Overview

What is Redevelopment and Why is it Important?

Redevelopment, in its most general sense, can be described as any new construction on a site that had pre-existing structures or uses prior to the development. In Longmont’s Land Development Code, “redevelopment” refers to an application for site development where there are existing structures or site uses (other than vacant or agricultural uses) or structures existed before the development. For the purpose of this evaluation, variations on redevelopment include:

- **Brownfield sites** – means real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant
- **Greyfield sites** – refers to sites, such as failing shopping malls, strip retail centers and other commercial centers, that are economically and physically ripe for redevelopment
- **Adaptive reuse** – the process of repurposing buildings—old buildings that have outlived their original purposes—for different uses or functions—while retaining their historic features (if applicable), such as an old industrial mill converted into housing lofts
- **Urban infill** – projects that may be new development sited on vacant or undeveloped land within an existing community, and that is enclosed by other types of development and has the effect of “filling in” the gaps of a neighborhood

Redevelopment projects can be small or large. The projects can range from the adaptive reuse of a historic old grain building into collaborative office space to the redevelopment of a several hundred acre infill site that includes multiple parcels into a new mixed use neighborhood center. **Urban renewal** can also be used to describe redevelopment. In Colorado, urban renewal authorities (URAs) are created by municipalities to redevelop areas within their jurisdiction that are found to contain blight or slum conditions and in some instances require public participation to attract redevelopment, primarily through tax increment financing.

Redevelopment is a business filled with risk, more so than a typical greenfield development. Risks that can be part of redevelopment projects include higher than normal building renovation costs, need for upgrades to existing infrastructure, lack of proven market in project area and unknown environmental issues that need to be resolved before construction can begin. Developers choose projects where risks are fewer and/or are more manageable. A successful redevelopment project must be financial viable. Developers must demonstrate to funding sources that a project has sufficient profitability to repay its lenders and investors. The site on which the project will be located must have the capacity to accommodate the project and its uses. Finally, the project should meet community goals and the vision of the area in which the property will be redeveloped.

Redevelopment is important because these projects can eliminate blighted conditions on a property; can transform an underutilized property into productive uses; can rehabilitate a vacant or under-improved building to serve a current market use; can reclaim contaminated property; can provide needed housing, retail, office, and services uses within a community; and can help spur reinvestment in areas of the community that are in need of assistance or that have high barriers to entry.

This timing of this evaluation is pertinent as the City has recently adopted its new comprehensive plan called Envision Longmont; **infill and redevelopment** has been identified as one of the plan’s Growth Framework key objectives. The comprehensive plan indicates that while some previously undeveloped land remains within the
planning area, a growing proportion of future growth will likely need to occur in the form of infill and redevelopment. This “inward” focus promotes the efficient use of available land and existing infrastructure, the revitalization of vacant and underutilized sites within the City, and minimizes impacts of future growth on stable neighborhoods and the natural environment.

**What does it mean to be Redevelopment-Ready?**

This Redevelopment-Ready Guide is a tool for the City of Longmont to evaluate its current policies, practices and public investment toolbox that use limited public dollars and investment to attract private investment, grow jobs, provide new housing, and build tax base for the betterment of the community.

This guide is based, in part, on the State of Michigan’s Redevelopment Ready Communities© (RRC) Program. This program, administered by the Michigan Economic Development Corporation, is a state-wide certification program that supports communities to become development ready and competitive in today’s economy. Once engaged in the program, communities commit to improving their redevelopment readiness by undergoing a rigorous assessment, and then work to achieve a set of criteria laid out in the RRC Best Practices.

City staff used Michigan’s RRC program, criteria and best practices as a framework to evaluate Longmont’s redevelopment-readiness. Staff research found that this appears to be the only program nationwide that focuses on how a community can become redevelopment-ready. The criteria and best practices were modified and expanded to reflect local and Colorado conditions, in particular the role of public/private partnerships in facilitating redevelopment projects. The seven Best Practices evaluated for Longmont along with a description of what the best practice means is outlined below.

### Best Practices for Redevelopment-Readiness

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<tr>
<th>#1</th>
<th><strong>Clear Community Vision and Infrastructure Investment</strong></th>
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<tbody>
<tr>
<td></td>
<td>Best Practice #1 evaluates community planning and how a community’s redevelopment vision is, or is not, incorporated in the comprehensive plan, downtown plan, small area plans, and capital improvements plan. Comprehensive plans are the community’s vision and guiding framework for the community’s future growth and investment. Information and strategies included in these plans are intended to serve as policy guidelines for local decision making activities with regards to land use, transportation, development, historic preservation and other physical, social, economic, and environmental actions. Similarly, a community’s investment in public infrastructure, primarily through a Capital Improvements Plan, within and around key redevelopment areas can help jumpstart reinvestment and redevelopment efforts in those areas.</td>
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<tr>
<th>#2</th>
<th><strong>Proactive Community and Policy Leader Outreach, Education &amp; Engagement</strong></th>
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<td>Best Practice #2 assesses how well a community identifies and engages its stakeholders and the community-at-large and provides strong leadership in advancing redevelopment objectives. A public participation strategy is essential to formalize these efforts and outline how the public will be engaged throughout the planning and development processes. Public participation is a critical component to promoting a two way dialogue between community leaders and the public to be inclusive and garner as much input as possible in redevelopment goals and objectives. In addition, ongoing education and training for appointed or elected officials, staff, and board members is essential understanding the benefits of redevelopment in implementing community goals.</td>
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<tr>
<th>#3</th>
<th><strong>Supportive Land Use / Zoning Regulations</strong></th>
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<td></td>
<td>Best Practice #3 evaluates a community’s Land Development Code, including zoning, land use, and development standards, and how well it regulates for the goals of the community’s adopted plans. Does the community’s Land Development Code align with the vision of the comprehensive plan and does it provide for areas of concentrated development or mixed use development, such that you would find in redevelopment areas? Does the code provide for flexibility in development standards to address market opportunities and allow for innovative placemaking or non-traditional housing types?</td>
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#4 Predictable and Transparent Development Review Process
Best Practice #4 examines the community’s development review process, policies and project tracking. The purpose of the development review process is to help the community understand how the development process in the community works and to assure that planned development projects comply with local ordinances and are consistent with any adopted plans, including the comprehensive plan. A predictable, well documented and up to date review process ensures a smooth and transparent review process when working with a community that helps increase efficiency from all parties. This is vital to creating a business friendly development climate that makes it attractive to attract investment in the community.

#5 Available Redevelopment Opportunity Sites
Best Practice #5 assesses how a community identifies and markets priority redevelopment sites or areas. Having available redevelopment opportunity sites, a vision for that site/area, and the tools to assist owners in marketing these sites can help stimulate the market for properties that may have challenging site or environmental or building issues which may represent an obstacle to redevelopment. To encourage redevelopment, is it essential that communities actively package and market sites and areas prioritized for redevelopment.

#6 Public/Private Partnerships
Best Practice #6 evaluates if the community has entered into public/private partnerships with the private sector to facilitate redevelopment projects. A community which takes the steps to reduce the risk of development, such as partnering with the developer, to close the financial gap to level the playing field to attract private sector investment to areas that have high cost of entry. What kind of public sector tools are available to help invest in priority redevelopment projects, and does the community estimate the fiscal and economic benefits and costs before entering into a partnership? Does the community have the staff capacity or funding to procure services to ensure that the City is receiving a fair deal when investing in a project as part of a public/private partnership?

#7 Community Prosperity
Best Practice #7 looks at what goals and actions a community has identified to strengthen its overall economic health. Is there an overall economic development strategy that includes goals and implementation strategies whose goal is to diversify the community’s economic base and ensure that the community remains competitive in a global economy? How does redevelopment fit into this plan and address some of the plan’s strategies? Is the community marketing itself and how does it coordinate efforts with local, regional and state partners to facilitate economic development opportunities?

This evaluation is intended to evaluate how Longmont is addressing these Best Practices to facilitate (re)development and reinvestment in the community, and those are not being fully addressed. This self-evaluation can act as a guide to identify action items that can be undertaken to accomplish these Best Practices. This document is intended to be dynamic to reflect current conditions, opportunities and constraints.

The following sections delves more deeply into an evaluation of Longmont’s redevelopment-readiness and includes an easy to understand report card that grades how the community is addressing each of the 7 Best Practices for Redevelopment-Readiness along with strategic recommendations for how the community can better meet the Best Practices. A full detailed evaluation of each Best practice, measured against the expectations to meet that Best Practice, is also provided.

**Acknowledgements**

This self-evaluation was completed by City Redevelopment staff working in collaboration with other city departments and staff and partner organizations, including the Longmont Economic Development Partnership and the Longmont Downtown Development Authority. The collaboration of these various parties are paramount to building a successful redevelopment-ready community.

Photos/renderings on front cover, from left to right: Roosevelt Park Apartments, Village at the Peaks, South Main Station
How Redevelopment-Ready is Longmont?

Longmont is well on its way to being a redevelopment-ready community. The community has the right tools in place to make Longmont an attractive community to invest in and redevelop. The community’s business climate is very competitive within the state, but particularly within Boulder County and the Denver Metro area. The community embraces an entrepreneurial spirit. The community’s investment in infrastructure is highly touted and offers highly affordable electric power, a Giga-bit City with high-speed fiber optic broadband, and the best water supply along the Front Range, which is critical to supporting the existing community and (re)development efforts in the future. The community continues to make progress on a number of infrastructure improvements and other public projects planned within and around the two urban renewal areas and 1st and Main Transit Station area, such as Focus on South Main, which is expected to facilitate reinvestment in these key areas of the City. As part of Colorado’s Technology Corridor, Longmont is located in the center of a highly educated workforce, research universities, federal laboratories, and advanced technology industry clusters. Understanding the community’s competitive advantages, how it fits into the community’s long range vision and the importance of fully maximizing these strengths when marketing to the (re)development community is of paramount importance. While developments happen incrementally, building great communities happens strategically.

While these strengths are truly opportunities to be maximized, challenges for redevelopment remain. The City continues to improve and refine its development process to be more transparent, predictable and user-friendly. Due to the complexities of infill and redevelopment, the ability to execute a timely manner (from all sides – public and private sectors) is crucial to whether the project takes off or not. The ability to be flexible, creatively problem solve and find solutions (developer and community) to advance redevelopment projects that are looking to respond to market opportunities should not be overlooked. Nowhere is this more evident than in those infill and redevelopment areas that may be challenged by infrastructure that does not meet today’s needs, blighted buildings and sites, environmental contamination, lack of market demand or property owners unmotivated or unable to make further investment in their properties. The community’s one-stop development review process is an excellent example of collaboration among multiple departments. Ensuring that everyone who is responsible for seeing a project through, from the developer to city staff to the community at large, understands the benefits of redevelopment, its impact on the community (e.g. creating jobs and housing) and how it fits into the long range vision for the community is critical to successful implementation.

Central to the success of any (re)development effort, is strong community leadership. Bold leadership is essential to advancing the vision of the community. Leadership comes from many places. It can be representatives from the local government and political leadership, the local business community, community-based groups, institutions and non-profits, and individuals. Highly effective community champions for redevelopment are able to engage and inspire the community and provide that leadership to move the community redevelopment vision forward to successful implementation.

Public/private partnerships play an important role in redevelopment. They are an effective means to intervene in a weak or uncertain market and can help level the playing field in these markets, with both the public and private sectors sharing in the financial risks to bring forth projects that help implement that vision. The community has engaged in several public/private partnerships, most notably the redevelopment of a former dead mall into a community retail center and the redevelopment of a former turkey factory in the downtown area into a planned mixed use residential and commercial project. The need to have a positive working relationship between the community and (re)developer is paramount for these types of projects to succeed.

Looking ahead, the recent adoption of the community’s long range vision -- Envision Longmont -- recognizes the importance of infill and redevelopment as one of the plan’s Growth Framework key objectives. As the community’s builds out, the “inward” focus in the form of infill and redevelopment will continue to take a more prominent role. This includes redevelopment and adaptive reuse of existing commercial, industrial and residential properties which could open opportunities for new businesses and residents, particularly in Downtown Longmont, the City’s urban renewal areas and in other focus areas such as the 1st and Main transit station area and the north Main corridor. In addition, the community is working towards creating a downtown historic district in addition to two existing residential historic districts. Historic districts can play an important role in preserving significant historic structures while providing potential economic development reuse opportunities.
Report Card for Redevelopment-Readiness

Grade

B

To better understand how the community is doing in terms of being redevelopment-ready, an easily understood school report card format is being used to assign grades to how the community is addressing each Best Practice for Longmont’s redevelopment-readiness. Each redevelopment-ready category was evaluated on its current ability and capacity to meet the expectations of the Best Practice of that category, which are further detailed in the evaluation section of this document. In addition, an overall community grade was provided. This scoring is a new component to the Redevelopment-Ready self-evaluation, and was something not included in the Michigan’s Redevelopment Ready Communities® Program self-evaluation.

Grading Scale

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<thead>
<tr>
<th>Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
</tr>
<tr>
<td>C</td>
<td>Fair</td>
</tr>
<tr>
<td>D</td>
<td>Poor</td>
</tr>
<tr>
<td>F</td>
<td>Failing</td>
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Longmont received an overall grade of B based on a self-evaluation of how the community addresses the seven Best Practices for being redevelopment-ready. The community is doing many things right and is well on the right path towards being a redevelopment-ready community. This self-assessment and grading was prepared by City redevelopment staff in collaboration with input and discussions with other City department staff involved in the development process, city partner organizations, as well as, with the development community who have invested in Longmont. A breakdown of grades by each of the Best Practices is summarized below.

Clear Community Vision and Infrastructure Investment

With its recently adopted comprehensive plan update called Envision Longmont, small area plans (e.g. 1st and Main Transit & Revitalization Plan, Downtown Master Plan), it’s long history of utility, transportation, parks and recreation master planning, two urban renewal plans, and plans for a Midtown/North Main Corridor Study expected to commence in 2016, the City has taken a proactive, collaborative approach to providing a clear community vision and framework to facilitate reinvestment in key redevelopment focus areas including recognition of the important role that historic preservation plays in facilitating revitalization efforts. This includes the recognition of the role of infill and redevelopment as one of Envision Longmont’s Growth Frameworks. The community continues to be proactive in infrastructure investment through its CIP with a number of infrastructure improvements under construction and planned around the 1st and Main and Southeast Longmont Urban Renewal Area. Moving forward, one item noted is to ensure that prioritization and funding through the City’s capital improvements plan is aligned with these plans.

Proactive Community & Policy Leader Outreach, Education & Engagement

Strong community outreach and policy leader engagement process is one of the most important tools to advancing a redevelopment vision within the community. The Community Involvement Steering Team provides support, training and strategies for community involvement projects and processes throughout the City and provides an online manual Engaging Citizens to encourage diverse and appropriate engagement from community members. The community continues to make strides in providing the necessary training and educational opportunities for policy and community leaders through an annual training budget. Focusing on topics such as current market trends, redevelopment goals and innovative public/private partnerships will help community leaders better understand the benefits of redevelopment and its importance to community prosperity and to better understand the market and what is feasible. Identifying community redevelopment champions, to help advance redevelopment objectives and the community vision, creates a strong commitment from the top that helps create alignment across departments and different agencies to ensure there is a commonly understood commitment to redevelopment across the community at all levels.
Supportive Land Use / Zoning Regulations

The City’s land use and zoning regulations make it attractive for redevelopment and allows, by right, mixed use development in a number of zoning districts. For example, the mixed use zoning district in the 1st and Main transit area permits innovative uses such as craft breweries and collaborative office space. The Land Development Code allows flexibility in development standards which is important in addressing market opportunities. The community also allows for a variety of non-traditional housing types such as live/work units, co-housing, accessory dwelling units and mixed-income housing. Continuing to review zoning and building codes, as well as planning requirements, to ensure that those regulations are well aligned with the desired end result, are forward thinking and can be flexible if needed is important to advance redevelopment objectives. The city continues to update its Land Development Code on a regular basis to reflect current trends and opportunities.

Predictable and Transparent Development Review Process

From the process standpoint, one of the key issues that we hear from the development community is a predictable and transparent development review process. The City’s one-stop development review process brings together various city departments involved in the building process to provide for an efficient process. The City employs an electronic development review process that tracks submissions and allows staff to share and review electronic documents across departments. The City continues to refine the process to help applicants and interested parties better understand the development review process. Improved coordination with regards to prioritized redevelopment projects, in particular those that involve public investment as part of a public/private partnership, should remain a top priority. The City will be updating the Land Development Code beginning in 2016 to better align with Envision Longmont. In addition, being able to creatively problem solve and find solutions (developer and community) to advance redevelopment projects that may have challenging site or market issues is an important collaborative effort between the public and private sector. The need to have a positive working relationship between the community and (re)developer is paramount.

Available Redevelopment Opportunity Sites

While several of the city’s key development sites have been redeveloped or are currently undergoing redevelopment, other focus redevelopment areas remain ripe for reinvestment and represent significant opportunities in the future. These include the former sugar mill property, as well as, the 1st and Main transit station area. The City has been proactive and has issued developer RFPs for redevelopment of priority redevelopment sites. With City staff dedicated to redevelopment and revitalization, the City continues to work to facilitate redevelopment and market these focus areas and properties to developers and investors with the goal of having projects consistent with the vision of any adopted plans in the area. Continued outreach to the developer and investor community to market Longmont’s strengths and opportunities is a key component to success.

Public/Private Partnerships

A key to success in Longmont’s redevelopment has been the City’s role in public/private partnerships. The City, in partnership with other organizations such as the Longmont Downtown Development Authority, has been active in partnering with the private sector to achieve common redevelopment goals. These include things like removing blighted buildings, improving infrastructure and facilitating the development of projects that provide jobs and housing opportunities. The city’s financial toolbox and investments have helped to facilitate redevelopment in a number of ways including, tax increment financing in urban renewal areas, development fee waivers and reductions to close the financial gap and leveling the playing field to attract private sector investment in areas that have high cost of entry, and incentives to preserve and rehabilitate historic structures to meet current market opportunities. Additional tools, such as expanded urban renewal areas, and infrastructure investment should be looked at as opportunities arise for priority redevelopment sites.
Community Prosperity

The community’s economic development strategy, Advance Longmont, outlines the vision and targeted industries, along with strategic goals and top-level recommendations for enhancing the overall economic development health of the community. Redevelopment helps implement this strategy by facilitating the creation of quality office, retail and industrial space to meet today’s market demands either through redevelopment of blighted properties or adaptive reuse of existing buildings. Redevelopment also plays a key role with opportunities to improve the business climate, education and workforce, infrastructure and quality of life. Redevelopment supports the economic prosperity for the community by providing new investment, jobs, housing and tax revenue. Several new marketing strategies, both internal and external, are being deployed to attract new businesses and new investment to the community, including a significant increased presence on several social media platforms. Continued coordination between redevelopment and the community’s economic partners should remain a high priority.

All successful public/private partnership projects start with a vision. Without a vision, the project will most likely fail. The vision is the framework for project goals and serves as the benchmark to ensure the realization of joint objectives.

Ten Principles for Successful Public/Private Partnerships
Urban Land Institute, 2005
Raising the Grades – Strategies to Meet Best Practices Criteria

The following top-level strategies summarize actions that the community can undertake, or continue to perform, to achieve the Best Practices based on the seven categories for redevelopment-readiness. These actions are also described in the self-evaluation section of this document.

Raising the grades to realize a more redevelopment-ready community will require stronger collaboration of multiple parties, City departments and agencies, as well as, with the development community; it will require, working towards the common goal of facilitating reinvestment in key focus areas of the community that may be challenged by various impediments to (re)development, such as infrastructure that does not meet today’s needs, lack of market demand, deficient building and site conditions and environmental contamination.

1 Clear Community Vision and Infrastructure Investment

☑ Envision Longmont: Continue to implement the redevelopment strategies outlined in the Envision Longmont Action Plan (near-term actions, longer-term actions, ongoing actions) in partnership with other City departments and partner organizations.

☑ Downtown Master Plan for Development and Other Downtown Efforts: Ensure that redevelopment and reinvestment remains a priority in the updated Downtown Master Plan for Development scheduled to be completed in 2016. Work on a nomination of a National Register Downtown Historic District. Work on architectural design guidelines for building improvements in the downtown.

☑ 1st and Main Station Transit & Revitalization Plan: Continue to implement the recommended implementation strategies outlined in the 1st and Main Station Transit & Revitalization Plan to facilitate the redevelopment and revitalization of the 1st and Main station area.

☑ Twin Peaks Mall Area Urban Renewal Plan: Continue to explore redevelopment and reinvestment opportunities of other blighted properties, in particular the vacant former Wal-Mart site, within the urban renewal area in partnership with property owners and developers to implement the plan’s goals.

☑ Southeast Longmont Urban Renewal Plan: Continue to work with property owners within the urban renewal area, in particular the former flour mill and sugar mill (and adjacent properties), to explore redevelopment opportunities and possible public/private partnerships in line with market demands and the land use vision as outlined in Envision Longmont. For the flour mill site this could include development of this site into a potential transit-oriented development consistent with the vision of the 1st and Main station area plan. For the sugar mill this could include redevelopment of this vacant property into a mixed employment and neighborhood center.

☑ Southeast Longmont Urban Renewal Plan: Explore updating the urban renewal plan and making any needed adjustments to the urban renewal area boundary, in particular if redevelopment of the former sugar mill property becomes more realistic (property will need to be annexed into the City as part of any redevelopment opportunity). This would also include further evaluation of possible use of urban renewal financing tools such as tax increment financing as permitted by Colorado urban renewal law and other potential public sector investment to facilitate removal of blighting conditions in area.

☑ Other Small Area Plans: Ensure that redevelopment and reinvestment is incorporated in any upcoming adopted small area plans, such as the Midtown/North Main Corridor Study and St. Vrain Blueprint.

☑ Capital Improvements Plan: While ensuring the ongoing continuing and reliability of the system-wide public infrastructure, continue to look for opportunities to coordinate the timing and funding of infrastructure investment with larger scale redevelopment areas, such as the Southeast Longmont urban renewal area and 1st and Main Transit Station area, as priority redevelopment opportunities arise.

☑ Capital Improvements Plan: Continue to base the CIP on sound master plans that ensure the continued quality and reliability of City owned public infrastructure. Continue to evaluate and pursue opportunities to coordinate CIP funding with the City’s Comprehensive Plan (Envision Longmont) guiding principles, as well as, the community’s small area plans and urban renewal plans.

☑ Capital Improvements Plan: Ensure regular participation by redevelopment staff to provide input in the annual CIP review and prioritization, ranking and recommendations for funding of city’s CIP in coordination with other city departments, in particular with redevelopment plan areas and as priority redevelopment opportunities arise.
2 Proactive Community and Policy Leader Outreach, Education & Engagement

☑ Continue updating the Public Information Strategy workplan annually.
☑ Continue training staff in community involvement best practices, and involving our elected and executive leaders in building a more participatory community.
☑ Provide an outline of expectations and desired skill sets for open board and commission seats.
☑ Provide ongoing education and training opportunities for local government leadership, City Council, Boards and Commissions on current market trends, redevelopment goals and economic development / planning goals. The purpose is to help community leaders better understand the benefits of redevelopment and its importance to community prosperity, as well as, to better understand the market and what is feasible.
☑ Provide opportunities for local government leadership to tour best practices of redevelopment projects and public/private partnerships in other communities.
☑ Continue to identify community redevelopment champions, could be public and/or private sector representatives, to advance redevelopment objectives and the community vision. A commitment from the top creates a strong statement that helps create alignment across departments, different agencies and authorities that ensures to the maximum extent possible that there is a commonly understood commitment to redevelopment across all staff and elected officials.

3 Supportive Land Use / Zoning Regulations

☑ Review zoning and building codes, as well as planning requirements, to ensure that those regulations are well aligned with the desired end result, are forward thinking and can be flexible if needed.
☑ Revise the Land Development Code on a regular basis to reflect changing community needs and trends and to comply with Envision Longmont, in particular to take advantage of market opportunities for priority redevelopment sites.
☑ Update the Utility, Transportation, Parks & Greenway, and Recreation Master Plans periodically to ensure the continued high level of quality and reliability of those systems in support of the community’s overall needs and vision.

4 Predictable and Transparent Development Review Process

☑ Explore feasibility of updating the online guide to development to help applicants and interested parties better understand the development review process and Standard Operating Procedures to help bring further clarity to the process and expectations.
☑ Establish a formal internal staff review process to capture lessons learned twice annually related to potential Land Development Code amendments that reflect changing community needs and take advantage of market opportunities.
☑ Ensure regular participation by redevelopment staff in the development review process, especially for projects that include public investment as part of a public/private partnership.
☑ Cooperatively and creatively problem solve and find solutions (developer and city staff) to advance redevelopment projects that may have challenging site or market issues.
☑ Continue to provide expedited site plan review for priority redevelopment projects that meet certain criteria when such action is in the best interests of the city.
☑ Continue to coordinate with other City departments and City staff to ensure the implementation of priority redevelopment projects from entitlement through construction and project opening either through a Redevelopment Projects Development Review Coordination Team or by other means.
Available Redevelopment Opportunity Sites

✔ Identify the level of financial and regulatory participation the City and its partners are willing to provide to support redevelopment opportunity sites. This could range from proactive (e.g. purchase property, conduct site cleanup) to supportive (e.g. providing property information, facilitating development review).
✔ Complete property information packages for redevelopment opportunity sites and provide the information online.
✔ Work with property owners to facilitate marketing and redevelopment of their sites consistent with the vision of any adopted plans in area.
✔ Continue to market redevelopment focus areas to the developer/investor community, and invite interested parties to tour the city and opportunity areas.

Public/Private Partnerships

✔ Evaluate the level of public sector support and tools for prioritized redevelopment projects on a continuum based on need and public purpose. At one end of the continuum is direct financial participation or investment in infrastructure; the other end of the continuum is more minimal participation such as flexible development standards and expedited processes. Negotiate desired public goals and uses into any agreements.
✔ Explore drafting a 1-page Redevelopment Philosophy to be used in discussions with the development community when considering in investing as part of a public/private partnership.
✔ Explore expanded use of financial tools, such as TIF, special districts and a prioritized CIP, to help invest in critical infrastructure in priority redevelopment areas.
✔ Explore the viability and budgetary impact of municipal funding for new redevelopment and/or infrastructure grant programs and development impact fee waivers/reductions/credits to facilitate priority redevelopment projects.
✔ Engage pro-actively in the necessary pre-development activities and relationship building to lay the groundwork for a successful public/private partnership.
✔ For consideration of a public/private partnership for a priority redevelopment project, evaluate the fiscal and economic benefits of public/private partnership and determine the need for potential public investment (“but for” consideration), including: (1) quantification of the net impacts of the project to the community (e.g. benefits and costs); (2) determination of community benefits, including addressing governmental social and economic objectives; and (3) assessment of the potential impacts of taking no action (e.g. increase in blighted conditions, loss of tax revenues, community instability).
✔ For any public/private partnership deal, structure the transaction and agreement to mitigate risk to the public sector while ensuring the project is financially viable to move forward. Document and monitor the transaction to ensure the public receives the benefits it is seeking and the project is moving forward appropriately.

Community Prosperity

✔ Continue to implement the redevelopment strategies that are part of Advance Longmont’s implementation plan, including monitoring of benchmarks and milestones.
✔ Ensure that the City’s CIP is aligned with the economic development strategy. The CIP, and the projects that are funded, are a strategic economic development tool that can help leverage private investment in the community, stimulate growth that meets community goals and enhance the overall economic climate of the City. These projects should be matched with specific community supported plans.
SELF-EVALUATION FORM

Best Practice #1: Clear Community Vision

Evaluation Criteria Expectations

☐ The plans reflect the community’s desired direction for the future and includes redevelopment as a component of the plan’s vision and implementation and recognizes the important role of historic preservation in addressing redevelopment objectives
☐ The plans identify strategies for priority redevelopment sites, projects and/or areas
☐ The plans address redevelopment, either through its vision, goals and policies, identification of opportunity sites and/or land use recommendations
☐ Updates to the plans are conducted on a regular basis
☐ The capital improvements plan coordinates with the comprehensive plan and other small area plans
☐ The community invests in public infrastructure in coordination with priority redevelopment projects and/or within defined redevelopment areas (e.g. small area plans, urban renewal plans)

Comprehensive Plan Supports Redevelopment Efforts

<table>
<thead>
<tr>
<th>Date comprehensive plan last updated</th>
<th>Updated comprehensive plan called Envision Longmont adopted in June 2016</th>
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<tbody>
<tr>
<td>Timeframe for comprehensive plan update</td>
<td>It is anticipated that the comprehensive plan will be updated every 10 years. However, the Action Plan will be reviewed and updated on an annual basis to ensure that it remains current and reflects the City’s progress over time.</td>
</tr>
<tr>
<td>Key stakeholders for comprehensive plan update</td>
<td>City of Longmont, community-at-large, City Council, partner organizations</td>
</tr>
</tbody>
</table>

Does the comprehensive plan include the following components (please describe):

Redevelopment goals and policies

One of the key objectives of the plan’s Growth Framework is to balance the need to accommodate future growth with the need to protect the distinct character and quality of life of the community; the plan seeks to accomplish this, in large part, by promoting infill and redevelopment. While some previously undeveloped land remains within the planning area, a growing proportion of future growth will likely need to occur in the form of infill and redevelopment. This “inward” focus promotes the efficient use of available land and existing infrastructure, the revitalization of vacant and underutilized sites within the City, and minimizes impacts of future growth on stable neighborhoods and the natural environment.

Selected Goals and Policies in the plan that support redevelopment include:

Goal 1.1 - Embrace a compact and efficient pattern of growth

- 1.1B: Infill and Redevelopment
  Support the adaptive reuse or redevelopment of underutilized sites and buildings and encourage higher density infill and redevelopment in centers and mixed-use corridors, and other areas of change where development can easily accessed on foot, by bike, or using public transit. Fully embrace and implement appropriate sustainability best practices.

Goal 1.2 – Promote a sustainable mix of land uses

- 1.2D: Development Types – Plan for a combination of greenfield development, infill development and redevelopment and adaptive reuse within the Municipal Service Area to meet the needs of Longmont’s residents, businesses, and people who work in Longmont.
- 1.2G: Integration of Uses – Encourage the integration of complementary uses within the same building (i.e., residential or office above retail) or on the same site (i.e., residential adjacent to employment and/or retail uses) as a way of revitalizing centers, corridors, and employment areas and improving access to services.
Goal 1.3 – Maintain and enhance the character of established neighborhoods

- **1.3A: Neighborhood Character** – Work with residents to define and preserve desirable characteristics of neighborhoods by:
  - Encouraging infill development that is designed to be compatible with the scale and character of the City’s existing neighborhoods, especially in designated historic districts.
  - Encouraging the adaptive reuse of homes located along arterial or collector streets, or adjacent to centers or corridors, to office, retail, or restaurant uses (as an alternative to redevelopment); and
  - Supporting historic preservation efforts where applicable

- **1.3B: Quality of Life** – Monitor neighborhoods for signs of decline or distress, and promote stabilization and revitalization by:
  - Targeting public resources for infrastructure improvements and other neighborhood enhancements
  - Encouraging private investment in rehabilitation and targeted infill and redevelopment

Goal 1.4 - Focus infill and redevelopment in centers, corridors and other areas of change

- **1.4A: Reinvestment Strategies** - Employ a range of strategies to transform centers, corridors, and other areas of change into vibrant places that serve adjacent neighborhoods as well as the broader community, including, but not limited to:
  - Encouraging targeted infill and redevelopment where surface parking or vacant lots exist or where existing structures and uses are no longer viable;
  - Encouraging the adaptive reuse of existing buildings as a means to preserve structures of historic or cultural importance, adapt outdated City facilities, or otherwise bring new uses to vacant or underutilized buildings;
  - Encouraging the rehabilitation of underutilized strip commercial areas and single use commercial centers as opportunities arise;
  - Encouraging the consolidation and assemblage of properties to improve and coordinating the redevelopment of blocks or segments of centers and corridors, rather than employing a property-by-property approach; and
  - Supporting and continuing to plan for ongoing redevelopment in designated Urban Renewal Areas, including, but not limited to, the Twin Peaks Mall Area Urban Renewal Area (Village at the Peaks) and the Southeast Longmont Urban Renewal Area.

- **1.4B: Activity-Generating Uses** - Promote a diverse mix of activity-generating uses in centers and corridors where they may be readily accessed by those who live or work in these areas, as well as by residents of adjoining neighborhoods and visitors to the City. Although the suitability of individual uses will vary by location, seek to provide a balanced mix of:
  - Retail, office, multifamily residential, entertainment;
  - Educational facilities such as schools and library services;
  - Public and non-profit health and human services facilities and other service-oriented uses; and
  - Community gathering spaces and recreational amenities—plazas, parks, community gardens, recreation centers, meeting space, and others as appropriate.

- **1.4C: Transit-Supportive Development** - Encourage Transit-Supportive Development—or development that emphasizes pedestrian and bicycle connectivity and a broader mix of uses at higher densities than may exist today—in all centers and corridors to enhance community livability and expand transportation options.

- **1.4D: Transit-Oriented Development** - Concentrate Transit-Oriented Development—or development with a significant concentration of households, jobs, and density—within 1/4 mile of existing or planned rail or Bus Rapid Transit (BRT) stations, such as near 1st and Main, to support the City’s long-term transportation objectives and leverage major investments.

- **1.4F: Relationship to Surrounding Neighborhoods** - Ensure infill development and redevelopment is designed to be sensitive to and compatible with the surrounding neighborhood context—providing transitions in height/scale, mass, and the intensity of activity programed along the shared street frontage or lot line(s).
• **1.4G: Relationship to Greenways and Natural Resource Areas** - Balance center and corridor development with the needs of wildlife and the City’s natural resources, such as waterways, where applicable—such as along the St. Vrain Greenway.

**Goal 1.5 – Support the continued revitalization of downtown as a community and regional destination**

• **1.5A: Diversification of Uses** - Encourage the attraction and retention of local businesses in Downtown that reflect Longmont’s entrepreneurialism, creativity, and cultural diversity, and seek to promote a vibrant mix of uses—retail, restaurants, arts, entertainment, office, and housing.

• **1.5B: Historic Character** - Protect the historic character of the Downtown through the rehabilitation and restoration of historic structures and through the use of compatible design techniques for new construction.

**Goal 5.3 – Preserve Longmont’s historic and cultural resources**

• **5.3B: Historic Preservation** - Promote the preservation, rehabilitation, and maintenance of Longmont’s designated historic buildings, signs, districts, as well as other sites of local, regional, and national significance.

• **5.3C: Adaptive Reuse/Integration** - Integrate historic and cultural features into the design of new development where feasible, using adaptive reuse as a tool to retain historic structures and convert them to community facilities or other uses.

**Land use and zoning plan**

Yes ☒ No ☐

The plan includes a Future Land Use & Transportation System Plan, which is a tool to guide future development decisions, infrastructure improvements and public and private investment and reinvestment in the City. This map identifies locations where different land uses are anticipated to occur during the next 10 to 20 years, and where the City would support these uses. For each land use category, the plan describes defining characteristics, primary and secondary uses, appropriate density ranges and other considerations. Future zoning changes should generally adhere to the land use categories depicted on the Future Land Use Plan, but flexibility in interpretation may be provided so long the proposed change is consistent with the principles, goals and policies contained in the plan.

**Implementation table with priorities, responsible parties, time lines associated with redevelopment**

Yes ☒ No ☐

- **Strategy 1.2:** Update development review process to make it possible for certain types of development, such as increased heights and/or densities and expanded support for mixed use development and affordable housing, to be approved administratively by staff

- **Strategy 1.3:** Develop parameters for the adaptive reuse of older buildings and create resources that explain the challenges and opportunities for adaptive reuse of structure with the update of the International Building Code

- **Strategy 1.5:** Continues to explore potential changes to the Southeast Longmont urban renewal plan and public/private partnership opportunities

- **Strategy 1.6:** Evaluate Longmont as a redevelopment-ready community based on development policies and procedures, vision, predictable review process, inventory of redevelopment sites, etc. and if necessary, provide recommendations for development of redevelopment guidelines and incentives

- **Strategy 1.7:** Develop a plan for revitalization and redevelopment of the North Main Street corridor, including identification of catalyst sites that help advance the center and corridor concepts established by this plan

- **Strategy 1.8:** Conduct more detailed planning for the Sugar Mill Focus Area to advance preliminary land use recommendations

- **Strategy 1.10:** Review the City’s Buildings Codes with an eye toward potential barriers and amendments to facilitate infill and redevelopment

- **Strategy 1.12:** Seek opportunities to expand high density housing options along Hover Street corridor

- **Strategy 1.13:** Construct a transit station and partner to develop a Transit Oriented Development (TOD) at 1st and Main

- **Strategy 1.14:** Consider developing a citywide Historic Preservation Plan as a tool to define community priorities and more detailed goals and strategies to support preservation efforts
• **Strategy 1.16:** Continue to advance ongoing efforts for improvements to the St. Vrain Creek corridor as part of the Resilient St. Vrain effort

• **Strategy 1.17:** Align the City’s Capital Improvement Plan with the goals and policies of the plan to ensure that the proper level of service for infrastructure is in place before new infill or redevelopment projects are approved

• **Strategy 1.20:** Work with property owners and developers within the identified Focus Areas and other priority redevelopment sites to implement redevelopment and infill projects, including exploring public/private partnership opportunities where feasible, that meet the vision and goals of this plan

• **Strategy 3.16:** Encourage support for and seek public/private partnerships for projects that include affordable housing and/or non-traditional housing options through new construction or adaptive reuse

• **Strategy 5.4:** Consider financial and other incentives to encourage the preservation, maintenance, and rehabilitation of Longmont’s historic districts and landmarks

• **Strategy 5.7:** Align the City’s Capital Improvement Plan with the goals and policies of the Plan

• **Strategy 5.8:** Work with area residents and property owners to identify locations where additional protective measures (i.e., historic district, conservation district, design guidelines) are needed to protect the established character of the City’s historic neighborhoods and other areas

• **Strategy 6.2:** Align the range of permitted uses allowed in zone districts that correspond with Primary Employment and Mixed Use Employment area with policies of this plan

• **Strategy 6.7:** Evaluate and revise, as appropriate, the City’s fee and tax structure, economic development incentives programs, and public/private partnership opportunities based on economic climate, market conditions and project opportunities

• **Strategy 6.8:** Cooperate with the private sector and local and regional economic development entities to establish a nurturing environment for small and start-up businesses

• **Strategy 6.9:** Collaborate with partners to promote the development of a permanent Front Range Community College campus in Longmont

**Does the comprehensive plan include priority redevelopment sites/areas?** Yes ☑ No □

The plan identifies four Focus Areas that were identified as part of the Envision Longmont process as areas offering the greatest opportunity to accommodate future development. These include opportunities for infill/redevelopment.

**If yes, briefly describe their location and redevelopment goals.**

<table>
<thead>
<tr>
<th>Name/Location</th>
<th>Redevelopment Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sugar Mill/Highway 119</td>
<td>Area contemplated as a vibrant Mixed Employment area that includes both high density residential and supporting services. Adaptive reuse of the former sugar mill is envisioned as an anchor for a new Neighborhood Center. A future Pace Street extension to improve circulation and access within the Focus Area including pedestrian and bicycle linkages to adjacent neighborhoods and the St. Vrain Greenway.</td>
</tr>
<tr>
<td>Gateway</td>
<td></td>
</tr>
<tr>
<td>St. Vrain Creek Corridor</td>
<td>Revitalization of uses along the Greenway encouraged as improvements to the floodway are implemented. Continued revitalization of older industrial uses along Highway 119. Integration of high-density residential uses and support services in Mixed Employment locations within Focus Area including live-work and expanded housing that leverage planned transit improvements.</td>
</tr>
<tr>
<td>Hover Street Corridor</td>
<td>Opportunities for infill development and targeted redevelopment or adaptive reuse of underutilized buildings and sites in selected areas as Focus Area builds out. Support services encouraged as part of Mixed Employment area north of Nelson Road. Neighborhood Center encouraged at Airport and Nelson Roads as well as across from Roger’s Grove.</td>
</tr>
<tr>
<td>Midtown/North Main</td>
<td>Revitalization of the corridor encouraged over time, both through the adaptive reuse of existing structures and through infill and redevelopment of larger sites. Incorporation of a broader mix of uses and higher density development desired to expand housing options. Opportunities to include public facilities and services as part of future development.</td>
</tr>
</tbody>
</table>
Does the plan coordinate with the capital improvements plan?  
Yes ☒ No ☐

If so, please describe.

The action plan contained in Envision Longmont includes guidance for near term, longer term and ongoing strategies, and is aligned with the CIP. This also includes the City’s multi-modal Transportation Implementation Plan which is an appendix to the overall plan.

Do you annually report on the comprehensive plan’s progress to the governing body?  
Yes ☒ No ☐

As part of Envision Longmont, City staff will be providing an annual update to City Council, which will include a progress report on the Implementation Strategies and indicators that will help the City track its progress toward each guiding principle.

What are the key next steps to make sure the Comprehensive Plan meets the best practice criteria?

- Continue to implement the redevelopment strategies outlined in the Action Plan (near-term actions, longer-term actions, ongoing actions) in partnership with other City departments and partner organizations.
Downtown Plan Supports Redevelopment Efforts

<table>
<thead>
<tr>
<th>Date plan last updated</th>
<th>1995</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe for plan update</td>
<td>The LDDA will be updating this plan in 2016.</td>
</tr>
<tr>
<td>Key stakeholders for plan update</td>
<td>Longmont Downtown Development Authority</td>
</tr>
</tbody>
</table>

Is the plan included in the Comprehensive Plan?  Yes ☑ No ☐

The downtown plan is considered a reference document to Envision Longmont and provides additional detail for concepts outlined for the Central Business District in the comprehensive plan.

What are the plan area boundaries?
Generally the area bounded by Terry Street to the west, 1st Avenue to the south, Martin Street / Kimbark Street to the west and Longs Peak Avenue to the north.

Does the plan address redevelopment, either through its vision, goals and policies, identification of opportunity sites and/or land use recommendations?  Yes ☑ No ☐

If so, please describe.
The following selected goals identified in the plan support redevelopment:

**Land Use**
- Ensure that all adopted codes and regulations provide the flexibility needed for downtown properties to redevelop while protecting adjacent residential neighborhoods
- Achieve a compact urban form within the downtown area which represents an efficient utilization of land that is aesthetically pleasing with minimal negative impacts to the environment
- Commercial and industrial reinvestment shall be encouraged
- Facilitate public-private partnerships in desirable projects such that actions taken by the public sector to encourage (re)development will make desired private sector (re)development in the LDDA area financially more attractive or at least competitive with other areas of the community

**Urban Design**
- Encourage the redevelopment or clearance of blighted areas
- Redevelop or revitalize places within the downtown which will enhance safety and create a pedestrian scale atmosphere
- Preserve and enhance places and objects of historical, cultural, or architectural value to the community

Does the plan identify specific redevelopment projects/sites and include estimated project costs and a time line for completion?  Yes ☐ No ☑

What are the key next steps to make sure the Downtown Plan and other downtown efforts meets the Best Practice criteria?
- Ensure that redevelopment and reinvestment remains a priority in the updated Downtown Plan scheduled to be completed in 2016.
- Work on a nomination of a National Register Downtown Historic District
- Work on architectural design guidelines for building improvements in the downtown
Other Small Area Plans Supports Redevelopment Efforts

1\textsuperscript{st} and Main Transit & Revitalization Plan

<table>
<thead>
<tr>
<th>Date plan last updated</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe for plan update</td>
<td>The plan is not expected to be updated at this time</td>
</tr>
<tr>
<td>Key stakeholders for plan update</td>
<td>City of Longmont</td>
</tr>
</tbody>
</table>

Is the plan included in the Comprehensive Plan?  

| Yes ☑️ No ☐ |

The high level goals of this plan are incorporated into the Comprehensive Plan.

What are the development area boundaries?  

The study area consists of the area approximately one-half mile from the center of the proposed RTD rail station near the intersection of 1\textsuperscript{st} and Main Street. The boundaries of this area includes the area east of Pratt Parkway, south of 2\textsuperscript{nd} Avenue, north of Boston Avenue and west of Emery Street.

Does the plan address redevelopment, either through its vision, goals and policies, identification of opportunity sites and/or land use recommendations?  

| Yes ☑️ No ☐ |

If so, please describe.

The plan includes the following implementation recommendations to facilitate the redevelopment and revitalization of the 1\textsuperscript{st} and Main Station area:

- Implement a new Mixed Use zoning designation to codify the land use recommendations for the plan (including revisiting the density and design standards and if needed, modify them to accommodate new trends or developer recommendations)
- Extend the Southeast Longmont Urban Renewal Area boundaries to include all the study area of the plan
- Extend the Longmont Downtown Development Authority boundaries to include portions of the study area
- Accelerate the City’s Capital Improvements Program for projects in the study area
- Land bank where appropriate through donations, bond funding, CIP funding and other means
- Continue to work with RTD on the regional transportation center
- Coordinate and actively market TOD redevelopment efforts within the study area
- Investigate new sources of financing to facilitate redevelopment such as New Markets Tax Credit or the Low Income Housing Tax Credit programs
- Investigate early civic uses in the area
- Promote the area with the development community through regional or national activities

Does the plan identify specific redevelopment projects/sites and include estimated project costs and a time line for completion? If so, please describe.  

| Yes ☑️ No ☐ |

The plan identified the following key elements associated with redevelopment within the 1\textsuperscript{st} and Main area to be phased over a 25 year period, but no project costs are provided:

- Redevelopment of former Butterball site
- Infill redevelopment on Main Street north of station
- Residential mixed use emphasis west of Main south of station
- Retail mixed use emphasis east of Pratt Parkway and north of Boston Avenue
- Commercial/office mixed use emphasis east of Main Street between 1\textsuperscript{st} and Boston Avenue
- Residential mixed use emphasis south of Boston Avenue to river on both sides of Main Street
- Arts district near existing substation

What are the key next steps to make sure the 1\textsuperscript{st} and Main Transit & Revitalization Plan meets the Best Practice criteria?  

| Yes ☑️ No ☐ |

- Continue to implement the recommended implementation strategies outlined in the plan to facilitate the redevelopment and revitalization of the 1\textsuperscript{st} and Main station area.
Twin Peaks Mall Area Urban Renewal Plan

<table>
<thead>
<tr>
<th>Date plan last updated</th>
<th>2012 (original plan prepared in 2009)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeframe for plan update</td>
<td>The plan is not expected to be updated at this time</td>
</tr>
<tr>
<td>Key stakeholders for plan update</td>
<td>Longmont Urban Renewal Authority, City of Longmont, property owners, developers</td>
</tr>
</tbody>
</table>

Is the plan included in the Comprehensive Plan? Yes ☑ No ☐
The high level goals of this plan are incorporated into the Comprehensive Plan.

What are the development area boundaries?
Total area is 149 acres. Area bounded by Nelson Road to the north, Hover Street to the west, Sunset Street to the east and Ken Pratt Boulevard to the south.

Does the plan address redevelopment, either through its goals and policies, identification of opportunity sites and/or land use recommendations? Yes ☑ No ☐
The goal of the plan is to afford maximum opportunity for the redevelopment of the Urban Renewal Area by private enterprise with the cooperation and assistance of the public sector in accordance with the state urban renewal statute and to eliminate and prevent blight in the area. Specific project goals and objectives, identified by the community in collaboration with impacted property owners, include the following:

- **Within the Tax Increment Area** – (1) support the goal of a quality store mix and quality shopping experience reflective of the area’s diverse demographic and trade area profile; (2) attract additional uses such as entertainment (including as a movie theater) and dining venues; and (3) investigate the potential for future public uses such as recreational facilities, meeting spaces, visitor services, and transit facilities including attractive and usable outdoor spaces
- **Remainder of Urban Renewal Area** – (1) encourage future phases as may be related or unrelated to redevelopment of the existing Twin Peaks Mall - with a mix of uses including residential, office/employment, parking, civic, hospitality; (2) promote a redeveloped shopping center area’s proximity and connections to area meeting and conference facilities; (3) encourage buildings to be clustered to facilitate pedestrian connections throughout the area; and (4) encourage an enhanced appearance and mix of uses in the buildings on the existing outlying retail pads

Does the plan identify specific redevelopment projects/sites and include estimated project costs and a time line for completion? Yes ☑ No ☐
The Boulder County Impact Report (part of the Twin Peaks Mall Area Urban Renewal Plan) identifies the Twin Peaks Mall property as the key redevelopment site within the plan area. The report provides the following:

- Proposed development program of new redevelopment located within the Tax Increment Area;
- Estimated duration of time to complete the urban renewal project;
- Tax increment financial analysis that estimates the project value and associated property and retail sales tax to be generated by the urban renewal project and the portion of such tax increment to be allocated during this period to fund the urban renewal project;
- Estimate of the impact of the urban renewal project on county revenues and on the cost and extent of additional county infrastructure and services required to serve development within the proposed urban renewal area, and the benefit of improvements within the urban renewal area to existing county infrastructure

What are the key next steps to make sure the Twin Peaks Mall Area Urban Renewal Plan meets the Best Practice criteria?

- Continue to explore redevelopment and reinvestment opportunities of other blighted properties, in particular the vacant former Wal-Mart site, within the urban renewal area in partnership with property owners and developers to implement the plan’s goals.
Southeast Longmont Urban Renewal Plan

Is the plan included in the Comprehensive Plan? Yes ☒ No ☐
The high level goals of this plan are incorporated into the Comprehensive Plan.

What are the development area boundaries? Yes ☒ No ☐
Approximately 583 acres. Area is generally bounded on the north by 3rd Avenue, on the west by Pratt Parkway, on the south by St. Vrain creek, and on the east by approximately 119th Street.

Does the plan address redevelopment, either through its vision, goals Yes ☒ No ☐
and policies, identification of opportunity sites and/or land use recommendations? If so, please describe.
The vision identified in the plan for revitalization of the area is creation of high quality commercial and industrial business development, medium-density infill residential, a mixed use transit oriented enclave (associated with the former flour mill and/or sugar mill sites) and modest property improvements in established business areas include those located along Main Street.

Does the plan identify specific redevelopment projects/sites and Yes ☒ No ☒
include estimated project costs and a time line for completion?
The plan identified the following redevelopment opportunities – catalyst projects: (1) former sugar mill property; and (2) former flour mill property. These sites were envisioned as historic rehabilitation, mixed use and transit oriented. The sugar mill property will require annexation to the City to be eligible to use tax increment financing. The flour mill property is currently located in the city, and is currently located in the LDDA’s tax increment financing district. No costs and timelines were provided.

What are the key next steps to make sure the Southeast Longmont Urban Renewal Plan Yes ☒ No ☒
meets the Best Practice criteria?
- Continue to work with property owners within the urban renewal area, in particular the former flour mill and sugar mill (and adjacent properties), to explore redevelopment opportunities and possible public/private partnerships in line with market demands and the land use vision as outlined in Envision Longmont. For the flour mill site this could include development of this site into a potential transit-oriented development consistent with the vision of the 1st and Main station area plan. For the sugar mill this could include redevelopment of this vacant property into a mixed employment and neighborhood center.
- Explore updating the urban renewal plan and making any needed adjustments to the urban renewal area boundary, in particular if redevelopment of the former sugar mill property becomes more realistic (property will need to be annexed into the City as part of any redevelopment opportunity). This would also include further evaluation of possible use of urban renewal financing tools such as tax increment financing as permitted by Colorado urban renewal law and other potential public sector investment to facilitate removal of blighting conditions in area, as well as, evaluation of City’s infrastructure to support the needs of the redevelopment and urban renewal area.
Capital Improvements Plan Supports Redevelopment Efforts

Has the governing body adopted a capital improvements plan detailing a minimum of five years of projects and improvements? Yes ☒ No ☐

The City’s CIP provides 5 years of projects and improvements identified and prioritized to meet the ongoing rehabilitation, reliability and expansion of the City owned public infrastructure; however, it is a dynamic document and is revised annually based on new priorities and new needs that arise. It is important to note that City Council is not committing funding for any projects beyond the first year. Projects scheduled in the four years after the initial first year are included in the CIP to show what the Council’s priorities are at the present time.

Is the CIP reviewed annually? When? Yes ☒ No ☐

The CIP is revised annually each year. The Budget Office updates the CIP workbook and holds an information meeting in March for all city staff who will be involved in identifying and submitting projects. Each department then complete project forms and submits them to the Budget Office in May. The Budget Office reviews all submitted forms, ranks all of the projects and prepared initial funding proposals by June. A CIP Committee meets in July to review the proposed CIP and discuss any necessary changes. Staff makes presentation to City Council on the proposed CIP in September. City Council reviews the CIP, directs staff to make any necessary changes, holds a public hearing in September and adopts the CIP in conjunction with the adoption of the annual Operating Budget in October.

Does the CIP coordinate and/or prioritize CIP projects with the small area plans, including any urban renewal and downtown plans (if applicable)? Yes ☒ No ☐

The CIP identifies five key economic development focus areas within Longmont: (1) Southeast Longmont Urban Renewal District, (2) Midtown Redevelopment District, (3) FastTracks Transit Station Area, (4) Downtown Longmont, and (5) Twin Peaks Urban Renewal Area. The City continues to make public infrastructure investment in a number of these plan areas that support redevelopment efforts. For example, the Focus on South Main is a series of major capital improvement projects which will help improve access and connectivity and mitigate flooding issues within 1st and Main Transit Station Area and the western portion of the Southeast Longmont Urban Renewal Area. This includes reconstructing Main Street, extending Boston Avenue between Main Street and Martin Avenue, constructing a new Main Street bridge over the St. Vrain River, and developing the 52-acre Dickens Farm Park. A new pedestrian tunnel across Hover Street will help connect the eastern and western sides of the Twin Peaks Mall Area Urban Renewal Area. In addition, new alleyscape enhancements in downtown are improving the pedestrian experience.

Does the community invest in public infrastructure in coordination with priority redevelopment projects? Yes ☒ No ☐

Typically, the developer of a project is responsible for any associated on-site and off-site infrastructure required to serve their project. The exception is that the City will participate in the cost of oversizing a water and sewer line when it determines that a line larger than the minimum and larger than the required for the development is needed to serve the adjacent properties. In terms of streets, the developer shall be responsible for the cost of one-half of a collector street for each portion of the development fronting on the arterial street. For projects that are part of a CIP process (defined as any capital project that costs more than $10,000), the City has the ability to prioritize projects in coordination with priority redevelopment projects when a business case is made in a given year as part of the CIP process that the project is a priority and warrants funding (and Council approves). One example is the City investment in the 1st and Emery railroad improvements as part of the redevelopment of the former Butterball turkey factory site.

Does the capital improvements plan coordinate with the comprehensive plan and its recommended improvements? Yes ☒ No ☐

The Multimodal Transportation Implementation Plan (MTIP), an appendix to Envision Longmont, includes a list of recommended key roadway, transit and bicycle/trail system improvements that are planned for the City over the next 20 years. All utility, transportation, parks and recreation master plans are developed within the context of
providing the necessary service to the Longmont Planning Area required to maintain and enhance service levels in support of the Comprehensive Plan. The CIP references the comprehensive plan when evaluating recommended annual CIP improvements.

**What city staff is involved in decisions regarding prioritizing and funding the capital improvements plan?**
A CIP Committee made up of Department directors (Planning and Development Services, Longmont Power and Communications, Public Safety, Public Works and Natural Resources, Finance, City Manager’s office) recommend funded projects as part of the CIP prioritization project process.

**What are the key next steps to make sure the capital improvements plan meets the Best Practice criteria?**
- While ensuring the ongoing continuing and reliability of the system-wide public infrastructure, continue to look for opportunities to coordinate the timing and funding of infrastructure investment with larger scale redevelopment areas, such as the Southeast Longmont urban renewal area and 1st and Main Transit Station area, as priority redevelopment opportunities arise.
- Continue to base the CIP on sound master plans that ensure the continued quality and reliability of City owned public infrastructure. Continue to evaluate and pursue opportunities to coordinate CIP funding with the City’s Comprehensive Plan (Envision Longmont) guiding principles, as well as, the community’s small area plans and urban renewal plans.
- Ensure regular participation by redevelopment staff to provide input in the annual CIP review and prioritization, ranking and recommendations for funding of city’s CIP in coordination with other city departments, in particular with redevelopment plan areas and as priority redevelopment opportunities arise.
**Best Practice #2**

Proactive Community and Policy Leader Outreach, Education & Leadership

**Evaluation Criteria Expectations**

- The strategy identifies key stakeholders, including those not normally at the table
- The strategy describes public participation methods
- The community demonstrates the public participation efforts go beyond the basic outreach methods
- The community tracks success of various outreach methods
- The community outlines expectations and desired skills sets for open board and commission seats
- The orientation packets includes all relevant planning, zoning and development information
- The community has a training budget allocated for elected and appointed officials and staff
- The community provides ongoing education and training opportunities for local government leadership, City Council, Boards and Commissions on current market trends, redevelopment goals and economic development / planning goals.
- The community shares information between elected and appointed officials and staff
- The community has identified community redevelopment champions, could be public and/or private sector representatives, to advance redevelopment objectives and the community vision

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**Public Participation**

Does the community have a public participation strategy for engaging a diverse set of community stakeholders?  
**Yes ☑ No □**

**Name of strategy**  
Public Information Strategic Plan (2010-2015)

**Date prepared**  
2010

**Prepared by**  
City of Longmont staff

**Timeframe for public participation strategy update**  
Implementation strategies for this plan are updated annually by a Community Involvement Steering Team.

---

Please describe who the key stakeholders are in the preparation of the strategy.  
The Community Involvement Steering Team is responsible for encouraging and supporting community involvement projects and processes. The team has members from each department throughout the City, and currently has over 50 trained facilitators that can assist with public outreach and engagement. The strategy and tools are available online at: [http://longmontcolorado.gov/community/community-involvement](http://longmontcolorado.gov/community/community-involvement) and are accompanied by an intranet site that lists all of the facilitators, their departments and engagement specialties.

Does the strategy identify key stakeholders, including those not normally at the visioning table?  
**Yes ☑ No □**

This is a hallmark of good community involvement. The City of Longmont encourages and welcomes all of its residents to be involved in all aspects of city government. There are many ways residents, business owners, the non-profit community and visitors can get involved. The City of Longmont has developed a framework of varying levels for involving the community, which range from simply distributing information to listening to residents’ ideas for and opinions on specific projects to forming partnerships with individuals and organizations in order to deliver a needed service.

Does the strategy describe different public engagement methods and when to use each one?  
**Yes ☑ No □**

Yes, the Community Involvement Team has a produced toolkit that helps not only identify the appropriate level of community involvement, based on the desired outcome, but also provides guidance on which tools and strategies
can be used at those levels. You can find the manual, called Engaging Citizens here:  
http://longmontcolorado.gov/home/showdocument?id=7203

Does the strategy outline specific goals or implementation steps to address the vision of the strategy?  
Yes ☑ No ☐

The overall workplan for the Community Involvement Team is updated annually to address the needs in the organization – in 2016 this includes training for City staff, consultation on projects throughout the city to ensure diverse and appropriate engagement, facilitation services for departments and open workshops to help project managers work through their involvement needs.

Are third party consultants required to follow the public participation strategy? Yes ☐ No ☑

What basic and proactive community engagement methods has your community used?

Basic methods
☑ Open meetings act
☑ Newspaper posting
☑ Website posting

Proactive methods
☑ Individual mailings
☑ Charrettes
☑ Community workshops

☑ Local cable notification
☑ Postcard mailings
☑ Attachments to water bills
☑ Flier posted on community hall door
☑ Announcements at governing body meetings

☑ Focus groups
☑ Social networking
☑ Canvassing
☑ One-on-one interviews
☑ Crowd-sourcing
☑ Other (___ see manual ___)

How does the community track the success of community engagement efforts?

This is particularly difficult to measure, but we do an annual citizen satisfaction survey to determine level of engagement overall and each process has their own measurement goals.

How does the community share outcomes of public participation processes?

Each process has a communication and follow up plan.

What are the key next steps to make sure the public participation plan meets the best practice criteria?

- Continue updating the Public Information Strategy workplan annually.
- Continue training staff in community involvement best practices, and involving our elected and executive leaders in building a more participatory community.

Policy Leadership

New Appointed / Elected Officials

Does the community outline expectations and desired skill sets for open board and commission seats?  
Yes ☐ No ☑

Are the applications for board and commission positions accessible online?  
Yes ☑ No ☐

Applications for vacant board and commission positions are available online and may be submitted electronically or in person or by mail.

Does the community provide orientation packets to all appointed and elected members of development related boards and commissions?  
Yes ☑ No ☐
What information is included in the orientation packets?
For Planning and Zoning Commission, the orientation packet includes a copy of the Land Development Code and the Comprehensive Plan. City Council orientation packets include the City charter and Roberts Rules of Order, as well as organizational charts and other City policies.

Training

*Does the community have an annual training budget allocated for elected and appointed officials of development related boards and commissions and staff members?*
Yes ☑ No ☐
Yes, the City has training budgets in each department for professional development. With respect to elected officials, the City Council budget has $41,555 for training.

*Are there educational opportunities for local government leadership, city council, and planning commission on current market realities, redevelopment goals and plans?*
Yes ☑ No ☐
Through their training budget, policy leaders can participate in a number of educational opportunities, including the Rocky Mountain Land Use conference, planning conferences, National League of Cities (NLC) training, Colorado Municipal League training, Downtown Colorado Inc. workshops and other events.

*Does the community track attendance of the governing body, boards, commissions and staff?*
Yes ☑ No ☐
Roll call is conducted at each City Council and planning commission meeting, as well at other board and commission meetings.

*Does the community identify training needs and trainings that assist in accomplishing stated goals and objectives?*
Yes ☑ No ☐
The Planning and Development Services Director provides notices of upcoming trainings and educational opportunities to staff and policy leaders.

*Does the community encourage elected and appointed officials and staff to attend trainings?*
Yes ☑ No ☐
The City provides funding for those elected and appointed officials and staff to attend.

Collaboration

*How does the community share information between elected and appointed officials and staff?*
Prior to any City Council or Planning and Zoning Commission meeting, a packet of information is prepared by staff to provide information on items that will be discussed at the meeting, including what action is being sought. This is provided each elected and appointed official and is made available online and at the meeting for the general public as well. Staff is also available via email or phone call to discuss any questions with the elected and appointed officials. Each meeting of the City Council and Planning and Zoning Commission begins with a Public Invited to be Heard section so that the public can speak on any subject to the elected and appointed officials.

*Does the community conduct collaborative work sessions and joint trainings on development topics?*
Yes ☑ No ☐
For example, City Council will hold Study Sessions with the community on topics such as the Comprehensive Plan and development impact fee updates.
Does the community conduct site visits and tours of other successful projects for policy leaders?
Yes ☒ No ☐
City staff has coordinated site visits for the City Council members when it will be helpful for policy creation or upon request of the City Council. Often, other board and commission members are also invited to join in the tour, as appropriate by topic.

How is information shared with those not in attendance?
Meeting minutes are provided to elected and appointed officials as well as the general public. This information is available online or upon request.

Does the planning commission prepare an annual report for the governing body?
Yes ☒ No ☐

What are the key next steps to make sure the policy leadership process meets the best practice criteria?
- Provide an outline of expectations and desired skill sets for open board and commission seats.
- Provide ongoing education and training opportunities for local government leadership, City Council, Boards and Commissions on current market trends, redevelopment goals and economic development/planning goals. The purpose is to help community leaders better understand the benefits of redevelopment and its importance to community prosperity, as well as, to better understand the market and what is feasible.
- Provide opportunities for local government leadership to tour best practices of redevelopment projects and public/private partnerships in other communities.
- Continue to identify community redevelopment champions, who could be public and/or private sector representatives, to advance redevelopment objectives and the community vision. A commitment from the top creates a strong statement that helps create alignment across departments, different agencies and authorities that ensures to the maximum extent possible that there is a commonly understood commitment to redevelopment across all staff and elected officials.
Supportive Land Use / Zoning Regulations

**Evaluation Criteria Expectations**

- □ Governing body has an adopted Land Development Code that aligns with the goals of the comprehensive plan and small area plans
- □ Land Development Code provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired
- □ Land Development Code includes flexible tools to encourage redevelopment
- □ Land Development Code allows for a variety of housing options and placemaking elements
- □ Land Development Code is user-friendly and is available for review in digital format and in convenient locations
- □ Land Development Code is updated regularly to reflect changing community needs and trends

<table>
<thead>
<tr>
<th>Date Land Development Code last updated</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal for next update</td>
<td>To be updated in 2016 with adoption expected in 1Q2017</td>
</tr>
</tbody>
</table>

Does the Land Development Code align with the goals of the comprehensive plan?  Yes ☑ No □

An update to the code will provide alignment with Envision Longmont; this is being completed in 2016.

Has the community reviewed the Land Development Code’s zoning to determine if changes to the zoning map or ordinance text are necessary to implement the comprehensive plan vision?  Yes ☑ No □

With the completion of the City’s comprehensive plan (Envision Longmont) occurring in 2016, City staff has hired a consultant who will update selected sections of the Land Development Code. These updates will be reviewed for consistency with the goals of the comprehensive plan.

Has the community reviewed the zoning district intent statements to ensure they reflect comprehensive plan land use recommendations?  Yes ☑ No □

This will be reviewed as part of Land Development Code update in 2016.

Does the Land Development Code provide for areas of concentrated development and encourage the type and form of development desired?  Yes ☑ No □

If so, what districts?

- Mixed use (MU) district
- Central Business District (CBD)
- Planned unit developments (PUD)

Does the community allow mixed use in areas of concentrated development by right? If so, what districts?  Yes ☑ No □

- Mixed use (MU) district
- Commercial (C) district
- Central Business District (CBD)
- Business Light Industrial (BLI) district
- Mixed Industrial (MI) district

Does the code include form-based code elements?  Yes ☑ No □

Planning staff notes that it can be a challenge to get buy-in from development community and may be more difficult to enforce. Some believe this could be perceived as more restrictive rather than flexible.
Does the code provide standards for flexible development and preservation of sensitive historic and environmental features? What tools are included?  
Yes ☑ No □

- 15.01.040 (B) – Modifications of infill development, redevelopment and changes of use: allows for decision making body to modify applicable scenic entryway overlay standards, mixed use district standards, river, stream and wetland setbacks, common open space, landscaping, off-street parking, and residential and non-residential design standards for infill development, redevelopment projects or changes of use where the applicant demonstrates and the city determines that such a modification is appropriate, desirable or necessary.
- 15.05.020 (E) – Modifications of the setback standards: planning director may modify the setback standards based on the findings of a detailed species or habitat conservation plan.
- Section 2.56.120(D) of the Longmont Municipal Code related to Historic Preservation Commission: Typically any applicant interested in performing any exterior construction, alteration, or moving of designated landmark or of a property within a designated district must seek a certificate of appropriateness from the Historic Preservation Commission through a public hearing and commission meeting. However, the City liaison can review the application and, if the liaison determines there would be no significant impact based on the criteria set forth in the municipal code, they can issue a certificate of appropriateness and notify the commission.

Are special land use and conditional zoning approval procedures and requirements clearly defined?  
Yes ☑ No □

Which of the following placemaking elements are included in the Land Development Code?

- ☑ Build-to lines
- ☑ Outdoor dining
- ☑ Ground floor signage standards
- ☑ Open store fronts
- ☑ Public realm standards (1/)
- ☑ Other pedestrian-friendly elements

1/ Development standards for public realm elements, such as parks, plazas, streetscapes and other civic uses, are detailed in the Public Improvement Design Standards and Construction Specifications. These standards are adopted by reference as ordinances of the city, and are incorporated into the Land Development Code by reference.

Does the Land Development Code allow for these forms of non-traditional housing types?  
Check all that apply.

- ☑ Stacked flats
- ☑ Live/work
- ☑ Co-housing
- ☑ Tiny homes
- ☑ Attached single-family units
- ☑ Corporate temporary housing
- ☑ Housing for those with special needs
- ☑ Accessory dwelling units
- ☑ Mixed-income housing
- ☑ Residential units above non-residential uses
- ☑ Care-taker residences

Is the Land Development Code user friendly, portraying clear definitions and requirements?  
Yes ☑ No □

Is the Land Development Code available in electronic format at no cost and accessible online?  
Yes ☑ No □

Is the Land Development Code available in hard copy format at convenient locations?  
Yes ☑ No □

Copies of the Land Development Code are available at the library and the Development Services Center front desk.

What are the key next steps to make sure the Land Development Code meets the Best Practice criteria?

- Review zoning and building codes, as well as planning requirements, to ensure that those regulations are well aligned with the desired end result, are forward thinking and can be flexible if needed.
- Revise the Land Development Code on a regular basis to reflect changing community needs and trends and to comply with Envision Longmont, in particular to take advantage of market opportunities for priority redevelopment sites.
- Update the Utility, Transportation, Parks & Greenway, and Recreation Master Plans periodically to ensure the continued high level of quality and reliability of those systems in support of the community’s overall needs and vision.
Best Practice #4

Predictable and Transparent Development Review Process

Evaluation Criteria Expectations

☐ The responsibilities of the governing body, planning commission, zoning board of appeals, other reviewing bodies and staff are clearly documented
☐ The community has a joint development review team that includes representatives from various city departments involved in the review process
☐ The community has clearly defined expectations and process posted online and a checklist to be reviewed at conceptual meetings
☐ The community assists the applicant in soliciting input on a proposal before site plan approval
☐ The internal review process articulates clear roles, responsibilities and timelines
☐ Development review standards are clearly defined and followed
☐ The community acts promptly on development requests and applications
☐ The community has easy to follow flowcharts of development processes that include timelines
☐ The community uses a tracking mechanism for projects during the development process
☐ The community obtains customer feedback on the development review process and integrates changes where applicable
☐ The community annually reviews the fee schedule and updates as necessary (and accepts credit card payments for fees)
☐ The community provides an expedited site plan review process for redevelopment projects that meet certain requirements

Development Review Policy and Procedures

What sections of the Land Development Code articulate the site plan review process?
Chapter 15.02 – Development Review Procedures

What sections of the Land Development Code outline responsibilities of the governing body, staff, zoning board of appeals, planning and zoning commission, and other reviewing bodies?
Chapter 15.02.010. Review bodies include: City council, Planning and Zoning Commission (P/Z), Planning and Development Services Director, Development Review Committee (DRC), Public Works and Natural Resources Director, and Board of Adjustment (BOZ).

How are internal development review roles, responsibilities and timelines documented?
Planning and Development Services utilizes Accela software for all development application submissions; this includes staff responsibilities and timelines for tracking schedules and status.

What departments/representatives engage in site plan reviews?

☑ Planning Department
☑ County
☑ Department of Public Works & Natural Resources
☐ Assessor
☑ Building Division
☐ City Manager Office
☐ Fire
☐ Historic Preservation Commission
☑ Police
☑ Redevelopment
☑ Transportation
☑ Electric

Does the community define and offer conceptual site plan review meetings for applicants? Where is this outlined?
Section 15.02.030 – Core review procedures. Step 1 of a core review procedure for major/minor/administrative development applications is a (1) pre-application conference. The purpose of the pre-application conference is to provide an opportunity for the applicant and the city to discuss the development proposal, application materials
and submittal requirements, the time frame for the review process, and the number and timing of any required neighborhood meetings.

Does the community have clearly defined expectations posted online, and an internal requirements checklist to be reviewed at conceptual meetings? Yes ☑ No ☐
The internal requirements checklist is provided at the end of the conceptual meeting depending on what type of site plan application needs to be submitted.

Does the community encourage a developer to seek input from neighboring residents and businesses at the onset of the application process? Yes ☑ No ☐
Only major development applications require a neighborhood meeting (Section 15.02.030) – at least one neighborhood meeting shall be held after the pre-application conference and before submittal of formal application. Major development applications include: annexations, comprehensive plan amendments, conditional uses, height exceptions, Land Development Code amendments, preliminary PUD plans and establishment of PUD zoning, preliminary subdivision plats, rezoning and concept plan amendments, transferred development rights development referrals, variances and vacations.

How does the community assist the developer in soliciting input on a proposal before site plan approval? If site plan includes a major development application where a neighborhood meeting is required, community planning staff attends meeting and facilitates discussion / answers questions as necessary.

Site plans for permitted uses are approved: ☑ administratively or by the □ planning commission?

How does development review staff coordinate with permitting and inspections staff to ensure a smooth and timely development process? Permitting staff is part of the Development Review Committee (DRC). Inspections staff participates in construction acceptance meetings.

What kind of tracking mechanism does the community use for development projects during the site plan review process and permitting/inspections process? Planning and Development Services utilizes Accela software for all development applications submissions, permitting, inspections and code enforcement. This software allows 24-hour online access to submit, track and schedule and coordinate activities. The software also allows staff to share and review electronic documents across departments to ensure compliance with land use and zoning requirements.

Does the community annually review the successes and challenges with the site plan review process and approval procedures? Yes ☑ No ☐
The Director of Planning and Development Services meets with staff annually to review the development review process.

Does the community obtain customer feedback on the site plan approval and permitting and inspections process and integrates changes where applicable? Yes ☑ No ☐
If so, how?
The City distributes monthly customer satisfaction survey with quarterly and annual reporting regarding the permitting and inspections process. The site plan approval process does not have a similar feedback process.
Does the site plan review team, including permitting and inspections, meet to capture lessons learned and amend the process if necessary? Yes ☐ No ☑

The City is looking into establishing a more formal review process to capture lessons learned twice annually related to potential Land Development Code amendments.

Who has your community identified and trained as the project point person and performs intake responsibilities? Yes ☐ No ☑

The community has a Planning Technician who has been trained at the project point person to perform intake responsibilities and answer customer questions.

How does staff demonstrate excellent customer service? Yes ☐ No ☑

Planning and Development Services staff strive to respond to customer phone calls/emails within a 48 hour period. Applicants have the ability to go online anytime and track their application process status.

How are development review standards clearly articulated? Provide section reference. Yes ☐ No ☑

Chapter 15.05 – Development Standards of the Land Development Code includes summary tables, formulas/calculations and illustrations for density and intensity of use, landscape and open space regulations, streets and vehicle access and circulation, pedestrian and bicycle access and connectivity, off-street parking and loading, fences and walls, residential and non-residential design standards, outdoor lighting, outdoor storage, etc.

Does the community follow its documented development review procedures and timelines? How? Yes ☐ No ☑

City planning and development review staff follow the benchmarks set forth in the development review procedures. Timelines are not detailed in the Land Development Code.

Does the community have flowcharts of the development process that include timelines in the Land Development Code? Yes ☐ No ☑

As part of the Land Development Code update to be undertaken in 2016 it is expected that flowcharts of the development process will be re-incorporated into the code. The code does not include timelines.

Does the community maintain an online guide to development that explains policies, procedures, and steps to obtain approvals? Yes ☐ No ☑

Planning and Development Services provides a development review procedure with flowcharts online for all major development applications. Detailed information on processes are also provided in the Land Development Code.

Does the online guide to development include the following:

- ☑ Relevant contact information
- ☑ Rezoning request process and application
- ☑ Relevant meeting schedules
- ☑ Variance request process and application
- ☑ Easy-to-follow step-by-step flowcharts of development processes, including timelines
- ☑ Special land use request process and application
- ☑ Conceptual meeting procedures
- ☑ Fee schedule
- ☑ Relevant ordinances to review prior to site plan submission
- ☑ Financial assistance tools
- ☑ Site plan review requirements and application
- ☑ Design guidelines and related processes
- ☑ Site plan review requirements and application
- ☑ Building permit requirements and applications
- Yes ☐ No ☐ Clear explanation for site plans that can be approved administratively

Does the community annually review the fee schedule and provide it online? Yes ☐ No ☑
Is the fee schedule updated to cover the community’s true cost to provide services?  
Yes ☑ No ☑
Building permit fees generally do not cover the cost to provide those services. These fees include, but are not limited to: building permit fee, sales tax and plan review fees. System development fees, such as water, sewer, storm and electric utility fees, are intended to capture the costs related to the provision of new service.

Does the community accept credit card payment for fees?  
Yes ☑ No ☑
Credit card payments of building permit and contractor licensing fees are accepted up to a $2,000 maximum per transaction. All fees greater than $2,000 per transaction must be paid by check or cash.

Does the community provide an expedited site plan review process for redevelopment projects that meet certain requirements?  
Yes ☑ No ☑
While the City does not specifically provide an expedited site plan review process for priority redevelopment projects, the Planning and Development Services Director may lengthen or shorten the review process of a particular project when such action is in the best interests of the city.

What are the key next steps to make sure the development review process meets the Best Practice criteria?

- Explore feasibility of updating the online guide to development to help applicants and interested parties better understand the development review process and Standard Operating Procedures to help bring further clarity to the process and expectations.
- Establish a formal internal staff review process to capture lessons learned twice annually related to potential Land Development Code amendments that reflect changing community needs and take advantage of market opportunities.
- Ensure regular participation by redevelopment staff in the development review process especially for projects that include public investment as part of a public/private partnership.
- Cooperatively and creatively problem solve and find solutions (developer and city staff) to advance redevelopment projects that may have challenging site or market issues.
- Continue to provide expedited site plan review for priority redevelopment projects that meet certain criteria when such action is in the best interests of the city.
- Update and maintain the City Design Standards and Construction Specifications to respond to changes in development trends.
- Continue to coordinate with other City departments and City staff to ensure the implementation of priority redevelopment projects from entitlement through construction and project opening either through a Redevelopment Projects Development Review Coordination Team or by other means.
Available Redevelopment Opportunity Sites

**Evaluation Criteria Expectations**

- The community has sites/areas that represent opportunities for redevelopment and maintains an updated list of these identified sites/areas
- The community gathers basic information for prioritized redevelopment sites and provides the information to interested parties
- The community has developed a vision for the priority redevelopment sites/areas
- The community has issued developer RFQs/RFPs for redevelopment of priority redevelopment sites
- The community has been proactive in soliciting developer interest for prioritized redevelopment sites

**Does the community have sites/areas that represent opportunities for redevelopment and maintain an updated list of these identified sites/areas?**

City redevelopment staff has identified more than 26 areas/sites totaling nearly 300 acres as of June 2016 that represent opportunities for redevelopment. Redevelopment staff maintains information on these sites/area including property address, ownership, size, issues and status.

**Does the community gather basic information for prioritized redevelopment sites?**

Basic site information has been prepared for some prioritized redevelopment sites (such as those as part of a RFP process described below), but not for all properties.

**Has the community developed a vision for the priority redevelopment sites that include outcomes and specific development criteria?**

For properties that are located in specific small area plans, such as the 1st and Main Transit & Revitalization Plan, the plan provides a vision, as well as specific goals and objectives, for the types and intensity of uses envisioned for the area. The redevelopment sites could be a location to accommodate these uses.

**What approaches have been utilized to market priority redevelopment opportunity sites?**

The following approaches have been utilized by the City to market redevelopment opportunity sites:

- Email/outreach directly to developers (Redevelopment staff maintains a master developer contact list of 45+ developers active in the Denver metro region)
- Sponsor/attend real estate industry events to showcase Longmont’s redevelopment sites and network with developers/investors
- Place formal ads in real estate journals, such as the Colorado Real Estate Journal, to notify developers/investors of Longmont’s redevelopment sites
- Post information on redevelopment sites on national websites where developers/investors can look at Colorado development opportunities
- Post information on the City’s Redevelopment website
- Invite developers/investors to Longmont and provide tours to them of Longmont’s redevelopment sites

**Has the community assembled a “Property Information Package” for at least one of the priority sites to be used in marketing efforts in soliciting developer interest?**

If so, please describe.

Property information was detailed in RFP documents as part of the developer solicitation process that the city has undertaken for the projects described below. This included the redevelopment of the former Twin Peaks Mall, redevelopment of the City’s former water treatment plants, and the Coffman Street parking lots in downtown.

**How was the property information package(s) actively marketed?**

For the Downtown Longmont Redevelopment Site RFEI an ad was placed in the Colorado Real Estate Journal announcing the solicitation. Redevelopment staff sent emails announcing the RFPs to 45+ developers who may be
interested in receiving such notice. The RFEI opportunity site was also posted on a national website called OppSites (www.oppsites.com).

Is the property information package(s) accessible online?  
Yes ☐ No ☑
The City provided information on the RFP online, but requested that interested developers/investors request a copy of RFP from Redevelopment staff. By doing so, staff could track who is interested in the RFP as part of any addendum that would be issued or any follow up that would be needed. If the actual RFP was posted online there would be no way for the City to track who is interested in the project.

Has the community issued developer RFQ/RFPs for redevelopment of priority redevelopment sites? If yes, please describe below.

<table>
<thead>
<tr>
<th>Project Name and Location</th>
<th>Status/Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP for Redevelopment of Property in the Twin Peaks Mall Urban Renewal Area</td>
<td>In accordance with Section 31-25-106 of State of Colorado urban renewal law, in November 2013, the Longmont Urban Renewal Authority (LURA) issued a RFP seeking proposals from developers for redevelopment of the former Dillard’s property at Twin Peaks mall as part of the overall redevelopment of the Mall. This was undertaken as part of LURA’s process of acquiring real property through the exercise of its power of eminent domain. LURA received one response from NMMS Twin Peaks, LLC (the redeveloper of the mall). The LURA Board of Commissioners awarded the RFP to NMMS Twin Peaks, LLC. This resulted in LURA transferring the property to NMM Twin Peaks, LLC to facilitate redevelopment of the mall. The cost to acquire the property was split between LURA and NMM Twin Peaks, LLC.</td>
</tr>
<tr>
<td>RFP for Redevelopment of the City of Longmont former water treatment plants sites</td>
<td>In March 2013, City issued RFP in partnership with Town of Lyons seeking developers to redevelopment the City’s two former water treatment plans on Highway 66. Total of 9.8 acres. Property would need to be annexed into Lyons. Received 4 responses. The selection committee met and selected one response. City entered into negotiations with developer, but the parties could not come to an agreement on the price. City had discussions with several other developers, but the proposed purchase price, cost to get site “development ready” and annexation process into Lyons hindered further interest. Latest is that the Town of Lyons is interested in purchasing property and they will annex. Then Lyons will seek developer interest for redevelopment of site.</td>
</tr>
<tr>
<td>RFEI for Downtown Longmont Redevelopment Opportunity</td>
<td>In October 2015, the City issued an RFEI (Request for Expressions of Interest), in partnership with Boulder County and LDDA, seeking developers to redevelop two surface parking lots in the downtown area. Goal is to have a structured parking facility that provides parking for Boulder County and public parking along with mixed use development (commercial and/or residential). Site size is 1 acre. Did not receive any responses. Primary reasons were small site size and cost of structured parking as part of overall development cost that impacted project financial viability. Currently working with Boulder County Housing Authority for a potential mixed use development on site.</td>
</tr>
</tbody>
</table>

What are the key next steps to make sure redevelopment opportunity sites meet the Best Practice criteria?

- Identify the level of financial and regulatory participation the City and its partners are willing to provide to support redevelopment opportunity sites. This could range from proactive (e.g. purchase property, conduct site cleanup) to supportive (e.g. providing property information, facilitating development review).
- Complete property information packages for redevelopment opportunity sites and provide the information online.
- Work with property owners to facilitate marketing and redevelopment of their sites consistent with the vision of any adopted plans in area.
- Continue to market redevelopment focus areas to the developer/investor community, and invite interested parties to tour the community and opportunity areas.
Public / Private Partnerships

Has the community entered into a public/private partnership with a developer Yes ☑ No ☐ to facilitate a redevelopment project? If yes, please describe below.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Date</th>
<th>Parties to Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redevelopment and Reimbursement Agreement for</td>
<td>March 2012</td>
<td>City of Longmont, Longmont Downtown Development Authority, Longs Peaks and Main, LLC</td>
</tr>
<tr>
<td>Roosevelt Park Mixed Use Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redevelopment and Reimbursement Agreement for</td>
<td>January 2013</td>
<td>City of Longmont, Longmont Urban Renewal Authority, Twin Peaks, Twin Peaks Metropolitan District</td>
</tr>
<tr>
<td>Twin Peaks Mall Redevelopment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redevelopment and Reimbursement Agreement for</td>
<td>March 2015</td>
<td>City of Longmont, Longmont Downtown Development Authority, PFP Longmont Holdings I, LLC</td>
</tr>
<tr>
<td>Butterball Sites Redevelopment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Has the community entered into a Memorandum of Understanding or Intergovernmental Agreements between governmental entities related to redevelopment sites? Yes ☑ No ☐

The City and the Longmont Downtown Development Authority (DDA) have an Intergovernmental Agreement (IGA) that describes certain duties that the DDA undertakes for the benefit of the City. For the area within the boundaries of the DDA, and as consideration for the work to be performed by the DDA, the City agrees to provide assistance and services. These are several programs provided by the DDA that can be related to redevelopment.

These include the DDA’s Development Incentive Program (DIP) which provides funding to facilitate desired small to moderate scale building exterior facade improvements for eligible projects, building and fire code required improvements for priority projects, and eligible public improvements directly related to and benefitting a private development. The funding source of this program is selected City development fees that would be reimbursed back to the applicant.
The other program is the Facade Improvement Program (FIP) which provides grant funding for eligible public improvements to facilitate desired larger scale redevelopment and new development projects in the downtown area through the use of tax increment investment from the DDA. The City and the DDA agree to administer the FIP for eligible exterior building façade and site improvements, and eligible public improvements directly related to and benefiting a private development project as herein below contemplated in compliance with the following procedures:

**Does the community describe the governmental social objectives of a redevelopment project as part of consideration of a public/private partnership and communicate this to the policy leaders and community at large?**

As part of the decision making process that City Council undertakes in considering whether to enter into a public/private partnership, City staff summarizes the how the projects addresses various social objectives and community goals related to Citywide plans or small area plans.

**Does the community assess the economic and fiscal impacts (benefits and costs) of a redevelopment project as part of consideration of a public/private partnership and communicate this to the policy leaders and community at large?**

As part of the decision making process that City Council undertakes in considering whether to enter into a public/private partnership, City staff prepares an estimate of the economic and fiscal impacts of the project during the construction period and at build out for a period of time, usually 10 years. For residential projects, an estimate of the impact of providing city services to these residents (e.g. public safety, social services) is also provided.

**Does the community have the staff capacity and skillset and/or funding for consultant services that provide those services to facilitate redevelopment projects and public/private partnerships, or funding to utilize contract services to provide these services? If so, please describe.**

The City has a redevelopment program that is administered by the Redevelopment Program Manager. This staff person is responsible for the implementing the City’s redevelopment projects and programs and the administration of Longmont Urban Renewal Authority (LURA) and its activities. A particular emphasis of this position is placed on recruiting new real estate investment in the established redevelopment districts, urban renewal areas and other targeted areas of the city. In this role, examples of the work undertaken by the Redevelopment Manager include:

- Manages redevelopment and urban renewal projects including structuring public/private partnerships, negotiation of agreements, technical/financial analysis, meetings and coordination with City staff, City Council, developers, property owners, consultants, attorneys, appraisers and others.
- Prepare financial and technical analysis, economic and fiscal impact reports, and other planning, marketing and real estate analyses for consideration by City staff, City Council and other groups when redevelopment projects and/or public investment are proposed.
- Actively market opportunities for redevelopment throughout the community through meetings, conferences and networking opportunities with real estate developers, investors, property owners and other businesses in the city, the Denver metropolitan region and nationwide.
- Coordinate with other City departments and City staff who perform duties required to facilitate redevelopment activities, and work to ensure the progress of redevelopment projects from entitlement through construction and project opening.

The City also utilizes contractual services on an as needed basis and as funding is available.
Does the community provide a summary of available incentives to facilitate redevelopment projects? If so, is this information available online?

What development tools, resources and financial incentives has the community utilized to facilitate redevelopment of prioritized redevelopment sites? Check all that apply.

- ☑ Development fee waivers/reductions/rebates
- ☐ Land write down/conveyance
- ☑ Tax increment financing
- ☑ Infrastructure investment
- ☑ Special assessment districts
- ☑ Improvement districts
- ☐ Municipal land banking / assembly / purchase
- ☐ Undertake selective site preparation activities
- ☑ Expedited site plan review
- ☑ Assistance with blight removal/demolition
- ☑ Investment in parking
- ☑ Development fee credits
- ☐ Infrastructure investment grant fund
- ☐ Redevelopment incentive grants
- ☐ Building rehabilitation grant program within redevelopment areas
- ☐ Redevelopment projects development review coordination team
- ☑ Brownfield remediation grants/assistance
- ☐ Sales tax rebate for qualified redevelopment projects
- ☐ Public improvement fees
- ☑ Downtown grant/incentive programs
- ☑ Tax credits
- ☑ State programs and grants
- ☐ Federal programs and grants
- ☐ Community benefit agreement
- ☐ Development contribution agreement
- ☑ Infrastructure/facilities co-investment
- ☑ Other (specify: Redevelopment credits for water and sewer capacity reallocation)

For each of the tools employed, please describe the project and amount of investment below.

<table>
<thead>
<tr>
<th>Type of tool</th>
<th>Project utilized</th>
<th>Description</th>
<th>Estimated Amount/Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development fee waivers/reductions/rebates</td>
<td>Roosevelt Park Apartments</td>
<td>Reimbursement of eligible permits and fees through Development Incentive Program (LDDA program)</td>
<td>Up to $387,449 rebated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduction in park improvement fee paid by developer from $587,075 to $27,905 for infill development</td>
<td>$559,170</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Waiver of public building fee for infill development</td>
<td>$144,000 waived</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rebate of transportation community investment fee for infill development</td>
<td>$64,031 rebated</td>
</tr>
<tr>
<td>South Main Station (Butterball redevelopment)</td>
<td></td>
<td>Reimbursement of eligible permits and fees through Development Incentive Program (LDDA program)</td>
<td>Up to $850,000 (estimated)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rebate of transportation community investment fee for infill development</td>
<td>$140,725 (estimated)</td>
</tr>
<tr>
<td>Infrastructure investment</td>
<td>Roosevelt Park Apartments</td>
<td>Reimbursement to developer of certain public improvements costs constructed in the public right of way</td>
<td>$597,663</td>
</tr>
<tr>
<td>Redevelopment credits for water and sewer capacity reallocation</td>
<td>Butterball redevelopment</td>
<td>Reallocation of water and sewer capacity from former main plant site to associated lots within Butterball redevelopment area in the form of credits for any water and sewer system development fees that would need to be paid</td>
<td>$2,000,000 (estimated)</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>Tax Increment Financing</td>
<td>Twin Peaks Mall redevelopment (Village at the Peaks)</td>
<td>Reimbursement of eligible costs from TIF pledged property tax increment, Metro District mill levy and portion of non-earmarked City sales tax increment</td>
<td>$27,500,000</td>
</tr>
<tr>
<td>Roosevelt Park Apartments</td>
<td>FIP grant for reimbursement of eligible façade improvements (LDDA program)</td>
<td>Up to $1,030,000</td>
<td></td>
</tr>
<tr>
<td>LDDA grant for investment in parking using TIF funds (LDDA program)</td>
<td>Up to $2,024,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Main Station (Butterball redevelopment)</td>
<td>FIP grant for reimbursement of eligible façade improvements (LDDA program)</td>
<td>Up to $730,000 (estimated)</td>
<td></td>
</tr>
<tr>
<td>Brownfields remediation</td>
<td>Cheese Importers</td>
<td>City received grant from Colorado Department of Oil and Public Safety for environmental assessments (State Redevelopment Fund)</td>
<td>$4,100</td>
</tr>
<tr>
<td>Assistance with blight removal/demolition</td>
<td>South Main Station (Butterball redevelopment)</td>
<td>City contribution towards demolition and clean-up costs to remove blighted buildings</td>
<td>Up to $1,250,000</td>
</tr>
<tr>
<td>Downtown incentives</td>
<td>South Main Station (Butterball redevelopment)</td>
<td>Retail incentive grant in exchange for providing at least 3,500 SF of ground floor retail and restaurant space along Main Street (LDDA program)</td>
<td>Up to $100,000 (estimated)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Residential incentive grant for reimbursement of eligible costs in line with LDDA goals and vision of redevelopment consistent with redevelopment plan (LDDA program)</td>
<td>Up to $20,000 pending Board approval</td>
</tr>
<tr>
<td>Infrastructure/facilities co-investment</td>
<td>South Main Station (Butterball redevelopment)</td>
<td>City and developer share in cost associated with the installation of any required public improvements associated with the extension of pedestrian and vehicular access across railroad along Emery Street to 1st Avenue</td>
<td>City cost = up to $500,000 Developer cost = up to $500,000</td>
</tr>
</tbody>
</table>
Does the Land Development Code include any incentives for redevelopment not utilized previously or described above? If so, please describe.

Yes ☒ No ☐

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and Sewer System Development Fee credits</td>
<td>Fee credit based on existing capacity. Permitted under LMC 14.08.605.</td>
</tr>
<tr>
<td>Electric Community Investment Fee credits</td>
<td>Fee credit based on existing capacity</td>
</tr>
<tr>
<td>Transportation Community Investment Fee (TCIF) fee reduction</td>
<td>Provides a 29% reduction in transportation community investment fee for projects located within Urban Development Service Area (e.g. downtown, urban renewal areas, 1st and Main area)</td>
</tr>
<tr>
<td>Expedited Site Plan Approval</td>
<td>While the City does not specifically provide an expedited site plan review process for priority redevelopment projects, the Planning and Development Services Director may lengthen or shorten the review process of a particular project when such action is in the best interests of the city</td>
</tr>
<tr>
<td>Economic Incentives for Preservation</td>
<td>Provides for a rebate of city permit and development fees for improvements made to an exterior of a structure of a property that is designated as a landmark, or located within a historic district. Rebate applies to building permit fees, electrical permit fees, mechanical permit fees, plumbing permit fees and development application fees</td>
</tr>
</tbody>
</table>

Does the community provide any of the following information up front to interested developers?

- ☐ Environmental studies  ☐ Property details (e.g. tax value, liens, assessments)
- ☑ GIS layers for mapping  ☑ Master or neighborhood plans
- ☐ Traffic studies  ☑ Previous plans for site area
- ☑ Traffic counts  ☑ Area demographics
- ☐ Soil reports  ☐ Other (specify: )
- ☑ Utilities (layer in GIS)

What are the key next steps to make sure the public/private partnerships meet the Best Practice criteria?

- Evaluate the level of public sector support and tools for prioritized redevelopment projects on a continuum based on need and public purpose. At one end of the continuum is direct financial participation or investment in infrastructure; the other end of the continuum is more minimal participation such as flexible development standards and expedited processes. Negotiate desired public goals and uses into any agreements.
- Explore drafting a 1-page Redevelopment Philosophy to be used in discussions with the development community when considering in investing as part of a public/private partnership.
- Explore expanded use of financial tools, such as TIF, special districts and a prioritized CIP, to help invest in critical infrastructure in priority redevelopment areas.
- Explore the viability and budgetary impact of municipal funding for new redevelopment and/or infrastructure grant programs and development impact fee waivers/reductions/credits to facilitate priority redevelopment projects.
- Engage pro-actively in the necessary pre-development activities and relationship building to lay the groundwork for a successful public/private partnership.
- For consideration of a public/private partnership for a priority redevelopment project, evaluate the fiscal and economic benefits of public/private partnership and determine the need for potential public investment (“but for” consideration), including: (1) quantification of the net impacts of the project to the community (e.g. benefits and costs); (2) determination of community benefits, including addressing governmental social and economic objectives; and (3) assessment of the potential impacts of taking no action (e.g. increase in blighted conditions, loss of tax revenues, community instability).
• For any public/private partnership deal, structure the transaction and agreement to mitigate risk to the public sector while ensuring the project is financially viable to move forward. Document and monitor the transaction to ensure the public receives the benefits it is seeking and the project is moving forward appropriately.
Does the community have an approved economic development strategy?  Yes ☑ No □
If yes, is it:
☐ A stand alone document  ☐ Part of a comprehensive plan  ☐ Part of the annual budget

Name of economic development strategy  Advance Longmont Economic Development Strategy
Date prepared  2014
Prepared by  Avalanche Consulting
Prepared for  Longmont Economic Development Partnership
Timeframe for economic development strategy update  Implementation strategies are updated annually

Does the economic development strategy coordinate with the comprehensive plan and capital improvements plan? If so, please describe how.  Yes ☑ No □
One of the tactics identified by the Advance Longmont Economic Development strategy was to complete the Longmont Area Comprehensive Plan Update (Envision Longmont), which is nearing completion. The recommendation was to ensure that the comprehensive plan aligns with current development patterns, business infrastructure and zoning needs to match economic development objectives and the needs of the targeted industries identified in the plan. Another tactic within the plan is to continue city investments in capital improvements and to prioritize capital improvements according to the comprehensive plan and economic development priorities subject to and within the context of the overall purpose of the CIP. The Advance Longmont strategy suggests that capital improvement planning and funding should prioritize projects based on highest return on investment and those priorities specifically identified within both the comprehensive plan and economic development strategy.

The City’s CIP notes the following: “the Longmont CIP is traditionally viewed as an important tool for planning and managing the City’s growth and development. However, we should also view the CIP, and the projects that are funded, as a strategic economic development tool that can help leverage private investment in the community, stimulate growth that meets community goals and enhance the overall economic climate of the City. Matching identified infrastructure and capital improvements to specific community supported plans is one strategy that sets the framework and provides the necessary public sector support to undertake redevelopment and reinvestment in selected areas. This type of public/private partnership is an important step that creates and maintains a business environment that encourages the retention, growth and continued profitability of business which benefit the City, its tax base, and its residents.”
What economic opportunities and challenges are identified?

Opportunities: Longmont’s business climate is very competitive within the state, but particularly within Boulder County and the Denver Metro area. Longmont offers highly affordable electric power, low tax rates, high-speed fiber optic broadband, and a skilled workforce. Longmont’s ethnic diversity of a young, rapidly growing Latino population offers strong bilingual skills and workforce development potential. Redevelopment of existing commercial and industrial properties could open opportunities for new tenants, particularly in Downtown Longmont and the City’s Urban Renewal Areas.

Challenges: Longmont’s competitive advantages are often overshadowed by a lack of awareness of strengths (both internal and external) and limited availability of quality office space and other shovel-ready general industrial space (despite relative affordability). Longmont’s Latino population currently has overall lower educational attainment, high unemployment, and lower incomes.

Does the economic development strategy incorporate recommendations for implementation, including goals, actions, timelines and responsible parties? Yes ☑ No □

The economic development strategy Implementation Plan describes Longmont’s goals and top-level recommendations for enhancing overall economic development competitiveness broken down into the following sections: Marketing, Business Climate, Education and Workforce, Entrepreneurship and Innovation, Infrastructure, and Quality of Life. The plan includes a list of all actionable items in the Implementation Plan along with suggested time frames and task assignments. The tables contain suggested timing for implementation, task responsibility, and budget when possible.

Does the economic development strategy coordinate with a regional economic development strategy? Yes ☑ No □

Implementation of the Advance Longmont economic development strategy includes aligning Longmont with other regional partners around infrastructure investments, public policy decisions, marketing materials, educational curricula, workforce development programs, and other regional programs around the same set of targeted industries. This is accomplished through close partnership and collaboration with regional partner groups such as the Colorado Office of Economic Development, Metro Denver Economic Development Corporation, Northern Colorado Economic Alliance among others.

Does the community annually report progress made on the economic development strategy to the governing body? Yes ☑ No □

The Longmont Economic Development Partnership (Longmont EDP) provides quarterly updates to the Longmont City Council.

Does the economic development strategy incorporate and/or support redevelopment activities as part of its recommendations and implementation strategy? If yes, please describe the relevant sections. Yes ☑ No □

Of the many goals and tactics offered in the strategy, Redevelopment was identified as one of four that stand out as immediate economic development priorities for Advance Longmont:

- **Redevelopment.** Longmont has many unique physical assets that can accelerate economic development and build a unique brand identity. These assets include the St. Vrain River Corridor, former Butterball plant, sugar plant, downtown Main Street, and Boulder County Fairgrounds. They all individually present significant opportunities and, if redeveloped in conjunction with a new comprehensive plan, have the potential to be game changers.
Specific strategies identified in the plan related to redevelopment include:

**Business Climate 3.1: Review regulatory and permitting procedures for target industries**
- 3.1d - Examine planning and development codes to ensure consistency with target industry needs and realities
- 3.1e - Review and ensure the City’s economic development incentive policy is comprehensive and transparent

**Education & Workforce 4.5: Ensure that Longmont has a competitive supply of housing for workers of all levels**
- 4.5a - Review development procedures and financing tools to ensure they promote construction of a broad mix of housing in Longmont
- 4.5b - The City should ensure that codes and zoning allow for construction of needed housing elements.

**Infrastructure 6.1: Evaluate Longmont’s current supply and condition of office and industrial buildings. Contrast findings against needs of targets.**
- 6.1c - The City should explore loans, grants, or other programs that incent upgrades to existing buildings to meet demand

**Infrastructure 6.2: Encourage the redevelopment and beautification of downtown, the river corridor, and other targeted areas (Butterball, Sugar Mill)**
- 6.2a - Ensure that the updated comprehensive plan, St. Vrain River Corridor plan, and other plans and regulations encourage and allow for mixed-uses and align with economic development goals
- 6.2d - Explore desirability and feasibility of offering beautification and improvement incentives, grants, and Tax Increment Financing (TIF) for property owners in targeted areas
- 6.2e - The City and Longmont EDP should continue discussions with businesses and developers interested in redevelopment of the Butterball plant, Sugar Mill, and other large sites.
- 6.2f - Evaluate Longmont as a "Redevelopment Ready Community" based on providing clear development policies and procedures, a community-supported vision, a predictable review process and compelling sites for developers to located their projects

**Infrastructure 6.3: Continue City investment in capital improvements in public buildings & facilities, transportation, parks & rec, telecomm, and water.**
- 6.3a - Continue to prioritize capital improvements according to the comprehensive plan and economic development priorities.

**Quality of Life 7.1: Support and market arts, culinary, and entertainment community as a resource for residents and destination for visitors.**
- 7.1d - Continue to redevelop sites that offer the potential to become economic development and cultural anchors for Longmont.

**Are the community and policy leaders aware of and understand the benefits of redevelopment and public/private partnerships and its economic development impact?**
Yes ☑ No ☐

As part of consideration for any public/private partnership between the city and a developer for a redevelopment project that includes City Council action through a Redevelopment Agreement, city staff provides an economic and fiscal impact analysis of the project, including how the projects meets community goals and objectives. Staff also provides community updates on redevelopment projects to various groups and organizations throughout the city.

**Does the community coordinate marketing efforts with local, regional, and state partners to facilitate economic development opportunities?**
Yes ☑ No ☐

Longmont, through the Longmont Economic Development Partnership, maintains a strong partnership with regional economic development entities that include the Colorado Office of Economic Development, Metro Denver Economic Development Corporation, and Northern Colorado Economic Alliance in order to leverage larger statewide and regional marketing efforts. A prime example of this is Longmont EDP’s annual participation in the annual Metro Denver Site Selection Conference where we participate with economic development agencies.
throughout the region to host national corporate site selection consultants to highlight the assets of the region for attracting and growing companies in our targeted industries. Last year, one of the featured stops on the Site Selection tour was the St. Vrain Valley School District’s Innovation Center in Longmont.

**What marketing opportunities and specific strategies to attract business, consumers, and real estate development to the community have been identified?**
The Longmont Economic Development Partnership is undertaking several new marketing strategies, both internal and external, to attract new businesses and new investment in the community. The organization has significantly increased Longmont’s presence on several social media platforms, including Facebook, Twitter, and LinkedIn, and is making significant strides in benefiting from earned media through traditional media platforms. Longmont EDP has also significantly increased distribution of all economic development related e-mail marketing campaigns. The organization is making significant efforts to bring business leaders, investors, and stakeholders into the community understanding that the best way to market the community is to get people here to see the opportunities for themselves. In 2016, the Longmont EDP hosted an Evolution of Economic Development event with its primary audience being external to Longmont, and will host an Innovation Tour and Real Estate Tour in the coming months. Longmont EDP will also be taking the Longmont story to other markets through attendance at trade shows, and visits to site selection consultants and corporate real estate executives in other markets representing our targeted industries.

**What are the key next steps to make sure the economic development strategy meets the Best Practice criteria?**

- Continue to implement the redevelopment strategies that are part of Advance Longmont’s implementation plan, including monitoring of benchmarks and milestones.
- Ensure that the City’s CIP is aligned with the economic development strategy. The CIP, and the projects that are funded, are a strategic economic development tool that can help leverage private investment in the community, stimulate growth that meets community goals and enhance the overall economic climate of the City. These projects should be matched with specific community supported plans.