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In 2006, the City of Longmont completed its Focus on Longmont citywide strategic plan to help the Longmont City Council develop policies and make key decisions to ensure that Longmont continues to be a great place to live, both now and into the future. Since that time, Focus on Longmont has guided past and current city councils in establishing their annual goals and in allocating resources to support the five strategic directions contained in the plan:

1. Promote a Healthy Business Climate  
2. Support Education as a Communitywide Value  
3. Enhance the Natural Environment  
4. Revitalize Downtown  
5. Promote a Sense of Community Identity and Cultural Inclusion.

For the past five years, the City, in partnership with the community, has made significant plan accomplishments during a time of great economic change and uncertainty.

The purpose of this update is to refresh the policies and implementation strategies supporting the Focus on Longmont Strategic Plan to help achieve the plan’s future vision in the five strategic directions in accordance with current and projected conditions, trends and community priorities. The core questions for this update are: what should the City keep doing, and what additional activities should the City be pursuing to achieve the strategic directions?
The original Focus on Longmont Plan was built around five strategic directions that evolved from the community’s vision for Longmont’s future and that still provide the foundation for this update:

1. Promote a Healthy Business Climate
2. Support Education as a Communitywide Value
3. Enhance the Natural Environment
4. Revitalize Downtown
5. Promote a Sense of Community Identity and Cultural Inclusion

Since adoption of the plan, Longmont has conducted annual performance assessments to chart progress on the strategic directions, providing a solid foundation for establishing council priorities each year. In preparation for the update to Focus on Longmont, staff conducted a comprehensive five-year review, “Focus on Longmont Report Card to the Community: Five Years Later.” In completing the report card, the City became even more aware that it had limited ability to directly influence, and therefore measure, some of the policy directions included in the 2006 plan. As a result, the 2012 update focuses more specifically on the role of the City in implementing the proposed policies and actions.
Over the past five years of the plan, the national economic climate has changed dramatically, and Longmont has not escaped the impacts of the recession. The original assumptions used during Focus on Longmont included looking at build-out of the city; however, much sooner than predicted, the housing market halted, building permits declined rapidly, and sales and use tax revenues declined accordingly. Throughout this challenging time, the City of Longmont continued to provide excellent services to the residents and businesses of our community, with a focus on the strategic goals laid out in the community-driven Focus on Longmont plan.
A coordinating team of community leaders who have community connections and insights related to the five strategic directions of Focus on Longmont collaborated with the City’s Executive Leadership and Community Involvement teams to lead the update process. The Focus on Longmont team members included:

- John Bruning, Longmont Water Board Chair (Environment)
- John Creighton, St. Vrain Valley School District Board of Education President (Education)
- Marietta Gonzales, Multicultural Action Committee Member (Cultural Inclusion)
- Sandy Hozempa, Neighborhood Group Leader (Community Identity)
- Keith Kanemoto, Longmont Area Economic Council Board Chair (Business Climate)
- Kimberlee McKee, Longmont Downtown Development Director (Downtown)
- Mike Butler, Chief of Public Safety, City of Longmont
- Jim Golden, Director of Finance, City of Longmont
- Eugene Mei, City Attorney, City of Longmont
- Gordon Pedrow, Longmont City Manager (retired March 2012)
- Brad Power, Economic Development Director, City of Longmont
- Dale Rademacher, Director of Public Works and Natural Resources, City of Longmont
- Tom Roiniotis, Director of Longmont Power & Communications
- Karen Roney, Director of Community Services, City of Longmont
- Sandra Seader, Assistant City Manager, City of Longmont
- Valeria Skitt, Longmont City Clerk
- Michele Waite, Division of Senior Services Manager, City of Longmont

The process had four phases:

1. LAUNCH – SEPTEMBER 2011
   The launch involved organizing the coordinating team and preparing background information, including the “Focus on Longmont Report Card to the Community,” to provide the performance assessment called for in the 2006 Focus on Longmont Plan. At their first meeting, coordinating team members provided ideas for community outreach, community conversation, desired outcomes and how to bring forward the Report Card data to the community.

2. IDEAS AND INSIGHTS – OCTOBER - DECEMBER 2011
   This phase concentrated on what people feel the City should focus on in the next five years to best move forward on the strategic directions. The City conducted six community conversations where community members answered these questions:
• What is the one thing that the City can continue to provide for you to confidently state that Longmont is a great place to live?
• How would you grade the City’s performance with respect to each strategic direction in the past six years?
• If you were to give the City an “A” in each of these areas in five years, what ideas do you have for how to realize that? Which ideas are most important?

More than 750 invitations were sent to various community groups, nonprofit organizations, City advisory board and commission members, and residents. Invitations were given out at several community events, printed in the Times-Call newspaper, posted on the City’s Facebook site, and sent to e-news subscribers. One of the community conversations included participants in the City’s Resident Feedback Panel, a group that is a demographic representation of Longmont.

The chart below shows the median and the mode of the grades Community Conversation participants gave the City for its performance in implementing the Focus on Longmont strategic directions.

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<thead>
<tr>
<th>STRATEGIC DIRECTION</th>
<th>MEDIAN</th>
<th>MODE</th>
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<tr>
<td>Education</td>
<td>B</td>
<td>B</td>
</tr>
<tr>
<td>Downtown</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>Environment</td>
<td>B+</td>
<td>B</td>
</tr>
<tr>
<td>Business Climate</td>
<td>B–</td>
<td>B</td>
</tr>
<tr>
<td>Community Identity and Inclusion</td>
<td>B</td>
<td>B</td>
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The coordinating team synthesized the ideas generated at the community conversations to identify recurring themes and frame key choices to take to the community in the next phase. The top categories of ideas for moving the city forward were:
• Connected trails (109 votes)
• Connect businesses to education (71 votes)
• Public transportation (70 votes)
Other important categories with 40 to 50 votes each were having a small college in Longmont and partnerships with the City, community groups and nonprofits to support the strategic direction on education; having a variety of businesses in support of downtown; support for specific businesses and facilities and mall redevelopment to enhance the business climate; and more engaged neighborhoods to promote community identity and inclusion. Several ideas appeared under two or three different strategic directions, notably transportation and bicycle and pedestrian connections, educational opportunities downtown, the St. Vrain River Corridor, business activity, enhanced technology, partnerships and community engagement.


Longmont held its first Telephone Town Hall on February 16, 2012. Using Internet-based technology, the City called all residents whose phone numbers are in the utility billing database with an invitation to join in an hour-long call about the citywide strategic plan. More than 2,100 people joined in the call, and another 60 participated in person in the Council Chambers. During the call, both the telephone and in-person audience had the opportunity to participate in polling on priorities for each of the strategic directions. Additional community members weighed in on Facebook, through an online survey posted on the City’s website, and at a Spanish-language Town Hall event on February 28, 2012.

During this stage in the process, the coordinating team identified discrete choices related to each of the strategic directions. All of the choices were deemed important, but the polling and discussions were focused on identifying what was most important to the community. The questions asked and the results from all participants were:

With respect to promoting a HEALTHY BUSINESS CLIMATE, which would you most like to see the City focus on?

1. Partnering with the private sector to redevelop Twin Peaks Mall
2. Reducing “red tape” for businesses
3. Providing business incentives to attract well-paying jobs
4. Marketing the community to potential employers and businesses
5. None of the above

![Poll Results Chart]

- Redo Twin Peaks Mall: 5.6%
- Reduce “red tape”: 41.4%
- Provide business incentives: 21.2%
- Market the community: 12.8%
- None of the above: 19.0%
With respect to supporting EDUCATION, which would you most like to see the City focus on?
1. Funding early learning programs for preschool children
2. Providing lifelong learning classes for adults
3. Creating access to technology that connects Longmont to the world
4. Supporting connections between businesses and the schools to create real-world learning opportunities
5. Partnering with schools and businesses to create more career technical training programs
6. None of the above

Of the following, which would you most like to see the City focus on around its NATURAL ENVIRONMENT?
1. Creating and maintaining parks, open space and public lands
2. Continuing energy and water conservation programs
3. Enhancing the St. Vrain River Corridor
4. Expanding composting programs
5. None of the above

And second, of the following which would you most like to see the City focus on around TRANSPORTATION?
1. Continuing to "connect" trails, greenways and bike paths
2. Improving citywide transit within Longmont
3. Improving transit connections between Longmont and the region
4. None of the above
What improvement would make DOWNTOWN most vibrant?
1. Continuing to make downtown more pedestrian friendly
2. Filling storefronts with a variety of shopping and dining experiences
3. Providing more entertainment such as music, theater, dance, and visual arts
4. Enhanced marketing of downtown
5. None of the above

With respect to building a sense of COMMUNITY IDENTITY AND CULTURAL INCLUSION, which would you most like to see the City focus on?
1. Implementing more activities that are attractive to youth
2. Organizing new neighborhood groups throughout the city
3. Increasing City support of existing neighborhood groups
4. Supporting more neighborhood activities
5. Enhancing diversity of representation on boards and commissions
6. None of the above

In early March 2012, the Focus on Longmont team met several times to review community input and identify potential policies, actions and performance measures related to each of the strategic directions. Results from those sessions follow.
The following policies were developed based on community input from the four-phase community involvement process and city council’s chosen 2012 retreat topics with consideration for whether the City of Longmont could have substantive influence on policy outcomes. In addition, the update is consistent with the Focus on Longmont vision and is organized by the same five strategic directions as in the 2006 plan. While the policies reflect concerns related to current conditions, especially with respect to the national recession, they also look ahead to create long-term strategic direction for the City of Longmont. Some of the 2006 policies are re-embraced in this update, while others are seen as having less importance. In this update, all of the policies are renumbered so that policies that are continued from the previous effort will be associated with a new policy number.

Three types of policies are presented for each strategic direction:

**Tier 1: Areas of New or Renewed Emphasis** – High-importance policies that represent new priorities for the City or areas where a renewed effort is desired.

**Tier 2: Ongoing Efforts** – These policies are important, and the current program is working well and should be continued.

**Tier 3: Lower Priority** – Policies from the 2006 plan that are deemed to be lower priority for this update because they are beyond the scope of what the City can influence, because they were of less importance to the community, or because they have been completed and are not ongoing efforts.

### 1. PROMOTE A HEALTHY BUSINESS CLIMATE

**Rationale**

A healthy business climate is a critical element of a thriving community. Communities that provide flexibility, can adapt to changing conditions, and provide opportunities that attract new businesses and expanding existing businesses have the best opportunity to create a strong and diverse economy. A strong economy implies that wages are high enough to keep a stable, skilled workforce intact and that the costs associated with maintaining a household, relative to wages, are affordable to the majority of those working in the community.

**What We Heard**

Residents who participated in the original Focus on Longmont process said that a healthy business climate and a strong and diverse economy can serve as the foundation for a successful community. Their sense was that if we “get business right,” everything else will fall into place.

Community comments during the update process reinforced the importance of a healthy local economy. In rating the City’s performance on this strategic direction, many people were favorably impressed with how the City supports businesses, while others felt there was room to do more. People also were positive about maintaining Longmont’s identity and Longmont’s affordable utilities.
Calls to action voiced in the update process included working with the private sector to redevelop Twin Peaks Mall and creating partnerships with businesses centered on job creation. While some people noted that the downturn in the economy is not Longmont’s fault, others call for the City to have a more focused, strategic plan to attract new businesses and redevelop blighted areas. People have many ideas for new businesses, including entertainment venues such as a theater, an event or convention center, expanded services at the airport, and more green businesses.

**Proposed Policies and Recommended Actions**

**TIER 1: NEW OR RENEWED AREAS OF EMPHASIS**

**Policy 1.1 Primary jobs - Increase primary job opportunities.**
- Work with private sector and economic partners to create opportunities for additional well-paying jobs, including using the primary job incentive program. Consider wages to be paid and jobs created.

**Policy 1.2 Business support - Increase support for all businesses to provide a comprehensive range of job opportunities and economic diversity.**
- Maintain existing business support programs (Longmont Economic Gardening Initiative, Business Start-up Grant, Business Improvement Grant, Small Business Lending Program, Business Outreach Team) and develop new programs to respond to changing conditions and demands.
- Work with employers to determine what they need for a qualified and skilled workforce and facilitate partnerships with Workforce Boulder County, Front Range Community College, and the St. Vrain Valley School District where appropriate.
Policy 1.3 Mall redevelopment - Facilitate approval of Twin Peaks Urban Renewal Authority redevelopment plans and assess partnership opportunities with NewMark Merrill for potential City investment for needed public improvements.

- Expedite plan review and approval through the Development Review Committee.
- Negotiate a development agreement with NewMark Merrill to fund public improvements that may be required to complete mall redevelopment.

TIER 2: ONGOING EFFORTS

Policy 1.4 Business-friendly environment - Continue to create a business-friendly and receptive environment, both locally and beyond, aiming at continuous improvement to maintain our competitiveness within the region.

- Continue to conduct customer feedback sessions and refine processes as appropriate.

Policy 1.5 Effective marketing - Market the community to potential businesses, employers and visitors.

- Implement the “You Belong in Longmont” branding plan, including an earned media plan, strategic placement of paid ads in prominent journals and publications, videos about why businesses belong in Longmont, enhanced social media campaign, and provision of graphics and templates for economic partners and businesses to use to promote Longmont in their own media.
- Highlight success stories from businesses that use City services and support programs.
- Promote the fact that infrastructure is a key backbone of our strength and quality of life.
- Ensure that Longmont’s business support programs and efforts receive media coverage in the Denver regional market.

TIER 3: LOWER PRIORITY

Two policies from the 2006 Focus on Longmont Plan were deemed to be of lower priority because of their dependence on market forces: Development aligned with the community’s vision and fiscal responsibility (previously policy 1.2) and Balance of businesses (previously policy 1.4).

Performance Measures

The following measures are suggested to gauge Longmont’s success in promoting a healthy business climate:

- Return on investment in number of jobs created (value of incentives compared to number of jobs created).
- The numbers and value of primary job incentive rebates that are returned to the City from primary employers that do not fulfill job creation requirements.
- Increase in sales tax revenue and participation in economic development business support programs.
- Customer satisfaction as measured through regular focus groups and feedback sessions with a variety of Development Services customers.
2. SUPPORT EDUCATION AS A COMMUNITYWIDE VALUE

Rationale
Education serves a number of important roles in achieving the City’s goals for the future. First, early learning opportunities help children succeed in school, and continued educational opportunities help youth and adults achieve their employment and economic goals. In today’s marketplace, education also includes retraining opportunities for workers whose career needs are changing. An educated workforce will help the city attract employers with high quality job opportunities. Finally, a range of educational opportunities will continue to make Longmont a desirable place to live, attracting new residents over time as the city’s population matures.

In this update, the City’s role in education is aligned with what it does best as a municipality: provide infrastructure, address service gaps, convene community sectors and provide leadership that unifies the community around a common purpose.

What We Heard
In rating the City’s performance on this strategic direction during the update, community members generally were pleased with the educational resources provided by the City through the library, museum, senior center and other City facilities, but some encouraged Longmont to do more with the City’s website and Internet access for all. People also were positive about the City’s participation in promoting the community’s involvement in education to enhance classroom teaching with real-world experiences.

A key call to action for the City is to facilitate connections between businesses and education. These connections should focus on teaching life skills and knowledge to better prepare people for work and to move more people into...
jobs. People see a role for the City in consistently promoting the value of education to all community sectors and advocating for business involvement in education. Community members also envisioned a role for the City in supporting our early learners by supporting preschool programs and communitywide literacy. Finally, in focusing on what the City can influence to advance educational attainment, the City’s infrastructure can support education in a variety of ways, such as leveraging its telecommunications infrastructure to help ensure that all students have access to broadband Internet service or supporting efforts to permanently locate a community college in Longmont.

Proposed Policies and Recommended Actions

TIER 1: AREAS OF NEW OR RENEWED EMPHASIS

Policy 2.1. Community support for education - Create access to technology that connects Longmont to the world so that City infrastructure (telecommunications, facilities, land, transportation, etc.) supports the full spectrum of the Longmont community’s educational needs.
• Ensure that every Longmont home has the opportunity to connect to high-speed broadband service.
• Offer appropriate City assets and infrastructure that will help successfully establish a permanent facility for Front Range Community College in Longmont.

Policy 2.2. City leadership - Assume an active leadership role in establishing a culture of learning in Longmont.
• Develop a messaging campaign that promotes the foundational importance of education, and enlist community partners in that effort.
• Continue to take on strategic convening roles that bring different sectors together to address unmet educational needs in the Longmont community.
• Promote business connections with post-secondary institutions.

TIER 2: ONGOING EFFORTS

Policy 2.3 Learning opportunities for all - Continue to strengthen City services that fill the gaps in learning resources and opportunities.
• Continue to transform or expand Library services in response to ever-changing learning needs within the community.
Policy 2.4 Early education – Support school readiness among 0- to preschool-age children.
• Continue to support the work of Bright EYES (Early Years Education Stewards) to address gaps in early literacy and comprehensive school readiness.

Policy 2.5 Lifelong learning - Provide lifelong learning classes for adults.
• Explore how the Longmont community can address the gap in adult education for those 21 years and older.
• Continue to offer a wide range of lifelong learning classes through the Recreation and Senior Services divisions.
• Consider expanding scholarships for families to access early learning programs, or directly fund early learning programs to expand their capacity to serve low-income children.

Performance Measures
The following measures are suggested to gauge Longmont’s success in promoting education as a communitywide value:
• Percentage of homes connected to broadband Internet.
• Prominence of educational institutions in our community.
• Percentage of the community that reports feeling responsible for promoting education.
• Importance of early learning polls higher in community surveys.
• Grade Level Reading Plan measurements.
Moving in the right direction: Progress on enhancing the natural environment

Expanding the path system – Bike paths are among the crown jewels of the City of Longmont. Since 2006, the City has added approximately 10 percent more bike paths and greenways to total over 100 miles. In 2011, the City’s bike map received an international award from ESRI for second place in cartographic design.

More open space lands – The community’s support of open space acquisitions has allowed the City to increase open space areas by 61 percent since 2006. Longmont residents also enjoy 2.17 acres of neighborhood parks per 1,000 residents.

Reducing energy use – Programs to reduce energy and resource use at City facilities have resulted in over 4.2 million kWh saved over the past four years. Rebate and conservation programs have been well received in the city and continue to produce substantive savings.

Improved water quality – Longmont’s water quality, long a source of community pride, is getting even better. New technologies at the City’s Nelson-Flanders water treatment plant produce cleaner and cleaner water every year.

Transit-oriented development moves forward — Studies are underway for a new transit station at 1st Avenue and Main Street to support centralized bus service and the associated transit-oriented development.

3. ENHANCE THE NATURAL ENVIRONMENT

Rationale
The opportunity to appreciate and enjoy the natural environment is already a key contributor to Longmont’s quality of life. The city’s trees, parks, mountain views, open space and trail system constitute a major community asset that residents value in their daily lives. The underlying theme of this policy direction is to consider ways that the City could do more to enhance usability and accessibility of the natural environment in day-to-day life. In particular, this might include enhancing the trail system to make it more functional as a transportation option as well as for recreation, seeking opportunities to increase the “usability” of open space, funding maintenance of City lands and facilities, and more strategic purchases of open space to serve specific purposes. Also important is the continuing need to conserve our scarce natural resources, including water and energy.

What We Heard
In the update community conversations, when people were asked to grade the City’s performance on each of the strategic directions, progress on enhancing our environmental legacy received the top grade, B+. In addition, when people voted on the importance of different ideas to move Longmont forward in the future, the two top categories, “connecting trails” and “public transportation,” related to this strategic direction. Despite steady progress in expanding the City’s trail system in the last several years, further efforts to connect trails emerged as a top

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<tr>
<td>Acres of open space</td>
<td>2,422</td>
<td>3,477</td>
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<td>Miles of greenways and bike paths</td>
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<td>100</td>
<td>103</td>
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<td>Electric consumption in City facilities (in millions of kWh)</td>
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<td>21.2</td>
<td>19.3</td>
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FOCUS ON LONGMONT

UPDATE POLICIES, SUGGESTED ACTIONS AND PERFORMANCE MEASURES

priority in the community. Participants supported the City’s recycling and conservation programs, building and zoning codes, and open space lands and parks. A central theme in the community discussions was focusing on the St. Vrain River Corridor as a community asset and a connection to downtown. Continuing to advocate for FasTracks and improving transit both within the city and regionally emerged as additional important themes related to both enhancing the environment and strengthening downtown.

Proposed Policies and Recommended Actions

TIER 1: AREAS OF NEW OR RENEWED EMPHASIS

Policy 3.1 Citywide trail system – Continue to connect trails, greenways and bike paths.
- Connect established nodes (Twin Peaks Mall-downtown-major community parks).
- Continue to focus on Oligarchy, Dry Creek and Spring Gulch greenway systems.
- Complete underpasses of major arterials at 1) Highway 119 and LoBo Trail, 2) Dry Creek at Twin Peaks Mall, 3) Highway 119 east - Spring Gulch #2 to Sandstone.
- Continue to implement an integrated trail system.

Policy 3.2 Open space, parks and recreation opportunities – Continue to develop and maintain the City park system (neighborhood, community and district parks) with a focus on long-term financial sustainability.
- Develop a parks maintenance standard that the community supports and will fund.

Policy 3.3 Public transit – Consider other models of enhanced partnerships with RTD and other in-city transit and regional connections.
- Complete the 1st & Main Transit Study and implement recommendations.
- Explore funding possibilities for enhanced transit partnership models and explore other transit partners.

Policy 3.4 St. Vrain River Corridor – Enhance the quality of the natural environment, pursue redevelopment, and integrate transit connections along the river corridor.
- Create a vision for the St. Vrain River Corridor that informs how much redevelopment should be undertaken and what native and natural areas should be preserved.
TIER 2: ONGOING EFFORTS

Policy 3.5 Open space – Continue targeted open space acquisitions.

Policy 3.6 Conservation programs – Reduce energy and water consumption by enhancing access to energy and water conservation programs.
- Enhance overall efforts to market conservation programs to the entire community.
- Focus increased efforts to connect with target populations that could benefit the most from conservation programs.
- Continue to monitor the economic viability of curbside composting.

TIER 3: LOWER PRIORITY

One policy from the 2006 plan, Emphasis on the Built Environment (previously numbered 3.3), appeared to garner less support than in the past. Although the City has developed green standards for residential properties (but not for commercial properties), participants in the update process did not raise this as an issue to be pursued.

Performance Measures
The following measures are suggested to gauge Longmont’s success in enhancing the natural environment:

- Number of feet of recommended trail connections completed within three to five years.
- Continued identification and monitoring of a range of funding alternatives needed to complete the City trail system.
- Trail use levels.
- Cost per acre to maintain parks system.
- Parks maintenance status based on asset management system for parks infrastructure.
- Ridership for both local and regional routes (in partnership with RTD).
- Progress and outcomes achieved from the St. Vrain Riparian Protection Program.
4. REVITALIZE DOWNTOWN

Rationale
A downtown that is attractive, vibrant and economically healthy will play an important role in the city’s future as a stable, sustainable community. Downtown will serve as an anchor for many of the activities that help build community – educational, civic, and celebratory. Downtown can be the active heart of the community, the basis of its identity and historic roots, a community destination, and its government and cultural center. Downtown must be – and more important, must be perceived to be – safe, clean and active. Beyond these physical considerations, downtown must be marketed and public and private spaces programmed with activities that give people more reasons to come downtown and stay downtown. The downtown experience is as important as the bricks and mortar; a successful downtown is more than a collection of structures. Also important is the need to seek a balance between the interests of established neighborhoods and businesses and new businesses and mixed-use development as it relates to historic preservation and the character of the downtown area.

What We Heard
People like the fun events and activities downtown, as well as downtown’s historic character, and the community sees the potential for downtown to be much more – more vibrant and compelling with a greater variety of businesses, more easily accessible, more emphasis on the arts, more housing, more youth activities and more gathering places. An idea that resonated in discussions about both the strategic directions for downtown and the environment was consideration of the St. Vrain River Corridor as well as north to 9th Avenue as part of a “planning” area. Another idea that connected with educational initiatives was bringing a college or some other educational focus downtown.

Moving in the right direction: Progress in our focus on downtown

Creating a vibrant downtown – In 2011, the Longmont Downtown Development Authority completed both an Arts and Entertainment District Plan and a Downtown Strategic Plan. These documents focus on creating a stronger sense of place downtown and making downtown businesses and activity more vibrant.

Increased revenues – Sales tax revenues from downtown businesses are increasing after a slump in 2009.

Gathering spaces expanded – Work began on the alleyscape and breezeway project that will revitalize parking lots, alleyways and breezeways to create a sense of place and identity for downtown.

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<tr>
<td>Percent change in sales tax</td>
<td>5.4</td>
<td>-6</td>
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<td>Building permits for remodels</td>
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<tr>
<td>Number of grants for downtown</td>
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<td>6</td>
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People continue to be concerned about traffic mitigation and making downtown more bicycle- and pedestrian-friendly. Residents also were interested in more shopping and dining experiences located downtown.

Proposed Policies and Recommended Actions

TIER 1: AREAS OF NEW OR RENEWED EMPHASIS

Policy 4.1 Downtown as a destination and gathering place – Promote downtown as a universal destination and gathering place for civic, retail, dining, arts, culture and entertainment opportunities that highlight Longmont’s unique identity.

- Assist the LDDA where appropriate to implement the Arts & Entertainment District plan, providing more entertainment such as music, theater, dance and visual arts.
- Continue special events and concerts downtown in conjunction with LDDA.
- Partner with the LDDA to enhance marketing of downtown, developing districtwide marketing and promotion outreach consistent with the City’s branding effort.
- Encourage preservation of historic structures.

Policy 4.2 Balanced economic development – Encourage a diverse mix of economically viable businesses (including a variety of shopping and dining experiences) to locate and prosper in the downtown area and the greater central business district (linking north and south Main Street corridors).

- Involve the LDDA in planning to link with 1st & Main project.
- Help LDDA create an arts and entertainment business incubator downtown.
- Develop business recruitment and marketing programs as part of retail recruitment work and the branding campaign.
- Continue to investigate and encourage higher education and K-12 downtown.
- Continue development of the business incentive program in conjunction with the LDDA.
- Encourage mixed-use residential development.
Policy 4.3 Inviting space – Ensure that downtown is pedestrian friendly, clean and safe.
- Partner with the LDDA on various projects, including installing more bike racks, way-finding signage and accessibility in working with RTD on transportation routes.
- Dedicate staff to keep the downtown, including newly constructed breezeways, clean and safe.

Performance Measures
The following measures are suggested to gauge Longmont’s success in focusing on downtown.
- Number of events.
- Number of attendees at events.
- Amount of funds dedicated to downtown infrastructure improvements.
- Number and variety of businesses located in the downtown.
- Downtown vacancy rates.
- Sales tax revenues from downtown businesses.
- Number of downtown residential units.
Moving in the right direction: Progress on cultural inclusion and advancing our community identity

Neighborhood groups expanded – Longmont’s Neighborhood Group Leaders Association continues to be a strong voice for community engagement. Between 2009 and 2010, 17 new neighborhood groups joined the program for a total of 63 registered neighborhood groups.

High quality-of-life ratings – In 2010, 78 percent of Longmont residents rated quality of life in Longmont as excellent or good, while only 2 percent rated quality of life as poor. Eighty-five percent were either very satisfied or satisfied with Longmont services.

Declining crime rates – Crimes rates are low in Longmont when compared with the rest of the region. Property crimes decreased 17 percent between 2008 and 2010, while violent crime dropped slightly from 4.2 crimes per 1,000 residents to 4.0 crimes per 1,000 residents.

Expanded opportunities for youth – Longmont’s commitment to youth includes investments in recreational facilities and programs. In 2010, over 825,000 visits were made to all of the City’s recreation facilities, and more than $50,000 was given in scholarship money to various programs for youth.

5. Promote a sense of community identity and cultural inclusion

Rationale
This strategic direction builds upon Longmont’s history of volunteerism and community involvement. In a community, people are more than residents. They are neighbors; they show concern for each other and take responsibility for helping each other when help is needed. An actively engaged community helps stretch limited City resources by allowing the City government to serve as a facilitator for community action. When an engaged community communicates effectively, City decisions and resources reflect the priorities of the community; the City is accountable to its people.

What We Heard
Community involvement, neighborhood activities, multicultural programs, crime reduction, volunteerism and City events consistently receive high marks. There is a sense of pride in Longmont’s efforts to create communitywide inclusion. One community member noted, “If there was an idea that was known to improve inclusion, Longmont would do it.” Others noted that the efforts to embrace diversity and make Longmont a community for all need to go deeper. Another call to action is youth engagement; Longmont needs to dig deep to figure out just how best to plan youth activities that youth will find compelling and engaging.

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<td>Attendance at Recreation Services middle school after-school programs</td>
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FOCUS ON LONGMONT

UPDATE POLICIES, SUGGESTED ACTIONS AND PERFORMANCE MEASURES

Proposed Policies and Recommended Actions

TIER 1: AREAS OF NEW AND RENEWED EMPHASIS

Policy 5.1 Youth activities – Promote healthy youth development by offering a wide variety of appealing, purposeful and fun activities for middle- and high-school-aged youth of all backgrounds and interests.

- Convene and facilitate community discussions on expanded and enhanced youth activities focused on middle and high school students and young adults (under the age of 21).
- Continue to strengthen City services that fill the gaps in youth development resources and opportunities.

Policy 5.2 Diverse leadership – Enhance the diversity of representation in city and community leadership in governing and advisory roles.

- Explore opportunities with other community partners to offer leadership training to interested residents.

Policy 5.3 Meaningful community involvement – Promote meaningful and purposeful community involvement to ensure that a diversity of voices and ideas are considered when developing City policies and programs.

- Promote and pursue opportunities for many different types of inclusive community engagement.
- Expand range of engagement strategies and partnerships.
- Enhance accountability to the community for how their input was considered.

TIER 2: ONGOING EFFORTS

Policy 5.4 Engaged neighborhoods – Continue and enhance emphasis on newly recognized neighborhoods and activities.

- Seek ways to offer existing or expanded City programs and activities at the neighborhood level.
- Actively pursue outreach to promote the development of new neighborhood groups and activities.
- Enhance communication tools and techniques that neighborhood groups can use to inform and engage residents in their neighborhoods.
Policy 5.5 Culturally inclusive gatherings and events – Support and encourage culturally inclusive community gatherings, events and opportunities that promote understanding and build relationships among people.
• Complete an update to the Multicultural Action Plan.
• Enhance and actively promote the message that everyone belongs in Longmont.
• Implement intentional follow-up with multicultural event participants to further promote and support two-way interactions among people from different cultural backgrounds.

Policy 5.6 Safety first – Continue to promote a sense of safety throughout Longmont neighborhoods.
• Provide preventive, proactive and reactive public safety services at the neighborhood level.

Performance Measures
The following measures are suggested to gauge Longmont’s success in promoting a sense of community identity and cultural inclusion.
• Number of out-of-school activities offered and number of participants.
• Percentage of youth who report lower incidence of risk factors on the biennial Youth Risk Behavior Survey.
• Number of participants in leadership training.
• Percentage of leadership training participants accepted on City boards and commissions.
• Percentage increase in “sense of community” as reported in the Sense of Community index.
• Percentage of projects where follow-up is completed.

CONCLUSION
The Focus on Longmont Update process involved input from hundreds of people who work and live in Longmont. They not only evaluated how well the City has moved forward on its strategic directions during the past six years, but also spent time dreaming of Longmont’s future. Their input has been captured in this update to the strategic plan and will inform city council members in their decisions about priorities for the future of the City of Longmont.