

Development Projects Financing Analysis – Attachment A

	Total Cost	Amount Publicly Financed	Form of debt financing	Source of debt repayment	Developer reimbursement	Other
Downtown Projects:						
Boulder St Julian parking garage	\$13.24 million	\$12.5 million bonded plus \$740,000 cash from GID	GID bonds	URA property tax increment URA sales tax increment Accommodations tax increment	None	The developer paid for the cost of the parking spaces for the use of the hotel. \$740 K from GID was for cost overruns.
Boulder Pearl Street parking garage	\$14.5 million	\$14.5 million bonded	GID bonds	Downtown parking revenues	None	None
Ft Collins Mason Street parking garage	\$11.1 million	\$6.8 million city \$4.3 million county	Certificates of Participation	Ft Collins General Fund (50%) Ft Collins DDA TIF rev (50%)	None	County contributed the land for the project.
Loveland Lincoln Place	\$17.2 million	Up to \$917,000	None	None	URA property tax increment from the project itself – up to \$917,000	Metro District was originally formed but was dissolved when the parking was no longer for the public.
Retail Development Projects:						
Aurora Cornerstar	\$135 million	\$31.2 million	URA bonds of \$17.5 million Metro Dist bonds of \$14.2 million	URA property tax increment URA sales tax increment (30%) Metro District levy of xx.xx mills	None	None
Aurora Southlands	\$350 million	\$35 million	Metro District bonds	Metro District levy of 40.5 mills	None	None
Broomfield Flatiron Crossing	\$292 million	\$79,676,000	Sales & Use Tax bonds	1.75% of the total 4.15% city sales tax charged at the project	None	Originally intended to be financed as a developer reimbursement through 50% of use tax on construction materials and 50% of the sales tax from the project. Refinanced through sales & use tax bonds.
Broomfield Main Street at Flatiron	\$187 million	\$73,590,000	Metro District bonds	Sales & use tax reimbursement agreement pledging 2.275% of the total 4.15% city sales tax charged at the project; 1.75% of the total 4.15% city use	The debt repayment noted to the left is actually part of a developer reimbursement agreement.	None

				tax from the project; 50% of the Service Expansion impact fee charged to the developer.		
Broomfield Flatiron Marketplace	\$74 million	\$29.5 million	Metro District bonds	Sales & use tax reimbursement agreement pledging 2.275% of the total 4.15% city sales tax charged at the project	The debt repayment noted to the left is actually part of a developer reimbursement agreement.	None
Centennial Streets of Southglenn	\$377 million plus projected	\$77 million bonded	Metro District bonds	URA property tax increment URA sales tax increment (76%)	None	Metro District levy will be from 20 to 50 mills.
Denver Northfield at Stapleton	\$575 million (total Stapleton project)	\$500 million bonded	URA bonds of \$275 million Metro Dist bonds of \$225 million	URA property tax increment URA sales tax increment Metro District levy of 53.241 mills	None	Denver will retain an Increasing part of the tax increment revenues per an established schedule.
Ft Collins Front Range Village	\$115 million projected	\$22 million	None	None	Public Improvement Fee (PIF) of .75% to reimburse \$18.5 million over 30 years. \$1.5 million Sales tax sharing agreement. \$2 million reimbursed for transportation improvements	None
Lakewood Belmar	\$450 million	\$93 million	Metro District bonds	URA property tax increment PIF of 2.5% 50% of the construction use tax from the project 50% of lodgers tax generated within the project	None	Lakewood reduced its 3% sales tax to 1% within the project to offset the PIF.
Loveland Centerra	\$650 million projected	\$58 million	Metro District bonds	URA property tax increment PIF of 1.25%	Retail Sales Fee of 1%	Metro District levies 15 mills to repay debt but can go up to 35 mills.
Thornton Larkridge	\$150 million to date	\$25.4 million	URA bonds of \$21 million Metro Dist bonds of \$12 million	50% URA property tax increment 50% URA sales tax increment Metro District levy of 25 mills	50% URA property tax increment 50% URA sales tax increment	None

Development Incentives by Location - Attachment B

Longmont

Sales & Use Tax Exemption on Manufacturing & Equipment

The City of Longmont offers a sales and use tax exemption for manufacturing machinery equipment. Purchases of machinery and machine tools to be used exclusively in the manufacturing process with a separate item cost in excess of \$1000 are exempt from taxation. Parent corporations and their subsidiaries are taxed as one entity for the purpose of this exemption. This incentive is an unlimited term exemption.

R&D Sales and Use Tax Exemption for New Manufacturers

This exemption applies to equipment used by primary employers for research and development purposes. Machinery and machine tools, measurement and inspection equipment or research and development equipment are included in the exemption. The exemption applies for an initial, consecutive two years of operation. After the initial two year exemption, there is a one-time, performance based option to extend the exemption for an additional three years at any time during the company's operation in Longmont.

Sales and Use Tax Exemption for Electric and Gas

Electricity and gas used exclusively in the manufacturing process is exempt from taxation in addition to utilities consumed by nonprofit entities.

Longmont Rebate Programs:

Companies can chose either based on which is most advantageous for the company.

Permit Fee Rebate

Upon meeting specific criteria, primary employers may qualify for a fee rebate of up to 30% administratively on new construction and tenant improvement in the City of Longmont. Criteria include job creation, hiring of local residents, diversification of local economic base, compliance with the Longmont Area Comprehensive Plan goals, and higher wages. Up to 100% of the fees could be rebated if determined appropriate by the City Council.

Business Personal Property Tax Rebate

Upon meeting specific criteria, primary employers may qualify for rebate of the City's portion of business personal property tax of up to 50% administratively on the increase of its business personal property taxes. Criteria include job creation, hiring of local residents, diversification of local economic base, compliance with the Longmont Area Comprehensive Plan goals, and higher wages. Up to 100% of the tax could be rebated if determined appropriate by the City Council.

Private Activity Bonds

Manufacturers can apply for tax-exempt private activity bonds allocated to the County to help finance construction of relocation and/or expansion projects under \$10 Million. Bonds can be used for building, equipments, land, soft costs, landscaping, fixtures and furnishings and cost to issue bonds.

Greeley

Sales and Use Tax Rebate

Those projects that make a minimum investment in new or replacement plant and/or equipment/machinery during the calendar year in which application is made for incentives and that meet the criteria outline on the City Code will qualify for a sale and use tax rebate.

1. Construction materials, fixed equipment and machinery installation.
 - a.) 100% waived on the first \$500,000 in cost.
 - b.) Above \$500,000, \$15,000 plus 1% per \$100,000 of cost including the first \$500,000.
 - c.) \$10,000,000 and above project, sales & use tax is waived 100%.

2. Equipment and machinery, research equipment, and computer hardware not used for word processing.
 - a.) 100% waived on the first \$500,000 in cost.
 - b.) Above \$500,000, \$15,000 plus 1% per \$100,000 of cost including the first \$500,000.
 - c.) \$10,000,000 and above project, sales & use tax is waived 100%.

Development Fee Waiver

1. Certain fees will be waived at the rate of \$500 per new full-time job created at or above the county's annual average wage and who has an employee health plan that is paid a minimum of fifty percent (50%) by the employer.
2. Fees waived cannot exceed fees required.
3. Fees that are not eligible for the waiver include: water and sewer plant investment fees, drainage fees and transportation fees.

Personal Property Tax Incentive

Through enabling legislation (SB 118 & 182) counties and cities, on a case-by-case basis, can negotiate a rebate of up to 50% of the jurisdiction's levy on new taxable personal property, for up to ten years. The property must be used in connection with the operation of a qualifying new or expanded business facility and meet all state guidelines. Weld County, Greeley and numerous towns throughout the county have utilized this incentive.

Industrial Water Bank

Most water providers require the developer to supply raw water in the form of water stock or cash to buy the raw water needed for the development. At the discretion of the staff, the city may offer the industrial water bank water at a discounted rate, which will in turn reduce the company's raw water cost.

Fast Track Permitting

Projects may qualify for the expediting of the review process and/or approval schedules. In this case, reviews are completed at the staff level. The city prides itself in completing the plan submittal reviews within a two-week time frame with a 100% track record of successful review within three weeks.

Tax Increment Financing

Greeley has several tax increment districts set up to capture sales and property tax to be used toward qualifying redevelopment within the respective district.

Aviation Development Zone

Qualifying aircraft parts manufacturers locating or expanding at the Greeley/Weld County Airport are eligible to claim a \$1,200 state income tax credit for each new full-time job created within the Greeley/Weld County Airport Aviation Development Zone. Companies must employ at least 10 full-time employees within the development zone to be eligible and any unused earned credits may be carried forward 5 years.

Boulder

Flexible Rebate Program

Under this program, the City Manager along with senior Economic Vitality staff has the authority to negotiate a specific incentive package to meet a company's specific needs. This program is reserved for high impact primary employers. To maximize flexibility and impact, it covers a wide range of fees and taxes charged by the City including permit and development review fees and equipment and construction use taxes. Under this program, the employer will not be eligible for a rebate until they have made their investment and paid the applicable taxes or fees to the City. To ensure that rebate recipients are contributing to a sustainable community, City Council adopted guidelines. In order to qualify for consideration under the flexible rebate program, companies will have to verify compliance with community sustainability guidelines.

Owner Occupied Loan Pool

This program creates a loan pool dedicated to owner occupied real estate. Investors will include the city of Boulder and local banks. Administered by the Colorado Enterprise Fund, the loan pool will be used to lower the down payment for owner-occupied real estate to five percent for buildings purchased in the city of Boulder. The program will be limited to primary employers who purchase or build a facility in the city of Boulder primarily for their own use. Loans would be

made in conjunction with the SBA's 504 loan program. The budget for this program is \$300,000.

Parks and Recreation Employee Discount Program

Under this program, all employees of businesses located within the city of Boulder will receive the resident pricing on annual and multi-use passes at city of Boulder Recreation Centers, the Boulder Reservoir, and outdoor pools. Residents and non-residents currently pay the same fee for daily drop-in usage at the recreation centers and Boulder Reservoir, as well as the same fees at Flatirons Golf Course. The discount program does not extend to recreation classes and lessons.

Fort Collins

The City offers Tax Increment Financing, Sales Tax Sharing, and matching funds for State of Colorado employment incentive program. All incentives are offered on a case-by-case situation.

Loveland

The Loveland City Council budgets \$350,000 annually for a discretionary incentive fund. The establish performance agreements on a case by case basis and prefer to backfill CEFs, development fees, development review fees rather than offer cash per jobs. That way they can offer incentives to targeted retail and commercial as well as primary employers. Staff builds an analysis that identifies impact not only on salary, wage and multipliers but sales and use tax, business personal property tax, etc.

Westminster

For more than 17 years, the city of Westminster has recognized the value of providing Business Assistance Packages (BAPs) to aid companies locating or expanding in Westminster. Recognizing that each business is unique in the type of assistance needed, the City customizes each BAP to the specific company and/or situation.

Business assistance may be in the form of:

- Permit Fee Rebates
- Construction Use Tax Rebates
- Rebates on furniture, fixtures and equipment
- Sales Tax Rebates

The amount of the Business Assistance Package is a percentage of new revenue created by the relocation or expansion of the company.

ECONOMIC VITALITY TASK FORCE: REPORT & RECOMMENDATIONS

Prepared for:
City of Longmont
City Council

May 15, 2007

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INTRODUCTION

Although the overall quality of life in Longmont is excellent, there are economic challenges that must be addressed for sustainability. Our high-tech industry is confronted with pressures from domestic and international competition and our commercial base is threatened from the increasing amount of retail and office space being developed throughout the Front Range. In order to provide a diversity of employment opportunities and a sound fiscal structure for the operation of municipal government, we need all sectors of our business community to be strong as possible. In progressively looking to maintain and strengthen our economic base, the Longmont City Council decided to move a direction that would promote economic vitality. As a first step, Council initiated the creation of a task force to build upon the economic goals presented in *Focus on Longmont* by producing a set of recommended strategies that Council may implement or incorporate into an action plan.

The Economic Vitality Task Force (EVTf) was assembled in the spring of 2006 with members representing a cross-section of the community providing a multitude of perspectives and critical thinking skills. Meeting bi-monthly for nearly seven months, the group began the process by defining Economic Vitality as “the community’s ability to sustain a productive and dynamic business climate, fiscal strength and high quality of life.” Using this definition as a guide, the Task Force conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis for a more in-depth look at the issues surrounding our economic vitality.

The results of the SWOT analysis (Appendix A) served as the basis for developing seven Broad Focus Areas of study identified as Jobs, Revitalization\Redevelopment, Business Environment, Retail, Infrastructure, Education, and Land Use. Each area was examined in relationship to economic vitality and sustainability with strategies and actions items created for each category. The Broad Focus Areas (Appendix B), including each Strategy and Action Item, were then ranked by the Task Force in order of priority.

The Broad Focus Areas represented the first draft of this report and were presented to City Council at its annual retreat in January 2007. The original findings included the Broad Focus Areas and approximately 189 Action items for Council’s consideration. While the Broad Focus Areas are the essential body of this report and should be included in any future action plan, City Council requested that the EVTf identify up to ten (10) recommendations that may be implemented within the short-term. The result was four Directions that propose strategies for building a vision for downtown, enhancing and promoting the city’s image, strengthening the city’s role in economic development, and marketing Longmont for increased retail activity.

This report includes the final Directions, Broad Focus Areas, SWOT analysis, and exhibits submitted by Task Force members.

Direction #1: Develop a Vision for Downtown

This Direction concentrates on the importance of creating a vibrant, active, and revitalized downtown Longmont capable of generating a regional customer base while maintaining the historic character of the area. Downtown is widely recognized in numerous city studies and surveys as a unique district rich in architecture and history but lacking in strength of commercial activity. The “Downtown” Direction focuses on how we can build upon the inherent qualities of downtown to include a prosperous commercial center anchored by equally strong residential and social qualities.

Action Item 1:

Develop the “Big Picture” for downtown and incentives to encourage property owners to move in the direction of the vision.

- Define downtown in relationship to the current LDDA boundaries and with the areas to the immediate north and south of Main Street.
- Engage professional consultants to help drive the process and compare best practices and funding sources in other locations.
- Consider tax/fee waivers or sales tax rebates for specified downtown commercial development.
- Explore funding of the BID (Business Improvement District) and the use of other special districts as funding sources.
- Include the FasTracks (TOD) location and possible development in the vision.

Action Item 2:

Encourage downtown residential development.

- Implement the proposed Mixed-Use overlay district.
- Seek to leverage funding through the Longmont Housing Authority or CDBG for larger mixed-use developments that include an element of affordable housing.
- Explore adaptive reuse possibilities for buildings.
- Build a downtown identity.
- Promote entertainment activities especially those after 5:00 in the evening.
- Encourage new employers to locate downtown.
- Pursue federal sources of funding earmarked for very low, low, and moderate income housing, and allocate CDBG funds for the rehabilitation of such housing.

Action Item 3:

Explore creating a more pedestrian-friendly atmosphere through transportation system improvements along Main Street.

- Consider reducing traffic on Main Street from four to two lanes.
- Widen sidewalks to encourage more business activity.
- Explore a change in parking from parallel to angled where appropriate.
- Study the use of roundabouts at key intersections.
- Implement free bus service to and from businesses in the downtown area.

Action Item 4:

Engage small business owners/tenants as meaningful partners in revitalization/redevelopment projects.

- Support the creation of a downtown merchant's association.
- Conduct joint meetings with business owners on major projects to actively seek their input.

Action Item 5:

Develop master covenants for downtown.

- Preserve Consistency in development design & appearance through sign codes, parking, tree, and landscaping requirements.

Direction #2: Focus on Longmont's Identity (Branding)

This Direction focuses on developing an image for Longmont that reflects the city as an enticing place for business development and operation. Overcoming perceptions, regardless of their validity, can help improve the overall business climate. In much the same way a business markets itself, the city can embark on a community-wide effort to repackage the presentation of Longmont as a destination place.

Action Item 1:

Develop a formal Branding effort that captures the character of the community and promotes those qualities through a coordinated marketing campaign.

- Determine our vision of Longmont as a community including the image we would like to portray.
- Focus on an image for Longmont that reflects the nature of the business community and of those industries currently existing throughout the city.
- Involve the Economic Alliance in the process.
- Consider allowing the public to name the campaign through a contest.
- Incorporate the views of futurists in the campaign.

Direction #3: Expand the City's Role in Economic Development Activities

This Direction emphasizes the allocation of resources to establish and maintain a productive and effective climate for business growth. It also includes capitalizing on the variety of economic development engines operating in Longmont through cooperative sharing of best practices among organizations.

Action Item 1:

Support further development of the city's economic development department with the necessary resources to expand the programs and services offered.

- Develop an action plan.
- Expand the reach & resources of the department.
- Consolidate development incentives within the economic development department.
- Seek to expand capital assistance programs.
- Research best practices from other communities and adopt good ideas.

Action Item 2:

Strengthen collaboration among local business groups and economic development organizations.

- Support groups such as the Economic Alliance, a collection of 11 local economic development agencies, when working with the business community on development projects.
- Continue to leverage services through active partnerships with agencies such as the Small Business Development Center and Micro Business Development.

Action Item 3:

Proactively develop public-private partnerships for larger scale redevelopment projects.

- Seek to encourage cooperation on larger scale redevelopment projects such as the Twin Peaks Mall, downtown mixed-use developments, the Flour Mill, and the Sugar Factory. This type of partnership would involve a sharing of the financial commitments and a cultivating of ideas that lead to a redevelopment effort otherwise too prohibitive for one party to accomplish.

Action Item 4:

Expand business assistance programs to include a one-stop-shop center for new or expanding businesses.

- Create a city-based information center where a variety of general business support services can be obtained such as access to capital programs, site selection analysis, and workforce development assistance.

Action Item 5:

Prioritize redevelopment efforts and identify those that may serve as catalysts for the revitalization of entire districts.

- The Council has initiated several redevelopment planning efforts, 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 illustrating the Council's commitment to actively encouraging the revitalization of our community as it exhausts its available "Greenfield" development area. Each of these projects should be prioritized and have a cost associated with them so that the necessary financial resources can be secured ahead of time.

Action Item 6:

Identify future industry clusters and establish a strategy for attracting them to Longmont.

- Develop a recruitment strategy in connection with economic development action plan.
- Partner with research experts to determine industry trends.
- Work closely with LAEC to encourage the relocation and development of industries that are new and growing in market concentration.

Direction #4: Market Longmont for increased retail commerce

This Direction looks at the importance of retail spending in Longmont and seeks to mitigate the effects of retail leakage through awareness building, destination shopping, and support of local entrepreneurs.

Action Item 1:

Market Longmont to increase our retail trade area and mitigate retail leakage.

- Support the creation of retail merchant's association.
- Develop a retail awards program for shopping in Longmont.
- Develop a niche market in Longmont such as restaurants or the arts that can be marketed as Longmont specialties.
- Target businesses that address the retail leakage situation in Longmont and are able to draw customers from outside of the city.

Action Item 2:

Support a shop local (locally-owned) marketing and educational campaign.

- Development a shop local program to support small businesses through purchasing practices that elevate the awareness levels of the benefits of keeping the dollars in Longmont.
- Assist small businesses in capturing internet sales by creating an internet network that collectively promotes Longmont businesses as an electronic point of sale choice.
- Seek to connect workforce development programs to retailers and continue to provide small businesses with educational resources for growing sectors.

Appendix A

SWOT Analysis

Strengths

EDUCATION

- Educated population
- Educated work force
- Higher Education Opportunities (CU, CSU, DU, UNC, FRCC)
- Educational Access
- Quality Education System – K-12

INFRASTRUCTURE SYSTEMS

- Independent power utility
- Water
- Strong public services and amenities
- Affordable utilities
- Good Basic infrastructure (water, sewer services; police/fire, etc.)
- Transportation Infrastructure
- Commuter Rail stop coming soon (Flour Mill?, Sugar Mill?)
- Transportation infrastructure
- Airport
- Existing highway systems
- Fastracks—Planning
- Regional hub for St. Vrain region

QUALITY PLANNING

- Boulder County Location—IGA
- DRCOG Agreement – Vision 2020
- LACP that reflects the community's values
- Our comprehensive plan amended with care
- Significant land areas for new development

QUALITY OF LIFE

- Cultural/arts programs are plentiful (Vance Brand Auditorium, Museum, small orgs.)
- Environment – off the corridor; mountain access; mountain vistas; open space
- Recreational opportunities
- Health Care
- Medical access
- Affordable housing
- Housing diversity

Strengths Continued

COMMUNITY

- Stand alone community – open space
- History as independent City of Longmont
- Location
- Strong neighborhoods
- Strong sense of community
- Family community—parades
- Small town atmosphere—know your neighbor
- Active Citizenry
- Focus on Longmont
- Quality of local government
- Willingness to include citizens in growth decisions
- Collaborative policy process
- Public/private partnerships (LAEC, CTEK)
- Citizens who participate
- People willing to volunteer their time
- Active nonprofit sector
- Community that celebrates and encourages diversity
- Diversity of Employers
- Diverse population

BUSINESS CLIMATE

- Business friendly environment
- Quality primary employers (good corporate citizens)
- Job/employment center of St. Vrain Region
- Primary high paying jobs
- Redevelopment opportunities for Downtown, Sugar/Flour Mills, and Twin Peaks Mall Area
- Strong local business community
- Community responsive to industry needs
- High Tech entrepreneurial opportunities
- Low cost of doing business
- Attractive growth environment—scenery—infrastructure (services, housing, office/mfg. space)

DOWNTOWN

- Attractive Downtown Historic Main Street
- Historic Downtown
- Having a Downtown

Weaknesses

CHALLENGES OF RETAIL

- Gaps in retail
- Lack of dynamic anchor on Main Street
- Lack of updated Cinemaplex
- Retail—aging mall, Downtown not reaching potential, gaps/lack of variety
- Outdated mall
- Highway through Downtown historic area
- Too much traffic in Downtown
- Outlook about Downtown use
- Ease of parking/getting around Downtown
- Retail opportunities in Downtown

PLANNING/DEVELOPMENT/POLICY ISSUES

- Development process time frames not defined
- Growth
- Community vision for Weld County adjacent areas to existing city limits
- Chaotic development in Weld County (lack of Weld County planning)
- Unclear LACP boundary (east)
- Lack of mixed use development
- City development process
- Inadequate staff for development pressures
- Lack of architectural review
- Growth too fast
- Conservative attitude toward growth
- Divisive discussions around growth vs. no-growth instead of quality growth
- City makes decisions without adequate input from those most affected (i.e. Downtown garage)
- Need cost/benefit analysis of new development
- Not enough focus on investment vs. cost
- Lack of incentives for redevelopment
- Not annexed out to I-25
- Gang policing
- Balkanization of Economic Development activities (i.e. turf battles, tensions, funding spread thin)

Weaknesses Continued

COMMUNITY IMAGE

- Diversity and Culture
- Culinary culture does not support diversity of dining. We are not an eating destination
- Lack of cultural opportunities (performance center)
- Need to promote our heritage, history, and architecture
- Public Safety – gangs
- Geographic location
- Visual of City--Sugar Mill and South Main
- Perceptions of Image—gangs, agricultural image
- Ugly fences on Main thoroughfares
- Not capitalizing on our view of mountains
- View of big box backs
- No identifiable core to send people to
- Establishment resistant to new groups and ideas (no longer a small pond)

INFRASTRUCTURE

- Need another north/south major arterial
- Rail disruptions to traffic along Ken Pratt
- Bike paths/pedestrian connections to retail/commercial

EMPLOYMENT

- More primary jobs
- High tech employment concentration
- Job wages too low
- In-home businesses not integrated

EDUCATION

- Front Range Community College in rented space
- School District perception
- Struggling school district (rural-urban, funding)

REAL ESTATE MARKET

- Vacant office space
- Over supply of housing/commercial/industry space
- Homes for sale
- Banking loans effect on resale houses

Opportunities

REDEVELOPMENT/LAND USE

- Sugar mill & flour mill land
- Build new or remodel fairgrounds
- Upscale shopping needs
- Private/public partnerships for development (parking garage)
- Redevelopment of existing buildings
- Redirect traffic from downtown
- Continue downtown revitalization
- Fill commercial vacancies with desirable businesses
- Renew Main Street 1st to 17th
- Revitalize Twin Peaks mall
- Redevelopment opportunities/urban renewal
- Downtown parking garage
- Realign 287 off Main
- Historical core area – Downtown
- Capitalize on managed 287 downtown traffic
- Work with Weld County (southwest)
- Improve time frames of planning process
- Land supply – vacant and new development
- Land use reform
- More mixed use neighborhoods
- East Longmont development
- Protect our eastern gateway
- Available commercial space for potential users
- Creating TOD zoning district
- Build better retail centers (life style vs. strip mall)
- Union Reservoir

QUALITY OF LIFE

- Hispanic cultural opportunity
- Entertainment, arts, theater
- Build performing arts center
- Build ethnic relationships
- Downtown events
- Regional art community
- Art in public places, cultural art shows
- Live state venue (Union Colony)
- St. Vrain Greenway – river/natural amenities
- Bike paths utilizing St. Vrain
- River walk along St. Vrain
- Use St. Vrain River for restaurants, shops, walkways
- Recreation – hockey

Opportunities Continued

QUALITY OF LIFE

- Senior opportunities
- Health/medical opportunities

EDUCATION

- Bring executive education to Longmont
- Higher education expansion
- Reform school system
- Make St. Vrain School District stronger
- Involve Front Range Community College into Longmont

IDENTITY

- Boulder County mystique
- Tourism (conference center, I-25, RMNP, gateway)
- Promotional materials/branding
- “All America City” marketing (capitalize on designation)

TRANSPORTATION

- Move railroad tracks to Weld County
- Expand airport
- Regional transportation hub
- Evolving transportation system (FasTracks, 287, 119, I-25, E470)
- Railroad/Underground subway
- Improve traffic flows

CAPITALIZE ON SHIFTING AND MORPHING BUSINESS TRENDS

- Growth of business
- Supporting incubator businesses
- Start-up businesses
- Large businesses
- Technology, cluster, niche, innovation identity
- New organizations (CDC, mixed use housing/commercial)

ENVIRONMENT

- Build new homes with green materials
- Recycling and renewable products
- Zero waste
- Resource conservation
- Elimination – pollution

Threats

SUSTAINABILITY

- Environment (green building, wildlife)
- Transportation system
- Natural resources (water, power, infrastructure)
- Aging of primary job opportunities

DYNAMICS OF IDENTITY

- Not working on creating a unique community
- Old and new have not come together
- Community complacency (local schools, outlook, community college)
- Issues dividing the community

EXTERNAL INFLUENCES

- National and world economies
- Competition for funding and jobs
- Business headquarters located outside the community
- Illegal immigration
- Limitations on revenues (city base)
- Mandated expenditures (city base)
- Lack of physical participation in I-25 boom
- Only small area is left for development
- Weld County sprawl – growth
- Other small towns growing into us
- Competition from dynamic Boulder and Loveland

EDUCATION

- Quality of education
- Floating school benchmark
- Decline of school systems
- Higher education opportunities
- Public perception/education around statistical research and decision making

LACK OF RETAIL DIVERSITY

- Retail leakage
- Retail uniformity – same stores, same design
- Retail sales controlled by few
- Bib box overkill
- Small business failures

Threats Continued

REAL ESTATE

- Excessive Main Street vacancies
- Overstock of commercial real estate
- Declining home ownership/foreclosure rates
- Overstock of residential real estate

Appendix B

Broad Focus Areas

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

<u>Raw Score</u>	<u>Action Items:</u>
103	1. Continue and expand inducement strategies for primary employers
96	2. Attract a diversity of primary employers 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

<u>Raw Score</u>	<u>Action Items:</u>
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

<u>Raw Score</u>	<u>Action Items:</u>
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

<u>Raw Score</u>	<u>Action Items:</u>
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 future”
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

<u>Raw Score</u>	<u>Action Items:</u>
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

<u>Raw Score</u>	<u>Action Items:</u>
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

<u>Raw Score</u>	<u>Action Items:</u>
72	1. Actively seek feedback and listen to input from Longmont stakeholders about what they want and need <ul style="list-style-type: none">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">○ Attracting small businesses to the Downtown○ Redevelopment○ Relocation○ Quality Jobs
(but don't give away the farm) |
| 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">○ Downtown<ul style="list-style-type: none">➤ Restaurant District➤ Walking mall○ Twin Peaks District○ Upscale shopping area |
| 88 | 2. Market Longmont to bring customers in <ul style="list-style-type: none">○ 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) |

- Develop “buy locally owned” marketing or public education campaign
 - Develop Longmont’s own retail Internet network to help small local businesses compete
- 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.

Raw Score

Action Items:

- 113 1. Identify retail needs/wants for Longmont
- Develop detailed inventory of existing retail
- 105 2. Develop plan to encourage growth of local retail start-ups--Encourage environment for locally-owned businesses
- Support local non-profits to develop social enterprise opportunities
- 97 3. Develop incentives to create/attract new stores
- Examples include: fee waivers, tax breaks, tax models related to service businesses versus retail businesses
 - Incentives specific to Downtown to entice what we want
 - Explore private/public ventures
- 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
- Outside Big Box
 - Move in a different retail direction than southwest Weld

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

Raw Score Action Items:

- | | |
|-----|---|
| 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 <ul style="list-style-type: none">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

Raw Score Action Items:

- | | |
|-----|--|
| 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">o Program(s) for reaching kids involved in gangso Outreach to the kids on their own turf/territory |
| 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">o Committee on foreign relations |

- 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

Raw Score Action Items:

- 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 within 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

Raw Score Action Items:

- 103 1. Lobby state legislature for needed changes
 - o Support of community colleges
 - o Re-establishing school impact fees
- 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 adequate State funding
- 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

Raw Score Action Items:

- 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">o Co-op programso Internshipso Teaching release programso Volunteer mentor programs
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

Raw Score Action Items:

- | | |
|----|--|
| 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)

Raw Score Action Items:

- | | |
|----|---|
| 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 bring in retail development to the City and assisting developments through the City process <ul style="list-style-type: none">○ Fast track targeted retail developments○ 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 <ul style="list-style-type: none">○ Currently too many signage restrictions and restrictions regarding what business owners are allowed to do with their store fronts creating a “sameness” in Downtown○ 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. <ul style="list-style-type: none">○ Require a cost/benefit analysis for major developments as part of the planning process○ 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 <ul style="list-style-type: none">○ Encourage shared parking for uses that have parking needs at different times○ 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) |

EXHIBIT 1

VITALITY AND SUSTAINABILITY

In preparing recommendations to Council regarding economic vitality for Longmont, the Task Force shows a mixture of micro-vision and large-scale perspective. This note presents a philosophical contemplation toward a large-scale overarching structure. Our thesis is: *Sustainability is an integral part of economic vitality*. To verbalize that as a plan for Council's action, we say that the City must live within its means, now and in planning for the future. That sounds almost too simplistic and obvious. We describe some practical applications of the principle for City management. As a descriptive and quantitative tool we use Margin, the difference between present consumption and ultimate capacity, in several parameters related to sustainability.

We refer to some of the limitations of the conventional resources, capacities, and attractive features of Longmont such as follow in the Table. (The list is unavoidably incomplete and the taxonomy is not definitive.)

Some Elements of Margin

Character of Resource	Exemplar
Renewing, but finite in any year	Water
Constructible	Housing Power supply Streets
Consumed when used or converted	Open space and parks Energy sources Historic buildings
Valuable, potentially ephemeral, and needing conservation	Cultural organizations Classroom capacity
Headroom for population change	Difference between present and what can be accommodated

These resource elements are not infinite, they are not static, they are somewhat overlapping, and they trade off against each other in complex ways. E.g., open space trades with total house count with acres being the medium of exchange, power supply trades with streets with bucks in the City budget being the medium of exchange, etc. The examples are not quite exact, as acreage is not so fungible as dollars.

Two points are central to our thesis.

- The overall vitality of the community depends on our being within livable and comfortable boundaries on resources.
- We must not regard the Margin's "headroom" between present position and ultimate resources as a product to be mined as quickly as possible.

We propose that the Margin be managed and conserved in an explicit manner. Rather than ruminate "OK, we've been growing at only 2% per year, and that's not bad!", planners should instead take the perspective that "Uh, oh, at present growth rates we'll have to quit watering lawns in only a dozen years!" There is a great difference, for example, between "Growth at 2% per year" and "Growing into Margin by 2% per year". The former is not a sustainable management method, the latter is quite workable.

This brings us to the process of City planning, and we recommend some changes to the City's planning process.

1. Describe the Margin in our multi-parameter environment as a generalization of the Table given above.
2. Quantify our present posture.
3. Chart the expected history of the Margin's parameters. (To take water as an example, will our water supply diminish with anticipated global warming? If we do all the development anticipated or allowed in the Comprehensive Plan, would that take us past our resource limitations?)
4. For any major planned City action, analyze the action to quantify its impact on the Margin, both immediately and in the predictable future.
5. Make decisions so as to manage the Margin.

And strongly related to the above:

6. Continually discern between *growth* and *vitality*; they are not synonymous.
7. Exercise related fiscal constraint; separate the operational funds from the capital improvement ones related to Margin. (Again, the water example: tap fees could be accounted for in the same column with construction of water treatment facilities, but should not be applied to day-to-day operational expenses.)

A worthy corollary and Margin management tool is:

8. Establish and observe Benchmarks.

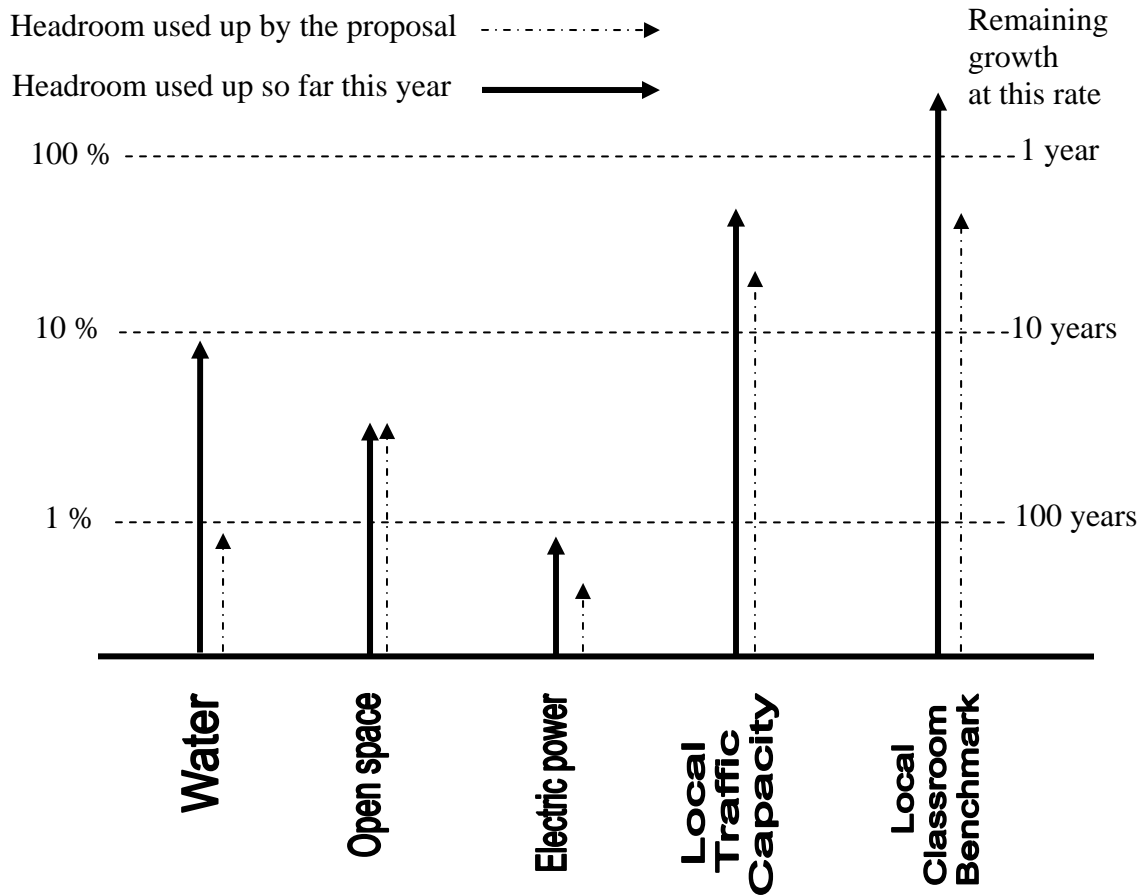
To state things thus is to put into words a planning process that we think has probably lain somewhere north of subliminal but south of explicit and quantitative.

That's the Big Picture/Executive Summary. We now elaborate.

PLANNING WITHIN MARGIN

Every proposed plan should be quantified for its erosion into sustainability headroom. A capital-M "Margin" refers to the multi-parameter border between what we are using now and what we have currently available. We recommend that every City planning action *explicitly take into account* the anticipated long-term *incursion into margins*. E.g., the few examples of margin to be found in the Comprehensive Plan (land area, notably) should be extended to include the operative and infrastructure elements. An example of the use of Margin would be in the presentation of a new housing development. The

impact should expressly show the amount of overhead remaining in the various aspects of the Margin, before and after the proposed change occurs. See the Chart for an example. A proposed development uses up 1% of the reserve capacity of the City's water supply, compared with 10% we have already allocated this year; consumes 5% of the City's available open space, and none else has been consumed this year; hardly touches the electrical generating capacity; soaks up 20% of the remaining ability of nearby roads to handle traffic, which have had half their remaining capacity accounted for this year; and by itself uses up half the headroom in classroom benchmarks, but in combination with other activity this year carries the local schools to 20% over their benchmarks.



Simplistically, the concept of Margin is related to Benchmarks. We have two comments on the lip service Council presently pays to Benchmarks in this context. First, so far as we can see, a planning action is currently considered only as to whether it causes the City to exceed some stated threshold. We think that the City should instead ask of each planning action *what portion of existing headroom* (Margin) the action uses up. That is just simple budgeting. Second, even the in-place Benchmarks are ignored or finessed. If a benchmark or Margin is to serve its purpose, Council must have the resolve to honor it. In a prominent example of some currency, school overcrowding is highly visible evidence of poor planning, ignoring benchmarks, and a consequently stressed school

system. Yet a widely acknowledged element of economic vitality – a high quality school system for the families of a courted business – is adversely impacted.

INFRASTRUCTURE

A visibly solid infrastructure is necessary for long-term sustainability and economic vitality. A business being courted for relocation to Longmont will want to be sure it can operate for decades. Maintenance, remediation, or replacement of infrastructure must be part of the long-term budgeting. When budgets become tight, we think that the City should maintain a publicly visible list – a kind of “wish list” – of infrastructure elements that have been dropped off of the maintenance list, given in priority order for reinstatement. If the City must go to the citizenry and ask for a tax increase, this list takes on an obvious significance.

CONFUSION BETWEEN GROWTH AND VITALITY

Growth and economic vitality are ***not synonymous*** for the City, regardless of what advantages growth might appear to have for the City in the short term (tap fees, building permit fees) or for special interests (construction and real estate development). Counter-examples:

- Replacing an outmoded or failed business – or indeed, one that has done so well it moves away, an all too common experience in Colorado – with another need not incur growth. This is vitality without growth.
- Residential areas do not “pay their way” in that the cost to service them (roads, sewer, water, electricity, police, fire) exceeds housing tax revenues. Residential growth comes at an actual expense and can be deleterious to vitality. We are seeing the results of “allowing the market to adjust itself” with record foreclosures in residential housing. This is growth without vitality.

MANAGING GROWTH INTO MARGIN

An honest growth plan must acknowledge that there is a limit to growth. Even a supposedly modest “2% per year” statement on growth implies, in the mathematical sense, an exponential growth, which is distinctly not limited. A truly stated limitation on growth might take the form that in any year, no more than a certain percentage of any existing Margin parameter will be consumed. (Margin can, of course, be adjusted for good reason from time to time – a favored example is adding land area by brown-field reclamation.)

An important consideration for Council is the time-scale for which it plans. If the time horizon is pushed a few more decades out, exponential growth is even direr. We have been blessed with our choice of agricultural community forefathers, who assured a water supply for many decades. Council would do our offspring well to keep a decades-long perspective also. We are ultimately to be limited by one resource or another; the only question is how hard our planning will crash us into our boundaries.

TAX INCREMENT FINANCING

Public incentives should be considered carefully. A full and complete and long-term cost-benefit analysis is necessary. Right now there is little or no full public oversight of the cost-benefit tradeoffs, for either residential or retail development. The computations and projections should include taxes and the load placed on infrastructure (including health care, education, livable wage, impact on mil levies, and the impact to existing local businesses).

REDEVELOPMENT VS. GREEN-FIELD DEVELOPMENT

As we approach build-out, all change comes by redevelopment. The short-term benefit of cheaper green-field development comes at the price of unrestrained long-term cost. Before we go down the path to rampant green-field development we should address the redevelopment of existing areas. We need to take a definitive position on long standing problem areas like downtown redevelopment, the flourmill, the sugar mill and the outdated Horizon Mall. We should not look at only green-field development with its short term and easy – but ultimately costly to Margin – solutions that have illusory faux profitability.

LIMITING THE SIZE OF THE CITY

There is an optimal size for Longmont, and the build-out plan recognizes that fact. “Size” means more than the area included within the City limits; it also includes population count, City budget, governmental staffing, and other elements. This fact deserves more attention and space than it is allotted here and should be given its own White Paper.

Respectfully submitted:

Richard Juday
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Economic Alliance Consolidated EVTF Directions

Economic Development Policy and Plan Direction

The current economic development strategies for the City of Longmont are in large part derived from the *Longmont Comprehensive Plan, Focus on Longmont, and the Retail Opportunities Study*. However, there is no formal economic development plan that outlines the overall policy and includes a program for implementing various strategies and programs. The following outline is an attempt to consolidate existing strategies and incorporate recommended directions from the Economic Vitality Task Force into the basis from which an economic development plan can be developed.

Potential Economic Development Plan Components

Jobs

Focus on Longmont

Policy Direction 1: Promote a Healthy Business Climate

Policy 1.1: Increased Job Opportunities

The City shall work proactively with the private sector to create opportunities for a continuum of appropriate jobs for all residents.

Longmont Comprehensive Plan

GOAL ED-1: Strive for a well-balanced, diversified, and stable economic base in order to provide job opportunities for Longmont residents and a dependable tax base for the City.

Policy ED-1.2: Maintain efforts to attract businesses and clean industries that would find Longmont an attractive location and that would benefit the City, its tax base, and its residents.

Strategy ED-1.2(b): identify and recruit specific businesses that complement or support the existing tax base by creating primary jobs or by diversifying the community's economic base.

Economic Vitality Task Force

Broad Focus Area 1: JOBS

Strategy 1: Retain, support and nurture existing businesses.

Strategy 2: Expand resources to support small businesses.

Strategy 3: Maintain focus on primary jobs.

Strategy 4: Proactively seek out cutting edge business opportunities.

Strategy 5: Expand and support workforce development.

Strategy 6: Target and study future opportunities.

Themes or questions

- * Primary Jobs
- * Diversification of job types
- * Industry trend identification
- * Recruitment strategies
- * Incentives

Business Climate

Focus on Longmont

Policy Direction 1: Promote a Healthy Business Climate

Policy 1.3: Business-Friendly Environment

Create a “business-friendly” and receptive environment for Longmont in the community, both locally and beyond.

Policy 1.4: Balance of Businesses

Emphasize a balance between locally-owned and non-local businesses at a range of sizes and scales.

Longmont Comprehensive Plan

GOAL ED-1: Strive for a well-balanced, diversified, and stable economic base in order to provide job opportunities for Longmont residents and a dependable tax base for the City.

Policy ED-1.1: Create and maintain a business environment that encourages the retention, growth, and continued profitability of existing businesses which benefit the City, its tax base, and its residents.

Policy ED-1.3: Encourage the start-up and growth of small businesses.

GOAL RG-1: Enhance the quality of life for those who live in, or visit Longmont.

Policy RG -1:1: Develop, encourage, and support programs and activities that enhance Longmont’s quality of life.

Strategy RG-1.1(a): Consider before becoming involved in a new issue or program whether the level and nature of the City's proposed participation are consistent with the City's mission and use resources efficiently and effectively to serve its residents.

Strategy RG-1.1(b): Advocate the interests of Longmont to other agencies and organizations that provide services to Longmont's residents and/or affect Longmont's quality of life, and encourage modifications to their activities as appropriate.

GOAL RG-2: Work cooperatively to achieve the goals and policies of the *Longmont Area Comprehensive Plan* through the efficient, equitable, and fair operation of municipal government and the private sector.

Policy RG-2.1: Foster a business-friendly environment

Strategy RG-2.1(a): Participate in business-related programs to make Longmont a better place to do business.

Strategy RG-2.1(b): Assist businesses that are either expanding or relocating in Longmont to make their expansion/relocation as simple and straightforward as possible.

Policy RG-2.2: Minimize government regulations in achieving the goals of the *Longmont Area Comprehensive Plan*.

Strategy RG-2.2(a): Use incentives in regulations whenever appropriate.

Strategy RG-2.2(b): Review regulations to ensure they are appropriate, fair, and revise them accordingly.

Policy RG-2.3: Promote a service-delivery philosophy among City employees that encourages them to seek creative and flexible solutions to problems, to provide responsive sensitive service to residents, to be efficient and result-oriented, and to establish partnerships with the community in making Longmont a better place to live, work, and visit.

Economic Vitality Task Force

Broad Focus Area 3 (in order of ranking) – BUSINESS ENVIRONMENT

A healthy business environment is conducive to the retention and expansion of existing businesses, promotes the creation and relocation of new businesses, and stimulates diversity of businesses and employment.

Strategy 1: Diversify Economic Base

Strategy 2: Maintain/Align Balanced Community Philosophy

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

Strategy 4: Develop a timely and predictable development process.

Strategy 5: Strengthen collaboration among business support groups.

Strategy 6: Develop/consolidate research and development information.

Strategy 7: Target incentives for desired outcomes.

Themes or Ideas

- * Business Friendly
- * Retention efforts
- * Improve development process
- * Use incentives and use them wisely
- * Develop and administer business support programs

Retail

Focus on Longmont

Policy Direction 1: Promote a Healthy Business Climate

Recommended Actions – Expanded Retail Assistance Program

Consider whether the City ought to expand its assistance, such as incentives and/or use of special districts, for retail projects that have the potential to generate new sales tax revenue and are consistent with the community’s vision.

Longmont Comprehensive Plan

GOAL ED-1: Strive for a well-balanced, diversified, and stable economic base in order to provide job opportunities for Longmont residents and a dependable tax base for the City.

Policy ED-1.1: Create and maintain a business environment that encourages the retention, growth, and continued profitability of existing businesses which benefit the City, its tax base, and its residents.

Strategy ED-1.1 (d): Improve the community’s amenities such as educational, housing, recreational, retail, and cultural opportunities that encourage local businesses to remain and expand in Longmont.

Economic Vitality Task Force

Final Direction #4: Market Longmont for increased retail commerce

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.

Action Item 1: market Longmont to increase our retail trade area and mitigate retail leakage.

Action Item 2: Support a shop local (locally-owned) marketing and educational campaign.

Broad Focus Area 4: Retail

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

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

Themes for consideration

- * Recruitment strategies
- * Use of Incentives
- * Leakage mitigation strategies
- * Target retail to address leakage and location issues

Downtown

Focus on Longmont

Policy Direction 4: Focus on Downtown

Policy 4.1 Downtown as a Destination and Gathering Place

Promote the downtown area as a community-wide destination and gathering place for civic, retail, arts and culture, and entertainment uses in a manner that enhances Longmont's unique identity. Continue to strengthen downtown's role as the civic center of the community so that everyone in Longmont feels welcomed and included in civic activities.

Policy 4.2 Balanced Economic Development

Foster balanced economic development opportunities that encourage economically viable businesses to locate and prosper in the downtown area and the greater Central Business District, and encourage a diverse mix of uses to strengthen its economic base.

Recommended Actions

1. Continue to Invest in Physical Improvements to the Downtown Area
Focus downtown physical improvements on facilities and features that are designed to achieve a greater degree of accessibility from adjoining neighborhoods and throughout the city and region, with particular focus on pedestrian orientation, parking, public gathering places and plazas, and historic environment.
2. Encourage a Mixed-Use Development Pattern
Encourage a mixed-use development pattern with emphasis on incorporating residential uses in commercial buildings, so that downtown can prosper in a safe environment.
3. Continued Support for Public Events
Continue to provide public support for events and activities in the downtown area, with increased emphasis on the events that can serve to bring the community together.

Longmont Comprehensive Plan

GOAL CB-1: Revitalize the Central Business District

Policy CB-1.1: Enhance the downtown's appearance and vitality

Policy CB-1.2: Create an environment that provides a unique, pedestrian-friendly district.

Policy CB-1.3: enhance the quality of business opportunities, and reduce the vacancy rates in the Central Business District.

Policy CB-1.4: Encourage compatibility between the Central Business District and the surrounding residential neighborhoods.

Economic Vitality Task Force

Final Direction #1: Develop a Vision for Downtown

Action Item 1: Develop the big picture for downtown and incentives to encourage property owners to move in the direction of the vision.

Action Item 2: Encourage downtown residential development

Action Item 3: Explore creating a more pedestrian-friendly atmosphere through transportation system improvements along Main Street.

Action Item 4: Engage small business owners/tenants as meaningful partners in revitalization/redevelopment projects.

Action Item 5: Develop master covenants for downtown.

Themes for consideration

- * Strive for a pedestrian-friendly environment
- * Create or update downtown-specific plan
- * Clearly define downtown's boundaries
- * Encourage residential development
- * Continue infrastructure improvements
- * Plan for FasTracks arrival
- * Ensure proper lighting throughout the district
- * Ensure safety is apparent
- * Promote the mixed-use overlay district
- * Ensure adequate and affordable parking
- * Alley-Scape program
- * Financial districts – key point

Tourism

GOAL ED-1: Strive for a well-balanced, diversified, and stable economic base in order to provide job opportunities for Longmont residents and a dependable tax base for the City.

Policy ED-1.2: Maintain efforts to attract businesses and clean industries that would find Longmont an attractive location and that would benefit the City, its tax base, and its residents.

Strategy ED-1.2(c): Continue support of organizations and community efforts to convey an overall positive image to firms wishing to locate in Longmont.

Strategy ED-1.2(d): Increase the City's emphasis on improvements in the community's amenities that attract new businesses to Longmont.

Economic Vitality Task Force

Final Direction #2: Focus on Longmont's Identity (Branding)

Action Item 1: Develop a formal branding effort that captures the character of the community and promotes those qualities through a coordinated marketing campaign.

Themes for consideration

- * Develop a tourism action plan
- * Define LAVA's role
- * Promote a branding campaign to include implementation and ownership

Redevelopment

Focus on Longmont

Policy Direction 1: Promote a Healthy Business Climate

Policy 1.2: Development aligned with the Community's Vision.

Ensure that both private and public development and redevelopment activities are aligned with the community's vision.

Longmont Comprehensive Plan

GOAL ED-1: Strive for a well-balanced, diversified, and stable economic base in order to provide job opportunities for Longmont residents and a dependable tax base for the City.

Policy ED-1.4: Encourage desirable industrial development within the City in a manner consistent with the City's overall growth policies.

Strategy ED-1.4(e): Evaluate and revise the City's regulations periodically to facilitate development or rehabilitation of properties to meet the contemporary needs of emerging businesses while making a positive contribution to the appearance of the City.

Strategy ED-1.2(f): encourage reinvestment in and improvement to the City's older industrial areas to maintain and improve their economic vitality and appearance.

Strategy ED-1.2(g): Reinvest and improve, where appropriate and feasible, public infrastructure in older industrial areas.

Economic Vitality Task Force

Broad Focus Area 2: Revitalization/Redevelopment

Strategy 1: Identify destination uses and/or catalysts projects for aging districts.

Strategy 1A: Revitalize downtown while maintaining historic character.

Strategy 1B: Redevelop Twin Peaks Mall as a modern retail district.

Strategy 2: Explore or consider financing options for redevelopment/revitalization projects.

Strategy 3: Examine the relationship between Greenfield development and redevelopment.

Themes for consideration

* Role of Economic Development in redevelopment projects