

**Action Plan  
Longmont Midtown Redevelopment Plan**

REFERENCE #	Barrier / Issue	Strategy	Action	City Role	Implementation Lead	Resources Needed	Time Frame			
							In Progress	Near-Term	Mid-Term	Long-Term
M	Market									
M.1	Limited support and promotion of retailers and businesses (market)					Existing Staff Resources, City Council Policy Decision, Budget Decision, Consultant, Dollars \$				
M.1.A		Formalize an advocacy entity (or modify an existing one - LDDA, BID, CDC) to champion implementation of the plan over the near- and long-term. Note: The advocate can be public or private or a combination of both, but their primary function will be to advance the actions of the plan, keep stakeholders involved in the process, and promote consensus.								
M.1.A.1			Work with property and business owners to evaluate the range of entities which could serve to address physical and marketing inadequacies in the study area.	Supporter	Public	Existing Staff Resources, Consultant		X		
M.1.A.2			Continue to solicit the input of property owners, residents, and churches in the neighborhood.	Supporter	Public	Existing Staff Resources			---- On-Going ----	
M.1.A.3			Retain a consultant to prepare a tenancing strategy for the Midtown study area. Use resources of advocacy entity to plan, coordinate and recruit tenants.	Promoter	Public, Advocate	Consultant			X	
M.1.A.4			Work with advocate groups to develop targeted marketing materials (commercial) which tell the "story" of the corridor and study area. Coordinate these efforts.	Promoter	Public	Consultant, Dollars \$			X	
M.1.A.5			Direct organization to work with a local "recruitment team" to fill vacancies and manage retail concentrations in Midtown.	Promoter	Public	City Council Policy Decision			X	
M.1.A.6			Work with the Chamber and other business support and promotion organizations to maintain an active list of merchants (directory of stores) and use this list in all marketing materials.	Promoter	Advocate	Assessment Dollars		X		
M.2	No anchors in the study area to draw a different visitor base (market)									

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>M.2.A</b>		Maintain flexibility in strategies to encourage development in specific locations, e.g., trade properties (land swap) either currently in public ownership, or which could be acquired.								
<b>M.2.A.1</b>			Use the catalyst areas map prepared for the Main Street Redevelopment Plan as a guide for directing future public investment and assisting projects based on their contribution to the vision. Where properties have not been identified, but where their program is consistent with the vision for Midtown, assist and advance them.	Policy Maker	Advocate	Existing Staff Resources, Dollars \$		X		
<b>M.2.A.2</b>			Offer the following tools as potential incentives for investment and reinvestment - land swap, land write-down, density bonuses, etc.	Financier	Public	City Council Policy Decision		X		
<b>M.2.A.3</b>			Establish an urban renewal district with the study area so that financing tools such as Tax Increment Financing (TIF) can be used to off-set above market property asking prices.	Financier	Public	Tax Increment Financing		X		
<b>M.2.B</b>		Attract and subsidize unique anchor(s) to Midtown to draw resident and visitor spending and diversify the existing retail base, i.e., Mercado Plaza								
<b>M.2.B.1</b>			Work with local brokers to understand the advantages of a Midtown location	Promoter	Advocate	Existing Staff Resources		X		
<b>M.2.B.2</b>			Council establish a policy which does not limit incentives to industries growing primary jobs. Support this policy with impact analyses demonstrating retail's contribution to the community	Policy Maker	Public	City Council Policy Decision		X		
<b>M.2.B.3</b>			Work through the advocacy organization to acquire and position strategic properties for private investment with assistance (where necessary) from the City (depending on organization format)	Implementor	Public	Dollars \$		X		
<b>M.2.B.4</b>			Advocacy organization and City work in partnership to solicit private investment and package financing; organization becomes advocate for property owner / investor.	Financier	Advocate	Existing Staff Resources		X		
<b>M.3</b>	Lack of education regarding market opportunities (market)									

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>M.3.A</b>		Share market opportunities identified during this process - develop promotion materials and implement a program for business attraction.								
<b>M.3.A.1</b>			Retain a consultant to focus the findings of the target industry analysis prepared for the Main Street Redevelopment Plan; select a refined list of industries for attraction and retention in Midtown, share with local economic development groups	Promoter	Public	Consultant		X		
<b>M.3.A.2</b>			Complete business-specific research to understand more siting and facility needs among targets; share information with Midtown advocacy organization (mid-term), Chamber (near-term) and local brokers and property owners (near-term).	Researcher	Public	Existing Staff Resources, Consultant (Optional)		X		
<b>M.3.A.3</b>			Adapt market information prepared for this effort for targeted marketing materials (primary job) used to solicit private investment in Midtown.	Promoter	Public	Consultant				
<b>M.3.A.4</b>			Support any micro loan program designed to facilitate the creation and growth of qualifying companies may be used in conjunction with incubator facilities.	Supporter	Public	City Council Policy Decision		---- On-Going ----		
<b>M.3.A.5</b>			Work with the advocacy organization and local brokerage community to maintain a database of available Midtown properties.	Researcher	Public	Existing Staff Resources, Advocate		X		
<b>M.3.A.6</b>			Prepare newsletters and other materials which "tell the story" of the Midtown investment efforts - on-going initiatives, successes and available resources	Promoter	Private, Advocate	Existing Staff Resources, Consultant (Optional)		X		
<b>M.4</b>	Moderate concentration of stable business base (market)									
<b>M.4.A</b>		Promote creation of an incubator in Midtown (theme to be determined). Note: Perhaps City-owned parcel at 11th & Terry.								
<b>M.4.A.1</b>			Working with the advocacy organization, identify potential properties for acquisition (or retrofit of an existing publicly-held property and conversion to an incubator.	Supporter	Private, Advocate	Existing Staff Resources		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>M.4.A.2</b>			Complete case study research of incubators in similar locations - understanding their space and facility needs; availability of construction and operational funding; and methods to assess and select the most relevant incubator theme for the market	Researcher	Public	Existing Staff Resources, Consultant (Optional)		X		
<b>M.4.A.3</b>			Apply for funding for the construction of new space or retrofit of existing space for an incubator.	Financier	Public	Existing Staff Resources			X	
<b>M.4.B</b>		Work with the Chamber and small business support organizations to expand programs for small commercial businesses in Midtown providing funding, training, and marketing support.								
<b>M.4.B.1</b>			Working with small business representatives, heighten the visibility of programs (funding, training and marketing) available to merchants in Midtown. Promote greater coordination between the efforts of the Chamber, City and economic development organizations	Promoter	Advocate, Private	Existing Staff Resources		X		
<b>M.4.B.2</b>			Host monthly / bi-annual small business seminars to share information with local business owners / operators related to funding, training and marketing. Ensure electronic accessibility between and among all advocacy entities (website links)	Researcher	Private	Existing Staff Resources, Dollars \$		X	---- On-Going ----	
<b>M.4.B.3</b>			Work with the Colorado Housing and Finance Authority to understand the New Market Tax Credit program - a funding source for the commercial component of mixed-use projects - particularly those located in infill locations.	Financier	Public, Advocate	Existing Staff Resources		X		
<b>M.5</b>	Weak retail mix (market)									
<b>M.5.A</b>		Encourage retail uses which advance the vision of the plan through regulations and marketing								
<b>M.5.A.1</b>			Together with corridor advocates (merchants representative), continue to monitor market conditions - changing demographics, lease rates, absorption - and the performance of merchants (using benchmarks) - maintain a business database and continually update the market analysis completed for the Main Street Redevelopment Plan.	Researcher	Public	Existing Staff Resources, Consultant			---- On-Going ----	

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>M.5.A.2</b>			Establish regulating limits on big-box stores in the study area over 100,000 square feet - require that they be multiple stories tall and provide a garage, on-street and / or parking in the rear of their buildings. Subject Big Boxes to additional oversight by the City and / or advocacy entity.	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
<b>M.5.A.3</b>			Maintain a flexible position on the use and width of the alley in select locations to accommodate larger developments. Designate alleys as a second point of access.	Regulator	Public	City Council Policy Decision		X		
<b>M.5.A.4</b>			Provide regulatory assistance to business, property owners and developers to help them easily and quickly establish outdoor dining facilities.	Regulator, Supporter	Public	Existing Staff Resources		X		
<b>M.6</b>	Lack of structured support for ethnic businesses (market)									
<b>M.6.A</b>		Develop a holistic strategy for ethnic business support and promotion throughout the community and study area.								
<b>M.6.A.1</b>			Working with local representatives of the Latino / Hispanic community build the ethnic diversity of the area through creation of a district for destination uses with an ethnic theme.	Financier	Private	Existing Staff Resources		X		
<b>M.6.A.2</b>			Based on the market findings provided for in the Redevelopment Plan, identify appropriate locations for additional ethnic retailers.	Promoter	Advocate	Existing Staff Resources			X	
<b>M.6.A.3</b>			Amend list of potential catalyst projects to include those specifically suited for ethnic commercial opportunities.	Supporter	Private, Advocate	Existing Staff Resources			X	
<b>M.6.A.4</b>			Prepare preliminary development proformas in order to understand any potential financing gap. Package appropriate incentives in order to fill gap.	Financier	Private, Public	Consultant			X	
<b>M.6.A.5</b>			Educate Latino / Hispanic businesses about marketing venues and approaches to non-Hispanic patrons. Note: Work with Latino Chamber and small business assistance organizations to develop entrepreneurial education programs.	Educator	Private, Advocate	Existing Staff Resources, Consultant		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>M.6.A.6</b>			Communicate market opportunity and City assistance through Hispanic communication venues including newsletters, television and radio.	Supporter	Public	Existing Staff Resources, Consultant		X		
<b>M.7</b>	Fragmented and absentee ownership (market)									
<b>M.7.A</b>		Encourage reinvestment by existing property owners and businesses which share and advance the vision for the study area.								
<b>M.7.A.1</b>			Maintain a flexible position on the use and width of the alley (where applicable) in select locations to accommodate irregular developments where individual ownership delays cannot be overcome.	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
<b>M.7.A.2</b>			Assist with property assemblages at catalyst locations - using mechanisms for acquisition including land swaps, low-interest loans, land write-downs, etc.	Implementer	Public	City Council Policy Decision, Dollars \$		X		
<b>M.7.A.3</b>			Keep property and business owners apprised of market opportunities (host property and business owner round tables) and facilitate discussions among potential partners	Promoter	Public	Existing Staff Resources		X		
<b>M.7.A.4</b>			Assuming an urban renewal district with the study area has been established, use financing tools such as Tax Increment Financing (TIF) to off-set above market property asking prices among strategically located parcels.	Financier	Public	City Council Policy Decision, Tax Increment Financing		X		
<b>M.8</b>	Alley treatments and impacts on businesses (market)									
<b>M.8.A</b>		Continue to study the role of the alley in the study area - as business address, traffic outlet, connection to neighborhoods, etc.								
<b>M.8.A.1</b>			Encourage multiple entrances to shops so they are accessible from the front sidewalks as well as from off-street and alley parking areas.	Supporter	Public	Existing Staff Resources		X		
<b>M.8.A.2</b>			Work with a task force of retailer representatives to understand the physical challenges of creating two entrances to stores (safety, crime, conflicts with service areas, higher building development costs) and develop standards based on consideration of issues raised.	Researcher, Supporter	Private	Existing Staff Resources, Volunteers		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>M.9</b>	Lack of diversity among land uses - one dimensional form of development (market)									
<b>M.9.A</b>		Advance the recommendations of the Comprehensive Plan which state the Main Street corridor should redevelop with a mix of uses including residential, office, retail, civic, and open space.								
<b>M.9.A.1</b>			Promote mixed-use development within nodes along the corridor and in catalyst areas - allowing for a market responsive mix of uses.	Implementor	Public	City Council Policy Decision		X		
<b>M.9.A.2</b>			Encourage the introduction of residential development within catalyst areas and at key locations in the corridor; fill financial gaps and support demonstration projects.	Supporter	Public	City Council Policy Decision, Dollars \$		X		
<b>M.9.A.3</b>			Where necessary, assist with assembling properties to accommodate a range of product types. Long-term, work with advocacy entity to acquire and assemble properties	Supporter	Public (LURA)	City Council Policy Decision, Dollars \$		X		
<b>M.9.A.4</b>			Identify benchmarks to monitor market conditions which indicate need for inclusionary zoning. When necessary, do not enforce this regulation without compensatory density bonuses otherwise development economics might be such that they preclude quality development which adequately addresses the needs and profile of the market.	Monitor	Public, Private	Existing Staff Resources, Advocacy Dollars			X	
<b>PHYS</b>	Physical									
<b>PHYS 1</b>	Deteriorating conditions and cleanliness (physical)									
<b>PHYS 1.A</b>		Design a two-pronged approach to cleaning up properties within the study area - private monitoring, reporting and assistance; and increased public code enforcement								

**Action Plan  
Longmont Midtown Redevelopment Plan**

PHYS 1.A.1			Develop a clean and safe program for the study area - managing the street's image and providing service levels above standard city services. This is most often accomplished under the umbrella of an improvement district. Consider levying an additional assessment on property owners who neglect their property.	Supporter	Public	Existing Staff Resources, Consultant		X		
PHYS 1.A.2			Consider a "demolition by neglect" statute which could be added to zoning and land development codes to deter landowners from letting their properties deteriorate.	Regulator	Public	Existing Staff Resources, Consultant		X		
PHYS 1.A.3			Facilitate discussions with stakeholder groups to explore establishing new adopt-a-block program to address clean and safe issues, as well as report code violations.	Supporter	Private, Public	Existing Staff Resources		X		
PHYS.1.A.4			Work with property owners to establish an improvement district - providing a steady stream of income for activities and services beyond standard municipal levels.	Financier	Private, Public	Existing Staff Resources, Consultant		X		
PHYS.1.A.5			Use the resources of an improvement district to provide a heightened level of code enforcement, crime monitoring and cleaning programs. In the near-term and until a district can be formed, set aside priority dollars in the CIP to assist current City enforcement efforts.	Financier	Public	Existing Staff Resources; City Council Policy Decision		X		
PHYS.1.A.6			Research creation of a graffiti ordinance and discuss impacts with property owners in the study area.	Regulator	Public	Existing Staff Resources		X		
PHYS.1.A.7			Encourage building designs which promote safety.	Supporter	Private	Existing Staff Resources		X		
PHYS.1.A.8			Elevate lighting standards to enhance visibility of businesses, promote a safe environment, yet protect neighborhoods from negative impacts	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2	Inefficient use of lots - underutilized, vacant and irregular parcels (physical)									
PHYS.2.A		Establish a building form by district or "block" within the study area which supports market opportunities and multiple building forms								



**Action Plan  
Longmont Midtown Redevelopment Plan**

PHYS.2.A.1			Put in place a Main Street zoning overlay within the study area to allow for more density, adjusted parking requirements, and a stronger building edge. Note: Use the Denver Main Street Overlay language as a guide	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.2			Create a mixed-use zoning designation for application within the study area.			Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.3			Study creation of a land-taxing program (speculator tax) which correspondingly rewards property owners with viable investment.	Regulator	Private	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.4			Investigate restructuring the tax foreclosure process, enabling the municipality to accelerate the process of acquiring such properties for redevelopment and making them available to appropriate parties	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.5			Work on new legislation which provides for vacant property receivership, referred to as "possession," allowing for a judicial process by which a municipality or designated agent can gain control of abandoned property through courts for the purpose of rehabilitation or sale to an appropriate end user	Regulator	Private	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.6			As part of new legislation, require appraisers of abandoned properties analyze the cost to rehabilitate or reuse the property according to zoning and Planning & Development Services municipal standards and the market values after rehabilitation. If the cost exceeds the market value, there is "rebut table presumption that the value of the property and the compensation due the owner is zero."	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.7			Explore the potential for amortized zoning. Note: This mechanism has been highly regulated by the state legislature in the past.	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.A.8			Apply for grant dollars from the EPA to complete Phase I clean-ups on vacant gas station and other potentially contaminated sites..	Financier	Public	Existing Staff Resources		X		
PHYS.2.A.9			Establish minimum site coverage requirements for properties in the southern portion of the study area located along Main Street.	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

PHYS.2.A.10			Work with intermediary organizations, whether corporate, non-profit, or philanthropic, which have the flexibility to provide patient capital (20 to 30-year time horizon) for financing land banking efforts.	Financier	Private	Existing Staff Resources, City Council Policy Decision		X		
PHYS.2.B		Reward investment and reinvestment consistent with the vision of the plan and eliminate barriers to land use transition:								
PHYS.2.B.1			Where potential uses are in conformance with the plan but not current zoning, their status should be considered "conforming" until mixed-use zoning designation is established.	Regulator	Public	City Council Policy Decision		X		
PHYS.2.B.2			Inventory available properties, know the market value and the zoning for these properties, determine their ownership and make the data publicly available	Researcher, Supporter	Private	Existing Staff Resources		X		
PHYS.2.B.3			Offer incentives such as short-term financing, subsidies, or tax benefits to attract private investment and development and offset additional costs incurred and associated with property acquisition.	Financier	Private	City Council Policy Decision, Dollars \$		X		
PHYS.2.B.4			Reward / incent mixed-use development consistent with the Redevelopment Plan with density bonuses, transfer of development rights, tax abatement, etc.	Financier	Public	City Council Policy Decision, Dollars \$		X		
PHYS.2.B.5			Use Community Development Block Grant (CDBG) dollars for their original purpose of land assembly and redevelopment. Note: The amount of CDBG dollars available to municipalities was significantly reduced during the most recent legislative session, therefore this resource is considered to have minimal immediate value to implementation of the plan.	Financier	Public	Federal Allocation		X		
PHYS. 3	Accommodating the automobile at the expense of the pedestrian (physical)									
PHYS.4.A	Number of access points - ingress / egress (physical)	Balance the role of the street by district or "block" based on land use opportunities and building forms								

**Action Plan  
Longmont Midtown Redevelopment Plan**

PHYS.4.A.1			Retain a consultant to complete an access management strategy for Midtown, evaluating the location and number of curbcuts, driveways, parking spaces, etc. and prepare efficiency strategies.	Researcher	Public	Consultant		X		
PHYS.4.A.2			Establish build-to lines (building setbacks) which correspond with recommendations of the Framework Plan and which reflect the building form of the various districts in the study area. Note: Consider firefighting challenges including need for access to second stories and obstacles presented by awnings, landscaping and building setbacks.	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.4.A.3			Promote a pedestrian environment through minimizing curb cuts and blank walls, fencing and landscaping surface parking lots, incorporating lighting and maintaining consistent streetscape standards. (Consistent with Main Street overlay)	Implementer	Public	Existing Staff Resources, City Council Policy Decision		---- On-Going ----		
PHYS.4.A.4			Through regulations, require that any building edge which currently meets the desired setback, be maintained (even if the façade remains and structure behind it is eliminated)	Regulator	Public	Existing Staff Resources, City Council Policy Decision		X		
PHYS.4.A.5			Develop a plan for pedestrian improvements which connect neighborhood amenities, catalyst areas, commercial and employment zones with residents, employees and visitors.	Supporter	Public	Existing Staff Resources, Consultant (Optional)		X		
PHYS.4.A.6			Program sidewalks wide enough (10 to 12 feet) to accommodate outdoor dining in catalyst areas. Tables should be permitted at the curb line.	Regulator	Public	Existing Staff Resources, Consultant (Optional)		X		
PHYS.4.A.7			Integrate bike route plans into the Framework Plan for study area	Supporter	Public	Existing Staff Resources, Consultant (Optional)		X		
PHYS.4.B		Make accessibility for all citizens a priority including adaptation of the corridor to ADA standards								
PHYS.4.B.1			Where feasible, rebuild sidewalks with brick or patterned concrete. Coordinate these improvements with a plan for bringing all pedestrian areas into ADA compliance.	Supporter	Public	Existing Staff Resources, Contractor (Optional)			X	

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>PHYS.4.B.2</b>			Contact the Federal Highway Administration regarding transportation enhancement dollars for sidewalk, lighting, streetscape and signage improvements within the study area.	Financier	Public	Existing Staff Resources		X		
<b>PHYS.5</b>	Inconsistent building form within districts "blocks" (physical)									
<b>PHYS.5.A</b>		Evaluate the potential application of form-based zoning in the corridor in an effort to promote flexibility, yet quality and consistency in standards								
<b>PHYS.5.A.1</b>			Council appoint a committee to prepare an urban design program for Midtown resulting in building, landscaping and public area (sidewalks) standards. Adjust requirements to match the built environment and role of the street in the different districts or "blocks" within the study area	Policy Maker	Public	City Council Policy Decision		X		
<b>PHYS.5.A.2</b>			Committee present design guidelines to Building Department representatives familiar with codes regulating redevelopment and development of structures (historic and otherwise) for housing and/or commercial use - work towards compromise.	Regulator	Private	Volunteers, Existing Staff Resources			X	
<b>PHYS.5.A.3</b>			Committee prepare commercial design standards and present to Council for approval / adoption	Policy Maker	Private	Volunteers, Existing Staff Resources			X	
<b>PHYS.5.A.4</b>			Set design standards and work with retailers regarding façade improvements, appropriate historic preservation measures, store signage, awnings, window displays and advertising).	Policy Maker	Public	Existing Staff Resources, City Council Policy Decision			X	
<b>PHYS.5.A.5</b>			Until codes and regulations are brought in-line with the commercial design guidelines, allow staff flexibility in their interpretation relative to the intent of the Main Street Redevelopment Plan.	Policy Maker	Public	City Council Policy Decision		X		
<b>PHYS.5.A.6</b>			Working with the City's attorney, with assistance from outside legal Council if necessary, conduct a code review in order to remove any "regulatory gaps" between the intent of the Plan and City regulations	Regulator, Policy Maker	Private	Existing Staff Resources, Outside Legal Council (Optional)			X	
<b>PHYS.5.A.7</b>			Test effectiveness of guidelines with early projects and modify where necessary.	Policy Maker	Public	Existing Staff Resources, City Council Policy Decision				
<b>PHYS.6</b>	Limited livability conditions on the corridor (physical)									

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>PHYS.6.A</b>		Provide a livable environment on the corridor and within the study area through a "Green Midtown" initiative								
<b>PHYS.6.A.1</b>			Retain a consultant to develop an open space and landscaping plan for the study area with specs for tree types, ground treatment, etc.	Supporter	Public	Consultant		X		
<b>PHYS.6.A.2</b>			Work with representatives of area businesses to ensure landscaping recommendations are consistent with their visibility needs.	Supporter	Private	Existing Staff Resources		X		
<b>PHYS.6.A.3</b>			Develop a "green the street" program which addresses: project timing and phasing; financing for construction and maintenance; active and passive public spaces, commercial needs (visibility, signage, seating) lighting; and, access to parking.	Supporter	Private	Existing Staff Resources, Consultant (Optional)		X		
<b>PHYS.6.A.4</b>			Refine landscape / streetscape design guidelines, including minimum requirements for landscaping surface parking lots to property owners, local designers and builders as well as place standards on City's web site. Use tax increment financing and other funding sources to off-set financial impact to property owners.	Policy Maker	Public	Existing Staff Resources, City Council Policy Decision, Tax Increment Financing		X		
<b>PHYS.6.A.5</b>			When relevant (depending on the timing for preparation of capital budgets), convene a committee of Midtown and City representatives to prepare recommendations for future budget items which will advance the streetscape and gateway elements of the Redevelopment Plan.	Financier	Public	Existing Staff Resources, Volunteers		X		
<b>PHYS.6.A.6</b>			Conduct a review of the City capital plan and where priority investments are not addressed, consider an amendment to the capital plan (and budget).	Financier	Public	Existing Staff Resources, City Council Policy Decision		X		
<b>PHYS.6.A.7</b>			Consider the use of impact fees and / or escrow dollars from the general fund for a "Midtown Greening program"	Financier	Public	City Council Policy Decision			X	
<b>PHYS.6.A.8</b>			Together with the Midtown advocate solicit the participation of local lenders and foundations (where applicable) to participate in a fund to "Green Midtown." Extend fund for use by developers to offset heightened landscaping requirements and/or public art element of private projects.	Financier	Public (LURA)	Existing Staff Resources, City Council Policy Decision		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

PHYS.6.A.9			Commission a wayfinding program for Midtown, gateway areas and study area at-large	Supporter	Public	Consultant			X	
PHYS.7	Lack of public spaces hard and soft (physical)									
PHYS.7.A		Make the Framework Plan a priority public initiative of Councils as reflected in capital budgets.								
PHYS.7.A.1			Amend the City's open space plan to include an urban open space component that includes future parks, plazas and public spaces and scheduled upgrades to existing parks.	Policy Maker, Supporter	Public	City Council Policy Decision			X	
PHYS.7.A.2			Explore grant opportunities and prepare grant application for funding of public Planning & Development Services / design process and implementation	Financier	Public	Existing Staff Resources, City Council Policy Decision			X	
PHYS.7.A.3			Develop final designs and construction plans for additional gateway locations	Supporter	Private	Existing Staff Resources, Consultant (Optional)			X	
PHYS.7.A.4			Council commit to implementation of the Framework Plan elements within a 5 to 10 year timeframe. Establish a precedent that City budgets be in compliance with all adopted plans and strategies including the Main Street Redevelopment Plan.	Policy Maker, Supporter	Public	City Council Policy Decision			X	
PHYS.7.A.5			<b>Council establish a policy that financing for improvements in the public realm will be a priority and that creative strategies, and public-private solutions investigated.</b>	Policy Maker, Supporter	Public	City Council Policy Decision			X	
PHYS.8	Available parking solutions with modifications to roadway (physical)									
PHYS.8.A		Develop a phased program for parking improvements in the study area with multiple solution:								
PHYS.8.A.1			During the early phases of redevelopment of Midtown, parking on side streets will continue to be largely used by residents. In later phases, as commercial development strengthens on the corridor, overflow parking on side streets may need to be managed and permitted.	Monitor	Public	City Council Policy Decision, Advocacy Dollars				X
PHYS.8.A.2			Establish parking districts to manage a range of permitted solutions to accommodate development and redevelopment including shared and remote, and mid-block parking.	Regulator	Public	City Council Policy Decision, Existing Staff Resources			X	

**Action Plan  
Longmont Midtown Redevelopment Plan**

PHYS.8.A.3			Evaluate feasibility of a parking fund for future acquisition and construction of parking areas.	Financier	Private	Existing Staff Resources		X		
PHYS.8.A.4			Develop educational materials for lenders about the vision of the corridor and accommodations for parking.	Educator	Private	Existing Staff Resources, Consultant		X		
PHYS.8.A.5			Through advocacy entity, together with area merchants, define parking rules for employees and patrons and have everyone sign a contract regarding enforcement (self police).	Supporter	Advocate, Private	Advocacy Dollars		X		
PHYS.9	Incomplete infrastructure (physical)									
PHYS.9.A		Incent reinvestment in infill areas of the City, including the study area, through public improvements								
PHYS.9.A.1			Amend City's policy regarding funding for infrastructure in infill areas of the city. Complete "loops" prior to redevelopment as an incentive for reinvestment.	Policy Maker	Public	City Council Policy Decision		X		
PHYS.9.A.2			Assuming an urban renewal district with the study area has been established, use financing tools such as Tax Increment Financing (TIF) to supplement available city dollars to finance infrastructure improvements.	Financier	Public	City Council Policy Decision, Tax Increment Financing		X		
PHYS.9.A.3			Meet with LPC regarding potential amendments to their under-grounding program (currently limited to transmission and not distribution lines)	Supporter, Financier	Public, Private	Existing Staff Resources		X		
PHYS.9.A.4			Work with City departments and private users regarding the feasibility of future under-grounding efforts including acquisition of right-of-ways and / or easements; utility conversions; impacts to users and providers; funding costs and availability of funding mechanisms.	Financier, Implementer	Public	Existing Staff Resources		X		
PHYS.9.A.5			Address storm drainage inadequacies	Supporter, Financier	Public	Existing Staff Resources, Dollars \$		X		
PHYS.10	Single purpose roadway serving the automobile and few accommodations for multiple transit modes (physical)									

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>PHYS.10.A</b>		Promote, coordinate and help facilitate the implementation of the recommendations of the multi-modal transportation plan with other agencies and organizations.							
<b>PHYS.10.A.1</b>			Use a multi-department team approach in planning, designing and evaluating public and private improvement / development projects.	Policy Maker	Public	City Council Policy Decision		X	
<b>PHYS.10.A.2</b>			Strengthen the participatory role of downtown business and property owners in planning transit and transportation improvements.	Policy Maker	Public	Existing Staff Resources, Advocates		X	
<b>PHYS.10.A.3</b>			Require more than one use in any new and redeveloped buildings located along Midtown transit routes.	Policy Maker	Public	City Council Policy Decision		X	
<b>PHYS.10.A.4</b>			Reduce parking requirements for new developments that include complimentary, multiple uses and are located along transit routes.	Regulator	Public	City Council Policy Decision		X	
<b>PHYS.10.A.5</b>			Continuously monitor state and federal funding programs and appropriations for design and implementation of transit and transit system-related enhancement projects.	Financier, Researcher	Public	Existing Staff Resources		---- On-Going ----	
<b>PHYS.10.A.6</b>			Continue dialogue with RTD, bus stop owners, citizens and City staff regarding potential for bus pullouts in appropriate locations within the corridor and study area.	Supporter	Public	Existing Staff Resources		X	
<b>R</b>	Regulatory								
<b>R.1</b>	Codes which favor Greenfield development vs. redevelopment (regulatory)								
<b>R.1.A</b>		Establish policies which support infill development and redevelopment and which acknowledge the inequities of investing in these environments							
<b>R.1.A.1</b>			Move towards greater flexibility in the interpretation of regulations by both legal support and staff being committed to achieving an outcome, yet protected by standards.	Policy Maker	Public	City Council Policy Decision		X	
<b>R.1.A.2</b>			Establish City targets for "percent of project savings" associated with public efforts to streamline predevelopment processing and financing. (e.g., New Jersey Building Code revisions have resulted in an average 30% project savings.)	Policy Maker	Public	City Council Policy Decision		X	



**Action Plan  
Longmont Midtown Redevelopment Plan**

R.1.A.3			Offer development waivers to existing regulations until feasible standards are established - provided for during approvals process, granting exceptions to height limits, setbacks, density, lot coverage, rear access, etc	Financier	Public	City Council Policy Decision		X		
R.1.A.4			Work with local design / development professionals to complete a regulatory diagnosis - amending existing regulatory documents to be responsive to market conditions - including policies to encourage redevelopment and infill development	Regulator	Private, Public	Existing Staff Resources, Consultant, Volunteers		X		
R.1.A.5			Expand study area boundaries to include properties between 15th and Mountain View Avenues east of Terry Street, and properties between 17th and 15th Avenues to Kimbark Street which will benefit from the incentive programs identified here.	Policy Maker	Public	City Council Policy Decision		X		
R.2	Zoning which does not support a mixed-use concept (regulatory)									
R.2.A		Eliminate all regulatory barriers to reinvestment and investment in the study area, beginning with zoning obstacles.								
R.2.A.1			Staff involved in preparation of Main Street Redevelopment Master Plan review applicable zoning in areas where mixed-use catalyst projects present potential zoning conflicts.	Regulator	Public	Existing Staff Resources		X		
R.2.A.2			Where conflicts exist, meet with property owners to review vision and market findings of Main Street Redevelopment Plan; outline impacts of a zone change to allow for mixed-use development (re) of their property; assist with voluntary rezonings.	Regulator	Public	Existing Staff Resources		X		
R.2.A.3			Where property owners choose to delay a rezoning until redevelopment is imminent, guarantee a streamlined application and approval process given the request's consistency with the Redevelopment Plan; waive fees and participate in the completion of infrastructure (if required).	Financier, Policy Maker	Public	City Council Policy Decision		X		
R.3	Preservation of historic buildings (regulatory)									

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>R.3.A</b>		Where feasible, support and promote retention of buildings with historic significance in the study area.								
<b>R.3.A.1</b>			Complete an intensive level architectural inventory of properties within the study area; present the findings in list format, as well as on a map of Midtown	Supporter	Private	Existing Staff Resources, Consultant (Optional)		X		
<b>R.3.A.2</b>			Assemble a list of developers experienced with the use of low-income and historic tax credits	Supporter	Private	Existing Staff Resources		X		
<b>R.3.A.3</b>			Distribute list and map to various advocacy organizations including the City, Chamber, area architects and other design professionals, etc.	Supporter	Private	Existing Staff Resources		X		
<b>R.3.A.4</b>			Present the findings to local developers interested in historic preservation, and where possible test the applicability of these programs for specific projects.	Supporter	Private	Existing Staff Resources		X		
<b>R.3.A.5</b>			If funding becomes available, participate in funding a specialists position within the advocacy organization. Note: This is a long-term strategy.	Financier, Supporter	Public	City Council Policy Decision				X
<b>R.3.A.6</b>			Prepare to allocate staff time to research other state programs, as well as other information which will support an expanded program (fiscal and economic studies demonstrating impact to state and municipalities from redevelopment).	Policy Maker, Researcher	Public	Existing Staff Resources		X		
<b>R.3.A.7</b>			Designate an individual in the Planning & Development Services and Building Departments as the "Older Existing Building" specialists. Provide training in the interpretation of codes which impact the economic feasibility of historically significant properties. Monitor use of these services and supplement staff (on a contract basis) where necessary.	Policy Maker, Researcher	Public	Existing Staff Resources	X			
<b>R.3.A.8</b>			Expand assistance to applicants attempting to obtain historic designation and corresponding tax benefits.	Supporter, Financier	Public, Advocate	Existing Staff Resources, City Council Policy Decision			X	
<b>R.3.A.9</b>			Educate staff about exceptions to code requirements for historic properties (for example: energy efficient window requirement); share this information with historic property owners so as not to create a hardship for the owner to comply unnecessarily.	Policy Maker	Public	City Council Policy Decision, Existing Staff Resources		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

R.3.A.10			Council appoint a task force of design, development and business professionals to prepare Midtown design guidelines; specifically address unique conditions presented by historic properties.	Policy Maker	Public	City Council Policy Decision, Volunteers		X		
R.3.A.11			Planning & Development Services Department obtain sample guidelines from other markets with a similar historic inventory.	Researcher	Public	Existing Staff Resources		X		
R.3.A.12			Meet with local financing sources to expand both the dollar amount and qualifying project criteria for use in Midtown.	Financier, Supporter	Public, Advocate	Existing Staff Resources		X		
R.3.A.13			Promote the availability of these funds; provide assistance to applicants in completing forms	Promoter	Public	Existing Staff Resources, City Council Policy Decision		X		
R.3.A.14			Identify a list of potential state and federal funding sources which could be used to leverage local sources - expand funding pool.	Financier, Supporter	Public	Existing Staff Resources		X		
R.3.A.15			Consider subsidizing the cost to the developer to retain the historic financing specialist	Financier, Supporter	Public	City Council Policy Decision			X	
<b>F</b>	Financial									
F.1	Lack of public funding sources to promote business creation and expansion (finance)									
F.1.A		Establish a diverse "tool box" of financial and regulatory incentives for Midtown mixed-use projects. Among those resources to be researched are funds available through the New Markets Tax Credit program.								
F.1.A.1			Complete Economic Development Administration (EDA) grant applications (including pre-development) which administer dollars for economic diversity and sustainability.	Financier	Private, Public	Existing Staff Resources		X		
F.1.A.2			Complete Comprehensive Economic Development Strategy (CEDs) documentation as required by EDA prior to any grant application - maintain	Financier	Private, Public	Existing Staff Resources, Consultant (Optional)		X		
F.1.A.3			Monitor the availability of funds and potential programs with applicability in Longmont and continue to complete applications.	Financier	Public, Private	Existing Staff Resources		---- On-Going ----		
F.1.A.4			Conduct similar process with other entities - monitor availability of funding and complete applications.	Financier	Public, Private	Existing Staff Resources		X		

**Action Plan  
Longmont Midtown Redevelopment Plan**

<b>F.1.A.5</b>			Provide revolving loan funds and grant dollars for façade improvements (e.g., Romeo Grant). Monitor the programs use over time and measure the City's return on investment based on increases in property values rather than increases in sales revenue.	Financier	Public, Advocate	State and Federal Dollars \$		X		
<b>F.1.B</b>		Work with local lenders to direct Community Reinvestment Act (CRA) dollars, revolving loan funds and various grant programs to strategic development and redevelopment projects in Midtown.								
<b>F.1.B.1</b>			Based on discussions with City staff and the local development community, it appears that local lenders are doing at least an adequate job at this. Use the advocacy organization to continue to monitor these efforts. When necessary, engage the City officials to amend (expand) and perhaps subordinate their programs.	Financier	Advocate, Public	City Council Policy Decision		X		
<b>POL</b>	Political									
<b>POL.1</b>	Limited examples of mixed-use publicly supported projects (political)									
<b>POL.1.A</b>		Support (regulations, financial incentives, marketing assistance) signature development and redevelopment projects which serve to "prove-up" the market in Midtown.								
<b>POL.1.A.1</b>			Continue to work with local and regional design and development representatives to understand barriers to infill investment and continually adapt public policy to overcome them (financial, regulatory, physical)	Regulator	Public	Existing Staff Resources			---- On-Going ----	
<b>POL.1.A.2</b>			Develop infill policies (adapted from existing development policies) which support the City's efforts to "ready the environment for investment" and to this end lead with public investment	Policy Maker	Public	City Council Policy Decision		X		
<b>POL.1.A.3</b>			Set aside Capital Improvement Plan dollars to complete infrastructure gaps in Midtown in advance of any development proposal.	Financier	Public	Capital Improvement Plan		X		
<b>POL.1.A.4</b>			Consider incentives for early signature projects or catalyst developments on a graduated scale - with the early projects designed to prove-up the market	Financier	Public	City Council Policy Decision, Dollars \$		X		

**Action Plan**  
**Longmont Midtown Redevelopment Plan**

<b>POL.2</b>	Few policies which support and reward infill development (political)									
<b>POL.2.A</b>		Elevate discussion of growth management and its relationship with Longmont's urban growth area (UGA) within the Longmont Planning & Development Services Area to contain and direct business growth toward infill areas.								
<b>POL.2.A.1</b>			Review the Longmont Area Comprehensive Plan to determine whether the goals, policies, and strategies promote the increased value associated with infill development	Policy Maker	Public	Existing Staff Resources, City Council Policy Decision		X		
<b>POL.2.A.2</b>			Share analyses with Council for review and consideration.	Policy Maker	Public	Existing Staff Resources, City Council Policy Decisor		X		
<b>POL.2.A.3</b>			If necessary amend the LACP to provide policies that guide development toward infill area	Policy Maker	Public	Existing Staff Resources, City Council Policy Decision		X		