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EXECUTIVE SUMMARY

Downtown Littleton has seen improvements in business growth and investment in recent years. Managing high expectations of a growing and vibrant downtown and keeping pace with public improvements has proved an ongoing challenge. Business and property owners are focused on creating a unified voice for Downtown to ensure a sustainable and thriving atmosphere for years to come.

In 2021, City Council approved funding for a study to explore options for a downtown organization and the feasibility of establishing such an entity. A 21-person steering committee consisting of residents, downtown business owners, property owners as well as one City Council member was formed to facilitate further discussions and lead the study. This study included:

- **Hiring professionals** experienced in setting up downtown management organizations;
- **Studying and interviewing other Colorado communities** with similar organizations;
- **Conducting a robust engagement process** including monthly steering committee meetings, interviews and roundtables with downtown property and business owners, an online community survey, and multiple check-ins with City Council; and
- **Creating a project website** to provide information about the process.

**HOW IS A DDA FUNDED?**

The primary source of funding for a DDA is through Tax Increment Financing (TIF) which utilizes growth in property and sales tax. TIF can be used to support public improvements and redevelopment projects. It is not a new tax - it simply reallocates a portion of tax revenue to be spent within a certain boundary (e.g. DDA Boundary.) Non-physical improvements like operations and services (e.g. DDA staff, security, maintenance, events and marketing, etc.) can be funded through an additional mill levy (up to 5 mills).
Big Ideas

Through extensive public and stakeholder engagement, the following are “big ideas” that came out of nearly 800 community survey responses and 60 downtown business and property owner interviews:

1. Design the next generation of Main Street to benefit and enhance downtown for years to come.

2. Create a Downtown that is a wonderful place to visit and an excellent place to do business.

3. Enhance connections to Downtown that make it intuitive and pleasant for walkers and bikers.

Main Street will soon undergo a major project to replace the underground water main line that runs down the middle of the street. Replacement and reconstruction costs will be paid for by Denver Water. The City has an opportunity to leverage this project to redesign Main Street in a way that serves downtown for generations to come. Existing trees are dying, sidewalks are uneven, outdoor pedestrian and dining space is limited, and furnishings are outdated. The DDA could assist the City to ensure the future design of Main Street meets the needs of downtown businesses, residents and customers alike. Doing so will provide an additional level of design aesthetics and maintenance that the City can otherwise not afford.

Outreach efforts revealed that that business owners are eager for more activities, events and attractions to bring visitors downtown. They cited an array of improvements such as activating and redesigning Bega Park; providing unique pedestrian gathering spaces with seating options; creating an iconic Main Street design with festival lighting; beautifying downtown with a seasonal flower program; and building better gateways to welcome people and signify a special place. A DDA could help increase the level of service beyond what could be funded by the City. A DDA can also support existing businesses and recruit additional businesses to ensure downtown remains vibrant.

Improving downtown’s attractiveness to daytime visitors such as Arapahoe Community College students and faculty, DISH employees and City and County staff on weekdays as well as regional trail riders on weekends will help increase sales revenue for businesses. Because many of these visitors walk or ride bicycles to downtown, biking and pedestrian connections should be improved. Major opportunities include enhancing Prince Street to be more pedestrian- and bike-friendly and upgrading Little’s Creek Trail to be more active and inviting. Improving signage and wayfinding throughout downtown will also benefit connectivity.
Manage parking in a way that makes it convenient and easy to park while educating people about parking options.

In the near-term, a DDA can help manage existing parking by partnering with agencies that are not fully utilizing existing spaces, such as Arapahoe Community College, the City Center and RTD parking lots. A DDA can also help coordinate with existing property owners that allow paid parking on their properties to make those parking options more widely known.

Increase the amount of events and entertainment options downtown.

Survey respondents’ second highest priority for downtown was adding more events and entertainment options on evenings and weekends. Business and property owners can work together to promote these new attractions. A DDA will solely focus on downtown priorities such as events and entertainment — marketing them to the entire Littleton community, regional visitors, and out-of-state tourists.

Increase the sense of safety downtown by providing more family-friendly options, activation, lighting, and security.

While 82% of those surveyed in Littleton’s recent resident survey feel very safe in Downtown Littleton during the day, the percentage feeling safe at night dropped to 40%. Respondents report that during their use of downtown, concerns about safety have increased in recent years. Bega Park and alleys were cited as unsafe. Activating these spaces can prevent undesired behavior. Increased lighting and additional security like cameras and officers could also be beneficial. Increased lighting and additional security can help improve feelings of safety and the vibrancy of downtown at night.
Goals and Strategies

The Plan of Development offers five goals for a DDA to focus on in order to achieve the vision and big ideas for downtown. Strategies to help accomplish each goal are as follows:

1. **BEAUTIFUL & WELCOMING**
   - Enhance the gateways into downtown so people know they are entering a unique, beautiful, and well-maintained place.
   - Redesign Bega Park to be a more active and inviting place for locals and visitors as well as make it more functional on a daily basis and for events.
   - Enhance the beauty of downtown by adding flowers, public art, landscaping, trees, and festival lighting.
   - Add elements that create comfortable environments and welcome people to stay downtown longer.
1. Improve intersection safety for pedestrians at key locations in downtown where people are walking to/from parking lots and other destinations.

2. Enhance the connection of Little’s Creek Trail that brings DISH employees and people from the Mary Carter Greenway into downtown.

3. Create gateway streets to downtown by designing Prince Street, Church Street, Littleton Boulevard, and Bowles Avenue as “complete networks” that are multi-modal and welcoming.

4. Implement improvements to Main Street and Alamo Avenue that create an iconic pedestrian-first environment and encourage economic development and activation along these primary streets.

5. Create a series of pedestrian-friendly streets and alleys that serve as key walking connections through downtown and secondary commercial locations.

6. Provide more pedestrian connections across the railroad tracks to connect downtown with neighborhoods to the east.
Form parking partnerships among RTD, Arapahoe Community College (ACC), the City, and other property owners to increase supply during peak times and special events.

Create a Downtown Parking Plan that is user-friendly, providing education, directional signage, and clear rules.

Create an Employee Parking Plan that ensures that customers have parking priority.

Explore creating a parking shuttle that circulates downtown and connects people from outlying parking lots to downtown (refer to parking diagram).

Long-term parking management strategies including a parking study and potential creation of a Parking District to better manage and create additional supply.
1. Provide additional security to address security concerns to foster a safer downtown experience.

2. Hire a private company for snow removal, power washing sidewalks, trash removal, landscaping and other district-wide maintenance.
BUSINESS-FRIENDLY & VIBRANT

1. Boost downtown vibrancy and business support by providing consolidated professional downtown marketing and event planning and promotion.

2. Encourage private investment in downtown that helps advance the future vision for downtown.

3. Focus on helping small businesses succeed by providing support services and filling vacant storefronts.

4. Keep DDA ratepayers informed and engaged in district programs.

Business-friendly services

Downtown events and entertainment
INTRODUCTION

& KEY THEMES

01
Introduction

This Plan of Development provides a road map for potential future investments in physical improvements, maintenance, programs and services for the betterment of downtown to be implemented by the Littleton Downtown Development Authority (LDDA). In some instances, potential improvements are listed that may require city funds and collaborations.

LDDA Boundary

The boundary of the Downtown Development Authority area is shown on the map on the previous page in a dark black outline. It includes 182.5 acres of land in Downtown Littleton. Generally, the boundaries include the South Platte River to the west and the railroad tracks to the east (except for a small sliver of Littleton Boulevard east of the tracks), Arapahoe Community College to the south and the northern edge is just south of the 5151 apartment complex.

Key Highlights

Main Street is the highlight of Downtown Littleton framed by charming historic structures that provide the quintessential “main street” feel. These buildings typically include restaurants or retail shops on the ground floor with offices and some residential units on upper floors. Main Street is bookended by two of Littleton’s most iconic structures: the Carnegie Library to the west and the Courthouse across the railroad tracks to the east. These terminuses make for unique vistas unlike other downtowns. Main Street is a one-way westbound street. During the Covid-19 pandemic, the city began to shut down Main Street to auto traffic and use the street for public gathering space and outdoor dining through the Weekends on Main Street program. The success of this has turned into a new summer event called “Second Saturday” where the street continues to function as a pedestrian space on the second Saturday of each month.

Alamo Street is different from Main Street with its hodgepodge of smaller scale buildings that appear residential but function as office or commercial uses today. It is a one-way street running east. It includes some very large trees that give the street a unique feel.

Downtown includes major employers and education facilities: Littleton City Center and Arapahoe County both have their campuses to the north; Arapahoe Community College is part of downtown to the south, and the DISH campus encompasses a large portion of the area west of Santa Fe Drive. These major employers and landowners are unique within such close proximity to a downtown and offer opportunities for the future.
Downtown is home to walking, biking, and transit amenities. Littleton’s light rail station brings many people to and through downtown. A park-and-ride parking lot exists adjacent to the station. More parking is also available north of Main Street along Rio Grande Street.

The South Platte River and the Mary Carter Greenway are major amenities close to downtown. Both are connected to downtown via Little’s Creek Trail. Little’s Creek is another natural amenity that runs through downtown. Downtown is also connected to other trails like the Community Trail and the Centennial Link Trail.

There are two parks in the DDA boundary: Bega Park and Geneva Park. Bega Park is central to downtown and offers green space, trails, and trees. Bega Park is mostly activated during events. Geneva Park is behind Littleton City Center and includes more passive park uses like a pond, trails, and green space and trees.

Littleton Boulevard is envisioned as an extension of downtown. It has a mixture of commercial and residential uses. Santa Fe Drive is a major regional thoroughfare that runs through the DDA boundary area. It is a barrier to pedestrians, but offers regional access to downtown.

Main Street and Alamo Avenue properties are within the newly designated Downtown Historic District. Historic districts do not prevent changes from occurring, nor do they prevent new construction. The historic district protects certain buildings from being demolished and requires a higher level of standards for exterior alterations. The goals of the review process are to retain and enhance historic properties, encourage their adaptation for current use, and ensure that all modifications are compatible with the character of the historic district.
Subareas

Four subareas were defined within the DDA boundary. Each of these areas have distinct differences in land use, character, or general geography that make them unique and may require different strategies for future improvements. The DDA boundary has been drawn to include most existing commercial mixed-use properties and exclude most existing exclusively residential properties. The subareas include:

**NORTH GATEWAY** - this area is generally north of Powers Avenue. It includes major civic institutions like City Hall and Arapahoe County office buildings, a new hotel, and some light industrial to the far north. A small commercial area and the Essex Hotel are located along Prince Street near the Santa Fe intersection. South of City Hall is a mix of office buildings, apartment buildings, and some single family and commercial units.

**DOWNTOWN** - this subarea includes two distinctions: the “core” which is everything west of the railroad tracks; and the “gateway” which is a small area along Littleton Boulevard. The “Core” includes everything from Powers Avenue to Little’s Creek and from Santa Fe Drive to the tracks. This is what most people think of when they refer to Downtown Littleton. It includes the highest intensity and mix of uses. The “Gateway” includes the Courthouse and Community Center, as well as some commercial uses along Littleton Boulevard.

**SOUTH GATEWAY** - this subarea includes everything south of Little’s Creek. The major landowner is Arapahoe Community College that has 11,500 students enrolled annually. North of Church Street is a mix of commercial and residential uses.

**RIVERSIDE** - this subarea includes everything between Santa Fe Drive and the South Platte River and from Bowles Avenue to Hudson Gardens. The majority landowner is DISH headquarters which includes 2,000 employees. Other uses include a car wash, restaurant, liquor store, and some residential.
Planning and Engagement Process

For the past several years the city council, staff, downtown merchants, and property owners have discussed elevating the success of downtown as a center of activity, business, and tourism through a Business Improvement District or Downtown Development Authority (DDA). In 2021, the city council approved a Downtown Improvement District Feasibility Study with Progressive Urban Management Associates (PUMA).

To ensure that the plan reflects the desires of the community, the process was driven by stakeholder engagement. Downtown property and business owners formed a steering committee to provide overall direction, input on priorities for future investment and services, and to champion the formation of the chosen district if one was deemed feasible. Additionally, the broader community participated in downtown visioning and priority-setting via interviews, roundtables, and a community-wide survey. These efforts resulted in a plan providing a road map for potential future improvements and investment in downtown Littleton as well as the recommendation to create a Downtown Development Authority (DDA) to implement them. Many small cities in Colorado successfully utilize DDAs for downtown revitalization and resiliency, and a DDA in Downtown Littleton could similarly serve as a key funding and implementation tool for downtown improvements and initiatives. A DDA has been embraced as the tool that is the best fit to champion the beautification, development and improvements of Littleton’s central business area for the benefit of the city.

Community Engagement Summary

As part of the planning process, P.U.M.A. facilitated a community engagement process in which nearly 1,000 stakeholders participated in the following ways:

- A Steering Committee consisting of 21 members met regularly during the planning process
- Roundtables and interviews engaged nearly 60 downtown property and business owners
- An online survey collected 800 respondents

Additionally, periodic updates were broadcasted to the Littleton community through the City’s newsletter and social media channels and a Littleton DDA website was created to serve as a clearinghouse for educational and election materials.
Online Survey Summary

800 responses were collected from the online community survey. The majority of respondents were greater Littleton residents, as well as Downtown employees, visitors, and residents. A majority of respondents were between the ages of 35 and 64 and female. Most respondents visit Downtown Littleton weekly or at least monthly. The top reasons for respondents to visit downtown were to eat and drink, shop, as well as attend special events and festivals.

When asked which of downtown’s features have become better or worse in the past five years, respondents responded as follows:

- New restaurants and nightlife have improved the most
- Population of those experiencing homelessness has become a challenge
- Parks and open space have been the most stable

When asked to identify the single most desired program or service for Downtown, respondents’ top priorities were:

- More events and entertainment options
- Provide support and resources for existing and new small businesses
- Additional managed parking services

When asked to identify the single most desired physical improvement for Downtown, the respondents’ top priorities were:

- Fill vacant storefronts and create additional parking
- Enhance the ambiance of downtown
- Make downtown more pedestrian friendly and accessible

When asked to identify the single most desired improvement for Downtown, respondents’ top priorities were:

- Shopping options
- Dining options
- Parking

In an open response question, the survey asked respondents to list three words that describe their vision for Downtown Littleton in the year 2030. The resulting word cloud (right) represents the most common words (the larger the word, the more often the word was used). Respondents envision the future Downtown Littleton as being safe, vibrant, and walkable as well as having a strong sense of community and more/easier parking.

Detailed results of the Online Survey can be found in the Appendix.
Issues & Opportunities

After holding roundtables and interviews with nearly 60 Downtown property and business owners, the following themes emerged:

What’s Working

Downtown stakeholders cite a lot of strengths when discussing the current state of downtown. Many characterized downtown as a ghost town before 2010 and assert that it has become an active and bustling downtown since then. They felt that its unique strengths include:

• The small town feel.
• The history and character is unique.
• The variety of restaurants, bars, shops, and events contribute to a richer overall experience.
• The ability to attract a wide variety of patrons including out-of-state visitors, residents from nearby-communities, families, and those from the younger generations that take the light rail in looking for a fun night out.

The downtown market is perceived as stable, strong, and poised for more growth, as investors and developers find it increasingly worth investing in, whether it be to build a new project or refurbish an old building, and merchants feel firmly rooted and intend on staying.

Top Concerns

Downtown stakeholders also voiced their concerns.

• Parking Management - most agree that there is not enough convenient parking available to patrons within the core of downtown, primarily caused by the general lack of on-street and nearby surface lot spaces and by downtown’s employees frequently occupying the prime spots.
• People Experiencing Homelessness - merchants feel there’s been a large influx of people experiencing homelessness and that there is not enough of a police presence to deter some undesired activities such as vandalism and customer and employee intimidation.
• Main Street Reconstruction - angst over the future of Main Street was also a common theme, knowing that Denver Water’s water main replacement project will disrupt business activities. Many are anxious about the future design of the street and have different ideas and desires for how it should be reconstructed. They are also curious about what will be done to minimize disruptions to businesses during construction.
• Plan Review and Permitting Process - investors, developers, property owners and architects all expressed that Littleton is a hard place to get a project done, referencing unclear guidelines and inconsistency among staff during the review process, which results in far too many review cycles and increased costs.
Opportunities for Improvement

Stakeholder’s desired improvements fell into two categories: public improvements and services.

#1 - PUBLIC IMPROVEMENTS

- **Parking Management** received the most attention, with ideas ranging from converting parallel parking on Main to angled parking on one side, dedicating some prime spots for quick pick-ups and drop-offs, additional and more prominent signage directing the public to available surface lots, and building a centralized parking structure.

- **A public restroom** was mentioned a lot. Having a central public restroom would take pressure off of merchants to provide restrooms for patrons.

- **Sidewalk and streetscape improvements** are highly desired in that many would like to see a focus on their beautification by adding more (and highly curated) flowers, trees and plantings, removing abandoned tree wells, maintaining festival lights year-round, and encouraging historic awnings. When Main Street is reconstructed as a result of the Denver Water project, many would also like to see that it become more pedestrian friendly by streamlining sidewalk elements so that people can easily walk or move their wheelchair in a straight line without so many tree well, light post, scooter, bike rack, sign and patio seating obstacles and adding safety features like flashing lights at crosswalks.

- **Encouraging patrons to linger in downtown** was also a focus, with ideas ranging from offering more restaurant patio space, to adding seating options (that can’t easily be used for sleeping), to including more public art, to enhancing Bega Park, and to finding a way for sunshades to be easily put up over the street for special events on hot summer days.

#2 - SERVICES

- **Bolster security**, provide more consistent trash and snow removal, power wash sidewalks, and maintain flowers, trees and plantings was perhaps the most commonly desired improvement.

- **Managed parking services** to avoid the need to build an expensive structure, perhaps by implementing a pay-by-phone application for street and surface lot spaces, increasing enforcement on time limits, and providing a shuttle service from outer lots like those owned by Arapahoe Community College and the City of Littleton for special events and/or busy weekends.

- **Better organized and advertised events** was also a strong desire which could be enhanced by creating an entertainment district wherein open containers would be allowed.

**SPECIAL DISTRICT SENTIMENT:**

Overall, most stakeholders were interested in forming a special district because they would like to see Downtown adopt a more unified approach to events, marketing, and improvements. Most were amenable to the two funding tools: Tax Increment Financing (TIF) and property tax mill levy once they were fully briefed.
GOALS AND STRATEGIES
Organization

There are five primary themes of improvement for downtown that were established based on feedback from stakeholders and the general public. These themes create a framework from which a Downtown Development Authority can organize work programs. This chapter is organized by these themes for improving downtown, which include:

1. **BEAUTIFUL & WELCOMING**
   Create an experience that is beautiful and welcoming for all that come downtown and create a place that people want to come back to.

2. **WELL-CONNECTED**
   Create a downtown that is well-connected so that people from other parts of Littleton and the region have easy access to visit downtown via all forms of transportation.

3. **IMPROVED PARKING EXPERIENCE**
   Create a downtown that has improved parking options and educate the public about them to increase awareness of the breadth of options.

4. **CLEAN AND SAFE**
   Create a downtown that is clean and safe to improve the visitor experience and attract more businesses.

5. **BUSINESS-FRIENDLY & VIBRANT**
   Create a downtown that is business-friendly and vibrant so more businesses want to locate here and are able to thrive.
How to Use This Section

This section of the plan explains existing problems, potential solutions, future goals and strategies, and tools to help the DDA achieve success. This chapter should be used as a way to create a work plan and identify priorities, partnerships, and funding for projects. This chapter is organized by each of the five themes and includes:

- **Issues and Opportunities** - each theme includes a section that identifies the problem and potential solutions to set the stage.
- **Goals** - each theme identifies a goal(s) to achieve.
- **Strategies** - each theme includes 2-6 key strategies for achieving each goal.
- **Implementation Matrix** - each strategy includes an implementation matrix that identifies action items, responsibilities, timelines, and needs in order to complete each strategy.
- **Ideas and Precedents** - each strategy also includes supplementary concepts and imagery from other communities as a visual explanation of how to achieve the goals and strategies.

The DDA and its Board should determine priorities based on available funding and the current needs for downtown.
BEAUTIFUL AND WELCOMING

Issues & Opportunities

Downtown has become more prosperous. Community members and business and property owners commented on how many new businesses and restaurants have located in downtown in recent years. While much improvement and change has occurred within the buildings and private development, not much has changed or improved in the public realm.

In an online survey, “enhancing the ambiance” of downtown ranked as a top priority for residents. Business owner interviews also resulted in lots of ideas on how to make downtown more beautiful and welcoming. Some ideas and themes include:

• Bega Park is a wonderful amenity for downtown but it is underutilized and perceived to be unsafe. People would like to see improvements made to the park that attract more families and events while generally increasing daily use. It is also an opportunity to serve as a gateway into and out of downtown.

• The intersection of Santa Fe and Main is not well-maintained and could benefit from design improvements to create a welcoming gateway to the downtown.

• Business owners would love to see a seasonal flower and banner program and “festival lights” somewhere downtown to enhance the ambiance. Main Street was an obvious location for these improvements, but people also expressed the importance of Alamo Avenue.

• Visitor amenities that make people stay downtown longer such as a Welcome Center, public restrooms, and more areas to gather, sit, and relax were also desired.

People have a sense of pride about downtown Littleton. If some beautification and placemaking projects were implemented, it would give downtown an even greater sense of pride and improve the visitor experience, making people want to come back.

Goals

• To improve the downtown experience by implementing beautiful gateways, visitor amenities and other beautification projects.
Plan of Development

Proposed DDA Boundary
RTD D-Line
RTD Littleton Downtown Station
Proposed Gateway Designs
Seasonal Flower Program Locations
Main Street Festival Lighting
Public Art (Locations Not Exact)
Strategies (Refer to Plan)
BEAUTIFUL AND WELCOMING

Strategies

1. Enhance the gateways into downtown so people know they are entering a unique, beautiful, and well-maintained place and to invite people to experience it from end to end.

<table>
<thead>
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<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
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</table>
| A. Redesign western gateway where Main Street meets Santa Fe Drive. Increase usable plaza space and add lighting, landscaping, and public art. Ensuring pedestrian safety is also of utmost importance. An early concept was developed as part of this plan (see below) | DDA | Near-term | • Urban designer/landscape architect  
• Coordination with CDOT and City  
• Funds to implement |
| B. Make improvements to eastern gateway where Main Street and Alamo Street cross into and out of downtown adjacent to Bega Park. Add a permanent overhead sign (where existing banners hang) on Main Street just west of Rio Grande Street - “Historic Downtown Littleton” or similar greeting. Enhance landscaping with large planters. Consider another overhead sign or similar gateway feature on Alamo to thank people for coming, such as “Come Back Soon” or “We Enjoyed Your Company.” | DDA | Near-term | • Urban designer/landscape architect  
• Coordination with CDOT and City  
• Funds to implement |

Western Gateway Concept

1. Small Plaza with Dynamic Lighting and Seating Protected from Santa Fe Drive
2. Landscaped Gateway Features at Both Corners of the Intersection
3. Tabled Street/Plaza Area along Rapp Street to Create Expanded Outdoor Gathering Space
4. Unique and Memorable Public Art Feature
5. Raised Pedestrian Crossings to Enhance Pedestrian Safety
1 - Redesigning the space in front of The Melting Pot/Carnegie Hall so that it could be better utilized for passive activities and special events could enliven the western edge of downtown. Dynamic lighting and designing it so that the space is protected from Santa Fe Drive is important.

2 - A gateway feature with tiered landscaping on both sides of Main Street at Santa Fe Drive would beautify the western gateway and tell people they are entering a special place.

3 - Redesigning Rapp Street (the cut through between Main and Alamo) into a “tabled” street that doubles as a plaza when Main is shut down to autos could provide more gathering space and create a unique feature on the western edge.

4 - Adding a monumental gateway public art feature in the existing triangular space between Main and Alamo would create a unique and memorable downtown experience and photo opportunity.
2 Redesign Bega Park to be a more active and inviting place for locals and visitors and make it more functional on a daily basis and for events.

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<tbody>
<tr>
<td>A. Work with the City to understand what may be funded through capital improvements or with parks funding and what must be funded by the DDA. Develop a realistic budget.</td>
<td>City/DDA</td>
<td>Near-term</td>
<td>Staff to work with City</td>
</tr>
<tr>
<td>B. Conduct a public process to get input from downtown merchants and residents on desired improvements to Bega Park. Improvements discussed in the P.O.D. included: adding a children’s play area, having an area for food trucks and vendors, adding a permanent stage and band shelter for performances, adding a Welcome Center kiosk and public restroom, adding more seating and lighting, and realigning Bega Street and making it a flexible street that could be closed to automobiles for special events.</td>
<td>City/DDA</td>
<td>Near-term</td>
<td>Staff to work with City</td>
</tr>
<tr>
<td>C. Final redesign and construction of Bega Park.</td>
<td>DDA</td>
<td>Mid-term</td>
<td>Urban designer/ landscape architect • Coordination with CDOT and City • Funds to implement</td>
</tr>
</tbody>
</table>

Eastern Gateway and Bega Park Concept

1 - Gateway Feature (sign over roadway)
2 - Welcome Center Kiosk and Public Restrooms
3 - Plaza Area for Food Trucks and Retail Kiosks
4 - Playground
5 - Low Speed, Shared Street and Realignment
6 - Permanent Pavilion and Lawn for Park Performances
7 - New raised pedestrian crosswalks
1 - A gateway sign over Main Street was a very popular theme. It should be unique, yet fit in with the historic downtown context. Lighting is an important component as well.

2 - Public restrooms should be highly visible, convenient, monitored, and maintained. A cool design doesn’t hurt either!

3 - A plaza area that is designed and wired for food trucks or other vendors to set up during special events could help activate Bega Park.

4 - A playground would help activate Bega Park on a daily basis and provide more activities to keep families downtown longer.

5 - Bega Street could be redesigned to be a low speed, shared street that could be closed to auto traffic and utilized as expanded public space during events. It could also include parking for the park.

6 - A permanent pavilion structure could help bring bigger and more acts to Bega Park and make downtown more of a destination.
Enhance the beauty of downtown by adding flowers, public art, landscaping and trees, and festival lighting.

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</table>
| A. Institute a **seasonal flower program** that could include hanging baskets, planters, or a combination of both. Interview other DDAs or towns that have implemented a successful flower program to learn from them. Critical locations are Main and Alamo Streets. | DDA/Merchants and property owners | Near-term | • Staff time  
• Funding for program  
• Infrastructure (baskets, planters, etc.) |
| B. Encourage private and public development projects to include **public art** elements. Consider a requirement that a percentage (1% or more) of project costs be used for public art. | DDA and City/Developers | Ongoing | • Coordinate with City |
| C. Encourage private and public projects to include **street trees and enhanced landscaping** to increase tree canopy and provide more greenery to soften the downtown environment. | DDA and City | When new streetscapes are designed | • Coordinate with City |
| D. Incorporate **sustainable landscaping features** such as stormwater quality space and ample room for street trees to grow and thrive. | DDA and City | When new streetscapes are designed | • Coordinate with City |
| E. Implement “**festival lighting**” at a singular, significant location downtown. String lights across Main Street is desired. | DDA and City | When Main Street is reconstructed | • Coordination with Main Street redesign project |

A seasonal flower program would add delight and color to the downtown experience. Street trees and enhanced landscaping soften the downtown environment. Festival lighting is desired along Main Street to improve the nighttime experience.
Add elements that create comfortable environments and welcome people to linger and stay downtown longer.

**ACTION ITEM:**

<table>
<thead>
<tr>
<th>A. Increase the <strong>amount and types of seating</strong> downtown. Increase outdoor dining areas as well as places to sit briefly along streets and in public spaces. Strategically place benches so that they are in visible locations and ensure they are comfortable while deterring sleeping. Choose a consistent style.</th>
<th>LEAD/SUPPORT: DDA and City and Developers</th>
<th>TIMING: Ongoing</th>
<th>NEEDS: • Staff time • Funding for program • Infrastructure (benches, more sidewalk space)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. As part of the Bega Park redesign effort, increase level of <strong>activation and programming</strong> of the park to extend visitation. A Welcome Station, public restrooms, food trucks, playground and/or pop jet fountain, dog park, amphitheater/stage, and more should be considered.</td>
<td>LEAD/SUPPORT: DDA and City</td>
<td>TIMING: With Bega Park Redesign</td>
<td>NEEDS: • Coordinate with City</td>
</tr>
<tr>
<td>C. Increase level of <strong>programming and events</strong> for downtown (also see Business-Friendly and Vibrant) and take into consideration multicultural design elements and events to create equitable spaces.</td>
<td>LEAD/SUPPORT: DDA</td>
<td>TIMING: Ongoing</td>
<td>NEEDS: • Staff time</td>
</tr>
<tr>
<td>D. Include elements that recruit more <strong>family-friendly and culturally-rich audiences</strong> downtown.</td>
<td>LEAD/SUPPORT: DDA</td>
<td>TIMING: Ongoing</td>
<td>NEEDS: • Staff time</td>
</tr>
</tbody>
</table>

![Different types of seating is desired downtown, from cafe seating to passive areas to rest.](image1)

![Activating Bega Park with more events and elements that bring more people to the park is desired.](image2)

![More events throughout downtown is also desired.](image3)
WELL-CONNECTED

Issues & Opportunities

Downtown is conveniently located near mass transit, major employers, a community college, growing residential areas, and multiple recreational amenities. Downtown can capture these audiences and grow sales tax revenue by creating stronger, safer connections. Major barriers currently include Santa Fe Drive to the west of downtown and the railroad to the east. Some roads and intersections in downtown are also auto-dominated and not pedestrian- or bike-friendly.

It is proven that people will walk longer distances if the experience is safe, comfortable, and interesting. Therefore, downtown should work on capturing an extended audience by improving connections to major destinations and populations that do not need to park because they are already on foot or bike.

- **Recreational Audience** - The Mary Carter Greenway along the South Platte River, Little’s Creek Trail, Community Trail, Buck Recreation Center, and multiple nearby parks and open space could capture an audience that may need a pause from recreation and want to grab a drink or bite to eat.
- **Weekday Audience** - DISH’s 2,000 employees and ACC’s 11,500 students are both within ½ mile of downtown and provide a lunchtime and post-work/study demand. Downtown Littleton’s RTD station has hundreds of riders that come and go daily through downtown and may want to grab a cup of coffee before work or shop after.
- **24/7/365 Audience** - Finally, residential areas near downtown are growing and provide a full-time audience for shopping, dining, and everyday services.

In addition to improving these connections, downtown should focus on pedestrian routes to and from parking to ensure the walk is safe and comfortable to make parking that is further from the downtown core more usable.

Goals

- **To improve connections that broaden downtown’s audience and create a safe, comfortable, and inviting pedestrian experience throughout downtown.**
- **To enhance a sense of arrival to downtown and sense of direction around downtown by creating a hierarchy of streets with consistent design features.**
- **To collaborate on the Downtown Mobility Master Plan to prioritize the following strategies.**

IN THIS SECTION:

- Improving Intersections to make streets safer to cross.
- Little’s Creek upgrades.
- Improving “gateway streets” into downtown to make them more pedestrian and bike-friendly.
- Reconstructing Main Street and upgrades to Alamo Avenue.
- Making streets leading to/from parking lots and destinations more pedestrian-friendly.
- Coordinating with the City on Downtown Mobility Master Plan and other capital projects.

Continue to add signage and wayfinding throughout downtown to direct visitors to parking and destinations.
WELL-CONNECTED

Strategies

1 Improve intersection safety for pedestrians at key locations in downtown where people are walking to/from parking lots and other destinations.

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<thead>
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<tbody>
<tr>
<td>A. <strong>Santa Fe Drive intersections with Prince, Main, and Church Streets</strong> - Install raised, colored concrete pedestrian crossings in right turn lanes (replace existing piano lines) to slow down vehicles and raise awareness of pedestrians. Appropriate signage notifying drivers to be aware of pedestrians should also be provided. <strong>Boulder, CO</strong> is a local example city that has done these successfully on busy corridors (see photo below.)</td>
<td>City and/or CDOT leads intersection design</td>
<td>Near-term</td>
<td>City/DDA staff time to work with CDOT and develop final designs&lt;br&gt;DDA to enhance design&lt;br&gt;Funding to construct</td>
</tr>
<tr>
<td>B. Other priority corridors to implement pedestrian safety intersection improvements include: <strong>Prince Street and Berry, Alamo, and Church Avenues</strong>. These are busier streets in downtown where cars tend to travel faster and therefore concentrating on pedestrian safety is key.</td>
<td>City/DDA</td>
<td>Ongoing</td>
<td>City/DDA staff time to develop final designs&lt;br&gt;Funding to construct</td>
</tr>
<tr>
<td>C. In coordination with the <strong>Downtown Mobility Master Plan</strong> and in developing a parking strategy, determine an intersection prioritization plan to implement improvements over-time.</td>
<td>City leads master plan DDA assists with prioritization</td>
<td>Near-term</td>
<td>Coordination with mobility plan and capital improvement projects</td>
</tr>
<tr>
<td>D. Consider <strong>interim improvements</strong> (paint and flexible bollards) if cost and timing are an issue to implementing important intersections (except for Santa Fe Drive intersections) to minimize auto-pedestrian conflicts. Permanent intersection improvements should be implemented in concert with future roadway projects.</td>
<td>City/DDA</td>
<td>Ongoing</td>
<td>Prioritization and funding plan (include in mobility plan)</td>
</tr>
</tbody>
</table>

**NOTE:** The **City’s Transportation Master Plan** highlights intersection improvements at: Prince Street and Church Ave.; Santa Fe and Bowles (with the possibility of creating a grade separated interchange), and a potential roundabout at Littleton Boulevard with Main Street/Alamo Ave./Bemis St./Court Pl.

*Raised pedestrian crossing and signage at busy intersection in Boulder, CO.*  
*Intersection safety design illustrated by NACTO for a protected bike lane scenario (potential for Prince Street.)*  
*Interim intersection improvements in Austin, TX showing how paint and flexible bollards create a shorter pedestrian crossing distance.*
## Enhance the connection of Little’s Creek Trail that brings DISH employees and people from the Mary Carter Greenway into downtown.

### ACTION ITEM: LEAD/SUPPORT: TIMING: NEEDS:

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</table>
| A. Install **attractive lighting and public art** under the Santa Fe bridge/underpass and clean up the landscaping around the creek to enhance safety and deter sleeping. | DDA                           | Near-term     | • Local artist  
• Funding to implement                               |
| B. Install **murals** along the retaining walls. Hire local artists and use this canvas to celebrate the history and stories of downtown. | DDA                           | Near-term     | • Local artist  
• Funding to implement                               |
| C. Encourage existing and new uses to **activate the creek trail** by putting uses, such as outdoor dining, decks and balconies, doors and windows, etc orienting onto it. **The Mill site** is a perfect location for a new development to activate the creek and trail and should be advocated for by the DDA if/when redevelopment occurs. | DDA/Developers and property owners | Ongoing | • Staff to advocate  
• Design Guidelines (future) |

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Public art and lighting installed in underpass in Stapleton (Denver, CO).

The Castle Rock, CO Riverwalk project developed by Confluence Builders is a great example of a new project that activates a creek and trail.

A mural along the Cherry Creek Bike Trail in Denver, CO by artist Yulia Avgustinovich.

The Riverwalk project in Castle Rock has activated the trail with a brewery, new housing units, and a bridge that connects the two sides of development.
Create gateway streets to downtown by designing Prince Street, Church Street, Littleton Boulevard, and Bowles Avenue as “complete networks” that are multi-modal and welcoming.

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<tr>
<td>A. Prince and Church Streets should accommodate vehicles, pedestrians, and bicyclists comfortably with each side of the street lined with trees. These streets should be designed with consistent materials and furnishings and include pedestrian-scaled lighting with banners and directional signage directing users to downtown destinations and parking. Curb cuts should be minimized to provide direct, safe routes for pedestrians and bicyclists. The TMP identifies these streets as having protected bike lanes in the future, which this plan supports.</td>
<td>City would lead any major reconstruction</td>
<td>Mid-term</td>
<td>• City/DDA staff time to work with CDOT and develop final designs  • Funding to construct  • Update zoning/standards as necessary to achieve vision</td>
</tr>
<tr>
<td>B. Littleton Boulevard and Bowles Avenue carry significantly more traffic. These streets should focus on traffic calming measures to slow down traffic while providing ample space for pedestrians with sidewalks that are separated from moving cars by landscaping and street trees. These streets may include more monumental signage and gateway features, given their scale.</td>
<td>City would lead any major reconstruction</td>
<td>Mid-term</td>
<td>• City staff time to develop intersection designs  • Funding to construct  • Update zoning/standards as necessary to achieve vision</td>
</tr>
<tr>
<td>C. As part of any street upgrades, integrate signage and wayfinding to parking, downtown destinations, and trail connections.</td>
<td>City/DDA</td>
<td>Ongoing</td>
<td>• Signage and Wayfinding Plan</td>
</tr>
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</table>

NOTE: The concept of “gateway streets” should be further fleshed out in the City’s upcoming Downtown Mobility Master Plan. Potential future concepts are explored on the following page for Prince Street. Other scenarios should be developed and vetted as part of that planning process.
**Plan of Development**

*Prince Street - Existing Condition*

**EXISTING CONDITION:** Currently, Prince Street includes excessively wide travel lanes which make people drive faster. There are turn lanes at some intersections. The travel lanes are shared with bicyclists. Parking is typically (though not always) provided on both sides of the street, though parking utilization appears low. Five foot wide sidewalks are attached to the curb with no buffer from cars.

*Prince Street - Potential Future - Cycle Track*

*Prince Street - Potential Future - Protected Bike Lanes*

**FUTURE SCENARIOS:** Two potential future concepts are shown above. Both scenarios keep the existing curb-to-curb dimension so that reconstruction costs are limited. Each scenario shows the ability to keep one side of parallel parking. Existing parking utilization appears low, so one-sided parking should not be a problem. To establish the vision of a “gateway” street, including street trees, the city may need to update streetscape and setback standards along Prince so that redevelopment contributes to the vision with wider setbacks and street trees as shown. Other scenarios are possible - finalize as part of the Downtown Mobility Master Plan.
4 Implement improvements to Main Street and Alamo Avenue that create an iconic pedestrian-first environment and encourage economic development and activation along these primary streets.

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</table>
| A. The DDA should coordinate and partner with the City on the Main Street reconstruction project. The DDA should advocate for desired elements, such as: consistent sidewalks, street trees, expanded outdoor cafe seating, festival lighting, pedestrian-scaled light posts that hold flowers and banners, awnings, planters for flower program, high-quality design of streetscape elements, signage and wayfinding, and more. The street configuration (one lane or two, diagonal or parallel parking, and when street will be closed to autos) should be further vetted during the Downtown Mobility Master Plan process. This process should also identify what the city will be responsible for and how the DDA can add value with enhanced beautification elements. | City to lead reconstruction and master plan process     | Near-term   | • Coordination with city  
• Staff to mobilize and inform stakeholders  
• Board direction on DDA enhanced elements and budget |
| B. Main Street reconstruction - build and maintain Main Street based on process. | City = major reconstruction                             | Near-term   | • Coordination with city  
• Funding to implement |
| C. Alamo Avenue should be closely coordinated with the new Main Street design. Along Alamo, traffic calming techniques, new lighting with ability to hang flowers and banners, and consistent treatment of sidewalks and tree lawns should be a priority. Maintaining existing tree canopy is also a priority. The design language (materials, furnishings, etc.) should be consistent with Main Street. | City = infrastructure upgrades                         | Near-term   | • Coordination with city  
• Funding to implement |
| D. As part of any street upgrades, integrate signage and wayfinding to parking, downtown destinations, and trail connections. | City/DDA                                                 | Ongoing     | • Signage and Wayfinding Plan |

New lighting should have the ability to hold banners and flower pots.  
Integrate signage and wayfinding into new streetscape designs.  
New lighting should be directed toward the ground, not the sky, to avoid light pollution.
Festival lighting, or overhead lighting across Main Street, like in Larimer Square (above) in Denver was a strongly desired element. These photos also exemplify a flexible street concept - left showing a configuration with cars allowed and right showing how the street operates when cars are not allowed, which is also envisioned for Main Street. The lighting design for Main Street should be unique to Littleton and infrastructure and maintenance should be anticipated in the future design of the street.

Consider unique and colorful elements like these yellow poles and unique paving pattern (Santa Monica, CA).

Consider space for planters (Frisco, CO).

Provide a consistent, straight sidewalk path along Main Street (Washington, DC).

Maintaining the existing tree canopy on Alamo is desired.

Curb extensions help slow down traffic and provide space for additional greenery or stormwater quality (Santa Fe, NM).
Create a series of secondary (to Main/Alamo) pedestrian-first streets and alleys that serve as key walking connections through downtown and secondary commercial locations.

<table>
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<tbody>
<tr>
<td>A. The alley between Alamo and Main is a consistent east-west corridor that terminates at Bega Park on the east and a potential improved plaza/streetscape on the west (refer to west gateway concepts in Beautiful and Welcoming.) This corridor has potential for activation and infrastructure upgrades that would make it more pedestrian-friendly. Improvements should include consolidated trash areas, adding murals or other public art features, installing lighting, and encouraging double-sided buildings to activate the alley with commercial uses. Initiate a plan to study future design options.</td>
<td>DDA = design + funding City and Property owners = support and help implement</td>
<td>Near-term</td>
<td>- Coordination with property owners - Design services - Funding to implement</td>
</tr>
<tr>
<td>B. South of the downtown core, Nevada and/or Curtice Street (from Church to Main) should connect ACC to the downtown core with pedestrian improvements. The pedestrian bridge over Little's Creek along Nevada is an opportunity to create a unique pedestrian experience. Contiguous sidewalks, pedestrian-scaled lighting, and signage are a priority.</td>
<td>City = infrastructure DDA = beautification</td>
<td>Mid-term</td>
<td>- Capital improvement request</td>
</tr>
<tr>
<td>C. North of the downtown core, Hill and Sycamore Streets (from Berry to Main) should connect City Hall campus to the downtown core with contiguous sidewalks, pedestrian-scaled lighting, and signage directing people to destinations.</td>
<td>City = infrastructure DDA = beautification</td>
<td>Mid-term</td>
<td>- Capital improvement request</td>
</tr>
<tr>
<td>D. Land uses along these streets should be a mix of commercial and residential and orient to the pedestrian realm with active edges and uses.</td>
<td>City = update zoning (if necessary) DDA = recruit businesses</td>
<td>Ongoing</td>
<td>- Update zoning/standards as necessary</td>
</tr>
</tbody>
</table>

**LOW COST ALLEY ACTIVATION:**
- Consolidate trash/deliveries
- Power-wash ground plane
- Temporary seating, plants, public art
- Temporary (or permanent) murals
- Coordination with property owners and businesses is minimal

**MEDIUM COST ALLEY ACTIVATION:**
- Consolidate trash/deliveries
- New surface treatment
- Permanent seating, planters, art
- Permanent lighting
- Coordination with property owners and businesses is more involved

**HIGH COST ALLEY ACTIVATION:**
- Consolidate trash/deliveries or make completely pedestrian space
- New surface treatment
- Permanent seating, planters, art
- Permanent lighting
- Developers help implement (i.e. new project catalyzes potential)
6 Provide more pedestrian connections across the railroad tracks to connect downtown with neighborhoods to the east.

<table>
<thead>
<tr>
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</table>
| A. A grade-separated crossing (underpass) from Slaughterhouse Gulch Park to Geneva Park is planned to start construction in 2023. The DDA could contribute future design improvements such as public art and lighting. | City/DDA | Mid-term | • Coordination with city  
• Capital improvement request  
• Funding to implement |
| B. Another opportunity for a grade-separated crossing (pedestrian bridge) is also shown that aligns with Powers Avenue. This key connection could provide a safer and more pleasant pedestrian connection to the heart of downtown from Littleton Boulevard. | City/DDA | Long-term | • Coordination with city  
• Capital improvement request  
• Funding to implement |

7 Enhance visibility of and access to downtown destinations, amenities, and parking.

<table>
<thead>
<tr>
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<th>NEEDS:</th>
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</thead>
<tbody>
<tr>
<td>A. Build on the previous downtown wayfinding plan to add more signage and implement new branding elements (if desired).</td>
<td>City/DDA</td>
<td>Short-term</td>
<td>• Updated signage and wayfinding plan</td>
</tr>
<tr>
<td>B. Create a downtown guide with a map highlighting business directory, parking locations, transit stops, trail connections, public spaces, services, and amenities. Make map available online, in print, and on downtown signage.</td>
<td>DDA</td>
<td>Short-term</td>
<td>• Graphic designer</td>
</tr>
</tbody>
</table>

Look for opportunities for more pedestrian connections across the railroad tracks.  
Build on downtown's existing wayfinding signage package, maps, and branding.
IMPROVED PARKING EXPERIENCE

Existing Conditions

Downtown’s current parking supply is dispersed between on-street parking, private parking lots dedicated to certain businesses, a few paid private parking lots, two Regional Transportation District (RTD) lots, and the lots at Littleton City Center:

- **On-street parking** is still free in downtown, though some streets in the downtown core are limited to 2-hours.
- **Private parking lots** are generally located behind buildings and are used for customer and employee parking.
- **Three privately-owned paid parking lots** are in downtown – two along Alamo Avenue and one on Prince Street just north of Main.
- **Two RTD lots** are located along the railroad in downtown and are mainly dedicated to transit users, but may also be used by residents within the RTD District. This is not clear to users, and therefore, these lots are often underutilized.
- **City Center lot** is also available for public parking during nights and weekends, but some feel it is too far away from the downtown core, especially for families and elders.

Does Downtown Littleton have a parking problem with limited supply? This question is debated amongst stakeholders and there is no current data to back this claim. Some businesses say customers have a hard time finding parking during certain peak times. Some believe the parking problem is perceived because people still expect to be able to park right in front of their destination and don’t want to have to walk or don’t want to pay to park.

Downtown should continue to monitor supply and demand of parking to understand the need to increase supply. In the short-term, education, signage, and partnerships with downtown-adjacent organizations will be critical to improving the parking experience and develop a strategy to manage existing and future parking needs.

Goals

- **To immediately improve the parking experience** of downtown through education, directional signage, and partnerships to better utilize existing surface parking lots, especially during peak times and special events.
- **To continue to monitor supply and demand** and potentially enact a parking district that would provide a revenue stream to build additional supply.

Large, visible signage in appropriate locations is key to any parking strategy. Users must know where to look for parking without having to search.
## Strategies

1. **Form parking partnerships between RTD, Arapahoe Community College (ACC), the City, and other property owners to increase supply during peak times and special events.**

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</thead>
<tbody>
<tr>
<td>A. Monitor <em>City Hall lot</em> to understand if there are spaces that could be dedicated to downtown users during the daytime – in addition to using the lot during nights and weekends.</td>
<td>City</td>
<td>Near-term</td>
<td>City staff time, Signage</td>
</tr>
<tr>
<td>B. <strong>Partner with ACC</strong> to better utilize their surface parking lots adjacent to the downtown core, perhaps by leasing/reserving one of their lots to downtown during peak times. For example, summertime and weekend events would be a great time to implement shared parking when downtown demand is high and ACC student enrollment is lower.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Agreement with ACC, Signage</td>
</tr>
<tr>
<td>C. <strong>Partner with RTD</strong> to understand their peak parking times for transit ridership while also allowing some spaces to be reserved for downtown users.</td>
<td>City/DDA</td>
<td>Near-term</td>
<td>Agreement with RTD, Signage</td>
</tr>
<tr>
<td>D. <strong>Work with downtown property owners</strong> with surface parking to understand if there is excess supply that could be leased for public parking or turned into paid parking.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Agreement with Property Owner(s), Signage</td>
</tr>
<tr>
<td>E. <strong>Work with developers</strong> of any future development of scale (i.e. with structured parking) to provide additional supply that could be used for downtown users.</td>
<td>DDA/City</td>
<td>Ongoing</td>
<td>Agreement with Developer(s), Signage</td>
</tr>
</tbody>
</table>

*The two ACC parking lots along Nevada seem to be underutilized by the college and would be prime locations for downtown parking, within a 5-minute walk to the downtown core.*

Many people were unaware of the private paid parking lots that are located along Alamo Avenue.
2 Create a Downtown Parking Plan that is user-friendly – providing education, directional signage, and clear rules.

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<tr>
<td>A. Create a graphic map that depicts available parking and relative rules/hours. This should be posted in businesses, on the city website, and on the future DDA website. Update as new parking becomes available.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time</td>
</tr>
<tr>
<td>B. Work with city on upcoming Downtown Mobility Master Plan to coordinate strategies and collaborate on implementation methods.</td>
<td>City/DDA</td>
<td>Near-term</td>
<td>Staff time</td>
</tr>
<tr>
<td>C. Develop a Transportation Demand Management (TDM) strategy for downtown in coordination with stakeholders and the city. A TDM strategy or plan is a way of maximizing traveler modes and choices as a means to decrease single occupant vehicle travel.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time</td>
</tr>
<tr>
<td>D. Install directional signage (refer to parking diagram) that is clearly visible (i.e. large matching “P” signs posted at eye-level to drivers) and well-located with advance notice to make it easy for drivers to navigate to available parking. Locations herein are preliminary. More detail may be necessary.</td>
<td>City/DDA</td>
<td>Near-term</td>
<td>Staff time or signage map and funding for signage printing + installation</td>
</tr>
<tr>
<td>E. Provide ADA accessible parking spaces throughout downtown, with priority locations near Main Street and cultural amenities. Provide clear signage for these spaces and include directional signage from key streets.</td>
<td>City/DDA</td>
<td>Near-term</td>
<td>Staff time or signage map and funding for signage printing + installation</td>
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3 Create an Employee Parking Plan that ensures that customers have priority.

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<tr>
<td>A. Work with property and business owners to understand employee parking demands and ability to use outlying lots (ACC, City Hall, etc.) for employee parking. This strategy would be developed with safety in mind and could be implemented in conjunction with a future parking shuttle.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time or Transportation Demand Management specialist/consultant</td>
</tr>
<tr>
<td>B. Encourage employers to offer transit passes to encourage employees to use transit rather than driving.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time or signage map and signage printing + installation</td>
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</table>
Pilot a parking shuttle that circulates downtown connecting people from outlying parking lots to downtown (refer to parking diagram).

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<td>A. Develop a route and plan for pilot shuttle program. Understand costs and budget funds to run and maintain shuttle.</td>
<td>DDA/City</td>
<td>Near-term</td>
<td>Staff time to create plan</td>
</tr>
<tr>
<td>B. Purchase vehicle and design it to be iconic, using downtown branding or a unique design/color. Encourage employees to utilize shuttle to maintain availability of close-in parking spaces for customers.</td>
<td>DDA</td>
<td>Mid-term</td>
<td>Funding for vehicle and driver, Marketing and signage</td>
</tr>
<tr>
<td>C. Long-term, the shuttle program could expand with more vehicles and could partner with the Historic District to create a mobile history tour of downtown while connecting people to and from parking.</td>
<td>City/DDA</td>
<td>Long-term</td>
<td>TBD - dependent on success of pilot</td>
</tr>
</tbody>
</table>

**LOW COST SHUTTLE:**
- Purchase 2-3 large golf carts that seat 5-6 people
- Add branding with decals

**MEDIUM COST SHUTTLE:**
- Purchase 15-passenger van
- Add wrapped graphic design to brand vehicle

**HIGH COST SHUTTLE:**
- Purchase a historic trolley (or similar vehicle)
- Restore and brand appropriately

Left: The City of Golden and University of Mines partnered to create a one-of-a-kind driverless electric shuttle named the “Mines Rover” to connect students and visitors around downtown.
## Longer-term parking management strategies should include a Parking Study and potential creation of a Parking District to better manage and build additional supply.

<table>
<thead>
<tr>
<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Initiate a Parking Study in 3-5 years once the above strategies are in place to understand if additional supply is needed.</td>
<td>City/DDA</td>
<td>Mid-term</td>
<td>Parking consultant • Funding for plan</td>
</tr>
<tr>
<td>B. Turn existing 2-hour on-street parking into paid parking zones. This will help with turnover, providing more convenient parking spaces throughout the day. The program could be done through an app-based system and/or pay-to-park kiosks to save on sidewalk space and infrastructure costs.</td>
<td>City/DDA</td>
<td>Mid-term</td>
<td>Parking consultant • Funding to implement (parking kiosks/app and management) • Signage</td>
</tr>
<tr>
<td>C. If additional demand is necessary, seek out an ideal location for a public parking structure. This could be done through a public-private partnership within a future redevelopment project. Refer to map for two potential locations that were determined as suitable locations by steering committee.</td>
<td>DDA/City</td>
<td>Long-term</td>
<td>Work with city/developer</td>
</tr>
<tr>
<td>D. Form a transportation management association (TMA) and/or develop transportation demand management (TDM) policies to decrease parking demand while increasing multi-modal options.</td>
<td>DDA</td>
<td>Long-term</td>
<td>TDM specialist</td>
</tr>
</tbody>
</table>

---

*Consider implementing kiosks (1-2 per block) to save sidewalk space.*

*Mobile app pay-by-phone is becoming more and more popular and should be included as an option to pay for parking.*

*Make sure signage is visible and instructions are clear.*

*Left: if additional demand is necessary, seek out an ideal location for a parking structure (above or below grade) as part of a redevelopment.*
CLEAN AND SAFE

Existing Conditions

As Downtown has grown, it has experienced more challenges with cleanliness and sense of safety. More people and business means more trash and maintenance but the city cannot keep up with the demand and business and property owners are too busy to take on additional work.

Currently, each individual property is responsible for their building's maintenance. This includes daily maintenance and oversight of their adjacent sidewalks and alleys. Trash pickup and snow clearing on a property-by-property basis creates busy alleys and inconsistent clearing of sidewalks. Public trash cans are provided on Main Street at street corners of the three primary intersections (Curtice, Nevada, and Prince Streets) but during busy days/weekends, these can be overflowing and areas around downtown that don’t provide public trash cans can experience more littering. The concrete sidewalks have become dirty over the years with no consistent cleaning program - chewing gum, food/drink spills, and other occurrences can cause the sidewalks to appear dark and dirty.

Safety concerns downtown are also growing, especially around Main Street businesses and in Bega Park. Some business owners have experienced break-ins and broken windows. Employees don’t feel safe walking to their cars at night due to the lack of lighting. Bega Park has experienced more and more unwanted behavior like alcohol and drug use throughout the day which deters families and other people from using the park. This behavior has also crept into downtown, especially in alleys and in alcoves of buildings. Monitoring this activity is primarily put on the individual business owners who don’t have experience or the time to properly deal with these issues.

Goals

- To support downtown business and property owners by providing additional security and maintenance of critical areas in downtown.

IN THIS SECTION:

- Ramping up security in downtown to ensure a safe employee and visitor experience.
- Hiring a company to assist business and property owners with additional maintenance.

Downtown could benefit from enhanced landscaping and maintenance.

Downtown could benefit from a consolidated waste management approach.
Strategies

1. Provide additional security to address loitering and other security concerns for a safer downtown experience.

<table>
<thead>
<tr>
<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Work with the Littleton Police Department to understand their capacity and ability to partner and ensure a safe and welcoming downtown, especially during nights and weekends.</td>
<td>City</td>
<td>Near-term</td>
<td>Staff time to work with city</td>
</tr>
<tr>
<td>B. If the police department cannot provide the level of service desired, alternatives to cover the necessary gaps to create and preserve public safety in downtown should be explored.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time to get quotes</td>
</tr>
<tr>
<td>C. Work with the city and service providers to support outreach to people experiencing homelessness to better understand supportive services needed.</td>
<td>DDA/City</td>
<td>Near-term</td>
<td>Staff time/advocacy</td>
</tr>
</tbody>
</table>

2. Hire a private company for snow removal, power washing sidewalks, trash removal, landscaping and other maintenance.

<table>
<thead>
<tr>
<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Survey business and property owners to understand common maintenance needs and establish a desired maintenance schedule and budget. Get quotes from maintenance companies.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time to work with business and property owners</td>
</tr>
<tr>
<td>B. Understand how many trash companies currently service downtown and get estimates from each company for consolidating service to one company. Work with property owners to see about consolidating trash enclosure locations.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time to get quotes and work with owners</td>
</tr>
<tr>
<td>C. Hire a private company to assist with desired common maintenance needs.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Funding</td>
</tr>
</tbody>
</table>

A private company could power wash sidewalks to make sure they remain clean. A private company could also provide consistent snow clearing of sidewalks. Additional security may be necessary such as providing a safety patrol team that monitors the area.
BUSINESS-FRIENDLY & VIBRANT

Existing Conditions

As Downtown has grown, it has experienced more problems with cleanliness and sense of safety. More people and business means more trash and maintenance but the city cannot keep up with the demand and business and property owners are too busy to take on additional work.

Currently, each individual property is responsible for their building’s maintenance. This includes daily maintenance and oversight of their adjacent sidewalks and alleys. Trash pickup and snow clearing on a property-by-property basis creates busy alleys and inconsistent clearing of sidewalks. Public trash cans are provided on Main Street at street corners of the three primary intersections (Curtice, Nevada, and Prince Streets) but during busy days/weekends, these can be overflowing and areas around downtown that don’t provide public trash cans can experience more littering. The concrete sidewalks have become dirty over the years with no consistent cleaning program - chewing gum, food/drink spills, and other occurrences can cause the sidewalks to appear dark and dirty.

Safety concerns downtown are also growing, especially around Main Street businesses and in Bega Park. Some business owners have experienced break-ins and broken windows. Employees don’t feel safe walking to their cars at night due to the lack of lighting. Bega Park has experienced more and more unwanted behavior like alcohol and drug use throughout the day which deters families and other people from using the park. This behavior has also crept into downtown, especially in alleys and in alcoves of buildings. Monitoring this activity is primarily put on the individual business owners who don’t have experience or the time to properly deal with these issues.

Goals

- **To create a downtown that is professionally managed and marketed and increases visitation and sales.**
- **To attract private investment to help fulfill the vision for downtown.**
# Strategies

Boost downtown vibrancy and business support by providing consolidated professional downtown marketing and event planning and promotion.

<table>
<thead>
<tr>
<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Hire someone</strong> to professionally manage the DDA and implement a strategic <em>marketing plan</em> for downtown. The marketing plan should be multi-faceted including the following tactics (see below):</td>
<td>DDA</td>
<td>Near-term</td>
<td>Post job listing and interview candidates</td>
</tr>
<tr>
<td>B. Work with the Historic Downtown Littleton Merchant’s Association and Littleton Business Chamber to better organize <em>downtown event planning and promotion</em> to avoid having information in different locations. Consider the establishment of an entertainment district.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Marketing Plan</td>
</tr>
<tr>
<td>C. Work with the Historic Downtown Littleton Merchant’s Association and Littleton Business Chamber to create and implement a robust <em>strategy for business attraction and retention</em>.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Marketing Plan</td>
</tr>
<tr>
<td>D. <em>Create a brand identity</em> for downtown that supports the vision and history. Incorporate branding into downtown design elements like gateways, streetscapes, wayfinding signage, street furnishings, and more.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Marketing Plan, Branding Consultant</td>
</tr>
<tr>
<td>E. <em>Create a website</em> that promotes Downtown Littleton. Include map and business inventory, resources, news and events/calendar, important links (to City/Chamber), “how to invest in downtown” guide, etc.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Marketing Plan, Web designer</td>
</tr>
<tr>
<td>F. Develop various <em>marketing tactics</em> such as e-newsletters, local advertisements, digital and traditional signage, subarea acknowledgement and branding/identity, cross-promotion with the Chamber, Merchant’s Association, and other groups. Evaluate and measure marketing initiatives for effectiveness.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Marketing Plan</td>
</tr>
</tbody>
</table>

Coordinate, manage, and promote downtown events.

*Example of a brand and identity that was created for the RiNo Art District in Denver.*
2 Encourage private investment in downtown that helps advance the future vision for downtown.

<table>
<thead>
<tr>
<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Cultivate public/private partnerships to attract private investment that meets the vision for downtown. Utilize tax increment financing (TIF) monies generated from the DDA to incentivize and support new investment.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time/advocacy</td>
</tr>
<tr>
<td>B. Work with property and business owners and city planning staff to understand the existing challenges and find solutions to making investment less onerous. Create a “how to invest in downtown” guide to doing business in downtown that highlights in short-hand the development and permitting process. Serve as a liaison between developers and the City.</td>
<td>DDA</td>
<td>Mid-term</td>
<td>Staff time + work with city planners</td>
</tr>
<tr>
<td>C. Encourage more types of housing at a variety of price points close to downtown to provide full-time residents that support businesses 24/7/365.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time/advocacy</td>
</tr>
<tr>
<td>D. Identify key catalytic redevelopment sites and work with property owners to attract high-quality development. Large sites are typically ideal as they have more space to make a difference. However, don’t underestimate the power of small spaces and unique uses that could catalyze other reinvestment around them as well.</td>
<td>DDA</td>
<td>Ongoing</td>
<td>Staff time • Interested property owners • High quality developers/architects</td>
</tr>
<tr>
<td>E. Work with various departments in the city (Development Review, Planning and Zoning, Historic Preservation, Public Works, etc.) to audit the development process for downtown. Specifically focus on the proportionality of development costs and required processes. Ensure that the reuse of existing buildings is encouraged and eliminate unnecessary barriers to redevelopment in general.</td>
<td>DDA/City</td>
<td>Mid-term</td>
<td>Staff time • City department cooperation</td>
</tr>
</tbody>
</table>

Longmont’s Development Handbook serves as a resource for the development process.

Encourage more types of housing at a variety of price points.

Identify key catalytic redevelopment sites and work with property owners to attract high-quality development.
3 Focus on helping small businesses succeed by providing support services and filling vacant storefronts and spaces.

<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>LEAD/SUPPORT</th>
<th>YEAR</th>
<th>NEEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assist new and existing businesses in navigating the permitting process and advocate for adaptive reuse of older, locally significant structures.</td>
<td>DDA/City</td>
<td>Near-term</td>
<td>Staff time + work with city planners</td>
</tr>
<tr>
<td>B. Partner with the City of Littleton and property owners to explore incentives that support businesses locating to vacant storefronts.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time/advocacy</td>
</tr>
<tr>
<td>C. Explore short-term activation solutions like pop-up shops, temporary art galleries, marketing/artistic window graphics, and other methods to quickly provide activation where it is lacking. This level of activation and marketing should also be explored for future redevelopment projects when they are under construction to display renderings or other means of project awareness to create excitement and knowledge around new projects.</td>
<td>DDA</td>
<td>Ongoing</td>
<td>Staff time/advocacy</td>
</tr>
<tr>
<td>D. Support the creation of new or reimagination of existing office space to modern formats, such as shared and flexible workspaces to accommodate a variety of office tenants and grow daytime activation.</td>
<td>DDA</td>
<td>Near-term</td>
<td>Staff time/advocacy</td>
</tr>
</tbody>
</table>

Focus on helping small businesses succeed by providing support services.
Assist businesses and advocate for the adaptive reuse of older, locally significant structures.
Explore incentives to filling vacant storefronts like orchestrating a temporary “pop up” shop.
Keep DDA ratepayers informed and engaged in district programs.

<table>
<thead>
<tr>
<th>ACTION ITEM:</th>
<th>LEAD/SUPPORT:</th>
<th>TIMING:</th>
<th>NEEDS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Create an active and diverse board of directors that represents various interests of downtown and is made up of a diverse mix of ratepayers (property owners, business owners, residents, different subarea representation, different age/gender/ethnicities, etc.)</td>
<td>DDA</td>
<td>Near-term</td>
<td>Board appointments</td>
</tr>
<tr>
<td>B. Provide consistent communication to business and property owners, renters, etc. who do not serve on the board. Distribute e-news and prints and meet regularly with interested ratepayers.</td>
<td>DDA</td>
<td>Ongoing</td>
<td>Staff time</td>
</tr>
<tr>
<td>C. Produce an annual report that highlights actions, programs, and outcomes so ratepayers can clearly see and understand what is being accomplished by the DDA.</td>
<td>DDA</td>
<td>Annually</td>
<td>Staff time</td>
</tr>
</tbody>
</table>
HOW TO IMPLEMENT

03
What is a Downtown Development Authority?

Downtown Development Authorities (DDAs) are quasi-public agencies that provide both organization and financing for downtown redevelopment projects that focus on the city center’s vitality and attractiveness. DDAs facilitate partnerships, joining businesses, property owners, and other civic partners such as Chambers of Commerce and local government to create a self-sustaining organization designed to champion downtown for the long term. Property owners, business owners, residents and tenants within the proposed DDA area must vote on the DDA’s creation and funding. The governing board is made up of these stakeholders as well as representatives from the City, appointed by the City Council. Downtown Development Authorities are subject to Colorado Revised Statute 31-25-801.

One of the first tasks for a DDA is to finalize and adopt a Downtown Plan of Development, aligned with the City’s comprehensive plan and approved by the City Council, that sets forth a long-term vision, goals and strategies.

DDA activities may include:

**Undertake public improvements, such as:**

- Pedestrian crosswalks and bicycle facilities
- Multimodal connections and amenities, including shuttles
- Streetscape improvements: sidewalks, lighting, street furniture, signage, public art
- Place enhancement projects: plazas, alleys, park amenities

**Maintenance of public improvements**

**Public safety initiatives**

**Hire staff, commission studies and market research**

Downtown Development Authority operations and projects are typically funded through an operations tax of up to 5 mills within the district, and Tax Increment Financing (TIF), both of which must be approved by stakeholders in the district as well as City Council. Tax Increment Financing allows a DDA to leverage future increased sales and property taxes to help finance development and improvement projects. TIF funds can be generated using sales and/or property taxes in the designated downtown area. Downtown Development Authorities have no taxing power (beyond the possible 5 mills) and no power of eminent domain.
# How DDAs work in other Colorado Downtowns

<table>
<thead>
<tr>
<th>GOVERNING ORGANIZATION</th>
<th>LONGMONT</th>
<th>CASTLE ROCK</th>
<th>COLORADO SPRINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longmont Downtown Development Authority (LDDA)</td>
<td>Downtown Castle Rock Alliance</td>
<td>Downtown Colorado Springs Partnership</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISTRICT SIZE (ESTIMATE)</th>
<th>242 Acres</th>
<th>384 Acres</th>
<th>682 Acres</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>MILL LEVY RATE</th>
<th>5 mills (2020 budget $231,686) for DDA; 6,798 additional mills for properties in a general improvement district (GID)</th>
<th>3 mills (2018 budget $174,242)</th>
<th>5 mills (2020 budget est. $1 Million)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>TOTAL ANNUAL BUDGET</th>
<th>$6.8 million (2020)</th>
<th>$1.5 million (2020 est. total revenues)</th>
<th>$2.0 million</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>FUNDING SOURCES</th>
<th>TIF (2020 budget estimate $961,399)</th>
<th>Property and sales tax TIF (2020 budget est. $1.5 million)</th>
<th>TIF Mill Levy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DDA Mill Levy</td>
<td>Town of Castle Rock service contract (2020 est. $175,000)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GID Mill Levy</td>
<td>Mill Levy</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BOARD STRUCTURE</th>
<th>7-member board appointed by City Council to 4-year, volunteer terms (must be property or business owners in LDDA boundary)</th>
<th>7-member board appointed by City Council</th>
<th>11-member volunteer board appointed by City Council</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>PROJECT EXAMPLES</th>
<th>Downtown alley and breezeway project</th>
<th>Festival Park improvements</th>
<th>Public space investment and project management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Streetscaping</td>
<td>The Move</td>
<td>Permitting and entitlement support</td>
</tr>
<tr>
<td></td>
<td>Business incentives</td>
<td>Decorative crosswalks and public art</td>
<td>TIF reimbursement agreements</td>
</tr>
<tr>
<td></td>
<td>South Main Station Development</td>
<td>Lights over Wilcox Street</td>
<td>Mobility, connectivity and parking improvements</td>
</tr>
<tr>
<td></td>
<td>Facade grant program</td>
<td>Multiple mixed-use developments</td>
<td>Downtown gateways</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROGRAM EXAMPLES</th>
<th>Building a Better City lecture series</th>
<th>Year-round events</th>
<th>Small business grants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Clean and Safe program</td>
<td>Ice rink in winter</td>
<td>Building enhancement grants</td>
</tr>
<tr>
<td></td>
<td>Holiday lights</td>
<td>Facade improvement grants</td>
<td>Business retention and expansion support</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
<td>Carriage rides</td>
<td>Holiday pop-up shops</td>
</tr>
<tr>
<td></td>
<td>Business trainings</td>
<td>Demographic tracking</td>
<td>Consumer marketing</td>
</tr>
<tr>
<td></td>
<td>Promotions and events</td>
<td>Main Street micro loan program</td>
<td>Research and market reports</td>
</tr>
</tbody>
</table>

Plan of Development
Littleton DDA Boundary and Sub-Areas

BOUNDARY
The Littleton DDA will encompass a boundary generally bound by:

- South Platte River to the west
- Southern tip of Arapahoe Community College campus to the south
- A small portion Littleton Boulevard terminating at South Crocker Street to the east
- Southern boundary of the 5151 apartment complex to the north

The DDA boundary has been drawn to include most existing commercial and mixed use properties and exclude most existing exclusively residential properties. All future development within the DDA boundary area, including both commercial and new residential uses, will be included within the DDA.

Additional property can be added to the DDA boundary after it is established. The conditions for adding property are that

1) It must be adjacent to the existing district;

2) 100% of its landowners must sign petitions in support of it being added; and

3) The request must be approved by both the DDA Board of Directors and the City Council.

SUB-AREAS
The DDA boundary includes four geographic “sub-areas” within the single DDA “district” that reference different land use, character, and future needs:

North Gateway sub-area is located north of Powers Street and encompasses the Littleton City Center and Arapahoe County property, in addition to a mix of commercial and residential uses south of the City Center.

Downtown sub-area is located south of Powers Street and north of Little's Creek Trail and contains Main and Alamo Streets. It runs from Santa Fe Drive east and includes a small eastern gateway portion of land along Littleton Boulevard. Due to the slightly different nature of Littleton Boulevard, that area is designated as Downtown “Gateway” as differentiated from Downtown “Core” which is east of the railroad tracks.

South Gateway sub-area is located south of Little's Creek Trail and contains Arapahoe Community College and commercial and residential uses south of Little's Creek.

Riverside sub-area is located west of Santa Fe Drive and provides important connections to the South Platte River trail system, as well as contains DISH Network properties and a few scattered commercial properties south along Santa Fe Drive.
DDA Tools and Intentions

Establishment of a DDA and approval of its Plan of Development provide for two significant tools that can assist marketing, public improvements and support development within the DDA boundary. The two tools and their proposed application in Littleton include the following:

TAX INCREMENT FINANCING (TIF)

TIF is a financing tool that allows for the reallocation of future increases in sales and/or property taxes to be captured within the DDA boundary and utilized to help finance public improvements and support community benefits from development projects. TIF does not raise taxes, but rather reallocates the end-use from future increases in tax revenue. A base year for TIF is established along with the adoption of the DDA Plan of Development. Any increase, or “increment,” beyond the base year can be utilized within the boundary of the DDA. Statute allows for a 30-year term on the use of TIF and the ability to extend up to 50 years.

As defined by statute, TIF can be applied to help finance capital improvements, usually in the form of infrastructure and/or physical improvements to public spaces within a downtown. Examples include streetscape beautification, land purchases, parking structure construction, and improved street crossings for pedestrians.

The TIF collected by the DDA includes funds that would be otherwise directed to support taxing agencies other than the City, including local schools and counties. It is proposed that TIF will be utilized in consultation with any affected taxing authorities.

In Littleton, it is anticipated that the base year for TIF will be 2022. The DDA Board of Directors, in consultation with City staff and elected officials, will determine the best time for establishing the base year as economic conditions evolve.

MILL LEVY

For the purposes of the use of a mill levy, a uniform rate must be applied throughout the entire DDA boundary, and operational and program expenses must be compatible with the DDA Plan of Development and demonstrate benefit throughout the entire DDA boundary.

A mill levy is used to support operations of and services provided by the DDA. Examples of mill levy supported services include professional management of downtown, marketing and promotions, enhanced maintenance and security, and support for small businesses.

The mill levy would be in addition to property tax currently assessed to properties within the boundaries of the DDA. Littleton currently has a property tax levy of about 80 mills, or 0.08 times the assessed value of a property. The state law enabling the creation of a DDA allows a maximum of 5.0 mills to be levied for exclusive use of the DDA.

The Littleton DDA is expected to begin operations in early 2023. Acknowledging recent increases in taxes and uncertainties in the general economy in the near-term, a phased approach is recommended for implementing a mill levy. The mill levy is proposed to not exceed 2.0 mills in Year 1, and 2.5 mills in Year 2. Mill levy rates for subsequent years, not to exceed 3 mills, will be determined by the DDA Board of Directors.

The differentiation between what TIF can fund versus a Mill Levy is shown in the table below.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Funding Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of Public Improvements</td>
<td>TIF</td>
</tr>
<tr>
<td>Maintenance of Public Improvements</td>
<td>Mill Levy</td>
</tr>
<tr>
<td>Public Safety Initiatives</td>
<td>Mill Levy</td>
</tr>
<tr>
<td>Operations, Commission Studies, Market Research</td>
<td>Mill Levy</td>
</tr>
</tbody>
</table>
DDA Formation and Management

BOARD OF DIRECTORS

As provided by the state law, the DDA is governed by a Board of Directors that can include from five to eleven members. The board is appointed to terms of up to four years by the City Council and includes one seat designated for a City Council member. A majority of the Board members must reside or own property within the boundary of the DDA. The Board’s primary power is to plan and implement its “plan of development, whether economic or physical.”

For Littleton, a DDA Board of seven to nine members is recommended. The board composition should include:

- At least one member representing property and/or businesses from each of the four sub-areas, and two members representing the Downtown Core subarea.
- A majority of board members be and/or represent owners of property.
- At least two board members are business owners that do not own property.
- One member of the Littleton City Council.

To fill board vacancies, it is recommended that a process be established by which the DDA board manages a nominating process that can inform City Council appointments as follows:

- The DDA board seeks nominations for the board from property owners, businesses and residents located within the DDA boundary and meeting the preceding criteria;
- The DDA board develops a slate of three nominations for each vacant board seat;
- The slate is submitted to City Council for consideration;
- The City Council can select a board member from the slate, or seek additional nominations from the DDA board.

ESTABLISHING A DIVISION OF LABOR

The DDA must become a trusted partner to the City and other well-established organizations, such as the Chamber and any merchant organizations. It’s recommended that the various organizations working toward the betterment of downtown convene shortly after the DDA is formed to establish a clear division of labor so that all efforts by all parties are complimentary rather than duplicative. Some communities hire a third party facilitator to guide the conversation and process.

Any number of outcomes are possible, but often the DDA enhances existing activities rather than becoming solely responsible for activities. For example, some communities determine that it is best for the DDA to take over the production, marketing and promotions of most events, while others determine that established events should remain with the organizations that typically produce them and that the DDA should instead enhance them by offering additional funding or promotion for such events.

PROCESS TO FORM LITTLETON’S DDA

The following steps are anticipated to form the Littleton DDA and then approve its Plan of Development:

**August 16, 2022**
- City Council adopted an ordinance to submit three ballot questions to qualified electors regarding the DDA.

**November 8, 2022**
- Election by qualified electors within the DDA boundary (qualified electors include residents, landowners and lessees within the DDA boundaries) voted to form the DDA authorizing TIF, the ability to collect, retain, and expend the full amount of revenues received by the authority or by the city (“debrucing”); and increase property tax up to three mills to support operations and investment in public improvements.

**2023**
- Begin DDA operations and use of mill levy.
- Approve Plan of Development to establish base year for use of TIF.