was to be completed in 2006 and has now been shifted to middle of 2008. Although RTD is committed to the construction schedule with late 2014 as opening day for commuter rail in Longmont, there has been some concern that pushing

the planning schedule back two years will also affect the construction schedule. The City will continue to work with RTD to keep the schedule “on-track”.

- Once the EA is finalized, RTD will need to formally amend the FasTracks plan and the Regional Transportation Plan (DRCOG) to include both Longmont sites and whether the original Hover/Ken Pratt Boulevard location will be eliminated. City staff still have concerns that a Park-n-Ride location at the Twin Peaks Mall location will only exacerbate the traffic congestion in southwest Longmont. Another option would be a drop-off/transit center at the Twin Peaks location in conjunction with possible redevelopment of the Mall, with some shared off-site parking and with high frequency local bus service with service along the Hover Street corridor.
- Council takes formal action to approve the TOD/Station Area Plan prior to the completion of the EA and communicate support to RTD.
- Work with RTD to complete a Station Area Plan that is site specific and develops more detailed TOD land use options for a preferred location. This plan will also identify the infrastructure installation (including utilities, vehicle access, and alternative mode access) to the station sites.
- City finalizes TOD/mixed use rezoning of both the Flour and Sugar Mill sites. Depending on the future designation for the Twin Peaks Mall site, further rezoning may be pursued for this site as well.
- City assists private sector in assembling land (including City-owned property) to facilitate redevelopment program.
- Identify ongoing staff/consultant resources needed to support this effort.

**RESOURCES NEEDED - Community Development and Planning staff spent approximately 180 hours on this program in 2006 and would anticipate spending much more in 2007. We currently plan on having four of our planning staff involved in the program with our Transportation Planner spending almost 75% of his time on the project. About 2600 hours are anticipated for all staff involved in 2007.**

#### **4. MIDTOWN REDEVELOPMENT PLAN – Approved December 2005**

Together, the public and private sectors face the challenge of revitalizing the Midtown study area described as one block on either side of Main Street from Longs Peak Avenue to 17<sup>th</sup> Avenue. The City and its leadership must further accept that infill, and particularly corridor areas, are at a distinct economic, social and market disadvantage compared to vacant “greenfield” sites. To that end, it is their responsibility to “level the investment and regulatory playing field.” Private investment alone will not fill the financial “gap,” rather, it will move elsewhere. There are several opportunities along the corridor where these types of “leveraged” investments can be made. The purpose of these “catalyst investment areas” in advancing the plan is described below.

## Framework

Following are elements of the implementation framework for the Midtown Redevelopment Plan:

- City maintains a long term pro-business attitude towards redevelopment
- Underdeveloped properties are put into productive use
- Commitment is made to remedy existing problems and prevent future ones
- Higher-density infill projects will be encouraged
- “Bones” (infrastructure) before beautification
- Physical environment will balance the role of the vehicle
- Advocacy entities will be identified and empowered
- Catalyst projects will be expected to leverage a financial return
- Creative reinvestment strategies and “tools” will be diverse
- Awareness will be heightened
- Area will have a distinct set of standards, regulations and incentives

## Potential Catalyst Sites

The strategy for revitalization of the Midtown Corridor is based on redevelopment and targeted investment in key nodes, or “catalyst areas”, which hold investment potential despite select economic and physical redevelopment challenges. These nodes are defined as: urbanized places with concentration of jobs, housing units, commercial uses, public spaces, public transportation, pedestrian activity and/or a sense of place. The mix of uses in the node is located in developments with minimal setbacks, reduced parking requirements and taller structures, all in an effort to achieve higher densities necessary to support pedestrian activity, private investment and a sense of place.

As markets change, the physical realm must change with them. Therefore, while these nodes have been identified today as offering potential for leveraged investment, the concepts will provide the City with the tools to evaluate future projects which might occur outside the identified areas, and which are still consistent with the vision for the study area.

Site 1: 17<sup>th</sup> Avenue Gateway – Main Street between 16<sup>th</sup> & 17<sup>th</sup>

Site 2: Consolidated Parking/Shared Drive – Main Street between Mountain View and 11<sup>th</sup>

Site 3: Amory/Service Station – NE corner of Main and 15<sup>th</sup> Ave

Site 4: Mercado/Public Plaza – NE corner of Main and 9<sup>th</sup> Ave

Site 5: Redevelopment site(s) – various sites in the Midtown area

Site 6: 8<sup>th</sup> Street Plaza – Main Street between Longs Peak and 8<sup>th</sup> Ave

Site 7: Former Hajek Chevrolet – 1400 block of Main Street

Site 8: Courthouse Parking Structure – NE corner of Main Street and 10<sup>th</sup> Ave

Site 9: Streetscape/Mid-Block Nodes – Main Street between Longs Peak and 17<sup>th</sup> Ave

The *Longmont Midtown Redevelopment Plan 2005* is the roadmap to move the City’s and property owners’ vision towards reality and to ensure that redevelopment of the area is accomplished in a way that balances private investment objectives with community

sustainability. Ultimately, the City of Longmont, its Council, staff and citizenry will have to select a final course of action for change.

**Next Steps (not in any priority order)**

1. Formalize an advocacy entity (or modify an existing one – LDDA, BID, CDC) to champion implementation of the plan over the near- and long-term. Note: The advocate can be public or private or a combination of both, but their primary function will be to advance the actions of the plan, keep stakeholders involved in the process and promote consensus.
2. Use the catalyst areas map prepared for the Main Street Redevelopment Plan as a guide for directing future public investment and assisting projects based on their contribution to the vision.
3. Determine whether an urban renewal district should be established with the study area so that financing tools such as Tax Increment Financing (TIF) can be used to off-set above market property asking prices.
4. Work with local representatives for the Latino/Hispanic community to build the ethnic diversity of the area through creation of a district for destination uses with an ethnic theme.
5. Encourage the introduction of residential development within catalyst areas and at key locations in the corridor, fill financial gaps and support demonstration projects.

**RESOURCES NEEDED - Community Development and Planning staff spent about 80 hours working on the Mixed Use/TOD overlay zoning ordinance that was presented to Council in December and would anticipate spending about 30 hours in 2007 associated with implementing the Ordinance. There was no time spent on implementing the Midtown Redevelopment Plan as it was not formally on the City Council's 2006 work plan.**

**5. DOWNTOWN REVITALIZATION – MIXED USE PARKING STRUCTURE, PHELPS DEVELOPMENT COMPANY, PARTNER**

The City of Longmont and Longmont Downtown Development Authority (LDDA) are studying the viability, location(s) and cost of building a mixed-use parking structure in the downtown area. This area has a history of high demand for adequate, convenient parking, but is faced with the physical limitation of its current supply of on-street and surface lot parking.

The City hired the architectural firm, Newman, Cavender & Doane, to study the available sites in downtown that could support a 400 car parking structure. In addition to identifying the best garage site, the consultant team evaluated each site’s capability of incorporating mixed-uses, such as retail, housing or office.

Phase 1 of the study concluded with the issuance of a Preliminary Assessment Report which documented the consultant team's initial design work product, established physical and economic site selection criteria used for evaluating the sites, and ranked each site according to those criteria and led to the elimination of the 300 Coffman site from further consideration. In Phase 1B, the consultant team prepared concept-level site and building plans for each of four sites: 300 Kimbark, 400 Kimbark, 500 Kimbark, and 500 Coffman. Significant findings contained in the draft reports include the following:

- All four of the LDDA operated public parking lots currently under consideration can be adequately accessed by the existing street grid without causing significant traffic or neighborhood impacts. The Council and LDDA have narrowed those sites to three for further consideration: 1) 300 Kimbark; 2) 400 Kimbark; and 3) 500 Coffman.
- Market support for additional retail development in downtown in 2005 was viewed as moderate. Leasing activity, while not strong, has been consistent. An evaluation of downtown retail tenants shows a net positive absorption of approximately 9,000 square feet annually for the past three years. The figure suggests that a modest retail development could be supported, assuming an extended absorption period is factored into the analysis.
- The consultants for the Phase I Study believed that the demand for condominium and townhouse product in Longmont was growing in 2005, both in absolute terms and as proportion of total market development. However, when reviewed recently and considering all factors, the condominium/townhome market data shows a significant drop off in 2006 and is not projected to increase in the near future.
- Of the three options for new public open space on the alternative sites, the 300 Kimbark site is the best location for a new outdoor public open space plaza.
- After reviewing this information, the Council and the LDDA agreed to eliminate the 500 Kimbark site from further consideration and then decided to wait to see if there are any private developers interested in this project.
- The Council, after completing a Request for Proposals process, selected Phelps Development Company as a private sector partner to ultimately assist the LDDA and the City Council determine where the facility should be located.

#### **Next Steps**

- Work with Phelps Development Company to determine which site presents the best opportunity for a mixed-use parking structure.
- Determine the level of City financial participation and where the funds will come from.

**RESOURCES NEEDED - Community Development and Finance Department staff spent about 90 hours on this program and would anticipate spending at least that much time in 2007.**

## **CONCLUSION**

As stated earlier in this report, one of the purposes is to provide the Council with information to assist in determining how to allocate resources towards the implementation of the variety of economic development / redevelopment efforts currently underway. The following chart (Attachment 1) was developed for the Council to see if priorities emerge based on timing and benefits of the proposed projects.

While all of these projects could continue to be resourced with existing staff on concurrent paths, priorities may be able to be established given the different partners associated with each project as well as determined by private sector initiative in any of the respective areas. This would be beneficial from the standpoint of being able to spend more quality time focusing on higher priority projects rather than spreading resources thin and things moving slower than otherwise would be desirable.

Attachment 1: Redevelopment Chart  
Attachment 2: Redevelopment Study Area Map

## Attachment 1 Redevelopment Chart

Project		Developer/ Property Owner Activity	City Incentives Needed	City Incentives Being Considered	Application in Development Review Process	Staff Resources Available *	Consultant Services Needed	Redevelop ment projected to occur	Anticipated Return on Investment **
1	Flour Mill Redevelopment	Yes	Yes	TIF \$500,000; City Fee Waivers \$820,000	No	Yes (1,4)	No	2008	Low
2	Urban Renewal Plan (SE Longmont)	Yes	Yes	TIF/rezoning	No	Yes (1,2,3)	Yes	2007	High
3	Midtown Redevelopment Plan (6th - 17th)	No	Yes	TIF/rezoning	No	No (.5 FTE)	Yes \$15,000	2008	Moderate
4	FasTracks/TOD (sites part of #2 & #1)	Yes	Yes	TIF/rezoning	No	Yes (1)	Yes, RTD/TOD Plan \$25,000	2010	High
5	Downtown Revitalization - Mixed Use Parking	Yes	Yes	Donate land, waive fees	No	Yes (1,4)	Yes	2008	Low
6	Twin Peaks Mall Redevelopment	Yes	Yes??	Fee rebates	No	Yes(1,2,3)	No	2008	Med

\* 1) Community Development Director/Department; 2) Finance Director/Department; 3) Economic Development Manager; 4) LDDA Director

\*\* Measured by taxes generated and economic stimulus for additional redevelopment.