



City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Meeting Agenda - Final

City Council

Tuesday, April 14, 2026

6:30 PM

Council Chamber

Study Session

1. Study Session Topics

- a) [ID# 26-073](#) 1st Street Farms Public-Private Partnership Agreement Discussion

Attachments:

- [1. 1st Street Farms Application & Feasibility Analysis - PDC](#)
- [2. 1st Street Farms Economic Analysis EPS](#)
- [3. 1st Street Farms Revenue Projection EPS](#)
- [4. Comprehensive Economic Development Strategy \(CEDS\)](#)
- [5. Mineral Station Area Framework](#)
- [6. Arts & Culture 2025-2029 Strategic Plan](#)
- [7. Economic Partnership Incentive Policy](#)
- [8. Presentation 1st Street Farms - COL](#)
- [9. Presentation 1st Street Farms - Applicant](#)

Scheduled time: 60 minutes

- b) [ID# 26-069](#) Charter Review Committee (CRC) update and recommendations

Attachments:

- [1. Charter Section Comments and Recommendations](#)
- [2. Presentation CRC Recommendations](#)

Scheduled time: 60 minutes

2. Updates

- a) Council Members
- b) Mayor
- c) City Manager
- d) City Attorney

3. Adjournment

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Staff Communication

File #: ID# 26-073, **Version:** 4

Agenda Date: 04/14/2026

Subject:

1st Street Farms Public-Private Partnership Agreement Discussion

From:	James L. Becklenberg, City Manager
Prepared by:	Rachel King, Economic Development Director
Presentations:	Rachel King, Economic Development Director Gastamo Group

PURPOSE:

To discuss considerations regarding a public-private partnership between the City of Littleton and Gastamo Group (“Applicant”), the developer and owner/operator of the 1st Street Farms project.

LONG-TERM OUTCOME(S) SERVED:

Sustainable Community with Natural Beauty; Robust & Resilient Economy; Safe Community; High-Quality Governance; Vibrant Community with a Rich Culture

DISCUSSION:

The proposed 1st Street Farms development is a mixed-use commercial and community project designed to activate a currently vacant site along the South Platte Park Open Space in the RiverPark development located at Santa Fe and Mineral Ave. The development is intended to function as a community-oriented destination that combines commercial activity with public amenities and gathering spaces.

The Project spans two contiguous parcels totaling roughly 5 acres. A trail running through the adjacent South Platte Park Open Space, the E-trail, runs parallel to the Project site. The Applicant proposes to connect the open space and trail system with the Project via trail extensions running through the Project property. The trail extensions will lead into a community turf field on the southern end of the property, and continue north towards the primary building containing a restaurant and event venue. The trails and the turf field will be open to the general public. The trail extension and turf field will also include public gathering amenities such as picnic benches, bike repair stations, and landscaping with tree canopy installations for shade. Additional community benefits include access to the Project’s event venue for the City of Littleton and nonprofit or other community organizations.

A summary of key features of the Project includes:

- 15,000 sq. ft. full-service restaurant
- 13,000 sq. ft. event venue
- Community football/turf field designed for public use, youth sports, community programming, and special events
- Connection to and integration with nearby open space and trail connections; additional shaded gathering

spots for public use

- Public gathering spaces for civic events, festivals, and community activities
- Space for arts, cultural organizations, and nonprofit events

The Project costs total approximately \$28 million, which includes significant site improvements for the public spaces noted above, as well as the restaurant and event venue building. The costs also include acquisition costs for the two parcels. The Project site poses infrastructure challenges and high acquisition costs, which result in higher development costs at this specific site than they might be at an alternative site, creating a funding gap for the Project of \$5.5 million. The Applicant's analysis of the Project's feasibility and funding gap is included in the attached Feasibility Analysis report from the Applicant's consultant Pioneer Development Company (PDC). This feasibility analysis was further vetted by the City's consultant, Economic & Planning Systems (EPS) to verify accuracy and reliability of the Applicant's development and operations pro formas. EPS' full Economic Analysis report is attached along with the Project's estimated revenue projections as calculated by EPS.

Due to significant public-facing improvements, proposed community benefits, and an annual \$35.2 million economic impact of the Project, city staff requests Council's consideration of a public-private partnership agreement to support the development of 1st Street Farms. In the event that a partnership agreement with the City is not reached, the Applicant will not proceed with the development of the Project in Littleton. Original plans for the site by the RiverPark developer Evergreen Devco, Inc. conceived the development of 270 residential townhome units. In the event the 1st Street Farms development does not proceed at this site, the use would likely revert to the original plans. Annual fiscal impact to the City of this proposed site use would be a net loss of roughly \$200,000-\$250,000 per year, or a cumulative net fiscal impact of -\$5.4 million over 30 years.

BACKGROUND:

Economic Development staff received an application from the Applicant (the Gastamo Group) requesting a partnership agreement with the City of Littleton for its Project, 1st Street Farms. Prior to submitting this application, the Applicant entered into a contract with the developer of the RiverPark mixed use development project, Evergreen Devco, Inc., to bring 1st Street Farms to the RiverPark "destination district". RiverPark is a mixed-use, transit-oriented development including retail, multifamily and senior housing, and office located at the southwest corner of Santa Fe Drive and Mineral Avenue. The development is in close proximity to the RTD Mineral light rail station, located to the north, and to the Toll Brothers housing development with 390 new housing units, located to the south.

The Project site is located on 2 contiguous parcels on the northwestern edge of the RiverPark development, along the South Platte Open Space property. Due to the site's location, the property presents significant development challenges, including site constraints and infrastructure costs that increase the overall cost of development, and high acquisition costs for the two parcels. Due to its location within the RiverPark development, the parcels and subsequent development are also within the boundaries of the RiverPark Metropolitan District. A summary of infrastructure and site improvement costs include:

Improvement	Cost
Community Turf Field	\$1,050,000
Landscaping & Park Space	\$900,000
Trails & Pedestrian Network	\$775,000

Grading & Retaining Wall	\$950,000
Event Center Gardens	\$325,000

The Project is proposing to add significant site improvements that will be open to the public, including a trail and pedestrian network which connects the Project site to the E-trail that runs through the South Platte Open Space. These trail connections also connect the Project to the Mary Carter Greenway. Site improvements open to the general public include a community turf and football field, picnic benches, bike repairs stations, and additional landscaping and tree canopy installations in shaded gathering spots for public use.

The Applicant Gastamo Group is also offering community benefits with the Project's event venue, including regular access for the City of Littleton and nonprofit organizations to use the space with no rental fee, and to purchase discounted food and beverage.

Because of the development conditions, the Applicant has indicated that the Project requires public participation to be financially feasible. Due to these site conditions, the economic benefits of the project, the proposed public-facing improvements, and the substantial community benefits offered, staff recommends Council's consideration of a public-private partnership agreement with the Applicant.

Project Narrative

The proposed 1st Street Farms development is a 5-acre, lifestyle-oriented hospitality and community destination that blends dining, events, recreation, and public open space into a single integrated site. Led by Denver-based Gastamo Group, the Project is envisioned as a high-quality, locally rooted gathering place that will serve as a regional destination for Littleton.

While Gastamo Group is responsible for the vision, development, and operation of 1st Street Farms, the inspiration for the Project is the impact and legacy that Peyton Manning has had on the Colorado community, specifically in the Denver metro area. Mr. Manning's involvement with the Project is intended to be for promotional activities, and for the general use of his name, image, and likeness, which will allow Mr. Manning to help activate the site. Mr. Manning's financial involvement, along with other equity partners, has been intentionally limited by Gastamo Group to ensure they retain long-term ownership and management of the Project, and to more adequately reflect the nature of Mr. Manning's partnership and role with the Project; not as a majority owner, but rather, as a promoter.

At its core, the development features a 15,000-square-foot full-service restaurant offering Southern-inspired, Colorado-focused cuisine, complemented by five private dining rooms designed to accommodate a range of group sizes and community gatherings. The restaurant is intended to serve as both a dining destination and a regional draw, with an emphasis on accessibility, family-friendly atmosphere, and high-quality hospitality.

In addition to the restaurant, the project includes a 13,000-square-foot "Field House" event venue designed as a flexible, year-round facility capable of hosting weddings, corporate functions, concerts, fundraisers, and community events. The venue includes a glass-enclosed event barn, indoor and outdoor gathering spaces, and a total capacity of up to approximately 450 guests across its various components. A sophisticated plug-and-play PA system will be included to allow users to easily set up for audio and visual performances.

The site plan also incorporates significant outdoor amenities intended for public use and community benefit. These include a multi-use turf field suitable for youth sports and community programming, landscaped gardens and walking paths, and open green space designed for informal recreation and seasonal events. The project

emphasizes connectivity and regular daily use, positioning the site as both a neighborhood amenity and a broader regional destination.

Programming and operations are expected to include community-oriented activities such as free concerts, festivals, farmers markets, and partnerships with local organizations. The overall concept is designed to create a “community hub” environment that supports both private enterprise and public benefit, reinforcing Littleton’s identity as a place for gathering, recreation, and shared experiences.

The applicant/development team, Gastamo Group, is an established Colorado-based hospitality operator with a portfolio of successful restaurant concepts and a focus on scalable, community-oriented dining experiences. Examples of concepts included in Gastamo Group’s portfolio include Park Burger, Homegrown Tap & Dough, Perdida - Mexican Kitchen, Park & Co., and Lady Nomada. Gastamo Group is led by its founder, Jean-Phillipe Faillyau, and its CEO, Peter Newlin. Mr. Faillyau trained at the French Culinary Institute in New York City and worked in acclaimed kitchens such as Daniel, JoJo, and Le Cirque 2000. After relocating to Denver, he was instrumental in opening Osteria Marco alongside restaurateur Frank Bonanno. Mr. Newlin has an MBA from the University of Denver, and co-founded the Denver Deluxe Music & Arts Festival and Fuel Hope Kitchen, which served 250k meals during the pandemic. He sits on the boards of Eat Denver and YPO Rocky Mountain, and has been recognized as a Denver Business Journal 40 Under 40 honoree and a Titan 100 Colorado 2025 winner.

Mr. Faillyau’s and Mr. Newlin’s experience, combined with the project’s branding and regional appeal, as well as Mr. Manning’s involvement in promotional activities, will position 1st Street Farms and Littleton as a truly one-of-a-kind destination within the Denver Metro area and in Colorado.

In summary, 1st Street Farms represents a mixed-use hospitality and community development that combines restaurant, event, and recreational uses into a cohesive site plan. The project is designed to generate economic activity, expand local amenities, and create a long-term community asset for the City of Littleton.

Community Benefits

While the economic impact of the Project is substantial, as further outlined below, the Project also includes several amenities intended to serve the broader community. Specifically, Gastamo Group will offer the following benefits through a community benefits agreement, at minimum, with the expectation to offer more benefits and expanded access as requested:

Event Venue

- 1x/month use for nonprofit organizations
- 1x/month use for the City of Littleton
- Additional availability during periods of non-use
- No rental fee
- Discounted food & beverage

Community Ball Field

- 1x/month use for nonprofit organizations
- 4x/year use for free public events
- No rental fee
- Open to general public during operating hours

- Free community events and public programming/ other activations
- Lit at night for additional use and safety
- Managed and monitored by 1st Street Farms team

Open Space and Trails

- Trail extensions from the E-trail to the community ball field and project site, with continuous connectivity from the south and north of the project site
- Trail enhancements including picnic benches and bike repair stations
- Landscaping, pocket gathering spaces, and shade features
- Open to general public

Additional opportunities

- Naming rights
- Art installations
- Community gardens
- Farmer's market partnerships
- First responder & teacher appreciation benefits
- Possible marketing collaborations with City

Strategic Alignment

The proposed development aligns with several City strategic priorities, as outlined in Horizon 2027, the Comprehensive Economic Development Strategy (CEDS), the Arts & Culture Strategic Plan, the 2018 Mineral Station Area Framework, and the Economic Partnership Incentive Policy (EPIP). A summary of each strategic plan or policy and their relevant goals and initiatives that align with the Project are outlined below.

Horizon 2027

- Vibrant Community with Rich Culture
 - o Event space for up to 450 guests (250 seated + 200 patio)
 - o Arts & Culture activation and events
 - o Community gathering space
 - o Youth and family programming
 - o City events
- Sustainable Community with Natural Beauty
 - o Open space and trail activation
 - o 5 acres of landscaped gardens and pathways to celebrate mountain view-scape from property
 - o Creation of additional public outdoor space to complement open space
- Robust and Resilient Economy
 - o Market and sustain Littleton's unique character and charm as a balance to larger-scale development
 - o Increase tourism, sales and lodger's tax revenues, Littleton's local economy, and support local workforce
- Safe Community
 - o Quality services, education, and engagement
 - o Reinvestment in public infrastructure

- o Reinvestment in multi-modal transportation
- High-Quality Governance
 - o Ensure policies and programs reflect the needs and priorities of residents
 - o Fiscally responsible and adaptive government

Comprehensive Economic Development Strategy - adopted by City Council in 2024

- Pillar 1: Foster local business; bring new business that enhances existing ecosystem
- Pillar 2: Boost Littleton as a great place to work; develop and hire local talent
- Pillar 3: Strengthen Littleton's community image, identity, and livability
- Pillar 4: Enhance cultural fabric; leverage assets to strengthen city's brand
- Pillar 5: Pursue creative redevelopment options and ideas; modernize city infrastructure and reinvestment
- Pillar 6: Leverage Littleton's regional transportation and connectivity; increase visitation and extended stay; evolve the city to be a place where ideas are piloted

Mineral Station Area Framework - adopted by City Council in 2018

The purpose of the Mineral Station Framework is as a foundational guide for the city's efforts to improve South Santa Fe Drive (US 85) and the South Santa Fe Drive and Mineral Avenue intersection. It serves as a foundation for future decision-making in the area of the city. Future decisions will build upon the Framework to strengthen the city's sense of community, its livability, its fiscal health, and its sustainability.

- Transportation Goal 2: Multimodal Connectivity
 - o Action Step C: Create a plan that identifies walkable and bicycle-friendly opportunities throughout the study area, particularly from the Mineral Station platform to the overflow parking lot west of South Platte Parkway.
 - o Action Step D: Work with South Suburban Parks and Recreation (SSPR) to identify future appropriately located connections to the South Platte Park, Carson Nature Center, and the Mary Carter Greenway.
- Transportation Goal 4: Safety
 - o Action Step A: Establish a program for providing and maintaining additional street, sidewalk, intersection, street crossing, trail, streetscape, lighting, parking, and traffic calming improvements that enhance the safety of multi-modal connections throughout the study area.
- Recreation, Open Space, Parks And Trails Goal 1: South Platte River
 - o Action Step B: Require future development and redevelopment to enhance its adjacency to the river corridor, and not create barriers to views and access to the river corridor.
- Recreation, Open Space, Parks And Trails Goal 2: South Platte Park
 - o Action Step B: Require future development and redevelopment to enhance its adjacency to the park, and not create barriers to views nor crowd the area's natural resources.
- Recreation, Open Space, Parks And Trails Goal 3: Natural Resources, Floodplain And Open Space Areas
 - o Action Step B: Future decision-making needs to provide opportunities for users to continue to be able to experience the natural setting of the park and river corridor.
 - o Action Step D: Future development and redevelopment adjacent to the river and park needs to enhance, protect and be compatible with enjoying the recreational opportunities

and river experience.

- Recreation, Open Space, Parks And Trails Goal 4: Trail Access And Connections
 - Action Step A: Establish a plan and identify priorities within it to improve existing trails and connections from the adjacent residential neighborhoods to the South Platte Park and Mary Carter Greenway trail system.
 - Action Step B: Create a plan to improve the trail connections into the Mineral Station from the neighborhoods, within the study area and nearby, through the station and from the station, and to the Carson Nature Center and Mary Carter Greenway.
- Character And Design Goal 1: Character And Design
 - Action Step B: Establish character elements that distinguish this area as the southern gateway into Littleton.
 - Action Step D: Future decision-making needs to enhance the livability and desirability of the properties in the study area.
- Character And Design Goal 3: Streetscape
 - Action Step A: Add more streetscape amenities, such as enhanced sidewalks, bikeways and crosswalks, and landscaping, such as street trees and greenery throughout the study area, including South Platte Parkway at Mineral Station.
 - Action Step B: Design streetscape, parking lots, crosswalks, and other infrastructure to improve safety within the study area.
 - Action Step C: Establish a program for providing and maintaining wayfinding signage and pedestrian-level signage at key locations in order to improve orientation and help create a cohesive identity for the study area.
- Character And Design Goal 4: Natural Assets
 - Action Step A: Future trail connections need to be designed to be compatible with the river corridor and park, and are functional for all recreational pathway users.
 - Action Step B: Future decision-making needs to protect views of the river corridor, the park, and mountains.
 - Action Step C: Future decision-making needs to recognize, celebrate and protect the high quality natural resources within the study area.
- Land Use Goal 1: Livability, Viability, And Compatibility
 - Action Step C: Future decision-making needs to support and enhance the study area as a southern gateway into Littleton.
 - Action Step E: Future decision making needs to anticipate and seek to complement future commercial and residential development on the undeveloped land south of Mineral Avenue.
- Land Use Goal 2: Recreation And Open Space
 - Action Step B: Future decision-making needs to focus on natural resource stewardship, and provide appropriate integration of uses that interface with the natural assets in the study area.
 - Action Step C: Future decision-making regarding land use needs to protect views to the river corridor, South Platte Park, and the mountains.
- Land Use Goal 3: Development And Redevelopment
 - Action Step A: Future development and redevelopment must incorporate land use best practices into site planning, including establishing functional neighborhood layouts and orientation, compatibility of land uses, and appropriate transitions between different uses.

Arts & Culture Strategic Plan - adopted by City Council 2025

- 1-2. Identify and promote existing spaces and places for arts and culture
- 2-1. Develop community-wide arts and culture initiatives
- 2-2. Design a cohesive placemaking strategy
- 2-3. Introduce resources in areas without arts and culture assets
- 2-5. Promote and measure arts and culture as economic drivers
- 3-1. Champion arts and culture in parks and trails
- 3-3. Facilitate collaboration with key arts and culture partners
- 5-2. Integrate arts and culture throughout City planning
- 5-3. Examine the feasibility of renovating or building new arts and culture spaces
- 5-4. Leverage Littleton's vibrancy within the greater Denver metropolitan area

Economic Partnership Incentive Policy Criteria - adopted by City Council in 2024

- 1. Long-term commitment to city
- 2. Positive fiscal and economic impact
- 3. Beneficial impact on a particular area of the city
- 4. Significant private-sector financial investment
- 5. Compatible with the associated development plan
- 6. Economic and employment benefits of the incentive accrues to the residents and taxpayers
- 7. Positively impacts the diversification of the city's economy
- 8. Potential for future expansion and additional job creation
- 9. Benefits outweigh the direct public costs of infrastructure costs, utility, increased police, and other public expenses
- 10. Project would not otherwise be established in the city if it were not for an incentive partnership
- 11. The incentive intends to achieve significant economic growth and/or the creation of new jobs

Revenue Assumptions

The City's consultant Economic & Planning Systems reviewed the Project's anticipated revenues in several categories, as listed in their attached Economic Analysis report. Revenues are projected as follows:

- Sales Tax: The total sales from the project are expected to range from \$15.6 million in year 1 to \$39.3 million in year 30. After applying Littleton's sales tax rate of 3.75 percent, annual sales tax revenues range from \$583,605 to nearly \$1.5 million over the same period.
- Property Tax: Using the current 25 percent assessment rate (beginning in 2027) for commercial properties and an effective City property tax mill levy of 2.000, annual City property tax revenues are estimated to range from \$14,186 in year 1 to \$25,192 in year 30. Over the 30-year projection period, cumulative property tax revenues to the City are projected to total approximately \$580,631.
- Use Tax: Use tax revenues are a one-time revenue generated from the value of the project's building materials at the time of development. Building material value was estimated by utilizing a factor equal to 50 percent of the total project valuation, equating to a total value of \$14.2 million. Total use taxes are

estimated at \$531,977.

- General Revenues: These revenues account for miscellaneous sources including franchise fees, licenses and permits, and fines and forfeitures and are estimated based on future service demand hours generated by employees at 1st Street Farms. With an estimated \$3.41 in general revenue per service demand hour, FSF is projected to generate general revenues ranging from \$8,470 in Year 1 to \$15,041 in Year 30 (\$343,592 cumulatively).
- Lodger's Tax: The Project is also anticipated to generate indirect revenues, partially in the form of lodger's tax revenue, which is conservatively estimated at \$250,000-\$500,000 annually depending on visitor and venue activity levels.

The Project is also forecasted to generate significant economic impacts. These are further outlined below under the section "Fiscal Impacts", but broadly they include \$30.6 million in one-time construction-related impacts, and \$35.2 million annually in ongoing impacts.

Partnership Agreement Scenarios

The Applicant submitted its application for a partnership agreement on February 17, 2026. The proposed incentive package represents a public-private partnership structure. Public-private partnerships, as explained by the Government Finance Officers Association (GFOA), are "complex arrangements that use public and private sector resources to accomplish a stated goal." Further, GFOA notes "Historically, Public-Private Partnership (P3) agreements have been focused upon economic development projects proposed by developers looking for financial assistance from a jurisdiction that stands to benefit from the project. However, these agreements have now evolved to include a wide range of potential uses. Accordingly, P3 implies any agreement as long as it involves a contract between the public sector and the private sector where the private sector is providing public services or public benefits (including financing assistance from the private sector)."

GFOA also addresses the use of P3s specifically for economic development:

"Use of a Public-Private Partnership (P3) for economic development or redevelopment purposes involves the use of public resources or financing capabilities to promote local economic development. Generally, governments participate in projects of high importance to the community; and, in some cases, public resources are required to make the project feasible. In these P3 agreements, the public entity will provide some combination of tax incentives, public land or other assets, infrastructure investments or financing assistance. The private entity will contribute capital investments, commit to provide jobs, contribute development expertise and should assume most of the financial risk for the ultimate project outcomes. These "partnerships" can either have short life spans covering only the construction period for the project, or longer life spans covering debt repayment or long-term operating agreements."

The partnership as proposed by the Applicant is outlined below and is compared to two alternative scenarios; first, the baseline scenario that contemplates the default use of the property by Evergreen Devco., Inc. for the development of townhome units, and second, an alternative partnership scenario as drafted by city staff.

- Baseline development scenario:
 - o Vacant parcels
 - o Anticipated residential development if 1st Street Farms doesn't move forward - approx. 270

market rate townhomes; will generate the following revenues and incur the following expenditures:

- City will receive \$2.0 M in use tax
- City will receive approximately \$70,000 annually, from a combination of sales tax (including on-line sales), property tax, and general revenues
- City will spend approximately \$320,000 annually, which is representative of current service levels
- o Over a 30-year horizon, the City will be net negative \$5.4M (appx. -\$250K annually)

- Proposed partnership request from Applicant:

- o Developer Receives:

EPIP:

- 35% sales tax revenues generated Year 1 through Year 5
- ~\$663,761 in fee waivers

Community Benefits Agreement

- \$4.0M forgivable loan for public-access improvements (turf, trails, park space)

- o City Receives:

- 65% sales tax revenues Year 1 through Year 5
 - Net positive cashflow to City Y1-5
- 100% sales tax revenues Year 6+
 - Projected to be \$750,000+ per year
- \$4.0M loan is retired in Year 7; net positive revenues generated Year 8+
- Net Fiscal Impact to city is \$27.4M over 30 years (or \$10.4M present value at 5% discount rate)
- Substantial community benefits outlined above

- Alternative partnership scenario:

- o Developer Receives:

EPIP:

- 100% sales tax revenues generated Year 1 through Year 5
- ~\$663,761 in fee waivers

Community Benefits Agreement:

- \$2.0M forgivable loan for public improvements (turf, trails, and park space)

- o City Receives:

- 0% sales tax revenues Year 1 through Year 5

- 100% sales tax revenues Year 6+
 - Projected to be \$750,000+ per year
- \$2.0M loan is retired in Year 7; net positive revenues generated Year 8+
- Net Fiscal Impact to city is \$27.1M over 30 years (or \$10.4M present value at 5% discount rate)
- Substantial community benefits outlined above

Forgivable loan: The latter two scenarios (the proposed partnership request and the alternative developed by city staff) include a forgivable loan component in consideration of the significant expense presented by the development site for public improvement costs. These public improvements allow for many of the proposed community benefits, as outlined above, including the community turf field, park infrastructure and landscaping, and extension of trails and pedestrian network. These are costs that would otherwise be the responsibility of the City, therefore the loan is being proposed as forgivable if certain criteria is met.

City staff anticipates that the loan funds would be sourced from the City's use tax revenues. There would be no impact on the general fund, city reserves, Capital Sales Tax Fund (formerly 3A fund), or the existing CIP projects. Use taxes are contemplated for this application because they are revenues received from development (they are paid to the City upon the establishment of a new business), which can then be reinvested in new development. Use tax is a one-time tax of 3.75% that must be paid on the purchase price of all furniture, fixtures, equipment and supplies made incidental to the opening of the business. If the Project moves forward, it will pay an estimated \$523,004 in use tax to the City upon opening, thereby reducing the net fiscal impact of a City loan in year 1 of the Project.

The forgivable loan structure would include terms meant to secure the loan and mitigate risk for the City. An example of loan terms could include the following requirements (note any final terms must be fully negotiated and mutually agreed upon by each party, therefore these terms are for consideration only):

- Use of Proceeds:
 - Strictly limited to reimbursement of eligible public improvements, including but not limited to:
 - o Community turf field: \$1,050,000 maximum
 - o Landscaping and park infrastructure: \$900,000 maximum
 - o Trails and pedestrian network: \$775,000 maximum
- Extended Loan Term: e.g. - ten (10) years from the date of final disbursement
- Disbursement Structure:
 - Subject to reimbursement basis and gradual project completion schedule
 - Retainer until Certificate of Occupancy is issued
- Conditions for Disbursement:
 - Completion of eligible public improvements (in whole or in part)
 - Submission of evidence of payment and completion, if needed
- Forgiveness Framework:
 - Performance-based and earned over time; schedule can run after sales tax reimbursement
- Annual Forgiveness:
 - Allows tiered forgiveness of portion of original loan principal per year, subject to compliance with performance requirements, below:
 - A. Revenue Performance
 - Project achieves at least X% of projected gross revenues on an annual average basis
 - B. Sales Tax Generation

- Project generates at least X% of projected municipal sales tax revenues on an annual average basis

C. Continuous Operations

- Project remains open and operational
- No closure exceeding 60-90 consecutive days without City approval

D. Public Benefit Obligations

- Maintenance of public access to improvements funded by the loan
- Continued operation of publicly accessible amenities
- Continued compliance with the terms of the Community Benefits Agreement

▪ Repayment Obligations:

Any portion of the loan not forgiven can be deferred at the City's discretion until the following year in the forgiveness schedule, when the unforgiven portion may become immediately due and payable or amortized over a defined repayment period, at the City's discretion, upon the occurrence of:

- Consistent failure to meet performance thresholds
- Default under agreement
- Unauthorized change of use
- Sale or transfer of the Project without:
 - o City's consent to the assignment of the loan to the buyer
 - o Assumption of the Community Benefits Agreement by the buyer

▪ Security and Guarantees:

- Promissory note
- City may require:
 - o Deed of trust or subordinate lien on the property
 - o Guaranty

▪ Default & Claw back:

- Events of Default Include:
 - o Failure to meet performance thresholds (as defined)
 - o Misuse of funds
 - o Project closure or abandonment
 - o Bankruptcy or insolvency
- Remedies:
 - o Suspension of forgiveness
 - o Repayment of outstanding balance
 - o Claw back of previously forgiven amounts (in cases of fraud or material misrepresentation)

▪ Transfer and Assignment:

- Restrictions on sale, transfer, or assignment of the Project
- City may require:
 - o Assumption of obligations by successor, or
 - o Repayment of outstanding loan balance

▪ Conditions Precedent:

Prior to funding, the following must be satisfied:

- Final project approvals
- Execution of definitive agreements
- Verification of project financing
- Evidence of construction commencement
- Confirmation of eligible public improvement budget

Sales Tax Reimbursement Scenarios: In both scenarios for a partnership agreement, an economic partnership incentive is considered for a period of 5 years.

Under the partnership request submitted by the Applicant, a sales tax reimbursement of 35% is proposed, wherein 35% of the sales tax revenues are shared back to the Project, and the City retains 65% of the revenues. The reimbursement would expire after year 5, or when a maximum present value of \$836,239 in sales tax revenues is reached, whichever occurs first.

Under the alternative partnership scenario considered by city staff, a sales tax reimbursement of 100% is proposed, and the City would reimburse the Applicant with 100% sales tax revenues through year 5. In this scenario, the reimbursement maximum would be \$2,836,239.

Economic Partnership Incentive Policy (EPIP): The City adopted its current EPIP in 2024, which allows for the reimbursement of sales tax revenues generated by a development that meets the policy criteria (Criteria 1-11 as outlined above under Strategic Alignment). However, the EPIP limits the share back percentage to a maximum of 50%. For any scenario wherein an economic partnership incentive for sales tax reimbursement is proposed that exceeds the 50% threshold, Council would also need to amend the adopted EPIP.

Prior Actions or Discussions

N/A

FISCAL IMPACTS:

Net Fiscal Impact

The net fiscal impact of the development generates its revenues generated for the City against the costs the City incurs to service the development. A positive net fiscal impact suggests that the City can accommodate the development based on the projected revenues. Conversely, a negative net fiscal impact indicates that the City cannot accommodate the development without identifying additional revenue sources. Note that the figures discussed are net of sales tax reimbursement dollars paid to the developer.

	Partnership Investment from City	Cumulative Net Fiscal Impact (30 yrs)
Baseline scenario	\$0	-\$5,435,414
Proposed request	\$4M loan \$663,761 fee waiver 35% share back (5 yrs)	\$27,472,116
Alternative scenario	\$2M loan \$663,761 fee waiver 100% share back (5 yrs)	\$27,171,254

In both partnership agreement scenarios, the development generates an overall net positive value to the City beginning in year 8 of Project operations. See the attached revenue project analysis. The primary difference between the two scenarios is that the City's model (lower loan amount, higher sales tax share back) results in a slightly lower net fiscal impact at year 15 (\$8.0M as opposed to \$8.3M), and a net loss to the City's annual operating budget in years 2-5 (year 1 remains positive due to the development's payment of approximately \$531,000 in use tax). The Applicant's proposal (higher loan amount, lower sales tax share back) retains a net positive impact to the City's annual operating budget in years 1-5 due to the City's ability to retain a portion of its sales tax revenues in these years.

Economic Impact Analysis

Economic impact defines the relationships (transactions) between industries, commodities (goods and services), and institutions (households, government, etc.). Impacts are estimated using the Impact Analysis for Planning (IMPLAN) input-output model. Direct impacts include the total employment at 1st Street Farms by industry type. Indirect impacts are accrued from the jobs created by the transactions involved in maintaining the operations of the businesses occupying the development. Induced impacts represent jobs created by the spending of employee wages generated by direct and indirect employment.

Additionally, the one-time impacts accruing from the value of construction are estimated. The direct value of construction also generates indirect and induced spending in the area economy. The construction impacts are calculated on a total basis at buildout and for an average year based on the estimated buildout period.

\$30.6 Million Construction Impacts (One-Time): Construction activity for the Project will sustain one-time employment and economic impacts. Over the buildout of the Project, an average of 156 direct jobs are supported by the construction, which in turn supports an additional 15 indirect and 39 induced jobs for a total labor impact of 210 jobs per year. The total economic impact from construction is \$30.6 million, which is comprised of \$20.0 million from direct spending, \$3.6 million from indirect spending, and \$7.1 million from induced spending.

\$35.2 Million Ongoing (Annual) Impacts: Operating revenues for the restaurant, beer garden, and event space total \$22.3 million annually, and this revenue served as the basis for estimating economic impacts. Using IMPLAN's production functions, this level of output is expected to support approximately 324 total jobs: 260 direct jobs, along with 31 indirect and 33 induced jobs throughout the region. At full buildout, the Project is estimated to have a total annual impact of \$35.2 million on the regional economy, which is comprised of a direct impact of \$22.3 million, an indirect impact of \$6.9 million, and an induced impact of \$6.0 million.

STAFF RECOMMENDATION:

Staff recommends entering into a public-private partnership agreement for public improvement costs and economic incentives with the Applicant. If directed to proceed at the study session, staff will prepare an agreement for Council's consideration at the June 2, 2026, regular meeting as currently scheduled.

ALTERNATIVES:

1. Do not recommend support for a partnership agreement; or
2. Propose modifications to staff recommendations. Modifications may impact applicant's ability to complete the project as proposed.



1st Street Farms Feasibility Analysis

City of Littleton

April 1, 2026



April 1, 2026

City of Littleton, Colorado

Dear Ms. King,

Pioneer Development Company (PDC) has been engaged by the Gastamo Group (Developer) to review the 1st Street Farms development (Project) and estimate the public financing package required to make the project feasible. This analysis began a year ago, when our company submitted to the City the 1st Street Farms Cost-Benefit Analysis on March 19th, 2025. That report found the Project eligible for the City of Littleton's Economic Partnership Incentive Policy (EPIP) and Retail Development Incentive Program. The Project's unique restaurant concept would help address the City's existing retail leakage and generate positive fiscal impacts even after accounting for a sales tax revenue sharing agreement. The report recommended an incentive package structured as a 75% retail sales tax reimbursement with a ~13-year term, coupled with a development fee waiver. This would have offset the project's funding gap at that time.

However, after market changes, a refined development pro forma and subsequent discussions with City Staff and EPS, it became clear that the EPIP's structural limitations, namely the 50% sales tax reimbursement cap and 10-year maximum term, prevent the City from closing the Project's feasibility gap through sales tax sharing alone. As a result, the City and Developer collaboratively evaluated alternative mechanisms that remain consistent with the intent of EPIP while addressing the Project's capital shortfall. Multiple meetings were held with City Staff, their third-party consultants (EPS) and the development team to identify alternative options for closing the project's funding gap.

1st Street Farms exhibits approximately a \$5.5 million funding gap. This funding gap represents the feasibility hurdle that an incentive package must clear for the Gastamo Group to proceed with their development. To close this funding gap, PDC and the Development team are proposing the following Incentive Package:

- A \$4 Million, 10-Year Forgivable Loan provided by the City to fund the Project's Public Improvements
- A \$663,761 Development Fee Waiver
- A Sales Tax Reimbursement Agreement Structured as a 65% / 35% split with the City/Developer to close the funding gap's remainder over a 5-Year Term.

This proposed incentive package will successfully close the funding gap and make this catalytic development feasible. Rather than increasing the sales tax share percentage or extending the reimbursement's term beyond EPIP limits, this proposal leverages a forgivable loan to offset public improvement costs. This, coupled with the fee waiver and a smaller, shorter-term reimbursement, allows the project to achieve financial feasibility.

The risks to the City are also offset by this incentive arrangement. The \$4 million loan will fund the project's public improvements only, a "debt" that will ultimately be repaid by the Project's net new sales and use tax revenue. In fact, this report estimates that the City's sales and use tax collections over ten years will exceed the present value of the loan and the fee waiver. In other words, the incentive makes the project feasible, and the project's success repays the incentive package over ten years. This approach ensures that this revolutionary restaurant concept selects Littleton as its flagship location. The following memorandum summarizes the Report's feasibility analysis and recommends an incentive package that ensure 1st Street Farms's feasibility.

Andrew Arnold
Founder | Principal
Pioneer Development Company
Durango, Colorado

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Executive Summary

1st Street Farms Feasibility Analysis

This report evaluates the 1st Street Farms development project's feasibility and a proposed incentive package with the City of Littleton. 1st Street Farms is a unique dining and event space that will become one of Colorado's premier restaurants and wedding venues. The restaurant is designed as a multi-story building that will boast 28,000 square feet of space. The project will also feature significant public improvements, including a large retaining wall, gardens and trails, and an adjacent football field in honor of its primary investor. Operationally, the project will feature a full-service restaurant, bar and wine room, private dining rooms, an outdoor beer garden, and an "event barn" that can host weddings, conferences, and large gatherings. The project is located within a master-planned development and will provide a high-end community amenity adjacent to the City's South Platte River open space.

PDC evaluated this development to determine if a feasibility gap exists with the proposed project and if financial support is necessary to achieve market returns. This report provides a detailed analysis of the project's assumptions benchmarked to the market. The analysis also performs a gap funding range analysis on various levels of financial assistance and examines the effect on return indicators. Finally, the report recommends an incentive package with the City of Littleton that can effectively close the funding gap and ensure the Project's financial feasibility.

The development is applying for a sales tax revenue sharing reimbursement, a land development fee credit or waiver (reimbursement), and a forgivable loan issued by the City of Littleton to fund publicly eligible improvements, the terms of which are analyzed by this report.

Findings

The project will provide positive economic and fiscal benefits to the city, redeveloping an area that has been historically challenging to revitalize. The developer will also be the owner-operator of the restaurant, indicating a long-term commitment to developing their new flagship operation within Littleton. **The project's real estate development costs are expected to exceed \$25.6 million, including \$4.0 million in public improvements. The Reviewers find that the 1st Street Farms Project, as proposed, will require at least \$5.5 million in gap funding to achieve financial feasibility.** Operation expenses, such as FF&E, Pre-Opening Costs, and Taxes, are considered business expenses and are not part of the real estate feasibility analysis. This report's findings are summarized below:

Feasibility Analysis Findings

After completing the analysis, **the Reviewers find that the 1st Street Farms project will require funding assistance to become financially feasible. The analysis found that the Project will begin to meet market-target hurdle rates of return with approximately \$5.5 million in gap funding.** This gap funding estimate is assumed to be a present value amount applied to construction equity.

The Gap Funding assistance range and its associated target market indicators are included in the tables below:

ROI Indicator	Description	Market Target
Return-on-Cost	Net Operating Income at Stabilization ¹ before debt service as % of Project Cost	7.00% to 7.50%
Internal Rate of Return (IRR, unleveraged, Pre-Tax Yield)	Annual revenue and asset sale over 10 years as return on development costs.	8.25% to 9.25%
Net Present Value (NPV)	Sum of Present Value Future Cash Flows, discounted at the appropriate Market Rate, less the initial Cash Outlay.	> \$0

ROI Indicator	Market Target	GAP Funding Range ²			
<i>Estimated Gap (Stabilized Year)</i>		\$5,000,000	\$5,250,000	\$5,500,000	\$5,750,000
Return-on-Cost	7.00% to 7.50%	6.88%	6.97%	7.06%	7.14%
IRR, Unlevered	8.25% to 9.25%	8.31%	8.48%	8.65%	8.83%
NPV³	> \$0	\$290,270	\$40,270	\$209,730	\$459,730

Proposed Incentive Package and Project Feasibility

The Project requires a public participation structure that offsets its independently verified \$5.5 million feasibility gap. The proposed incentive package includes:

- A \$4 Million, 10-Year Forgivable Loan provided by the City to fund the Project's Public Improvements
- A \$663,761 Development Fee Waiver
- A Sales Tax Reimbursement Agreement Structured as a 65% / 35% split with the City/Developer to close the funding gap's remainder over a 5-Year Term.

¹ Stabilization is year four (4) in the discounted cash flow model.

² Gap Funding is applied to Construction Equity in this analysis. Gap Funding is assumed to be Present Value.

³ NPV Discount Rate is 8.50%.

It is important to distinguish between the incentive tools. The sales tax reimbursement is performance-based and contingent upon the Project generating taxable sales. The fee waiver reduces upfront development costs but does not provide direct capital. The forgivable loan essentially capitalizes the project's future sales tax revenue, and provides up-front capital tied to publicly eligible infrastructure improvements. From a feasibility standpoint, all three components are evaluated on a present value basis to ensure that their combined economic benefit equals the Project's estimated \$5.5 million funding gap.

1 st Street Farms Incentive Package Estimates	
Estimated Feasibility Gap	\$5,500,000
Sales Tax Reimbursement (5-Year Term, 35% Reimbursement) ⁴	\$1,034,496
Land Development Development Fee Waiver	\$663,761
City Forgivable Loan (Public Improvements Only)	\$4,000,000
Incentive Package Total	\$5,698,257

The proposed incentive package proposed by the developer effectively closes the funding gap while falling within the return on investment ranges for market target yields. This incentive package makes the proposed 1st Street Farms Project feasible.

Recommendations

This report recommends the City of Littleton support 1st Street Farms and its proposed Incentive Package. The project is not feasible without the City's financial support. 1st Street Farms requires a public incentive that combines a forgivable loan with a fee waiver and a 5-year, 35% sales tax reimbursement.

The incentive package adequately closes the project's \$5.5 million funding gap and ensures its feasibility. The incentive package is performance-based; requiring the developer to construct the project, its public improvements, and generate the sales that ultimately provide the sales tax reimbursement. This arrangement mitigates risks for the city, while helping to ensure the 1st Street Farms development becomes a reality.

The following sections provide additional information on the project and this report's analysis.

⁴ This report uses 5.28% as the discount rate to estimate the present value of the sales tax revenues.

Background

Scope of the Review

To evaluate the proposed project's eligibility for the City of Littleton's Economic Partnership Incentive Program (EPIP), PDC reviewed and provided independent research regarding the following assumptions:

- Independent verification for market assumptions presented in the development proposal,
- Construction costs estimate verification,
- Financial gap analysis,
- Market verification on commercial mortgage loan rates and terms,
- Comparison with market rate investment criteria and yield indicators,
- Assessed Value appraisal and tax estimates,
- Potential impacts from current economic uncertainty.

Methodology

The Developer provided detailed architectural plans, budgets, and development and operating pro forma. The Developer also allowed PDC to interview the development team and interrogate assumptions within their pro forma. This information helped inform this Report's analysis.

The Reviewers conducted independent research into market conditions and development costs to establish a market baseline for evaluating this Project's feasibility. The development costs were independently verified to determine their reasonableness. This Report independently validates only the real estate feasibility gap. Operational costs, such as FF&E, as well as working capital for business operations, are excluded from total project costs.

Projected revenues, including commercial leases, were contrasted with comparable properties throughout the local and regional market. Due to a lack of comparable restaurants and lease data, this report uses an imputed rent analysis to determine lease rates for project valuation. Project expenses, including commercial operating expenses, absorption, lease-turnover, vacancy, and financial terms were independently verified. Once these assumptions were evaluated, the Reviewers performed a sensitivity analysis on a range of gap funding scenarios. These potential financial gaps were estimated by the Reviewers through an independent rate of return analysis targeting market-based investment expectations.

The Reviewers then estimated the development's future property and sales tax revenue using similar assumptions. Development Fees and Building Permit Fees were also estimated. These sales tax and fee estimates were then compared to the Gap Funding Analysis to quantify the project's remaining funding gap. This remainder is assumed to be satisfied via a forgivable loan provided by the City. The City will only provide this loan for public improvements, and the Reviewers have itemized the project's public improvements for this reason.

Project Basis

Proposed Development Project – 1 st Street Farms	
Arapahoe County Parcel(s) ID	2077-32-2-13-002, 2077-32-2-16-004
Property Owner (Per Assessor)	Evergreen-Mineral & Santa Fe LLC
Situs	N/A

- The site is ~ 2.68 acres located on the South Platte River Parkway. The site is within the City of Littleton’s municipal limits.
- The proposed project will develop a large restaurant, bar, and event space within a multi-story structure. The building improvement square footage is an estimated 28,000 square feet.
- The development will feature a full-restaurant, indoor bar and wine room, private dining rooms, as well as an “event barn” with a bridal suite on the second floor. The event barn can host weddings and other large gatherings.
- The project will feature outdoor gardens, including a beer garden, as well as significant patio space and landscaping.
- The proposed restaurant will operate year-round, including the outdoor patio area. The restaurant is intended to feature high-end dining and will be a destination experience. The architectural design incorporates high value elements, contributing to a higher cost-per-square foot. Gastamo Group is the expected owner and restaurant operator. The restaurant is assumed to generate retail sales equating to ~\$714 per square foot.
- The reviewers evaluated this project on a real estate basis. The business’ profit and loss, operational expenses, and operational costs are not considered part of the Gap Funding analysis. This development is assumed to be a for-lease product.
- The Reviewers estimated lease rates based on the Project’s expected revenues. The reviewers used an imputed rent technique that assumes a lease rate equivalent to 7.5% of the project’s gross annual revenues. This is also called an underwritten rent.



Development Assumptions

1st Street Farms Conceptual Development



Conceptual Development Plan and Assumptions

1st Street Farms (The Project) is a commercial development being proposed within the City of Littleton. The project is located off Santa Fe Drive near the county line and abuts the South Platte River Open Space. The project area is approximately 2.68-acres and the development will feature a 28,000 square foot restaurant and event space. The development team includes the Gastamo Group, a restaurateur with extensive experience creating unique dining experiences throughout the Denver Metro area. 1st Street Farms represents their most ambitious restaurant to date, and they are targeting a high-end dining experience.

The 1st Street Farms project is nested within a large, planned development area. The planned development area is approximately ~120 acres and features a mix of uses. Evergreen Development Company and Toll Brothers are the primary developers within the area. The 1st Street Farms project is located within the master-planned community's "Destination District" (See image below).

1st Street Farms is essentially a sit-down restaurant and bar that also offers event space. The developers envision this location hosting weddings and other large gatherings. The conceptual development plan includes the main restaurant, flexible private dining spaces, an "event barn", an indoor bar and wine room, and outdoor patios and beer gardens. There will also be a second floor that will feature the Bridal Wedding Suite. In total, the project's building improvements will be an estimated 28,000 SF. (See Concept Plan and rendering below):





The 1st Street Farms concept represents a high-end restaurant that is designed to provide a destination dining and event experience. The development's architecture, landscaping, and multi-storied layout are expected to boast high-quality finishes and aesthetics. This design is reflected in the development pro forma and expected costs.

The conceptual development costs approach \$900 per sf. That includes land purchase, soft cost, construction, FF&E, developer fees, interest carry costs, and contingencies. The reviewers vetted these cost estimates using comparable project costs and an income-based appraisal. The reviewers found the development's cost per square foot to be reasonable relative to its quality and use.

Feasibility Gap Assumptions

Development Program

The Reviewers have evaluated this proposed development from the perspective of an open market. This analysis assumes that the proposed restaurant/event space development is being developed as a for-lease product. The following chart compares the as-proposed development proforma assumptions with PDC's market-derived assumptions.

Assumptions	As Proposed	Market Estimate	Comments
Use Type			
Residential Units	0	-	No Residential is being proposed.
Commercial Retail	28,000 SF	-	The Reviewers assume that commercial space will be leased to maximize NOI. Commercial leases are assumed NNN.
Commercial Component			
Commercial Retail Leasing Rates Per Square Foot	N/A	\$50.00 psf	The restaurant owner is also the operator. The owner and their broker, JLL, provided PDC with comparable restaurant's annual sales and lease rates throughout the Denver Metro area. PDC also analyzed comparable properties using a variety of databases. The market analysis found that high-end restaurants in the Denver Metro area command lease rates range between \$40-\$52 PSF NNN. Littleton's retail lease rates are significantly lower than this competitive set, averaging ~\$29 PSF NNN in the submarket for properties built 2000 or later. One standalone restaurant was asking between \$37-\$45 PSF NNN. The reviewers also performed an imputed rent analysis based on the project's gross revenues. This analysis found that at stabilization, the project can support ~\$50 PSF lease rate. The reviewers' analysis finds that this development is more likely to command rents similar to the competitive set, especially given its development quality, owner/operator, and event space. Given these factors, the reviewers estimate that this property would command an asking rent at the higher end of the competitive set spectrum, \$50 PSF NNN. Reviewer's estimate is based on the underwritten rent, as well as a comparison of commercial retail space leases and expenses in the market area and within comparable mixed-use properties. Assumes NNN leases.
Commercial Retail Operating Expenses	\$N/A	\$11.00 psf	The operator provided expenses for their business operations, however these are distinct from a landlord's operating expenses. Denver Metro area average operating expenses for commercial retail properties were used by the reviewers.
Growth Rate			
Revenue	3%	3%	The Reviewers growth rate is based on interviews with the Developer. Reviewers assume 3% annualized growth rates for revenue and expenses.
Expenses	3%	3%	

Financing Component			
Debt			
Loan: Value Ratio	50%	50%	Reviewers’ evaluated the feasibility gap on an unlevered basis. However, the development’s financing terms are typical based on comparable commercial developments within the market area.
Interest Rate	6.9%	7.00%	
Amortization	25 Years	20-30 Years	
Capitalization Rates			
Stabilized – Retail	N/A	6.25%	Economic and market conditions in Denver Metro and Boulder submarkets outperform national and west region averages by ~25 basis points. Retail cap rates, especially for food service tenants, are forecast to remain stable in the coming years. The going-in (stabilized) cap rate used in this Review reflects these market expectations. Typically, exit cap rates (at asset liquidation) are 50 to 150 basis points higher than going-in rates. The reviewers used a 75-basis point increase for liquidated capitalization rates.
Liquidated – Retail	7.00%	7.00%	
Return on Investment Metrics			
Target Yield			Market-based target yield rates are used to estimate the financial gap. These yield rates represent a blended return based on market surveys for retail commercial property investments. The NPV is calculated using the blended pre-tax yield rate. This is the rate of interest that discounts pre-tax cash flows received on an unlevered investment back to a present value that is exactly equal to the original equity investment. Return on cost assumes a development yield that is 75 basis points higher than the going in capitalization rate.
Yield Rate (IRR Unlevered)	n/a	8.25% to 9.25%	
Return on Cost	n/a	7.0% to 8.0%	
Net Present Value	n/a	> 0	
Development Cost			
Land Purchase Cost	\$4,769,500	\$4,769,500	The development will be buying both parcels. In the previous analysis, the reviewers discounted one parcel’s price
Soft and Hard Cost	\$23,698,297	\$20,869,090	
Development Cost	\$30,387,590	\$25,638,590	The Reviewer’s estimated development cost is based on the Developer’s budget, which includes a high and low cost range. The Developer’s estimated development costs include business expenses, pre-opening expenses and taxes, which are outside the scope of this Gap Analysis. The Reviewer’s cost estimate only includes acquisition, soft costs, and hard costs, i.e. real estate development expenses. Reviewer’s cost estimate was used in estimating the feasibility gap.

1. Source: CoStar, RERC; Realtyrates.com; RS Means; Zillow; CBRE; DMCAR; NAR, Commercial Real Estate Finance Co. of America, CommercialLoanDirect.com, Integra Realty Resources, Hoyt Advisory Services; NMHC/NAA; U.S. Census Bureau; RealPage, fixr.com, Statista: Denver, Fannie Mae, EV Studio, ARGUS College, Pioneer Development Company.

Estimated Feasibility Gap

Based on investor surveys and market data reviewed by PDC, the following target rates are used to proxy investment hurdle rates of return. In other words, it is assumed the cash flow projections must yield rates within the following ranges to be considered attractive to the market. Return-on-Investment (ROI) estimates are based upon 10-year discounted cash flow model. The model assumes this project will be stabilized in 2030, designated as Year 4 of the Proforma, and sold in 2037. The following Gap Funding range analysis illustrates the application of total GAP funding against construction cost during the first year of construction:

ROI Indicator		Description		Market Target
Return-on-Cost		Net Operating Income at Stabilization before debt service as % of Project Cost		7.00%
Internal Rate of Return (IRR, unleveraged, Pre-Tax Yield)		Annual revenue and asset sale over 10 years as return on development costs.		8.25% to 9.25%
Net Present Value (NPV)		Sum of Present Value Future Cash Flows, discounted at the appropriate Market Rate, less the initial Cash Outlay.		> \$0
ROI Indicator		Market Target	GAP Funding Range ⁵	
Estimated Gap (Stabilized Year)		\$5,000,000	\$5,250,000	\$5,500,000
Return-on-Cost	7.00%	6.88%	6.97%	7.06%
IRR, Unlevered	8.25% to 9.25%	8.31%	8.48%	8.65%
NPV ⁶	> \$0	\$290,270	\$40,270	\$209,730

⁵ Gap Funding is applied to Construction Equity in this analysis. Gap Funding is assumed to be Present Value.

⁶ NPV Discount Rate is 8.50%.

The development project as proposed indicates a **financial gap of \$5,500,000**. The gap funding range analysis reveals that the project will begin to achieve market target rates for “return-on-cost”, unleveraged IRR and Net Present Value with **\$5,500,000 in gap funding**.

To achieve market target rates, this Gap Funding estimate is assumed to be applied to construction equity. The funding, therefore, is estimated as a **net present value of \$5,500,000**. **This review estimates that the project will achieve target market hurdle rates at this level of public funding.**

Because the developer is proposing a reimbursement agreement, fee waiver and forgivable loan with the City, this incentive agreement should be structured so that the loan, fee waivers and the project’s future tax cash flow, when discounted back at current lending rates, exceed \$5,500,000 in present value.

Sales Tax Reimbursement Analysis

Sales Tax Revenue Forecast Summary

The development as proposed requires approximately \$5,500,000 in gap funding to achieve financial feasibility based on market benchmarks and current investment metrics. The developer has proposed a tax revenue sharing agreement and fee waiver with the City of Littleton to help overcome this funding gap. This proposal is based on the City of Littleton's Economic Partnership Incentive Policy (EPIP) and two of its Incentive Programs:

- *Retail Sales Tax Reimbursement Program*
- *Land Development Fee Discounts or Waivers Program*

This report analyzed the project's future sales tax revenue generated at the City of Littleton's 3.75% rate. The report then estimated the net present value of the future sales tax revenue that, after accounting for the \$4 million forgivable loan and fee waiver, exceeds the estimated Feasibility Gap (\$5.5 million). The analysis determined that a 5-year, 35% sales tax reimbursement arrangement should yield a present value large enough to close the project's remaining funding gap.

The table below estimates the project's annual gross revenue based on its development and operational pro forma. Over a ten year period, the project will yield \$7.5 million in new sales tax revenue. Under the proposed reimbursement agreement, the City of Littleton would receive \$6.295 million, while the project receives \$1.21 million. **In present value terms, the Project will generate \$4.6 million to the City of Littleton, an amount similar in value to the \$4 million forgivable loan and ~\$663,761 fee waiver.**

The sales tax estimates based on these conditions are tabulated below:

First Street Farms Sales Tax Analysis - 5 Year Reimbursement Plan				
Project Year	Gross Revenue	Total City Sales Tax	City's Sales Tax Share	Project Sales Tax Share
1	\$15,563,000	\$583,613	\$379,348	\$204,264
2	\$18,488,000	\$693,300	\$450,645	\$242,655
3	\$18,925,000	\$709,688	\$461,297	\$248,391
4	\$19,371,000	\$726,413	\$472,168	\$254,244
5	\$19,880,000	\$745,500	\$484,575	\$260,925
6	\$20,402,000	\$765,075	\$765,075	\$0
7	\$20,936,000	\$785,100	\$785,100	\$0
8	\$21,484,000	\$805,650	\$805,650	\$0
9	\$22,484,000	\$843,150	\$843,150	\$0
10	\$22,620,000	\$848,250	\$848,250	\$0
Total	\$200,153,000	\$7,505,738	\$6,295,258	\$1,210,479
NPV (Rate) =	(5.28%)		\$4,602,217	\$1,034,496

Public Improvement Cost Estimates

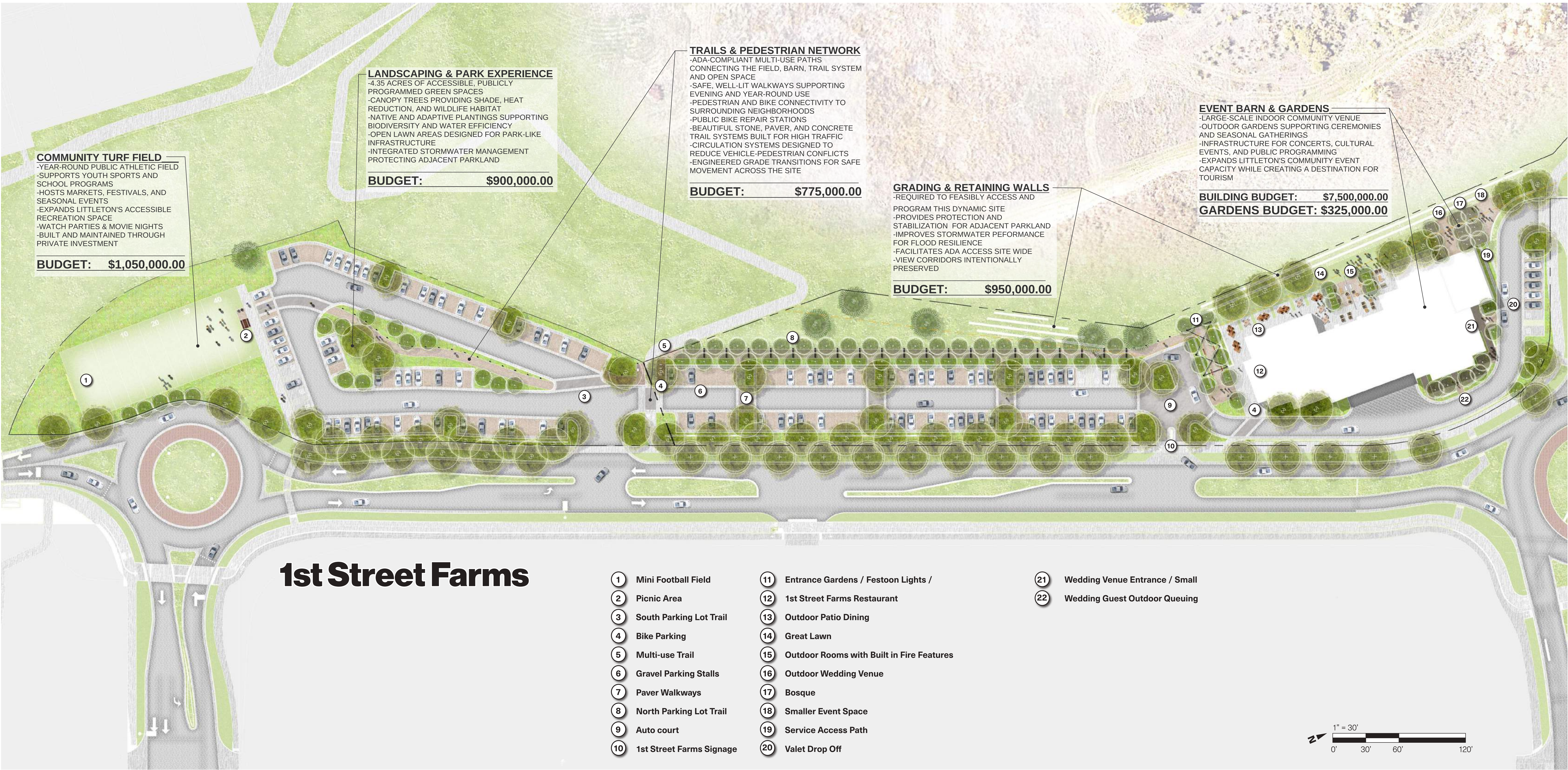
As part of the proposed incentive package, the development team has requested a \$4,000,000 forgivable loan from the City to support project feasibility. The requested loan is intended to offset upfront development costs, specifically publicly eligible construction costs. An exhibit showing where these improvements are located and their associated costs is included in the appendix. Total public improvements costs are estimated to be ~\$4 million. The proposed forgivable loan will fund these improvements, lower the project's overall construction costs and allow the development team to meet internal underwriting thresholds. This support is particularly important given current construction costs and capital market conditions.

These improvements and their estimated costs are tabulated below:

First Street Farms - Eligible Public Improvements	
Community Turf Field	\$1,050,000
Landscaping and Park Experience	\$900,000
Trails and Pedestrian Network	\$775,000
Grading and Retaining Walls	\$950,000
Gardens Budget	\$325,000
Eligible Public Improvements Cost	\$4,000,000

Appendix

Public Improvements Map and Cost Estimates
Feasibility Analysis 10-Year Discounted Cash Flow



COMMUNITY TURF FIELD
-YEAR-ROUND PUBLIC ATHLETIC FIELD
-SUPPORTS YOUTH SPORTS AND SCHOOL PROGRAMS
-HOSTS MARKETS, FESTIVALS, AND SEASONAL EVENTS
-EXPANDS LITTLETON'S ACCESSIBLE RECREATION SPACE
-WATCH PARTIES & MOVIE NIGHTS
-BUILT AND MAINTAINED THROUGH PRIVATE INVESTMENT

BUDGET: \$1,050,000.00

LANDSCAPING & PARK EXPERIENCE
-4.35 ACRES OF ACCESSIBLE, PUBLICLY PROGRAMMED GREEN SPACES
-CANOPY TREES PROVIDING SHADE, HEAT REDUCTION, AND WILDLIFE HABITAT
-NATIVE AND ADAPTIVE PLANTINGS SUPPORTING BIODIVERSITY AND WATER EFFICIENCY
-OPEN LAWN AREAS DESIGNED FOR PARK-LIKE INFRASTRUCTURE
-INTEGRATED STORMWATER MANAGEMENT PROTECTING ADJACENT PARKLAND

BUDGET: \$900,000.00

TRAILS & PEDESTRIAN NETWORK
-ADA-COMPLIANT MULTI-USE PATHS CONNECTING THE FIELD, BARN, TRAIL SYSTEM AND OPEN SPACE
-SAFE, WELL-LIT WALKWAYS SUPPORTING EVENING AND YEAR-ROUND USE
-PEDESTRIAN AND BIKE CONNECTIVITY TO SURROUNDING NEIGHBORHOODS
-PUBLIC BIKE REPAIR STATIONS
-BEAUTIFUL STONE, PAVER, AND CONCRETE TRAIL SYSTEMS BUILT FOR HIGH TRAFFIC
-CIRCULATION SYSTEMS DESIGNED TO REDUCE VEHICLE-PEDESTRIAN CONFLICTS
-ENGINEERED GRADE TRANSITIONS FOR SAFE MOVEMENT ACROSS THE SITE

BUDGET: \$775,000.00

GRADING & RETAINING WALLS
-REQUIRED TO FEASIBLY ACCESS AND PROGRAM THIS DYNAMIC SITE
-PROVIDES PROTECTION AND STABILIZATION FOR ADJACENT PARKLAND
-IMPROVES STORMWATER PERFORMANCE FOR FLOOD RESILIENCE
-FACILITATES ADA ACCESS SITE WIDE
-VIEW CORRIDORS INTENTIONALLY PRESERVED

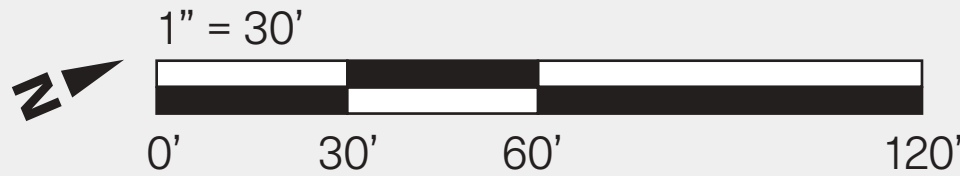
BUDGET: \$950,000.00

EVENT BARN & GARDENS
-LARGE-SCALE INDOOR COMMUNITY VENUE
-OUTDOOR GARDENS SUPPORTING CEREMONIES AND SEASONAL GATHERINGS
-INFRASTRUCTURE FOR CONCERTS, CULTURAL EVENTS, AND PUBLIC PROGRAMMING
-EXPANDS LITTLETON'S COMMUNITY EVENT CAPACITY WHILE CREATING A DESTINATION FOR TOURISM

BUILDING BUDGET: \$7,500,000.00
GARDENS BUDGET: \$325,000.00

1st Street Farms

① Mini Football Field	⑪ Entrance Gardens / Festoon Lights /	⑳ Wedding Venue Entrance / Small
② Picnic Area	⑫ 1st Street Farms Restaurant	㉑ Wedding Guest Outdoor Queuing
③ South Parking Lot Trail	⑬ Outdoor Patio Dining	
④ Bike Parking	⑭ Great Lawn	
⑤ Multi-use Trail	⑮ Outdoor Rooms with Built in Fire Features	
⑥ Gravel Parking Stalls	⑯ Outdoor Wedding Venue	
⑦ Paver Walkways	⑰ Bosque	
⑧ North Parking Lot Trail	⑱ Smaller Event Space	
⑨ Auto court	㉒ Service Access Path	
⑩ 1st Street Farms Signage	㉓ Valet Drop Off	



1st Street Farms Feasibility (Gap Funding) Analysis Summary Pro Forma

Gap Funding Summary

Scenario:

1st Street Farms Gap Analysis (Reviewers Assumptions)

PROJECT SUMMARY

Property Summary

Residential Units	0
Rentable SF	28,000
Total Development (	\$25,638,590
Development Cost p	\$916
Construction Equity	\$12,819,295
ConstructionDebt	\$12,819,295

Proforma

Year Stabilized	4
Stabilized NOI	\$1,420,964
Stabilized Cap Rate	6.25%
Stabilized Proforma	\$22,735,423
Stabilized Value Per	\$812
Reversion Value	\$23,688,830
Reversion Cap Rate	7.00%
Growth Rate	3.00%

GAP FUNDING	\$5,500,000

Feasibility Indicators (10 yr hold)		Market Target Rate
Cost/Value*	88.6%	
Return on Cost*	7.06%	7.00%
IRR on Project (unleveraged)	8.65%	8.25% to 9.0%
NPV	\$ 209,730	

*Stabilized Year 3

OPERATING PROFORMA

[illegible]



Memorandum

To: Rachel King, City of Littleton

From: Andrew Knudtsen and Louis Rosner, Economic & Planning Systems

Subject: First Street Farms Economic Incentive Package
EPS #233177

Date: April 8, 2026

Introduction

The City of Littleton retained Economic & Planning Systems (EPS) to prepare an economic analysis of the proposed First Street Farms (FSF) project within the Riverpark development. Riverpark, currently under construction by Evergreen, is a mixed-use area south of the RTD Mineral Light Rail Station that will include multifamily residential, retail, and restaurant uses. Gastamo Hospitality Group is purchasing two commercial pad sites within Riverpark for the development of FSF, a restaurant and event venue designed to serve residents, visitors, and nearby employees while activating the southern portion of the site adjacent to the regional trail and wetland areas.

The First Street Farms project represents a significant private investment in an area of the city that has been slow to attract commercial users. EPS is evaluating the project's economic and fiscal impacts, including potential sales tax generation, employment effects, and eligibility for financial incentives intended to offset the development costs associated with the site.

Summary of Findings

1. ***FSF is a high-performing retail anchor that aligns with the City of Littleton's Economic Partnership Incentive Policy (EPIP) goals.***

The project fills a key policy objective by adding a distinctive, destination-oriented restaurant and event venue that strengthens Littleton's retail base, captures leakage, and enhances Riverpark's activation with significant indoor and outdoor venues and amenities.

2. ***Sales tax is the primary fiscal driver, and the forecast conducted by EPS indicates a strong projected performance.***

Restaurant and beer garden operations generate sales productivity, which is competitive with Littleton's highest performing restaurants. The combined food, beverage, and event sales are expected to exceed \$30 million annually at stabilization, which translates to an average of \$0.81 million in sales tax revenues to the City through Year 10 and \$1.1 million through Year 30.

3. ***The financial performance of the project does not generate sufficient returns to investors within the first five years, and the applicant has proposed two scenarios to close the financing gap.***

Under both scenarios the City would provide the applicant with sales tax share-back and a forgivable loan. A forgivable loan is a form of incentive in which the loan is provided by the City and then repaid through sales tax that would otherwise flow to the City's general fund.

- In the first scenario, the City would provide a \$2 million forgivable loan and a 100 percent sales tax share-back to the operator for five years. The loan is repaid from sales tax generated between Years 6 through 8.
- For the second scenario, the City provides a \$4 million forgivable loan and a 35 percent share-back of sales tax for five years. In this scenario, the City makes a larger up front capital investment, with a lower commitment of sales tax proceeds. The \$4 million loan is repaid from the 65 percent of sales tax generated in Years 1 through 5, as well as 100 percent of sales taxes generated in Years 6 through 8.

Under both scenarios the forgivable loan is fully retired cumulatively by Year 8. Additionally, when viewed in the long term, both scenarios generate positive net fiscal impacts through Year 30.

4. ***Following the five-year share-back period, the project provides positive net fiscal impact each year.***

Under both the 100 percent and 35 percent share back scenarios, the project would have a cumulative negative net fiscal impact through Year 7; however, Scenario 2 provides some positive cash flow to the City's General Fund beginning in Year 1. Following Year 7, both scenarios are cumulatively positive through Year 30. Under both scenarios, the City generates \$10.4 million (as a present value using a 5 percent discount rate) through Year 30.

5. *Long-term benefits increase substantially after the incentive term ends.*

Once the revenue sharing expires, the City retains 100 percent of sales tax revenues, significantly improving long-term fiscal returns. Combined with property tax growth and general revenues, the project becomes a material long-term revenue generator.

6. *The project delivers strong economic benefits through job creation and local spending.*

Construction and operations of First Street Farms are projected to generate substantial economic activity in Littleton and the broader region. With an estimated 260 permanent jobs and millions in annual operational spending, the project will support employment, labor income, and secondary economic impacts as dollars recirculate through the local economy. These ripple effects enhance the City's broader economic vitality, even though the direct fiscal benefit during the incentive term is limited.

7. *Recent discussions between City staff and the Gastamo Hospitality Group have identified community benefits that could flow to non-profit organizations based in the City of Littleton.*

These community benefits would take the form of regular use of the facility by community groups, in which the facility rental is heavily discounted, as well as cost of the food and beverage consumed at these events. Please see staff memo for specific delineation of community benefits the Gastamo Hospitality Group has offered.

Note: Please see the end of the Fiscal Analysis (page 22) for a summary of Benefits and Costs

Project Background

The First Street Farms project is proposed on a 2.68-acre site located along the South Platte River Parkway within the City of Littleton. The property is located within the boundaries of the Riverpark development, a mixed-use area currently under construction that will include residential, commercial, and public space components. The FSF project is anticipated to total approximately 28,000 square feet, including a full-service restaurant, indoor bar, wine room, private dining areas, and a dedicated event space.

The proposed site design emphasizes outdoor activation and integration with the surrounding environment. Planned features include landscaped gardens, a beer garden, and extensive patio areas intended to enhance the dining and event experience. The combination of indoor and outdoor spaces is designed to establish FSF as a distinctive venue within Riverpark and to contribute to the broader objective of attracting visitors and economic activity to this area of the city.

Policy Background

On August 6, 2024, the City of Littleton adopted the *Economic Partnership Incentive Policy (EPIP)* to guide the use of public incentives in support of projects that further the City's economic development objectives. A central component of the policy is the Retail Development Incentive Program that aims to strengthen Littleton's retail base and sustain the City's fiscal health by attracting new and distinctive retail and dining options. Eligible projects include those that address retail leakage within the city or contribute to the revitalization of underutilized or blighted commercial areas. Available incentives under the program include sales and use tax reimbursements, as well as credits or waivers for land development impact fees.

Among the tools identified in the policy, the retail sales tax share-back is the most impactful mechanism. This incentive, as stated in the policy, allows for a partial reimbursement of up to 50 percent of the City-collected portion of retail sales tax generated by a project for up to 10 years. Requests for a sales tax share-back must demonstrate a financial gap and illustrate how City participation would support project feasibility.

For the First Street Farms project, the applicant is requesting a combination of a sales tax share-back plus an upfront investment that is structured as a forgivable loan. The applicant has also requested 100 percent waivers of impact fees and building permit fees.

Memorandum Contents

The memo includes two primary sections outlining the fiscal and economic impacts of the project. Each section is described in greater detail below.

- **Fiscal Impact Analysis** – This section evaluates the direct fiscal effects of the proposed First Street Farms project on the City of Littleton, with a primary focus on the General Fund. The analysis estimates the annual and cumulative revenues expected to be generated through retail sales tax, property tax, and other applicable sources, net of the City's costs to provide municipal services to the development. The results provide an understanding of the project's contribution to the City's fiscal position, under both of the alternative incentive requests.
- **Economic Impact Analysis** – The economic impact analysis measures the broader benefits of the project to the local and regional economy. Using input-output modeling, the analysis quantifies employment generation, labor income, and total economic output associated with project construction and ongoing operations. This section provides insight into how FSF will support local job creation, spending, and secondary economic activity within the community.

Fiscal Impact Analysis

Project Revenues

The project is anticipated to generate revenues to the City through four primary sources: property tax, use tax, sales tax, and general revenues. Projections for each revenue source are described in detail below.

Property Tax

To estimate the market value of a property, EPS typically begins by identifying comparable properties using assessor data. This process allows us to analyze recent sales and property characteristics, which can then be used to develop estimates of market value and the associated property tax revenues. However, the FSF project represents a unique development within both Littleton and the broader regional market, making direct comparisons to existing properties challenging. As a result, EPS is relying on the cost approach, a methodology commonly employed by assessors that estimates property value based on the cost to reproduce or replace the improvements, adjusted for depreciation, and adding the value of the land. This approach provides defensible estimate of market value for properties that lack close comparables in the existing market.

Property Valuation

The developer provided two detailed construction cost estimates for the project, reflecting a range of potential outcomes based on material, labor, and design specifications. The total estimated development cost ranges from approximately \$28.4 million on the low end to \$32.4 million on the high end, corresponding to \$1,013 to \$1,157 per square foot, respectively, as shown below in **Table 1**.

Table 1. First Street Farms Construction Cost Estimate

Description	Low			High		
	Total Cost	Cost per SF	% Total	Total	Cost per SF	% Total
Land Costs						
Land Purchase	\$4,769,500	\$170	16.8%	\$4,769,500	\$170	14.7%
Subtotal	\$4,769,500	\$170	16.8%	\$4,769,500	\$170	14.7%
Hard Costs						
Bathrooms	\$60,000	\$2	0.2%	\$60,000	\$2	0.2%
Construction	\$12,885,318	\$460	45.4%	\$16,386,231	\$585	50.6%
Finishes	\$325,000	\$12	1.1%	\$325,000	\$12	1.0%
Kitchen/Bar Equipment	\$1,620,000	\$58	5.7%	\$1,620,000	\$58	5.0%
Lighting	\$350,000	\$13	1.2%	\$350,000	\$13	1.1%
Millwork	\$400,000	\$14	1.4%	\$400,000	\$14	1.2%
Furniture	\$445,000	\$16	1.6%	\$445,000	\$16	1.4%
Signage	\$140,000	\$5	0.5%	\$140,000	\$5	0.4%
Art & Décor	\$188,000	\$7	0.7%	\$188,000	\$7	0.6%
Subtotal	\$16,413,318	\$586	57.9%	\$19,914,231	\$711	61.5%
Soft Costs						
Attorney/Professional	\$1,206,561	\$43	4.3%	\$1,206,561	\$43	3.7%
Design	\$837,175	\$30	3.0%	\$837,175	\$30	2.6%
Preopening Costs	\$1,226,000	\$44	4.3%	\$1,226,000	\$44	3.8%
Technology	\$359,000	\$13	1.3%	\$364,000	\$13	1.1%
Contingency	\$2,004,205	\$72	7.1%	\$2,354,797	\$84	7.3%
Development Fee	\$601,262	\$21	2.1%	\$706,439	\$25	2.2%
Loan Closing Cost	\$200,000	\$7	0.7%	\$200,000	\$7	0.6%
Property Tax	\$100,000	\$4	0.4%	\$100,000	\$4	0.3%
Loan Interest	\$655,070	\$23	2.3%	\$724,385	\$26	2.2%
Subtotal	\$7,189,273	\$257	25.3%	\$7,719,357	\$276	23.8%
Total Cost	\$28,372,091	\$1,013	100.0%	\$32,403,088	\$1,157	100.0%

Source: Developer; Economic & Planning Systems

Under both scenarios, hard costs represent the largest share of total expenditures, ranging from 58 percent of total costs in the low estimate to 62 percent in the high estimate. These costs include general construction, kitchen and bar equipment, interior finishes, and furnishings. The largest single line item within this category is general construction, which accounts for approximately \$12.9 million to \$16.4 million of the total budget. Soft costs account for approximately 24 to 25 percent of the total project cost and include professional services, design, financing, contingency, and pre-opening expenses. Land acquisition represents the remaining 15 to 17 percent of total costs, based on a purchase price of approximately \$4.8 million.

Property Tax Projection

Based on conversations with the development team, EPS utilized the low-cost estimate to project future potential property tax revenues, which equates to \$1,013 per square foot, as shown below in **Table 2**. Property values are assumed to increase by 2 percent annually, with biennial reassessments occurring every two years consistent with standard assessment practices in Colorado.

Using the current 25 percent assessment rate (beginning in 2027) for commercial properties and an effective City property tax mill levy of 2.000, annual City property tax revenues are estimated to range from \$14,186 in Year 1 to \$25,192 in Year 30. Over the 30-year projection period, cumulative property tax revenues to the City are projected to total approximately \$580,631.

This estimate reflects only the City's portion of property tax revenues and does not include collections by other taxing jurisdictions such as Arapahoe County, the school district, or special districts. As such, the figures represent the direct fiscal benefit to the City of Littleton associated with the real property improvements constructed as part of the First Street Farms development. Note that the applicant is not requesting any portion of the property tax revenue.

Table 2. First Street Farms Property Tax Projection

Description	Factor	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30
Low Estimate								
Total Square Footage		28,000	28,000	28,000	28,000	28,000	28,000	28,000
Actual Value [1]	\$1,013	\$28,372,091	\$31,325,081	\$33,907,275	\$38,185,099	\$41,332,779	\$46,547,423	\$50,384,427
Assessed Value	25.0%	\$7,093,023	\$7,831,270	\$8,476,819	\$9,546,275	\$10,333,195	\$11,636,856	\$12,596,107
Annual City Property Tax	2.000	\$14,186	\$15,663	\$16,954	\$19,093	\$20,666	\$23,274	\$25,192
Cumulative City Property Tax		\$14,186	\$74,143	\$156,304	\$247,376	\$347,529	\$458,545	\$580,631

[1] Biennial reassessment every 2 years at a rate of 2% per year.

Source: Economic & Planning Systems

Use Tax

Use tax revenues are a one-time revenue generated from the value of the project's building materials at the time of development. Building material value was estimated by utilizing a factor equal to 50 percent of the total project valuation, equating to a total value of \$14.2 million, as shown below in **Table 3**. Total use taxes are estimated at \$531,977. As part of the request, the applicant has not requested a rebate of the use tax.

Table 3. First Street Farms Use Tax Projection

Description	Factor	Total
Low Estimate		
Total Square Footage		28,000
Actual Value	\$1,013	\$28,372,091
Building Material Value	50%	\$14,186,045
City Use Tax	3.75%	\$531,977

Source: Economic & Planning Systems

Sales Tax

First Street Farms is expected to generate taxable sales from three primary revenue streams: restaurant operations, beer garden operations, and event venue activities. The applicant provided detailed revenue projections for each use, which EPS reviewed and tested for reasonableness. Where appropriate, EPS benchmarked the applicant's assumptions against industry standards and comparable establishments in Littleton to ensure that projected sales volumes and taxable portions align with local market conditions and operational norms. The resulting projections form the basis for estimating future sales tax revenues to the City.

Restaurant and Beer Garden Sales

The applicant provided a detailed restaurant sales projection outlining anticipated performance by meal period, day of week, and revenue source. The model distinguishes between lunch and dinner service, with sales generated across components that include the dining room, the bar, and the patio, as shown below in **Table 4**.

For lunch service, the restaurant is assumed to operate with 213 seats, average weekday occupancy of approximately 48 to 50 percent, and up to 58 percent on weekends. Lunch turnover is estimated to be between 0.75 and 2.0 turns per meal period, producing an average guest count of 992 and an average check of \$45.00 per person. This results in total weekly lunch sales of approximately \$87,000, with revenues distributed across the dining room, bar, and patio.

Dinner service is modeled to achieve higher utilization and check averages, reflecting typical restaurant operating patterns. The applicant assumes 45 to 62 percent occupancy and between 1.5 and 3.0 table turns, depending on the day of the week. The average dinner check is modeled at \$60.15, ranging from \$55.00 on weekdays to \$65.00 on weekends. Combined, dinner service generates an estimated 1,699 guests per week and \$163,000 in total weekly sales.

On a weekly basis, total restaurant sales across all service components are projected at approximately \$250,000, equivalent to \$13.0 million annually. This figure includes \$7.6 million from dining room sales, \$3.0 million from bar operations, and \$2.4 million from patio service, with no takeout sales assumed in the model.

Table 4. Restaurant Sales Projection

Description	Seats	Occup.	Turns	Guests	Avg. Check	Dining	Bar [1]	Patio [2]	Total
Lunch									
Monday	213	48.0%	0.75	77	\$45.00	\$3,451	\$1,725	\$1,553	\$6,729
Tuesday	213	47.0%	0.75	75	\$45.00	\$3,379	\$1,689	\$1,520	\$6,588
Wednesday	213	48.0%	0.75	77	\$45.00	\$3,451	\$1,725	\$1,553	\$6,729
Thursday	213	50.0%	1.00	107	\$45.00	\$4,793	\$2,396	\$2,157	\$9,345
Friday	213	51.0%	1.50	163	\$45.00	\$7,333	\$3,666	\$3,300	\$14,298
Saturday	213	58.0%	2.00	247	\$45.00	\$11,119	\$5,559	\$5,003	\$21,681
Sunday	213	58.0%	2.00	<u>247</u>	<u>\$45.00</u>	<u>\$11,119</u>	<u>\$5,559</u>	<u>\$5,003</u>	<u>\$21,681</u>
Subtotal/Average				992	\$45.00	\$44,642	\$22,321	\$20,089	\$87,052
Dinner									
Monday	213	45.0%	1.50	144	\$55.00	\$7,908	\$2,768	\$1,977	\$12,652
Tuesday	213	47.0%	1.50	150	\$55.00	\$8,259	\$2,891	\$2,065	\$13,215
Wednesday	213	47.0%	1.50	150	\$55.00	\$8,259	\$2,891	\$2,065	\$13,215
Thursday	213	48.0%	2.50	256	\$60.00	\$15,336	\$5,368	\$3,834	\$24,538
Friday	213	55.0%	3.00	351	\$65.00	\$22,844	\$7,995	\$5,711	\$36,551
Saturday	213	62.0%	3.00	396	\$65.00	\$25,752	\$9,013	\$6,438	\$41,203
Sunday	213	59.0%	2.00	<u>251</u>	<u>\$55.00</u>	<u>\$13,824</u>	<u>\$4,838</u>	<u>\$3,456</u>	<u>\$22,118</u>
Subtotal/Average				1,699	\$60.15	\$102,181	\$35,763	\$25,545	\$163,490
Total									
Monday						\$11,358	\$4,493	\$3,530	\$19,381
Tuesday						\$11,638	\$4,580	\$3,585	\$19,803
Wednesday						\$11,710	\$4,616	\$3,618	\$19,943
Thursday						\$20,129	\$7,764	\$5,991	\$33,883
Friday						\$30,177	\$11,662	\$9,011	\$50,849
Saturday						\$36,870	\$14,572	\$11,441	\$62,884
Sunday						\$24,942	\$10,398	\$8,459	\$43,799
Weekly Sales						\$146,824	\$58,085	\$45,634	\$250,542
Annual Sales						\$7,634,825	\$3,020,398	\$2,372,985	\$13,028,207

[1] Bar sales are estimated at 50 percent of dining sales during lunch and 35 percent of sales during dinner.

[2] Patio sales are estimated at 45 percent of dining room sales during lunch and 25 percent of sales during dinner.

Source: Developer; Economic & Planning Systems

In addition to the restaurant dining area, the development will also include a beer garden, which is anticipated to be completed in Year 8. The beer garden will have a total capacity of 188 seats, with average occupancy expected to range from 45 percent on early weekdays to 75 percent during peak dinner hours on Saturday nights. Based on average check sizes of \$26.00 during lunch and \$36.00 during dinner, total beer garden sales are projected to total approximately \$78,000 per week, or \$4.0 million annually, as shown below in Table 5.

Table 5. Beer Garden Sales Projection

Description	Seats	Occup.	Turns	Guests	Avg. Check	Dining	Patio	Total
Lunch								
Monday	188	45.0%	0.40	34	\$26.00	\$880	\$250	\$1,130
Tuesday	188	45.0%	0.40	34	\$26.00	\$880	\$250	\$1,130
Wednesday	188	47.0%	0.50	44	\$26.00	\$1,149	\$250	\$1,399
Thursday	188	50.0%	0.80	75	\$26.00	\$1,955	\$250	\$2,205
Friday	188	51.0%	1.00	96	\$26.00	\$2,493	\$300	\$2,793
Saturday	188	58.0%	1.50	164	\$26.00	\$4,253	\$360	\$4,613
Sunday	188	58.0%	1.50	164	\$26.00	\$4,253	\$288	\$4,541
Subtotal/Average				610	\$26.00	\$15,862	\$1,948	\$17,810
Dinner								
Monday	188	45.0%	1.50	127	\$36.00	\$4,568	\$500	\$5,068
Tuesday	188	45.0%	1.50	127	\$36.00	\$4,568	\$500	\$5,068
Wednesday	188	47.0%	1.75	155	\$36.00	\$5,567	\$500	\$6,067
Thursday	188	47.0%	2.25	199	\$36.00	\$7,157	\$500	\$7,657
Friday	188	60.0%	2.50	282	\$36.00	\$10,152	\$600	\$10,752
Saturday	188	75.0%	3.00	423	\$36.00	\$15,228	\$720	\$15,948
Sunday	188	65.0%	2.00	244	\$36.00	\$8,798	\$576	\$9,374
Subtotal/Average				1,557	\$36.00	\$56,039	\$3,896	\$59,935
Total								
Monday						\$5,448	\$750	\$6,198
Tuesday						\$5,448	\$750	\$6,198
Wednesday						\$6,715	\$750	\$7,465
Thursday						\$9,112	\$750	\$9,862
Friday						\$12,645	\$900	\$13,545
Saturday						\$19,481	\$1,080	\$20,561
Sunday						\$13,051	\$864	\$13,915
Weekly Sales						\$71,901	\$5,844	\$77,745
Annual Sales						\$3,738,831	\$303,888	\$4,042,719

Source: Developer; Economic & Planning Systems

EPS evaluated the applicant's sales assumptions for reasonableness by converting total projected sales into a sales per square foot metric and comparing the results to benchmarks from other high-performing restaurants in Littleton. These comparable establishments report annual sales ranging from \$646 to \$1,044 per square foot, with an average of \$797 per square foot, as shown below in **Table 6**.

Table 6. Littleton Sales Comparisons

Description	Sales PSF [1]
Littleton Comparable	
Restaurant/Bar #1	\$804
Restaurant/Bar #2	\$935
Restaurant/Bar #3	\$1,044
Restaurant/Bar #4	\$682
Restaurant/Bar #5	\$703
Restaurant/Bar #6	\$763
Restaurant/Bar #7	<u>\$646</u>
Average	\$797

[1] 2023 sales values escalated at 2.5% annually.

Source: City of Littleton; Economic & Planning Systems

As shown in the **Table 7**, the FSF restaurant is projected to generate approximately \$13.0 million in annual sales from a 15,000 square foot restaurant space, equating to \$869 per square foot. When including sales from the adjacent beer garden, total food and beverage revenue increases to \$17.1 million, or \$1,138 per square foot.

Table 7. Sales Comparison Benchmark Analysis

Description	Total
Total Sales	
FSF Restaurant Sales	\$13,028,207
FSF Beer Garden Sales	\$4,042,719
Total Sales	\$17,070,927
FSF Restaurant Sq. Ft.	15,000
FSF Restaurant Sales PSF	\$869
FSF Restaurant + Beer Garden Sales PSF	\$1,138
Littleton Benchmark (High Performing Restaurants)	
FSF Restaurant Sales PSF	\$869
Littleton Comps (High Performing Restaurants)	\$1,044
Difference	-\$176
FSF Restaurant + Beer Garden Sales PSF	\$1,138
Littleton Comps (High Performing Restaurants)	\$1,044
Difference	\$94

Source: City of Littleton; Developer; Economic & Planning Systems

For comparison, among Littleton's top performing full-service restaurants, the highest generated \$1,044 per square foot, based on sales tax data provided by the City of Littleton and compiled by EPS. The FSF restaurant's projected sales are therefore \$176 per square foot lower than this high benchmark. However, when beer garden revenues are included, FSF's combined sales exceed the benchmark by \$94 per square foot.

Overall, this comparison indicates that while the restaurant component alone projects slightly below the city's top-tier performance range, the combined operation, particularly with the addition of the beer garden, achieves a total sales volume consistent with, and slightly above, the highest-performing restaurant venue in Littleton. This level of sales productivity is considered reasonable and achievable for a destination-oriented food and beverage concept of the proposed scale and quality.

Event Venue Sales

In addition to the restaurant and beer garden sales, the development is also anticipated to include a 13,000 square foot wedding and event venue that will generate taxable sales through three primary sources: weddings, corporate events and other private events, as shown below in **Table 8**.

Weddings represent the largest share of sales, with 78 events annually averaging 100 guests and generating \$505 of revenue per guest. This translates to approximately \$3.9 million in annual wedding revenue, or roughly \$50,500 per event. Corporate events are assumed to occur 52 times per year, averaging 75 attendees and \$212 in revenue per guest, totaling \$827,000 annually. The remaining 80 events fall into the “other” category (smaller private or social events) with 30 guests on average and \$126 in per guest revenue, totaling \$303,000 annually. In total, event revenues are anticipated to total \$5.1 million at full stabilization.

Table 8. Event Venue Sales Projection

Description	Weddings	Corporate	Other	Total/Avg.
Events per Year	78	52	80	210
Avg. Headcount per Event	100	75	30	67
Avg. Revenue per Head	\$505	\$212	\$126	\$360
Total Revenue	\$3,939,000	\$827,190	\$303,000	\$5,069,190
<i>Revenue per Event</i>	<i>\$50,500</i>	<i>\$15,908</i>	<i>\$3,788</i>	<i>\$24,139</i>

Source: Developer; Economic & Planning Systems

Sales Tax Cannibalization

Retail sales tax impacts should also account for potential cannibalization of existing businesses. According to the Retail and Mixed-Use Market Analysis completed by EPS in 2023, resident spending leakage in the Eating and Drinking category was estimated at \$52.2 million, demonstrating a level of unmet demand within the city, as shown below in **Table 9**. The First Street Farms project can likely recapture a portion of this leakage without displacing significant sales from existing establishments. Moreover, the project is expected to function as a regional draw, generating additional inflows from non-resident visitors and further mitigating concerns about sales cannibalization from existing city restaurants.

Table 9. Retail Expenditures by Store Category

Store Type	Retail Sales Total	Expend. Potential (\$000s)	Resident Capture		Resident Leakage	
			Capture Rate % Total	Expend. (\$000s)	Leakage Rate % Total	Expend. (\$000s)
Total Personal Income (TPI) (\$000's)	100%	\$2,649,879				
Convenience Goods						
Supermarkets and Grocery Stores	7.2%	\$190,326	70%	\$133,228	30%	\$57,098
Convenience Stores (incl. Gas Stations)	1.4%	\$37,830	20%	\$7,566	80%	\$30,264
Beer, Wine, & Liquor Stores	1.1%	\$28,124	50%	\$14,062	50%	\$14,062
Health and Personal Care	1.7%	\$44,637	50%	\$22,318	50%	\$22,318
Subtotal	11.4%	\$300,916	59%	\$177,174	41%	\$123,742
Shopper's Goods						
General Merchandise						
Traditional Department Stores	0.5%	\$13,076	0%	\$0	100%	\$13,076
Warehouse Clubs & Supercenters	5.2%	\$138,857	0%	\$0	100%	\$138,857
All Other General Merchandise Stores	0.3%	\$8,188	0%	\$0	100%	\$8,188
Subtotal	6.0%	\$160,120	0%	\$0	100%	\$160,120
Other Shopper's Goods						
Clothing & Accessories	1.9%	\$50,719	25%	\$12,680	75%	\$38,039
Furniture & Home Furnishings	1.2%	\$32,319	25%	\$8,080	75%	\$24,240
Electronics & Appliances	0.9%	\$24,810	50%	\$12,405	50%	\$12,405
Sporting, Hobby, Book/Music Stores	1.1%	\$29,268	50%	\$14,634	50%	\$14,634
Miscellaneous Retail	1.5%	\$40,218	50%	\$20,109	50%	\$20,109
Subtotal	6.7%	\$177,334	38%	\$67,908	62%	\$109,427
Total Shoppers' Goods	12.7%	\$337,455	20%	\$67,908	80%	\$269,547
Eating and Drinking	6.6%	\$174,029	70%	\$121,820	30%	\$52,209
Building Material & Garden	3.3%	\$88,175	80%	\$70,540	20%	\$17,635
Total Retail Goods	34.0%	\$900,575	49%	\$437,442	51%	\$463,132

Source: 2017 Census of Retail Trade; Economic & Planning Systems

Sales Tax Projection

The total sales from the project are expected to range from \$15.6 million in Year 1 to \$39.3 million in Year 30, as shown below in **Table 10**. After applying Littleton's sales tax rate of 3.75 percent, sales tax revenues range from \$583,605 to \$1.5 million over the same period.

Table 10. Sales Projection

Description	Factor	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30
Operating Capacity								
Restaurant		100%	100%	100%	100%	100%	100%	100%
Beer Garden		0%	0%	100%	100%	100%	100%	100%
Event Venue		50%	100%	100%	100%	100%	100%	100%
Total Sales								
Restaurant	2.0%	\$13,028,207	\$14,102,151	\$15,569,914	\$17,190,443	\$18,979,638	\$20,955,054	\$23,136,073
Beer Garden	2.0%	\$0	\$0	\$4,831,424	\$5,334,282	\$5,889,478	\$6,502,460	\$7,179,241
Event Venue	2.0%	\$2,534,595	\$5,487,054	\$6,058,151	\$6,688,689	\$7,384,853	\$8,153,474	\$9,002,094
Total		\$15,562,802	\$19,589,205	\$26,459,489	\$29,213,414	\$32,253,969	\$35,610,988	\$39,317,408
Littleton Sales Tax								
Restaurant	3.75%	\$488,558	\$528,831	\$583,872	\$644,642	\$711,736	\$785,815	\$867,603
Beer Garden	3.75%	\$0	\$0	\$181,178	\$200,036	\$220,855	\$243,842	\$269,222
Event Venue	3.75%	\$95,047	\$205,765	\$227,181	\$250,826	\$276,932	\$305,755	\$337,579
Total		\$583,605	\$734,595	\$992,231	\$1,095,503	\$1,209,524	\$1,335,412	\$1,474,403

Source: Economic & Planning Systems

The applicant proposed two scenarios to close the \$5.5 million funding gap identified by Pioneer Development Company. Under both scenarios the City would issue a forgivable loan and introduce a five-year sales tax share-back with the applicant. The forgivable loan is a financing structure where the City's loan to the applicant is not repaid through amortization but rather by the sales tax dollars the project generates.

In the first scenario, the City would issue a \$2.0 million forgivable loan and forgo 100 percent of the sales tax revenue through Year 5. In the second scenario, the City would issue a \$4.0 million forgivable loan and share back 35 percent of the sales tax revenue through Year 5. Under both scenarios, the City would retain 100 percent of sales tax revenue, beginning in Year 6, following the end of the share-back period.

In the tables that follow, the sales tax revenues to the City have been estimated for the two scenarios, focusing strictly on the sales tax generation. (The forgivable loan element is included in the following section.)

- Under Scenario 1, the 100 percent share-back (for Years 1 through 5) would generate \$29.9 million in sales tax revenue for the City and \$3.5 million for the applicant through Year 30. At a 5 percent discount rate, the net present value (NPV) of the revenues would total \$13.1 million to the City and \$3.2 million to the applicant (**Table 11**).
- For Scenario 2, the 35 percent share-back scenario, the City and applicant would generate \$32.2 million and \$1.2 million, respectively over a 30-year horizon. At a 5 percent discount rate, the NPV of the revenues would total \$15.2 million to the City and \$1.1 million to the applicant (**Table 12**).

Table 11. Sales Tax Revenue Split, 100 Percent Share-Back

Description	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 30
Operating Capacity													
Restaurant		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Beer Garden		0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	100%	100%
Event Venue		50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100% Shareback, 5-Year Shareback Period													
Sales Tax Shareback													
City of Littleton	0%	\$0	\$0	\$0	\$0	\$0	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,128,368	\$1,518,635
Applicant	100%	\$601,113	\$712,992	\$727,252	\$741,797	\$756,633	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	100%	\$601,113	\$712,992	\$727,252	\$741,797	\$756,633	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,128,368	\$1,518,635
Cumulative Sales Tax													
City of Littleton		\$0	\$0	\$0	\$0	\$0	\$771,766	\$1,558,967	\$2,541,279	\$3,543,238	\$4,565,235	\$9,990,123	\$29,893,730
Applicant		\$601,113	\$1,314,105	\$2,041,358	\$2,783,155	\$3,539,788	\$3,539,788	\$3,539,788	\$3,539,788	\$3,539,788	\$3,539,788	\$3,539,788	\$3,539,788
Sales Tax NPV													
City of Littleton	5.0%	\$0	\$0	\$0	\$0	\$0	\$604,699	\$587,422	\$698,111	\$678,165	\$658,789	\$569,903	\$368,947
Applicant	5.0%	\$601,113	\$679,040	\$659,639	\$640,792	\$622,484	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$601,113	\$679,040	\$659,639	\$640,792	\$622,484	\$604,699	\$587,422	\$698,111	\$678,165	\$658,789	\$569,903	\$368,947
Cumulative Sales Tax NPV													
City of Littleton		\$0	\$0	\$0	\$0	\$0	\$604,699	\$1,192,120	\$1,890,231	\$2,568,396	\$3,227,185	\$6,249,319	\$13,081,816
Applicant		\$601,113	\$1,280,153	\$1,939,792	\$2,580,585	\$3,203,069	\$3,203,069	\$3,203,069	\$3,203,069	\$3,203,069	\$3,203,069	\$3,203,069	\$3,203,069

Source: Economic & Planning Systems

Table 12. Sales Tax Revenue Split, 35 Percent Share-Back

Description	Factor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 30
Operating Capacity													
Restaurant		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Beer Garden		0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	100%	100%
Event Venue		50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
35% Shareback, 5-Year Shareback Period													
Sales Tax Shareback													
City of Littleton	65%	\$390,724	\$463,445	\$472,714	\$482,168	\$491,811	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,128,368	\$1,518,635
Applicant	35%	\$210,390	\$249,547	\$254,538	\$259,629	\$264,822	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	100%	\$601,113	\$712,992	\$727,252	\$741,797	\$756,633	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,128,368	\$1,518,635
Cumulative Sales Tax													
City of Littleton		\$390,724	\$854,169	\$1,326,882	\$1,809,050	\$2,300,862	\$3,072,628	\$3,859,829	\$4,842,141	\$5,844,100	\$6,866,097	\$12,290,985	\$32,194,592
Applicant		\$210,390	\$459,937	\$714,475	\$974,104	\$1,238,926	\$1,238,926	\$1,238,926	\$1,238,926	\$1,238,926	\$1,238,926	\$1,238,926	\$1,238,926
Sales Tax NPV													
City of Littleton	5.0%	\$390,724	\$441,376	\$428,765	\$416,515	\$404,615	\$604,699	\$587,422	\$698,111	\$678,165	\$658,789	\$569,903	\$368,947
Applicant	5.0%	\$210,390	\$237,664	\$230,874	\$224,277	\$217,869	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$601,113	\$679,040	\$659,639	\$640,792	\$622,484	\$604,699	\$587,422	\$698,111	\$678,165	\$658,789	\$569,903	\$368,947
Cumulative Sales Tax NPV													
City of Littleton		\$390,724	\$832,100	\$1,260,865	\$1,677,380	\$2,081,995	\$2,686,693	\$3,274,115	\$3,972,226	\$4,650,391	\$5,309,180	\$8,331,314	\$15,163,811
Applicant		\$210,390	\$448,054	\$678,927	\$903,205	\$1,121,074	\$1,121,074	\$1,121,074	\$1,121,074	\$1,121,074	\$1,121,074	\$1,121,074	\$1,121,074

Source: Economic & Planning Systems

General Revenues

General revenues were estimated using the existing fiscal model, which factors in the growth of Littleton's service population. These revenues account for miscellaneous sources including franchise fees, licenses and permits, and fines and forfeitures and are estimated based on future service demand hours generated by employees at First Street Farms. Although the revenue may not be substantial, the model comprehensively accounts for all potential revenues and expenditures. At full buildout, the development is expected to employ approximately 260 people, generating 2,480 service demand hours, as shown in **Table 13**. These service hours were calculated using a proportionate share methodology that estimates the demand for City revenues and services relative to different segments of the population, including residents and employees, over a typical 24-hour period. This methodology provides a basis for calculating the costs and revenues associated with each service hour. With an estimated \$3.41 in general revenue per service demand hour, FSF is projected to generate general revenues ranging from \$8,470 in Year 1 to \$15,041 in Year 30.

Table 13. First Street Farms General Revenues

Description	Factor	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30
Total Employees		260	260	260	260	260	260	260
Total Service Demand Hours		2,480	2,480	2,480	2,480	2,480	2,480	2,480
General Revenues	\$3.41	\$8,470	\$9,168	\$10,122	\$11,175	\$12,338	\$13,623	\$15,041

Source: Economic & Planning Systems

Project Expenditures

General expenditures were estimated for all City departments funded through the General Fund, using a comprehensive fiscal model that accounts for the costs incurred by the City to serve new development.

General Expenditures

Departmental expenditures were estimated to be 25 to 100 percent variable. Departments with a lower variability factor imply relatively fixed expenditures, such as the City Council, while departments with high variability need additional support to accommodate growth. Based on these assumptions, the corresponding City factor for general expenditures equates to \$21.98 per service demand hour. First Street Farms is anticipated to increase the burden on City services, with expenditures by the City ranging from \$54,509 in Year 1 to \$96,799 in Year 30.

Table 14. First Street Farms General Expenditures

Description	Factor	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30
Total Employees		260	260	260	260	260	260	260
Total Service Demand Hours		2,480	2,480	2,480	2,480	2,480	2,480	2,480
General Expenditures	\$21.98	\$54,509	\$59,002	\$65,143	\$71,923	\$79,409	\$87,674	\$96,799

Source: Economic & Planning Systems

Net Fiscal Impact

The net fiscal impact of the development nets revenues against costs. A positive net fiscal impact suggests that the City can accommodate the development based on the projected revenues. Conversely, a negative net fiscal impact indicates that the City cannot accommodate the development without identifying additional revenue sources. Note that the sales tax figures shown below are net of rebate dollars paid to the developer.

- Scenario 1 - Under the 100 percent share-back, the cumulative net fiscal impact of the development ranges from negative \$2.0 million in Year 0 to a positive \$10.38 million in Year 30, discounted at 5 percent annually (**Table 15**).
- Scenario 2 - Under the 35 percent share-back, the total net fiscal impact ranges from negative \$4.0 million in Year 0 to \$10.36 million in Year 30 (**Table 16**).

Both scenarios close the \$5.5 million funding gap identified by the applicant. Discounted at 5 percent, the applicant would receive \$5.71 million or \$5.73 million, respectively for Scenario 1 or Scenario 2. Under both scenarios, the forgivable loan would be retired in Year 8, when the City's cumulative discounted sales tax revenues exceed \$2.0 million and \$4.0 million (**Table 11** and **Table 12**).

Because both scenarios return similar revenues to the City and both are fiscally positive by Year 8, the issue for critical consideration relates more to the degree of risk the City is comfortable with and the cash flow the City has available to deploy for this request. Despite the similarities between the proposals, the City may not have the funds to issue a \$4.0 million forgivable loan, or such an issuance would strain the General Fund balance. However, if the City were able to issue the \$4.0 million, it would begin to retain a portion of sales tax revenue in Year 1, five years earlier than under the 100 percent share back scenario.

It is important to note that the City has segregated the loan element from the economic incentive (sales tax share-back and fee waivers) element. Therefore, the only component relevant to the City's EPIP policy is the share back and fee waiver incentive. The EPIP policy allows for a maximum reimbursement of 50 percent retail sales tax collected by the City for ten years. While the policy sets a ceiling at 50 percent of sales tax for maximum of ten years, it is worth noting that Scenario 1 (100 percent for five years) is analogous. Scenario 2 (35 percent rebated for five years) is compliant.

Summary of Considerations

The proposal presents a complexity of elements. A summary of benefits and costs is provided below.

Benefits

- Unusually compelling destination for food and beverage
- Expanded open space, trails, and sports field areas
- When measured over the long-term, the facility generates net fiscal benefits
- There is a companion commitment of community benefits that have been negotiated in the form of regular use of the facility by community groups (which would include the City). For these qualified groups, the facility rental will be heavily discounted, as well as cost of the food and beverage consumed at these events. Please see staff memo for specific delineation of community benefits the Gastamo Hospitality Group has offered.

Costs

- Higher risk for the City, as the proposed partnership scenarios include a forgivable loan for the project's public improvements, separate from economic incentives derived from the project operations.
- Strain on the General Fund in the short term must be carefully considered. Long-term revenues, as projected, generate a net fiscal surplus.

Table 15. First Street Farms Net Fiscal Impact, 100 Percent Share-Back, \$2m Loan

																Net Fiscal Impact (Yr. 0-15)				Total
Description	Factor	Period	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 30	Years 0-5	Years 6-10	Years 11-15	Years 0-15	Years 0-30
100% Shareback, \$2M Forgivable Loan																				
Revenues																				
Property Tax			\$0	\$14,186	\$14,186	\$15,054	\$15,054	\$15,663	\$15,663	\$16,295	\$16,295	\$16,954	\$16,954	\$19,093	\$25,192	\$74,143	\$82,160	\$91,072	\$247,376	\$580,631
General Revenue			\$0	\$8,470	\$8,639	\$8,812	\$8,988	\$9,168	\$9,351	\$9,538	\$9,729	\$9,923	\$10,122	\$11,175	\$15,041	\$44,076	\$48,663	\$53,728	\$146,467	\$343,592
Use Tax			\$0	\$564,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$564,624	\$0	\$0	\$564,624	\$564,624
Sales Tax	0.0%	5 years	\$0	\$0	\$0	\$0	\$0	\$0	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,128,368	\$1,518,635	\$0	\$4,565,235	\$5,424,888	\$9,990,123	\$29,893,730
Total			\$0	\$587,279	\$22,825	\$23,866	\$24,042	\$24,830	\$796,779	\$813,034	\$1,008,336	\$1,028,836	\$1,049,073	\$1,158,636	\$1,558,868	\$682,843	\$4,696,059	\$5,569,688	\$10,948,589	\$31,382,577
Expenditures																				
General Expenditures			\$0	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$71,923	-\$96,799	-\$283,667	-\$313,191	-\$345,788	-\$942,646	-\$2,211,323
Forgivable Loan			-\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$2,000,000	\$0	\$0	-\$2,000,000	-\$2,000,000
Total			-\$2,000,000	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$71,923	-\$96,799	-\$2,283,667	-\$313,191	-\$345,788	-\$2,942,646	-\$4,211,323
Annual Net Fiscal Impact			-\$2,000,000	\$532,770	-\$32,774	-\$32,845	-\$33,803	-\$34,172	\$736,597	\$751,648	\$945,723	\$964,970	\$983,930	\$1,086,713	\$1,462,068	-\$1,600,824	\$4,382,868	\$5,223,900	\$8,005,944	\$27,171,254
Cumulative Net Fiscal Impact			-\$2,000,000	-\$1,467,230	-\$1,500,004	-\$1,532,849	-\$1,566,652	-\$1,600,824	-\$864,227	-\$112,579	\$833,144	\$1,798,114	\$2,782,044	\$8,005,944	\$27,171,254					
Annual Net Fiscal Impact (PV) 5.0% discount rate			-\$2,000,000	\$507,400	-\$29,727	-\$28,373	-\$27,810	-\$26,775	\$549,660	\$534,183	\$640,102	\$622,028	\$604,048	\$522,727	\$338,290	-\$1,605,284	\$2,950,021	\$2,771,587	\$4,116,324	\$10,382,090
Cumulative Net Fiscal Impact (PV)			-\$2,000,000	-\$1,492,600	-\$1,522,327	-\$1,550,700	-\$1,578,510	-\$1,605,284	-\$1,055,624	-\$521,442	\$118,661	\$740,689	\$1,344,736	\$4,116,324	\$10,382,090					

Source: Economic & Planning Systems

Table 16. First Street Farms Net Fiscal Impact, 35 Percent Share-Back, \$4m Loan

																Net Fiscal Impact (Yr. 0-15)				Total
Description	Factor	Period	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 30	Years 0-5	Years 6-10	Years 11-15	Years 0-15	Years 0-30
35% Shareback, \$4M Forgivable Loan																				
Revenues																				
Property Tax			\$0	\$14,186	\$14,186	\$15,054	\$15,054	\$15,663	\$15,663	\$16,295	\$16,295	\$16,954	\$16,954	\$19,093	\$25,192	\$74,143	\$82,160	\$91,072	\$247,376	\$580,631
General Revenue			\$0	\$8,470	\$8,639	\$8,812	\$8,988	\$9,168	\$9,351	\$9,538	\$9,729	\$9,923	\$10,122	\$11,175	\$15,041	\$44,076	\$48,663	\$53,728	\$146,467	\$343,592
Use Tax			\$0	\$564,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$564,624	\$0	\$0	\$564,624	\$564,624
Sales Tax	65.0%	5 years	\$0	\$390,724	\$463,445	\$472,714	\$482,168	\$491,811	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,128,368	\$1,518,635	\$2,300,862	\$4,565,235	\$5,424,888	\$12,290,985	\$32,194,592
Total			\$0	\$978,003	\$486,270	\$496,580	\$506,210	\$516,642	\$796,779	\$813,034	\$1,008,336	\$1,028,836	\$1,049,073	\$1,158,636	\$1,558,868	\$2,983,705	\$4,696,059	\$5,569,688	\$13,249,451	\$33,683,439
Expenditures																				
General Expenditures			\$0	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$71,923	-\$96,799	-\$283,667	-\$313,191	-\$345,788	-\$942,646	-\$2,211,323
Forgivable Loan			-\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,000,000	\$0	\$0	-\$4,000,000	-\$4,000,000
Total			-\$4,000,000	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$71,923	-\$96,799	-\$4,283,667	-\$313,191	-\$345,788	-\$4,942,646	-\$6,211,323
Total Net Fiscal Impact			-\$4,000,000	\$923,494	\$430,671	\$439,869	\$448,365	\$457,639	\$736,597	\$751,648	\$945,723	\$964,970	\$983,930	\$1,086,713	\$1,462,068	-\$1,299,962	\$4,382,868	\$5,223,900	\$8,306,805	\$27,472,116
Cumulative Net Fiscal Impact			-\$4,000,000	-\$3,076,506	-\$2,645,835	-\$2,205,967	-\$1,757,602	-\$1,299,962	-\$563,365	\$188,283	\$1,134,006	\$2,098,976	\$3,082,906	\$8,306,805	\$27,472,116					
Annual Net Fiscal Impact (PV) 5.0% discount rate			-\$4,000,000	\$879,518	\$390,631	\$379,975	\$368,871	\$358,572	\$549,660	\$534,183	\$640,102	\$622,028	\$604,048	\$522,727	\$338,290	-\$1,622,432	\$2,950,021	\$2,771,587	\$4,099,175	\$10,364,942
Cumulative Net Fiscal Impact (PV)			-\$4,000,000	-\$3,120,482	-\$2,729,851	-\$2,349,876	-\$1,981,005	-\$1,622,432	-\$1,072,772	-\$538,590	\$101,513	\$723,541	\$1,327,588	\$4,099,175	\$10,364,942					

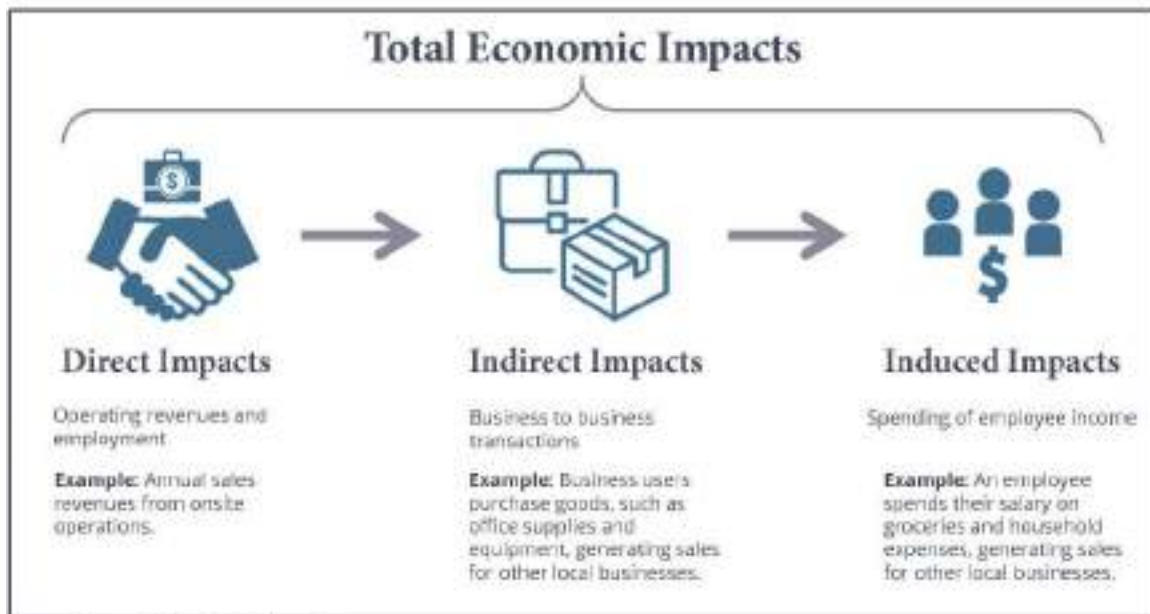
Source: Economic & Planning Systems

Economic Impact Analysis

This section quantifies the annual direct, indirect, and induced economic impacts of the First Street Farms development on the Littleton area (regional) economy. Economic impact defines the relationships (transactions) between industries, commodities (goods and services), and institutions (households, government, etc.) as illustrated in

Figure 1. Impacts are estimated using the Impact Analysis for Planning (IMPLAN) input-output model. Direct impacts include the total employment at First Street Farms by industry type. Indirect impacts are accrued from the jobs created by the transactions involved in maintaining the operations of the businesses occupying the development. Induced impacts represent jobs created by the spending of employee wages generated by direct and indirect employment.

Figure 1. Economic Impact Methodology



Source: Economic & Planning Systems, Inc.

Additionally, the one-time impacts accruing from the value of construction are estimated. The direct value of construction also generates indirect and induced spending in the area economy. The construction impacts are calculated on a total basis at buildout and for an average year based on the estimated buildout period.

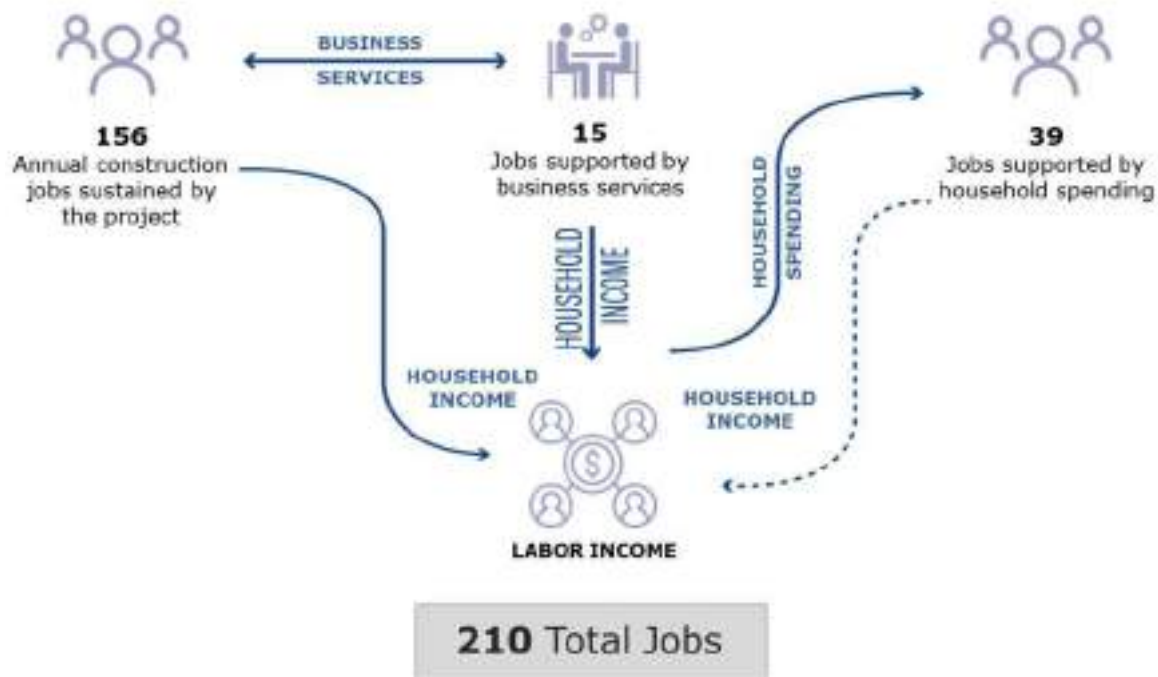
Key Assumptions

1. The current analysis utilizes input-output relations sourced from 2022 in the IMPLAN dataset, which is the most recent available dataset and provides the economic context calibrated to post-COVID conditions. Earlier data sets are significantly influenced by the effects of the COVID-19 Pandemic and associated economic shutdowns.
2. Economic impacts presented in this analysis are depicted in gross terms, without consideration for potential changes in resource allocation or shifts in consumer spending away from local alternatives.
3. The I/O methodology employed assumes that an industry's demand for goods and services leads to a corresponding increase in supply and subsequent employment.
4. Both total and average annual economic impacts are presumed to follow a linear development program.

One-Time Construction Impacts

Construction activity for FSF will sustain one-time employment and economic impacts. Over the buildout of FSF, an average of 156 direct jobs are supported by the construction, which in turn supports an additional 15 indirect and 39 induced jobs for a total labor impact of 210 jobs per year, as shown in **Figure 2**.

Figure 2. One-Time Sustained Construction Employment



The total economic impact from construction is \$30.6 million, which is comprised of \$20.0 million from direct spending, \$3.6 million from indirect spending, and \$7.1 million from induced spending as shown in **Figure 3**.

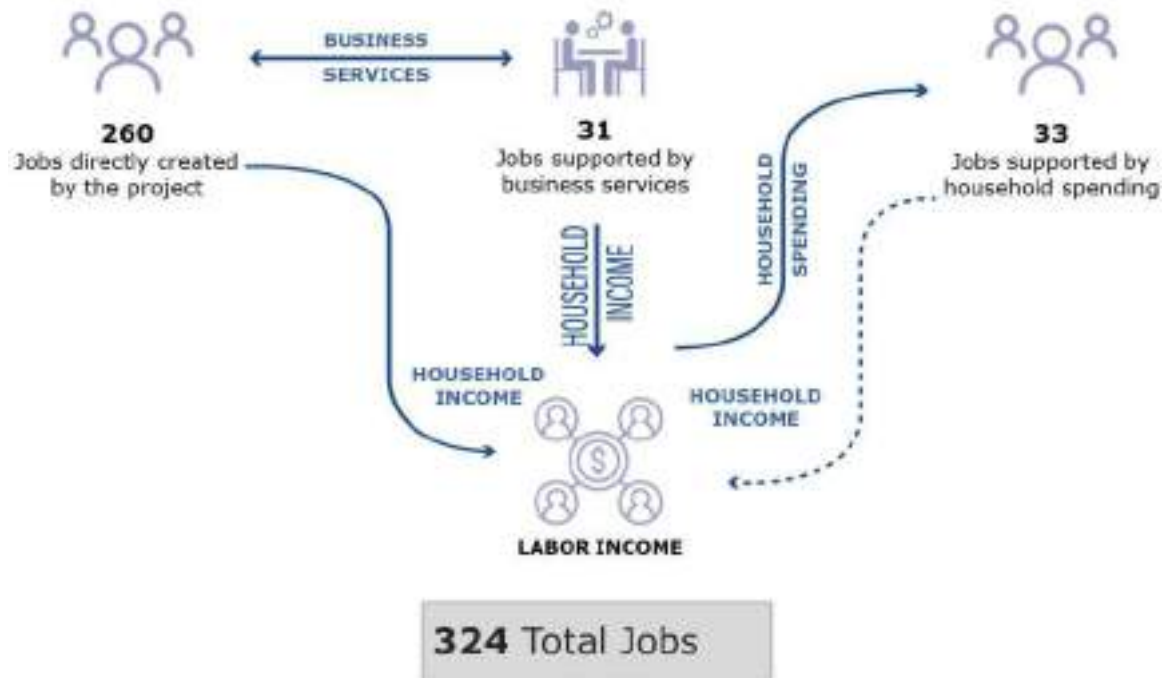
Figure 3. One-Time Construction Impact



Ongoing Annual Impacts

Operating revenues for the restaurant, beer garden, and event space total \$22.3 million annually. This revenue served as the basis for estimating economic impacts. Using IMPLAN's production functions, this level of output is expected to support approximately 260 direct jobs, along with 31 indirect and 33 induced jobs throughout the region, as shown in **Figure 4**.

Figure 4. Annual Employment Impact



Total annual economic impact is shown below in **Figure 5**. At full buildout, FSF is estimated to have a total annual impact of \$35.2 million on the regional economy, which is comprised of a direct impact of \$22.3 million, an indirect impact of \$6.9 million, and an induced impact of \$6.0 million.

Figure 5. Average Annual Economic Impact



City of Littleton

Privileged and Confidential

																				Net Fiscal Impact (Yr. 0-15)				Total	
Description	Factor	Period	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 30	Years 0-5	Years 6-10	Years 11-15	Years 0-15	Years 0-30	
Scenario A (Residential Units Only)																									
Revenues																									
Property Tax			\$0	\$19,305	\$19,305	\$20,085	\$20,085	\$20,896	\$20,896	\$21,741	\$21,741	\$22,619	\$22,619	\$23,533	\$23,533	\$24,483	\$24,483	\$25,473	\$33,610	\$99,676	\$109,615	\$121,505	\$330,796	\$775,413	
General Revenue			\$0	\$45,497	\$46,407	\$47,335	\$48,282	\$49,248	\$50,233	\$51,237	\$52,262	\$53,307	\$54,373	\$55,461	\$56,570	\$57,702	\$58,856	\$60,033	\$80,796	\$236,770	\$261,413	\$288,621	\$786,803	\$1,845,737	
Use Tax			\$0	\$2,025,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,025,000	\$0	\$0	\$2,025,000	\$2,025,000	
Sales Tax			\$0	\$71,095	\$72,517	\$73,967	\$75,446	\$76,955	\$78,494	\$80,064	\$81,665	\$83,299	\$84,965	\$86,664	\$88,397	\$90,165	\$91,969	\$93,808	\$126,253	\$369,980	\$408,488	\$451,003	\$1,229,471	\$2,884,176	
Total			\$0	\$2,160,897	\$138,229	\$141,387	\$143,813	\$147,099	\$149,623	\$153,042	\$155,668	\$159,225	\$161,957	\$165,658	\$168,500	\$172,350	\$175,308	\$179,313	\$240,660	\$2,731,426	\$779,516	\$861,129	\$4,372,070	\$7,530,326	
Expenditures																									
General Expenditures			\$0	-\$319,604	-\$325,997	-\$332,517	-\$339,167	-\$345,950	-\$352,869	-\$359,927	-\$367,125	-\$374,468	-\$381,957	-\$389,596	-\$397,388	-\$405,336	-\$413,442	-\$421,711	-\$567,568	-\$1,663,235	-\$1,836,345	-\$2,027,474	-\$5,527,054	-\$12,965,740	
Total			\$0	-\$319,604	-\$325,997	-\$332,517	-\$339,167	-\$345,950	-\$352,869	-\$359,927	-\$367,125	-\$374,468	-\$381,957	-\$389,596	-\$397,388	-\$405,336	-\$413,442	-\$421,711	-\$567,568	-\$1,663,235	-\$1,836,345	-\$2,027,474	-\$5,527,054	-\$12,965,740	
Net Fiscal Impact			\$0	\$1,841,293	\$187,768	\$191,129	\$195,354	\$198,851	\$203,246	\$206,884	\$211,457	\$215,243	\$220,000	\$223,938	\$228,888	\$232,986	\$238,135	\$242,398	\$326,908	\$1,068,191	\$1,056,830	\$1,166,345	\$1,154,984	-\$5,435,414	
Cumulative Net Fiscal Impact			\$0	\$1,841,293	\$1,653,525	\$1,462,395	\$1,267,042	\$1,068,191	\$864,945	\$658,061	\$446,604	\$231,361	\$11,361	-\$212,577	-\$441,465	-\$674,450	-\$912,585	-\$1,154,984	-\$5,435,414						
Annual Net Fiscal Impact (PV)	5.0% discount rate		\$0	\$1,753,612	-\$170,311	-\$165,105	-\$160,718	-\$155,805	-\$151,665	-\$147,029	-\$143,122	-\$138,747	-\$135,061	-\$130,932	-\$127,453	-\$123,557	-\$120,274	-\$116,598	-\$75,639	\$1,101,674	-\$715,625	-\$618,815	-\$232,766	-\$1,632,179	
Cumulative Net Fiscal Impact (PV)			\$0	\$1,753,612	\$1,583,301	\$1,418,196	\$1,257,479	\$1,101,674	\$950,008	\$802,980	\$659,857	\$521,110	\$386,049	\$255,117	\$127,664	\$4,106	-\$116,168	-\$232,766	-\$1,632,179						
100% Shareback, \$2M Forgivable Loan																									
Revenues																									
Property Tax			\$0	\$14,186	\$14,186	\$15,054	\$15,054	\$15,663	\$15,663	\$16,295	\$16,295	\$16,954	\$16,954	\$17,639	\$17,639	\$18,351	\$18,351	\$19,093	\$25,192	\$74,143	\$82,160	\$91,072	\$247,376	\$580,631	
General Revenue			\$0	\$8,470	\$8,639	\$8,812	\$8,988	\$9,168	\$9,351	\$9,538	\$9,729	\$9,923	\$10,122	\$10,324	\$10,531	\$10,741	\$10,956	\$11,175	\$15,041	\$44,076	\$48,663	\$53,728	\$146,467	\$343,592	
Use Tax			\$0	\$564,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$564,624	\$0	\$0	\$564,624	\$564,624	
Sales Tax	0.0%	5 years	\$0	\$0	\$0	\$0	\$0	\$0	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,042,438	\$1,063,286	\$1,084,552	\$1,106,243	\$1,128,368	\$1,518,635	\$0	\$4,565,235	\$5,424,888	\$9,990,123	\$29,893,730	
Total			\$0	\$587,279	\$22,825	\$23,866	\$24,042	\$24,830	\$796,779	\$813,034	\$1,008,336	\$1,028,836	\$1,049,073	\$1,070,401	\$1,091,456	\$1,113,645	\$1,135,551	\$1,158,636	\$1,558,868	\$682,843	\$4,696,059	\$5,569,688	\$10,948,589	\$31,382,577	
Expenditures																									
General Expenditures			\$0	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$66,446	-\$67,775	-\$69,131	-\$70,513	-\$71,923	-\$96,799	-\$283,667	-\$313,191	-\$345,788	-\$942,646	-\$2,211,323	
Forgivable Loan			-\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$2,000,000	\$0	\$0	-\$2,000,000	-\$2,000,000	
Total			-\$2,000,000	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$66,446	-\$67,775	-\$69,131	-\$70,513	-\$71,923	-\$96,799	-\$2,283,667	-\$313,191	-\$345,788	-\$2,942,646	-\$4,211,323	
Annual Net Fiscal Impact			-\$2,000,000	\$532,770	-\$32,774	-\$32,845	-\$33,803	-\$34,172	\$736,597	\$751,648	\$945,723	\$964,970	\$983,930	\$1,003,954	\$1,023,681	\$1,044,514	\$1,065,037	\$1,086,713	\$1,462,068	-\$1,600,824	\$4,382,868	\$5,223,900	\$8,005,944	\$27,171,254	
Cumulative Net Fiscal Impact			-\$2,000,000	-\$1,467,230	-\$1,500,004	-\$1,532,849	-\$1,566,652	-\$1,600,824	-\$864,227	-\$112,579	\$833,144	\$1,798,114	\$2,782,044	\$3,785,998	\$4,809,679	\$5,854,193	\$6,919,231	\$8,005,944	\$27,171,254						
Annual Net Fiscal Impact (PV)	5.0% discount rate		-\$2,000,000	\$507,400	-\$29,727	-\$28,373	-\$27,810	-\$26,775	\$649,660	\$634,183	\$640,102	\$622,028	\$604,948	\$586,991	\$570,624	\$553,928	\$537,916	\$522,727	\$338,290	-\$1,605,284	\$2,950,021	\$2,771,587	\$4,116,324	\$10,382,090	
Cumulative Net Fiscal Impact (PV)			-\$2,000,000	-\$1,492,600	-\$1,522,327	-\$1,550,700	-\$1,578,510	-\$1,605,284	-\$1,055,624	-\$521,442	\$118,661	\$740,689	\$1,344,736	\$1,931,728	\$2,501,752	\$3,055,680	\$3,593,596	\$4,116,324	\$10,382,090						
35% Shareback, \$4M Forgivable Loan																									
Revenues																									
Property Tax			\$0	\$14,186	\$14,186	\$15,054	\$15,054	\$15,663	\$15,663	\$16,295	\$16,295	\$16,954	\$16,954	\$17,639	\$17,639	\$18,351	\$18,351	\$19,093	\$25,192	\$74,143	\$82,160	\$91,072	\$247,376	\$580,631	
General Revenue			\$0	\$8,470	\$8,639	\$8,812	\$8,988	\$9,168	\$9,351	\$9,538	\$9,729	\$9,923	\$10,122	\$10,324	\$10,531	\$10,741	\$10,956	\$11,175	\$15,041	\$44,076	\$48,663	\$53,728	\$146,467	\$343,592	
Use Tax			\$0	\$564,624	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$564,624	\$0	\$0	\$564,624	\$564,624	
Sales Tax	65.0%	5 years	\$0	\$390,724	\$463,445	\$472,714	\$482,168	\$491,811	\$771,766	\$787,201	\$982,312	\$1,001,959	\$1,021,998	\$1,042,438	\$1,063,286	\$1,084,552	\$1,106,243	\$1,128,368	\$1,518,635	\$2,300,862	\$4,565,235	\$5,424,888	\$12,290,985	\$32,194,592	
Total			\$0	\$978,003	\$486,270	\$496,580	\$506,210	\$516,642	\$796,779	\$813,034	\$1,008,336	\$1,028,836	\$1,049,073	\$1,070,401	\$1,091,456	\$1,113,645	\$1,135,551	\$1,158,636	\$1,558,868	\$2,983,705	\$4,696,059	\$5,569,688	\$13,249,451	\$33,683,439	
Expenditures																									
General Expenditures			\$0	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$66,446	-\$67,775	-\$69,131	-\$70,513	-\$71,923	-\$96,799	-\$283,667	-\$313,191	-\$345,788	-\$942,646	-\$2,211,323	
Forgivable Loan			-\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,000,000	\$0	\$0	-\$4,000,000	-\$4,000,000	
Total			-\$4,000,000	-\$54,509	-\$55,599	-\$56,711	-\$57,845	-\$59,002	-\$60,182	-\$61,386	-\$62,614	-\$63,866	-\$65,143	-\$66,446	-\$67,775	-\$69,131	-\$70,513	-\$71,923	-\$96,799	-\$4,283,667	-\$313,191	-\$345,788	-\$4,942,646	-\$6,211,323	
Total Net Fiscal Impact			-\$4,000,000	\$823,494	\$430,671	\$439,869	\$448,365	\$457,639	\$736,597	\$751,648	\$945,723	\$964,970	\$983,930	\$1,003,954	\$1,023,681	\$1,044,514	\$1,065,037	\$1,086,713	\$1,462,068	-\$1,299,962	\$4,382,868	\$5,223,900	\$8,306,805	\$27,472,116	
Cumulative Net Fiscal Impact			-\$4,000,000	-\$3,076,506	-\$2,645,835	-\$2,205,967	-\$1,757,602	-\$1,299,962	-\$563,365	\$188,283	\$1,134,006	\$2,098,976	\$3,082,906	\$4,086,860	\$5,110,541	\$6,155,055	\$7,220,093	\$8,306,805	\$27,472,116						
Annual Net Fiscal Impact (PV)	5.0% discount rate		-\$4,000,000	\$879,518	\$390,631	\$379,975	\$368,871	\$358,572	\$549,660	\$534,183	\$640,102	\$622,028	\$604,948	\$586,991	\$570,624	\$553,928	\$537,916	\$522,727	\$338,290	-\$1,622,432	\$2,950,021	\$2,771,587	\$4,099,175	\$10,364,942	
Cumulative Net Fiscal Impact (PV)			-\$4,000,000	-\$3,120,482	-\$2,729,851	-\$2,349,876	-\$1,981,005	-\$1,622,432	-\$1,072,772	-\$538,590	\$101,513	\$723,541	\$1,327,588	\$1,914,580	\$2,484,604	\$3,038,532	\$3,576,448	\$4,099,175	\$10,364,942						

Source: Economic & Planning Systems

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Gastamo Group

Privileged and Confidential

Description	Factor	Period	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 30	Total Incentive (Yr. 0-30)			Total		
																				Years 0-5	Years 6-15	Years 0-15	Years 0-30		
100% Shareback, \$2M Forgivable Loan																									
Revenues																									
Impact Fee Waiver	100.0%	5 years	\$663,761	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$663,761	\$0	\$663,761		
Forgivable Loan			\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000		
Sales Tax			\$0	\$601,113	\$712,992	\$727,252	\$741,797	\$756,633	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,539,788	\$0	\$3,539,788		
Total Incentive (Nominal)			\$2,663,761	\$601,113	\$712,992	\$727,252	\$741,797	\$756,633	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,203,549	\$0	\$6,203,549		
Total Incentive (PV)		5.0% discount rate	\$2,663,761	\$572,489	\$646,705	\$628,228	\$610,278	\$592,842	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,714,303	\$0	\$5,714,303		
35% Shareback, \$4M Forgivable Loan																									
Revenues																									
Impact Fee Waiver	35.0%	5 years	\$663,761	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$663,761	\$0	\$663,761		
Forgivable Loan			\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$0	\$4,000,000		
Sales Tax			\$0	\$210,390	\$249,547	\$254,538	\$259,629	\$264,822	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,238,926	\$0	\$1,238,926		
Total Incentive (Nominal)			\$4,663,761	\$210,390	\$249,547	\$254,538	\$259,629	\$264,822	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,902,687	\$0	\$5,902,687		
Total Incentive (PV)		5.0% discount rate	\$4,663,761	\$200,371	\$226,347	\$219,880	\$213,597	\$207,495	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,731,451	\$0	\$5,731,451		

Source: Economic & Planning Systems
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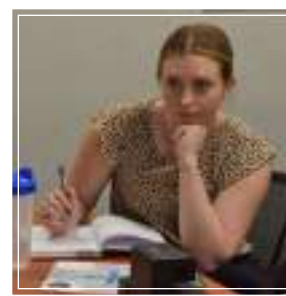
Photo Courtesy Littleton Twilight Criterium



CITY OF LITTLETON, COLORADO COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

COLORADO, USA

FEBRUARY 2024





CITY OF LITTLETON, COLORADO COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

COLORADO, USA

FEBRUARY 2024

This report presents the outcomes of the Littleton Comprehensive Economic Development Strategy (CEDS) planning project. This report has been produced as part of the Littleton planning project which aims to develop a new economic development strategy that will guide decision-making over the next five to ten years. It should be noted that formal CEDS requirements mandate a five-year time horizon to receive federal funding for the project.

This report and the associated data analysis are available at:
lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/

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 **Littleton**
Economic Development



Last modified: February 21, 2024

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»»»» ACKNOWLEDGEMENTS



Community members and stakeholders have engaged in this CEDS planning process with great enthusiasm. Their passion and interest have ensured discussions are open, thoughtful, and reflective of the myriad of perspectives that exist within Littleton. This dedication is also reflective of the deep commitment participants have to the future of the city.

Additionally, our appreciation is extended to the Littleton City Council and in particular to Cindie Perry, Brian Garner, and Jamie Crout, who meet on a weekly basis and provide the local expertise that helps guide this project. Their time and dedication are greatly appreciated.

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Photos courtesy of the City of Littleton, Envision Littleton, Littleton Twilight Criterium, and Future iQ

This report lays out the agreed upon future vision and strategic positioning for the City of Littleton's economic development over the next ten years. It identifies the key strategic actions and priorities needed to achieve the preferred future for Littleton.

KEY HIGHLIGHTS AND OUTCOMES OF THE LITTLETON CEDS PROCESS



WILLINGNESS TO EXPLORE NEW IDEAS

Littleton stakeholders expressed a keen desire to try new approaches to tackle the grand challenges of today. For example, in the areas of housing and connectivity, stakeholders see potential for the city to take a leadership role by specifically addressing the needs of middle-class America – to experiment with housing options, living arrangements, and multimodal transportation for all ages.



CELEBRATE AND PROMOTE LITTLETON'S AMENITY DENSITY

The City of Littleton is rich in amenity density. It's location as a transportation hub makes accessing the outdoors and natural resources easy. Its top educational institutions provide learning opportunities for all ages, and the historic downtown with cultural amenities and small businesses create a highly desirable living environment. This richness in amenity density is a strength that should be celebrated and promoted as an economic development tool that attracts businesses, new residents, and visitors to the city.



MODERNIZE CITY INFRASTRUCTURE WITH INNOVATIVE SOLUTIONS

To attract, develop, and retain businesses and residents, cities must leverage their strengths, and remain relevant by updating and providing cutting-edge city infrastructure. Throughout the planning process, stakeholders consistently expressed a desire for more connectivity, multimodal options, mixed-use and transit-oriented development. Intentional adoption of innovative solutions such as electrification, smart technology, and new energy sources would help to build the city's resiliency and desirability.



LEVERAGE HERITAGE, ARTS, AND CULTURE AS HIGH-PROFILE ECONOMIC DRIVERS

The planning process has highlighted the potential to leverage Littleton's heritage, arts, and culture as high-profile economic drivers for the city. Development should be pursued that brings the Mid-Mod Mile on Littleton Boulevard to life and celebrates this unique architectural style. Investment in the city's rich arts and culture resources will help establish Littleton as 'the place to be' and help boost the brand reputation of Littleton.



1.0 | INTRODUCTION - OVERVIEW OF THE PLANNING PROCESS

In creating Littleton's Comprehensive Economic Development Strategy (CEDS) Plan, community members and stakeholders worked together to explore the city's economic development ecosystem and how it could evolve in the future. The 10-month planning process began in March and ended in January 2024. This report outlines how the extensive accumulated data has informed the identification of a unified preferred future and key strategic action areas for future economic development in the City of Littleton.

Littleton staff, community members and stakeholders made significant contributions to the visioning and planning process. In total, approximately 540 people provided significant direct contribution to the plan development and there were over 45,000 social media or direct mail touches.

City of Littleton, Colorado Comprehensive Economic Development Strategic Planning Process



"I'm of the millennial generation and have lived in dense metropolitan areas. Littleton is a great city and has the potential to bring all kinds of new business and economic development. A place where one can live and play is the key!"

- Littleton CEDS Stakeholder Survey Respondent

1.1 | HOW TO USE THIS REPORT

As cities across the United States emerge from the COVID-19 pandemic and look to the future, anticipating new realities and being 'future ready' is essential for building resiliency and regeneration for Littleton.

This report lays out the findings from each key step in the planning process. The process moved from background analysis and exploration, through to identifying key priorities for the future of economic development in Littleton. More details about the overall planning process may be viewed on Littleton's project portal at: lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/.

This work represents robust 'future gazing' where stakeholders considered possible directions and the impacts and consequences of those directions. The process, and the report, then drill down deeper into what people saw as the optimal or preferred future. This understanding helps lay the groundwork for figuring out what next steps to take. The preferred future identified through this process presents an exciting and compelling vision for how the City of Littleton could evolve as a community over the next decade.

Steps in the process

Overview of the planning process and stakeholder engagement metrics

Summary background to identify competitive advantages that exist for Littleton

Create plausible future scenarios and identify a preferred future

Build the strategic actions necessary to implement the preferred future

Determine short-term priorities, create implementation plan, identify funding tools and resources

Define next steps

Sections of the report

Introduction
Chapter 1

Littleton's Strategic Positioning
Chapter 2

Future Strategic Direction
Chapter 3

Strategic Pillars and Action Areas
Chapter 4

Implementation Roadmap
Chapter 5

Next Steps
Chapter 6



1.2 | SETTING THE CONTEXT - WHAT IS A CEDS?

The CEDS (Comprehensive Economic Development Strategy) is a locally based, regionally driven economic development planning process and document that identifies economic strengths and weaknesses and engages stakeholders to grow employment, diversify the economy, and spur economic growth. Regions must prepare a new CEDS at least every five years to qualify for certain funding through the US Economic Development Administration and the US Department of Commerce.

“A CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally owned planning process designed to build capacity and guide the economic prosperity and resiliency of a region.”

- Economic Development Administration (EDA), 2015

Littleton's Comprehensive Economic Development Strategy (CEDS) is a strategy-driven plan for economic development that is designed to build capacity and guide the economic prosperity and resilience of the city over the next five years.

According to the EDA's regulations and guidelines, a CEDS must incorporate the concept of economic resilience (the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.) and meet the following general criteria:

- It is developed with broad-based community participation
- It is readily accessible to stakeholders
- It is usable to stakeholders as a guide to the local economy and for action to improve it
- Seen through the lens of economic resiliency, the four required elements (Summary Background, SWOT Analysis, Strategic Direction/Action Plan, Evaluation Framework) logically build upon each other to result in a coherent, targeted document

This project has been funded through the American Rescue Plan Act (ARPA) funds. The funding is part of a federal stimulus bill intended to aid communities with public health and economic recovery from the COVID-19 pandemic.



1.3 | STAKEHOLDER ENGAGEMENT METRICS

The Littleton CEDS planning process is built on extensive stakeholder input. This engagement was a central design feature of the planning process. The engagement and data-driven methodology progressively focused the discussion on emerging key themes and stakeholder aspirations for the future. The purpose of the process was to arrive at a 'point of consensus' that represented the shared vision for future of economic development in Littleton. The result is a CEDS Plan with actions that propel the city towards that preferred future.

A key feature of the engagement and planning process was the mixture of virtual and in-person sessions to reach the broadest range of stakeholders possible. The process was also informed by the existing 2022 Business Survey data and the recent Retail and Mixed-Use Market Analysis to inform this planning.

The Littleton CEDS planning process involved extensive public engagement over the course of 10 months. Survey results, reports, and project activities were all published on the project portal to provide an open and transparent process for the community.

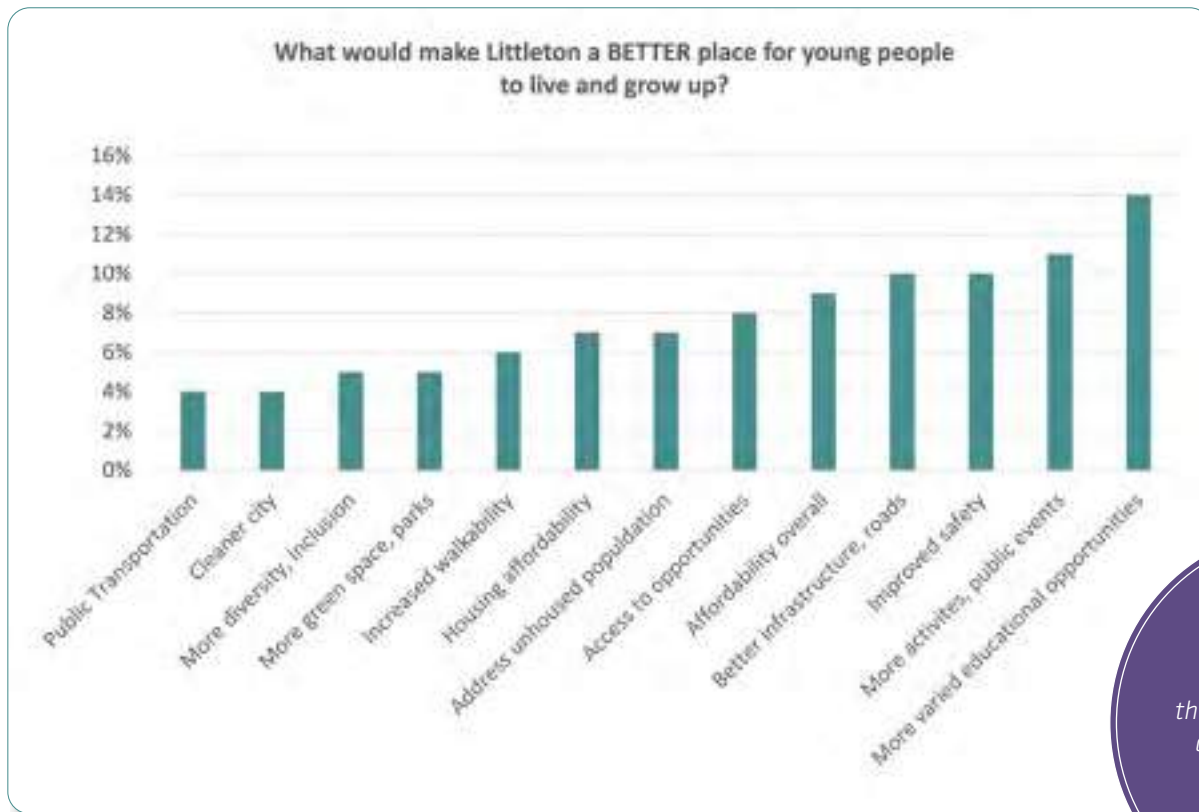




1.4 | STUDENT SURVEY - HIGH-LEVEL SUMMARY

To broaden the range of voices represented in the Littleton CEDS Plan, the City of Littleton conducted a Student Survey in November-December 2023. The aim of the survey was to understand student perspectives on the future, Littleton as a community, and students' thoughts on future careers and education. The survey was distributed to Arapahoe High School, Heritage High School, Littleton High School, EPIC Campus, and Arapahoe Community College. The survey collected 294 responses. To view the complete results of the Student Survey, please visit the [project portal](#).

For the purposes of this report, a selection of results is presented. However, all interactive results can be viewed in real time on the project portal.



"As a community, there is a positive mindset regarding the future and priorities are in a good place."

- Littleton Student Survey Respondent



DataInsight

- The majority of student respondents attended EPIC Campus (56%), followed by Heritage High School (33%), Littleton High School (29%), Arapahoe High School (26%), Arapahoe Community College (16%), and Other (3%).
- It should be noted that 33 students indicated they did not know what would make Littleton a better place to live or grow up, and 11 students indicated 'nothing'.
- These results can be filtered on the portal according to age, length of time lived in and/or attended school in Littleton, ethnicity, and school attended.



2.0 | SUMMARY BACKGROUND - LITTLETON'S STRATEGIC POSITIONING

2.1 | BENCHMARK ANALYSIS KEY FINDINGS

The Littleton CEDS process blends vision setting and engagement with a data-driven approach, balancing the qualitative aspects and sentiment of the community with specific metrics to quantify the city's economy and future opportunities. Key findings from the 2023 City of Littleton Economic Benchmark Report include:

To read the Littleton Economic Benchmark Report, please visit:
future-iq.com/wp-content/uploads/2023/08/JSA-Littleton-CEDS-Benchmark-Report-July-2023.pdf

- Over 2,600 businesses call Littleton home, and more than 29,600 people work in the city.
- Littleton's economy is rooted in several major industries, including professional, scientific, and technical services; health care and social assistance; and retail industries. These top three sectors make up almost 40% of Littleton's businesses.
- The city's labor market, oriented towards white-collar occupations, reflects healthy conditions with appropriate unemployment levels and high labor force participation across prime-age workers.
- Downtown Littleton, Mid Mod Mile, and the abundance of cultural and recreational opportunities throughout Littleton are key assets central to local economic development efforts and remain critical to the city's future economic success.
- Littleton stacks up to its peer city cohort communities by key demographic, socioeconomic, and economic metrics, following in the middle of the pack for many of these aspects.
- Littleton's population may grow slightly in the coming years, based on the city's Comprehensive Plan. Median household incomes reflect the broader MSA. Housing considerations remain at the forefront of many people's minds. Nearly 30% of Littleton's residents are over the age of 60 which is almost 10% higher than the Denver Metro area.
- The city's commercial real estate market has remained relatively stable in recent years despite market turbulence that affected commercial communities across the country during the recent pandemic.
- Highly regarded for its livability and strong community character, Littleton's brand reflects the city's desirability, family-friendly orientation, accomplished school district, and a strong transportation and connectivity network within the region.

Overall, these key findings highlight the economic conditions and assets of Littleton, exemplifying the strong foundation of the city's economy and areas of opportunities to leverage its current positioning for continued economic success.



WHAT IS A SWOT ANALYSIS?

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis is defined by the EDA as “a strategic planning tool that ensures a clear objective informed by a comprehensive understanding of a city or region’s capabilities and capacity. A SWOT analysis identifies the city or region’s competitive advantages—those indigenous assets that make the city or region special or competitive in the national and global economies—juxtaposed against those internal or external factors that can keep a city or region from realizing its potential.”

The SWOT Analysis aims to deepen the understanding of Littleton’s unique capabilities and capacity as the city is impacted by anticipated trends and accelerated change. The process discerns areas of competitive advantage that have been incorporated into the CEDS strategic plan.

The primary data for the Littleton SWOT Analysis was generated by the Littleton CEDS Stakeholder Survey and the key stakeholder interviews that were conducted April through September 2023. The information was then vetted and validated at the Littleton CEDS Think-Tank, and 7 Focus Group Sessions. Below is a high-level summary of the SWOT Analysis for the Littleton CEDS planning process. For a complete analysis and breakdown of the SWOT elements, please see the Littleton CEDS Think-Tank Report at [lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/](https://future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/).

STRENGTHS

- Historic Downtown/ Main Street/History
- Parks & Rec/River/ Natural Resources
- Geographic Location
- Education/Schools
- Community/Place/ Welcoming
- Small Town Feel/ Charm/Size
- Light Rail Access/ Transportation
- Small Business/Retail
- Community Amenities

WEAKNESSES

- Poverty/Unhoused
- Crime
- Affordable Housing/ Rent
- Resistance to Change
- No Development Plan
- Lack of Parking
- Lack of Diversity
- Aging Infrastructure/ Roads
- Poor Streetscape
- Lack of Everyday Shops/Grocery

OPPORTUNITIES

- Managed Growth
- Littleton’s Uniqueness/Quirkiness
- Downtown/Main Street Development
- Housing Diversification
- Business Development
- Infrastructure Development
- Santa Fe & Mineral Redevelopment
- Littleton Boulevard
- Entertainment and Events
- Aspen Grove Redevelopment

THREATS

- Affordability/Cost of Living/Housing
- Unhoused Population
- Unmanaged Growth
- Traffic and Congestion
- Crime and Safety
- Transportation Options/Parking
- Polarization/Politics
- Non-Littleton Characteristic Development
- Aging Infrastructure
- Resistance to Change/ Stagnation



»»»» 2.3 | LEVERAGING KEY LOCAL ASSETS

Littleton has some strong key clusters of physical, institutional, and cultural assets that can be leveraged to promote economic development. These assets include:



SMALL BUSINESSES PROFILE

Littleton is characterized by a relatively large number of small businesses, which shows the small business ecosystem and city infrastructure has the capacity to nurture and grow these businesses. This small business profile is a key contributing factor to the character of the community and is a focus of this economic development strategic plan.



EDUCATION & TALENT ATTRACTION

Talent development and attraction is a key part of any good economic development strategy. Littleton has the chance to out-perform in this aspect, with a strong educational system and a high livability in the region and city.



ARTS AND CULTURE

This is a standout asset for the community, with strong cultural experiences in the downtown area, and the potential to enhance the Littleton Boulevard experience. This asset group also offers the chance to uniquely identify the community and create a distinctly 'Littleton' flavor to the streetscapes and amenity rich areas.



ACCESS TO OUTDOOR RECREATION

The region offers some exceptional and sought after outdoor recreation lifestyle opportunities. Littleton has its own subset of this, with trails and parklands. This package is a key part of the live and work proposition.



In addition, Littleton is well positioned in the broader Denver metro landscape, with good connectivity and proximity, and the opportunity to offer a distinctly different experience.





3.0 | FUTURE STRATEGIC DIRECTION

3.1 | IDENTIFYING THE PREFERRED FUTURE - VISION FOR LITTLETON ECONOMIC DEVELOPMENT

To identify the preferred future or vision for Littleton's economic development, stakeholders participated in a scenario-planning workshop called a Think-Tank. This two-day Littleton CEDS scenario-based Think-Tank was conducted in-person on July 17 & 18, 2023. Approximately 34 people attended including Littleton staff, community members, industry, and agency representatives. The Think-Tank was intended to build coherency around a vision for future regional economic development planning for Littleton that will guide stakeholders looking out over the next 10 years.

The scenario planning process provides a method to explore plausible futures and consider the implications of various future scenarios. The Think-Tank workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape the region looking out to 2040
- Create and describe four plausible long-term scenarios for Littleton
- Explore alignment around a shared future vision
- Explore potential high-level strategies that could propel Littleton to its preferred future

The scenario planning process encourages curiosity and collaboration by providing a way to explore plausible future scenarios from a speculative standpoint.

The scenarios developed during the planning process are important to provide a framework to discuss future possible outcomes and implications for economic development strategies for Littleton. In addition, the Think-Tank deliberations assisted in identifying key actions for the city and in exploring how various groups might collaborate to best contribute to future policymaking. The process involved exploration of local trends and forces of change; development of a scenario matrix defining four plausible scenario spaces for the future. The event concluded with discussion of the scenarios, selection of a preferred scenario, and the identification of potential high-level strategic themes and actions that could propel Littleton to its preferred future. For additional information and details on the Littleton's visioning process, please read the Littleton CEDS Think-Tank Report at lab2.future-iq.com/wp-content/uploads/2023/09/Littleton-Think-Tank-Report.pdf.





The scenario development process at the Think-Tank provided stakeholders the opportunity to examine the implications and consequences of different and plausible future directions for economic development in Littleton.

3.2 | SCENARIOS OF THE FUTURE - FRAMEWORK FOR EXPLORATION

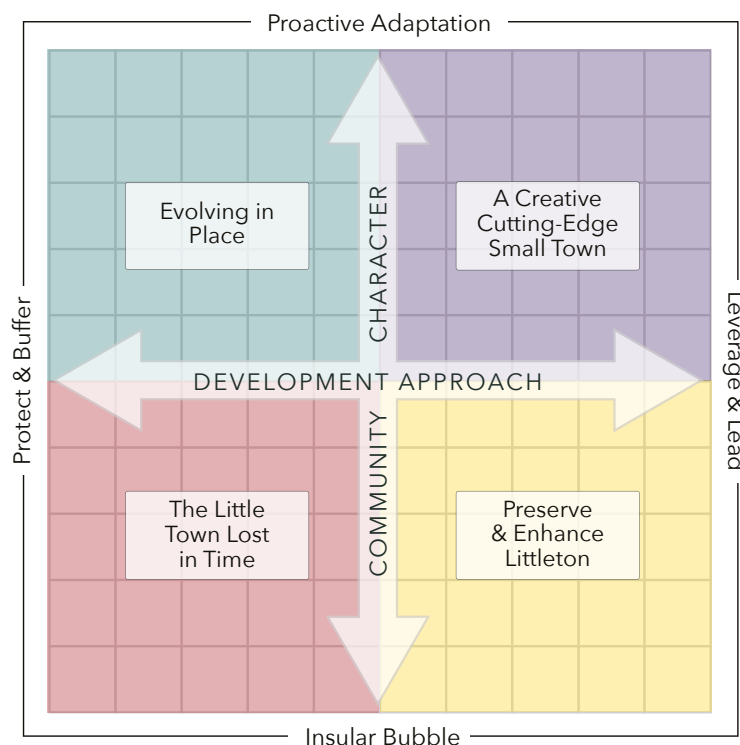
During the Littleton CEDS Think-Tank, participants worked through a scenario planning methodology to create four different scenarios of the future. The scenarios were created using the participant generated data that informed a scenario matrix framework that was build around the two macro themes of **Development Approach** and **Community Character**.



The community intentionally works to proactively absorb and manage change and growth by facilitating affordable housing and building community services. Enhanced community recreation and entertainment amenities help forge stronger community connectivity. There is a focus on being future-ready with lifelong learning and continued high levels of workforce and community participation. The community works to embrace diversity, foster new ideas and to ensure everyone feels at home and belongs.



Create policies and approaches that buffer the community and economy from rapid change and work to keep the rate of growth 'slow and manageable'. There is strong preservation of green spaces and heritage features. The focus is on supporting existing businesses and job types and guiding the gradual redevelopment of existing commercial and business areas. The residential focus remains primarily on single family homes, and transit is predominately car oriented as people commute to work.



Strong focus on leveraging and repurposing unique features in creative ways that preserve and enhance - while creating business innovation and renewal. Technology and smart infrastructure help to optimize resource use and drives sustainability. The city has a regional leadership role as a forward-looking creative community. Housing is more diverse with deliberately selected zones of higher density. The community nodes are connected by a strong network of multimodal corridors.

The community works aggressively to retain the 'urban haven' feel as part of the community character. The community is more inward looking, with a focus on traditional amenities, education and schools, and supporting a high quality of life for residents. There is a high value placed on stability, and the 'unique Littleton character'. This is protected by resisting rapid demographic change and cultural shifts.



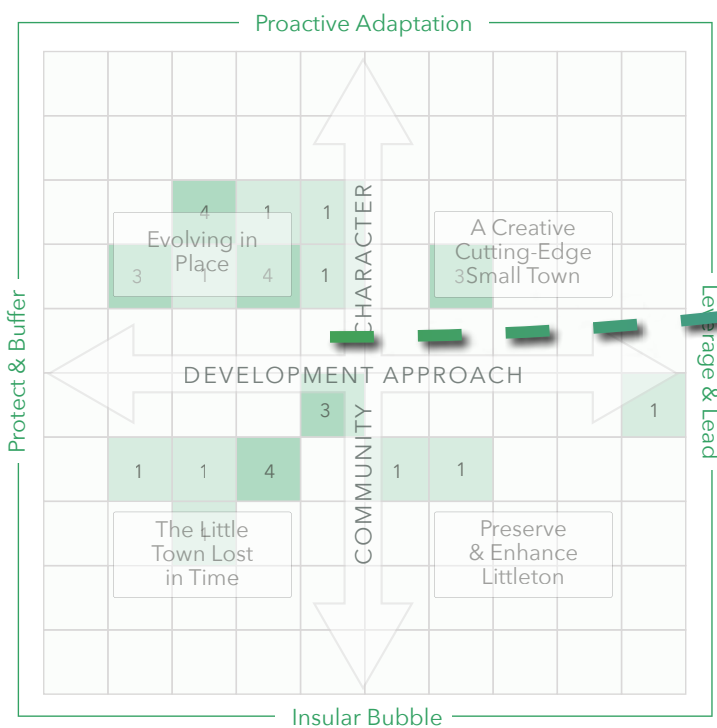
3.3 | EXPECTED AND PREFERRED FUTURES

Think-Tank participants took a Heatmap Survey that included three questions about the trajectory of Littleton's economic development. The first question was about the least desired future for Littleton. The second question was about the expected future – the future deemed most likely to happen if there is no change in the current trajectory of Littleton's economic development. Most participants believed that Scenario A, 'Evolving in Place' or Scenario D, 'The Little Town Lost in Time' were the scenarios that represented the expected future for Littleton. The third question was about the preferred future – the future most desired by participants. Think-Tank participants expressed a clear preference for Scenario B, 'A Creative Cutting-Edge Small Town.'

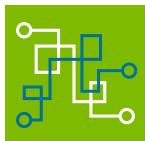
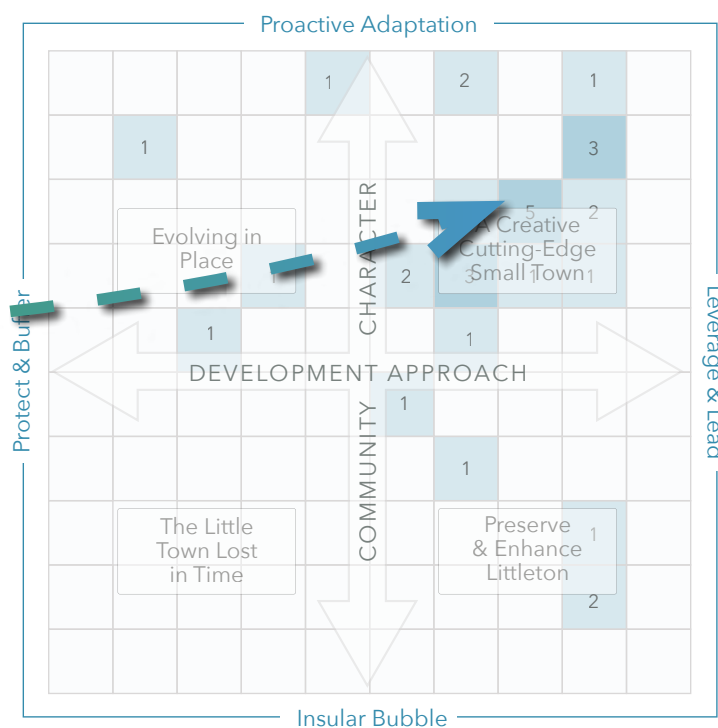
The preferred future 'A Creative Cutting-Edge Small Town' outlines a shared vision for economic development in Littleton. The trajectory from the expected to the preferred future constitutes the strategies and actions needed to make this vision become a reality.



Expected Future



Preferred Future



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- A definite preference for the 'A Creative Cutting-Edge Small Town' scenario provides a clear mandate for city leadership and stakeholders to take actions that support that vision for the future of economic development in Littleton.
- The clear distance and direction between expected and preferred futures for Littleton indicate that focus is required to adopt a leverage and lead approach to economic development as well as a proactive adaptation approach to economic development.

"I am very excited for Littleton's future. I think it has every opportunity to be a vibrant and thriving town filled with people of all ages. But we can't reach that potential without being willing to change. And that will make some people uncomfortable. But that is okay."

- Littleton CEDS Stakeholder Survey Respondent



3.4 | DESCRIPTION OF PREFERRED FUTURE - 'A CREATIVE CUTTING-EDGE SMALL TOWN'

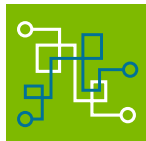
The visioning process allowed stakeholders to explore the future evolution of economic development in Littleton around the two main themes of 'Development Approach' and 'Community Character'. These themes allowed stakeholders to wrestle with the implications and responses to changing demographic makeup and needs of the community, climate change, and the emerging impact that technology and development is having on multiple aspects of the community.

The preferred future for economic development in Littleton is identified as 'A Creative Cutting-Edge Small Town'. The preferred future was described as:

The future of 'A Creative Cutting-Edge Small Town' reflects stakeholders' desire to plan for a future that builds on the city's history and character and propels it to a position of leadership in the region. This CEDS Report lays out a series of actions and ideas that can be incorporated into the upcoming comprehensive planning process to set the community on its preferred future of economic development in Littleton.

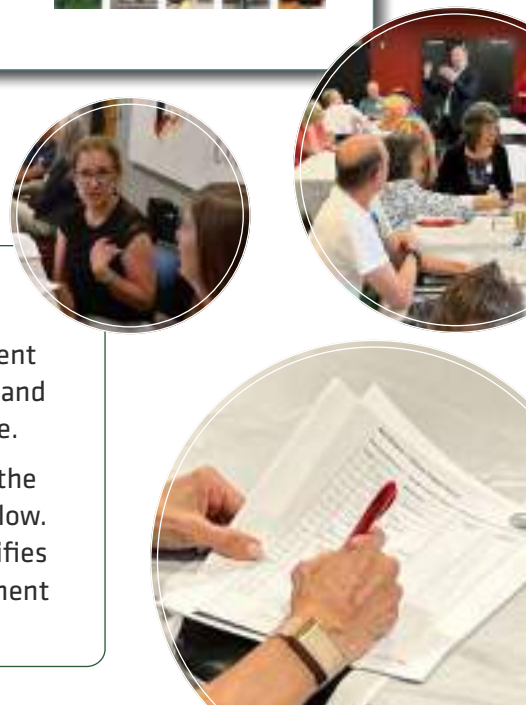
A CREATIVE CUTTING-EDGE SMALL TOWN

This scenario forecasts a future where the community is welcoming and forward-thinking with leadership that encourages cultural heritage, technology use, and engagement. The community leverages its unique assets while leading and adapting for future residents. The City of Littleton utilizes creative economic development tools to remain flexible and to proactively meet the challenges that occur on an on-going basis. The community optimizes resource use and technology to drive sustainability. The City takes on a leadership role in the region and embraces diversity and new ideas to ensure everyone feels at home and belongs.



FutureInsight

- As communities emerge from the COVID pandemic, the importance of high-quality community infrastructure (both hard and social) has become a critical element in economic development in cities across the United States. This plan highlights this need and provides the intentional steps to improve Littleton infrastructure.
- The preferred vision for economic development in Littleton lays the groundwork for the city's comprehensive planning process to follow. The vision was developed by community stakeholders and identifies the guiding principles for decision-making in economic development looking out to 2040.



3.5 | STRATEGY FOCUS GROUPS - VALIDATING THE PREFERRED FUTURE

Following the Think-Tank, a series of seven Focus Groups were held to build out the Strategic Pillars of the CEDS Plan. The purpose of the Focus Groups was to validate the preferred future and to gather strategic ideas on how to implement the steps needed to get to the preferred vision for economic development in Littleton. The stakeholder input from the seven Focus Groups informed the development of the Action Areas of CEDS Strategic Pillars. Below are key takeaways that emerged from each Focus Group:

The common thread running through all Focus Group discussions was the need for the city to articulate the story of what stakeholders want to city to be, and then to work collaboratively to take those actions that will implement the change needed to make the story a reality.

BUSINESS VITALITY AND ADAPTABILITY FOCUS GROUP

- Be a city known for its support of small businesses; find Littleton's niche and promote it
- Save, foster and nurture local businesses; identify ways to allow businesses to adapt to rising costs; provide incentives, grant programs, tax breaks, flexible financing
- Ask large companies what they need in terms of small business support and attract them to Littleton
- Provide more mixed-use development and multigenerational housing; incorporate worker housing and healthcare access
- Encourage high density workforce businesses (small manufacturing, industrial, aerospace)
- Provide more transportation options and connectivity for workers
- Build larger entertainment space downtown; grow meeting spaces and areas
- Develop a Toolbox for the City that includes targeted interventions



WORKFORCE AND TALENT ATTRACTION FOCUS GROUP

- Develop Littleton's reputation prioritizing a high-quality workplace culture
- Promote quality of life and amenities, entertainment in the city to attract workers
- Incentivize businesses to hire; promote policies to hire underrepresented groups and limit regulatory issues
- Support businesses and workers with city infrastructure – fiber optic (emphasize quality)
- Work with employers to educate about workforce opportunities such as Workforce Development-Connecting Colorado; reskilling opportunities; apprenticeships
- Provide more housing diversity for workers (affordable for all working incomes)
- Develop a shared workforce talent strategy to customize talent allowing for multiple and flexible skillsets





FOSTERING A LIVABLE ECONOMY FOCUS GROUP

- Promote the notion of becoming a *laboratory of living*, where innovative ideas are tried and tested – ignite and amplify the community as an exploratory pathway; leverage and lead – be proud to be a model community
- Articulate the needs of the Middle-Class Livability
- Be a place where younger people want to be and where older adults can downsize and stay
- Maximize and leverage distinct unique places and higher education
- Be a place where everyone who works here can live here (affordability)
- Prioritize mobility; become more walkable & bikeable; move away from car-centric society; develop Littleton Boulevard as a true 'boulevard' (pedestrian/bike friendly)
- Diversified housing means diversified communities; be creative about keeping costs down; up-zone; subsidize housing for middle class (teachers, first responders, etc.)
- Build on existing recreational amenities and create a nightlife to activate engagement; support policies that enable this



INCORPORATING INDUSTRIAL AND FLEX FOCUS GROUP

- Adapt zoning to allow new uses (building adaptation); allow repositioning of assets for developers
- Pivot zoning codes to evolve into a live/work community; reduce carbon footprint; allow for mixed-use large scale
- Adopt a 'pursuit narrative' for Littleton; seek out what we want; an explorative approach to development
- Eliminate barriers to entry for businesses around rent rates, politics, zoning
- Pursue innovative funding arrangements for development; collaboration between developers and residents
- Pursue alternative energy possibilities for Littleton; seek Inflation Reduction Act Funds
- Educate community members about development; collect input and seek collaboration



REGIONAL ECONOMY POSITIONING FOCUS GROUP

- Littleton is a regional leader in amenity density with a Main Street; also geographically well placed
- Leverage the city's Transportation Asset; pursue transit-oriented development with higher density hubs and circulation; need more East-West corridors
- Increase housing diversity to draw workers from the region
- Be proactive with economic development
- Create greater connectivity; incentivize people to work from home and promote Littleton's 'amenity density'/quality of life; circulator bus potential
- Be a place where companies/ideas are piloted
- Improve technology/smart city infrastructure; end users demand this infrastructure





ENHANCING HISTORIC CHARACTER & FABRIC FOCUS GROUP

- Develop Broadway to Downtown with more multimodal options and parking
- Establish a designated Conservation Overlay District for Littleton Boulevard
- Establish activity centers and quiet zones
- Activate Littleton Boulevard with multimodal development, adaptive reuse, walkability
- Focus on Littleton Boulevard's streetscape; wider sidewalks, bike lane, trees, mixed-use zoning, branding (banners), wayfinding signs, bring buildings to street, add beauty; redesign the street
- Promote aesthetic guidelines for Littleton Boulevard



LEVERAGING ARTS & CULTURE FOCUS GROUP

- To quantify and understand Arts tourism, conduct an Arts Economic Impact Study for Littleton
- Strengthen discussion forums around Arts & Culture
- Shift the thinking around culture in Littleton; collectively invest in these organizations so they have more time to do art and don't have to spend so much time on admin
- Sell the arts to developers
- Help to break down the existing siloes that exist in Arts & Culture businesses in Littleton
- Actions to incorporate: marketing the arts, bring patrons, show the Arts as part of the economy (data-driven connection), encourage collaboration, highlight the visitor experience/tourism
- Storytelling is key - Map out and articulate what is happening in Arts & Culture in Littleton; show effect on economy and show business alignment
- Build a boutique hotel in Downtown Littleton to help culture organizations and link visitation to Arts & Culture
- Conduct a hotel study



4.0 | STRATEGIC PILLARS AND ACTION AREAS

The Strategic Pillars are an organizing framework to help identify actions that will enable the city to pivot toward the preferred future for economic development in Littleton.

4.1 | STRATEGIC PILLARS

The Strategic Pillars for the Littleton CEDS Plan were developed following the Key Stakeholder Interviews, Think-Tank, Focus Groups, and in consideration of the 2022 Business Survey and other more recent studies and planning efforts. The pillars represent the major theme or topic areas that underpin the preferred future for comprehensive economic development in Littleton. They have been drawn directly from the scenario planning and stakeholder engagement process. The Strategic Actions are structured around these six strategic pillars that are the fundamental building blocks that support the vision for economic development in Littleton.

The strategic themes and action areas are the building blocks of the Strategic Pillars that create the foundation of Littleton's Comprehensive Economic Development Strategy (CEDS).



4.2 | STRATEGIC ACTIONS - SUMMARY

Following the establishment of the Strategic Pillars, the specific Strategic Actions were developed to guide implementation of each Strategic Pillar.



PILLAR 1: BUSINESS VITALITY AND ADAPTABILITY

- Celebrate, foster, and nurture local Littleton businesses.
- Enhance Littleton's existing business ecosystem.
- Adopt a focused 'Pursuit Narrative' for Littleton.
- Implement initiatives that ensure ongoing business vitality and adaptability.



PILLAR 2: WORKFORCE AND TALENT ATTRACTION

- Boost Littleton's reputation as a great place to work.
- Identify creative ways to make Littleton a great place for workers.
- Encourage businesses to help develop and hire local talent.
- Develop a local workforce talent pipeline strategy.



PILLAR 3: FOSTERING A LIVABLE ECONOMY

- Foster and encourage a range of housing options and affordability.
- Prioritize multimodal mobility.
- Continue to strengthen Littleton's community image, identity, and livability.
- Incorporate Economic Development in the upcoming Comprehensive Plan.



PILLAR 4: ENHANCING HISTORIC CHARACTER AND CULTURAL FABRIC

- Activate the streetscape of Littleton Boulevard.
- Adopt an 'Overlay District' type for Littleton Boulevard.
- Conduct an Arts Economic Impact Study.



PILLAR 5: SUPPORTING INDUSTRY AND INVESTMENT IN CITY INFRASTRUCTURE

- Focus on reinvestment and modernization of city infrastructure.
- Encourage building adaptation and facilitate new and emerging industries.
- Strengthen relationship and collaboration with SouthPark Business Park and other key partners.
- Support businesses and workers with city infrastructure.
- Engage community in understanding redevelopment options and creative ideas.



PILLAR 6: REGIONAL ECONOMY POSITIONING

- Encourage regional dialogue and economic development leadership positioning.
- Leverage Littleton's regional transportation and connectivity assets.
- Increase visitation and extended stay in Littleton.
- Evolve the city to be a place where companies and ideas are piloted.

The Strategic Actions represent a series of catalytic actions that will propel the city towards the preferred future. They are intended to support existing planning initiatives and to fill critical gaps.



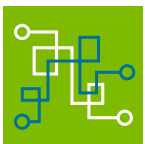


Economic Gardening is an entrepreneurial approach to economic development that originated in 1987 in Littleton to respond to the loss of a large employer. The approach is a key reason why the city is known for its strong support for local growth companies and entrepreneurs. (<https://economicgardening.org>)

4.3 | STRATEGIC PILLAR 1: BUSINESS VITALITY AND ADAPTABILITY

Strategizing for bringing new businesses to Littleton, fostering entrepreneurship, and supporting the city's existing business network.

The decade ahead will be defined by accelerating pace of change. This creates new opportunities and places pressure on businesses and cities to adapt and evolve faster than ever. A key thrust of the Economic Development Strategy is helping Littleton businesses and its business ecosystem adapt and grasp emerging opportunities in its many sectors.



FutureInsight

- The recent establishment of a Downtown Development Authority (DDA) for Littleton is a fantastic opportunity for the city to seek out ways to collaborate and prioritize downtown development and activation.
- In the 2022 Littleton Business Survey, nearly 1 out of every 4 businesses (22%) cited obtaining permits (buildings/events), licenses, etc. as one of the top three biggest challenges they face with operating their business in Littleton. This is an opportunity for the city to address as part of the CEDS plan to make it easier for businesses to locate in Littleton in the future.

"Remote and small businesses should always be welcomed. They contribute to our local economy and greatly enhance the quality of life."

- Littleton CEDS Stakeholder Survey Respondent

1. CELEBRATE, FOSTER, AND NURTURE LOCAL LITTLETON BUSINESSES

Identify ways to allow businesses to grow in Littleton and meet business challenges such as rising costs; assess incentives, grant programs, tax breaks, and flexible financing opportunities. Find the niche of supporting small businesses and promote this approach locally and in the region. Develop an Economic Development Toolbox for the city that includes targeted interventions and incentives.



2. ENHANCE LITTLETON'S EXISTING BUSINESS ECOSYSTEM

Prioritize business attraction by engaging with companies to identify what they need in terms of the supply chain network and create an outreach plan to bring those identified businesses to Littleton. Collaborate with the local partners on initiatives to enhance the local business ecosystem. Grow meeting spaces, networks, and areas for businesses, entrepreneurs, and workers. Build new partnerships with the Hispanic Chamber and the Northeast area of Littleton.

3. ADOPT A FOCUSED 'PURSUIT NARRATIVE' FOR LITTLETON

Actively seek out industry and businesses that fit the Littleton culture and match the available infrastructure. Include economic and business diversification as a goal and create the necessary messaging that will attract businesses that are a good fit. Part of this narrative includes that Littleton is working hard to support business growth.

CUTTING-EDGE IDEA

Littleton has the opportunity to carve out a niche as the stand-out home of a thriving and creative small business sector.

4. IMPLEMENT INITIATIVES THAT ENSURE ONGOING BUSINESS VITALITY AND ADAPTABILITY

Conduct an Incentive Audit of current city incentives. Complete and implement the current 'Design the Future Process' efforts and measure performance outcomes.

NEAR-TERM IMPLEMENTATION STEPS

- Complete an Incentive Gap Assessment and Audit to update the city's incentive packages aligning with targeted goals and opportunities, particularly with Business Retention and Expansion (BRE) opportunities.
- Develop marketing and pitch collateral for targeted industries and sectors including tourism and arts and cultural users. Create one-page pitch sheet collateral targeted to sectors on competitive advantages and available resources/incentives.
- Continue conducting Littleton's Binannual Business Survey.





CASE
STUDY
#1

4.3.2 | BUSINESS VITALITY AND ADAPTABILITY CASE STUDY

STRENGTHENING THE ENTREPRENEURIAL SUPPORT ECOSYSTEM

Kansas City, Kansas

The Toolbox Small Business Resource Center is dedicated to empowering its community to own their economic future. The 501(c)3 nonprofit organization enhances the entrepreneur support ecosystem by providing free-of-charge services to county residents looking to start or grow their local businesses.

After receiving financial support from the Ewing Marin Kauffman Foundation, The Toolbox grew out of the Kansas City ESHIP (Entrepreneurship) Communities initiative with the beginning steps of extensive outreach, survey, and conversations with small businesses in Kansas City, Kansas, to understand the current needs and gaps within the existing support systems for entrepreneurs. The Toolbox identified four barriers more prevalent with local entrepreneurs: trust issues between entrepreneurs and service providers to address specific needs, cultural competency challenges, lack of multilingual programs, and unawareness of existing resources available to entrepreneurs. The Toolbox developed specific organizational strategies and services to address these real on-the-ground needs.

Through private one-on-one entrepreneurial and small business coaching, The Toolbox works hand-in-hand with entrepreneurs to help plan, register, fund, operate, and grow their businesses. The support of The Toolbox has increased access to minority residents looking to start their businesses and has strengthened the network of business growth support.

Image Credit: The Toolbox



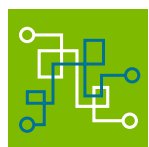


4.4 | STRATEGIC PILLAR 2: WORKFORCE AND TALENT ATTRACTION

Diversity, Equity, and Inclusion (DEI) are critical elements to a successful workforce development approach in Littleton.

Ensuring a modern workforce and talent pool for Littleton's employers and employees.

Successful cities across the United States are actively engaged in a talent attraction competition. The ability to be able to develop and attract talent is a key part of the value proposition for these cities. Littleton has some clear advantages, with a strong educational system and location within the attractive broader Denver metropolis. This strategic pillar aims to better connect the existing strengths with future economic prosperity for the city.



FutureInsight

- In the 2022 Littleton Business Survey, skilled workforce ability and retention was reported the second biggest challenge businesses face running a business in the City of Littleton, trailing only behind inflation pressures, and rising costs of materials and services.
- The strong public school system, including the new Explorative Pathways for Innovative Careers (EPIC) campus and Arapahoe Community College, provide a strong backbone to workforce development in Littleton.

"The looming labor shortage is an issue that every single village, town, and city needs to address now! The battle for skilled labor is about to get intense as the U.S. population faces reducing birth rates. This is an issue that we need to strategically prepare for now and not later."

- Littleton CEDS Stakeholder Survey Respondent



4.4.1 | WORKFORCE AND TALENT ATTRACTION KEY STRATEGIC ACTION AREAS

1. BOOST LITTLETON'S REPUTATION AS A GREAT PLACE TO WORK

Promote Littleton as a place where workplace culture is valued and nurtured. Promote the city's livability, quality of life and amenities to businesses. Emphasize Littleton's entertainment options in addition to attracting workers.

2. IDENTIFY CREATIVE WAYS TO MAKE LITTLETON A GREAT PLACE FOR WORKERS

Expand healthcare access for all workers in the city. Encourage the development of multigenerational housing and housing diversity within city limits. Provide transportation options that build connectivity and multimodal transportation options throughout the city. Pursue the CDOT discussions that consider passenger rail access at the Santa Fe/Mineral stop.

3. ENCOURAGE BUSINESSES TO HELP DEVELOP AND HIRE LOCAL TALENT

Work with industry, area high schools and Arapahoe Community College to develop talent pipelines through local apprenticeships, internships, modern hiring practices and other options. Engage with surrounding communities in regional talent-seeking initiatives.

CUTTING-EDGE IDEA

Littleton has the opportunity to leverage the local student and training centers, to position itself as an attractive talent hub.

4. DEVELOP A LOCAL WORKFORCE TALENT PIPELINE STRATEGY

Intentionally work with the EPIC Campus and Arapahoe Community College and continue collaboration with Arapahoe-Douglas Works! Workforce Center. Educate employers about workforce opportunities such as reskilling opportunities and apprenticeships. Promote the value of multiple and flexible skillsets.

NEAR-TERM IMPLEMENTATION STEPS

- Continue strengthening partnerships with talent and workforce development entities and institutions.
- Establish a new partnership with the Latino Leadership Institute.





CASE
STUDY
#2

4.4.2 | WORKFORCE AND TALENT ATTRACTION CASE STUDY

WORK-BASED LEARNING WITH MODERN YOUTH APPRENTICESHIPS

Boulder, Colorado

The Boulder Valley School District (BVSD) brings “Work-Based Learning” to students to promote stronger pathways for career competitiveness and opportunities. BVSD partners with CareerWise Colorado to “allow students many opportunities throughout their K-12 education to learn ABOUT work, learn THROUGH work, and learn AT work.” CareerWise Colorado offers paid apprenticeships for high school students through programs that span from one year up to three years in length.

Through these modern youth apprenticeships, students gain work experience beyond short internships, have the opportunity to achieve professional certification, obtain college credits, and foster more robust professional networks, all while receiving paychecks and compensation for their work.

This new approach to apprenticeships addresses the disconnect between traditional education models and student career readiness. Employers recognize the value of these programs for talent pipelines and cultivate a future talent pool. BVSD, through CareerWise Colorado, helps connect prospective apprentices with local businesses in targeted industry fields.

For more information, please visit: <https://www.careerwisecolorado.org>

Image Credits: CareerWise Colorado

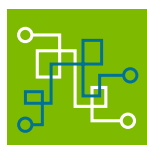


4.5 | STRATEGIC PILLAR 3: FOSTERING A LIVABLE ECONOMY

Fostering the future for the people who live, work, and play in Littleton.

A key theme throughout the strategic planning process has been the notion of Littleton as a community that offers something different and retains a natural sense of identity and quality of livability. Housing affordability and availability has emerged as a critical element in the future livability of Littleton. Additionally, multimodal mobility is seen as a key future aspect for all generations. This strategic pillar focuses on the overarching action areas that will help foster and retain the high livability of Littleton.

The City of Littleton is in the process of developing a downtown mobility and streetscape improvements plan called 'Project Downtown' to guide the city's investment decisions that improve multimodal connectivity, parking, pedestrian safety, wayfinding, green infrastructure, and streetscape enhancements in Downtown Littleton.



FutureInsight

- CDOT is considering making the Littleton Santa Fe/Mineral train stop into a passenger rail stop. This is a perfect opportunity for the city to pivot to a transit-oriented development approach to enhance mobility for residents and visitors. (Front Range Passenger Rail – Station Area Conversation South Metro Area, CDOT, November 2023)
- Retail leakage for Littleton is estimated at 51% which is significantly higher than the approximately 20% usually considered normal in a fully stored retail market. This reflects the location of competitive retail development on or close to the city's boundary and provides insight into potential future investment focus for the city. (Retail and Mixed-Use Market Analysis, EPS, September 2023)

"Housing is one of the most critical issues facing many communities across the state and more broadly across the nation / world. Littleton can't solve the problem on its own necessarily and should look to partnerships across municipalities, best practice, and innovative ideas wherever they're found to help address affordable housing for all. Good quality housing should be treated as a basic human right."

- Littleton CEDS Stakeholder Survey Respondent



4.5.1 | FOSTERING A LIVABLE ECONOMY KEY STRATEGIC ACTION AREAS

1. FOSTER AND ENCOURAGE A RANGE OF HOUSING OPTIONS & AFFORDABILITY

Diversified housing means diversified communities. Be a place where younger people want to be, where older adults can downsize and stay, and where people who work here can live here. Be creative about keeping costs down by up-zoning and exploring housing market challenges for middle class (teachers, first responders, etc.).

2. PRIORITIZE MULTIMODAL MOBILITY

Become more walkable and bikeable, especially connecting areas of employment to businesses. Connect Littleton's two primary multimodal corridors (light rail downtown to Broadway to the east via Littleton Boulevard.) Develop Littleton Boulevard as a true 'boulevard' that is pedestrian and bike friendly.

3. CONTINUE TO STRENGTHEN LITTLETON'S COMMUNITY IMAGE, IDENTITY, AND LIVABILITY

Support policies that build on existing recreational amenities and create a nightlife to activate engagement. Expand Town Hall and options for entertainment spaces downtown. Leverage the community's amenity density by promoting the city's livability.

CUTTING-EDGE IDEA

Livability and creativity are at the core of Littleton's value proposition. These attributes can be enhanced by applying leading edge urban design trends and ideas.

4. INCORPORATE ECONOMIC DEVELOPMENT IN THE UPCOMING COMPREHENSIVE PLAN

Place a stronger emphasis on Economic Development in the upcoming Comprehensive Plan and its planning process. Leverage the Comprehensive Planning process to analyze existing land uses, current zoning, and comp plan designations in areas of economic activity such as the Littleton Boulevard corridor to reduce conflicts and adjust zoning/Land Use designation as needed for economic growth.



NEAR-TERM IMPLEMENTATION STEPS

- Increase economic development participation and role in Littleton's 2025 Comprehensive Plan.





CASE
STUDY
#3

4.5.2 | FOSTERING A LIVABLE ECONOMY CASE STUDY

RELATING HOUSING AFFORDABILITY TO THE LOCAL ECONOMY

Bend, Oregon

Like many places across the country, in Bend, Oregon, housing affordability has become a pressing concern for its community and stakeholders. The Bend Chamber of Commerce recognized a growing challenge of attracting workers and talent to Bend. As part of the Bend Chamber Workforce Housing Initiative launched in 2021, the chamber commissioned a study to assess the relationship between housing affordability and economic growth. The study analyzed the city and region's residential and labor market trends and surveyed over 200 regional employers to provide a comprehensive look at housing costs affecting the local economy.

The analysis concluded that more than 80% of employers reported that housing significantly impacted businesses' ability to hire. More than 90% of employers cited high housing costs limiting their company's growth. Nearly half of the employers considered direct interventions like providing land for residential development, purchasing workforce units, or offering employees payment assistance for down payment and mortgage support.

This study demonstrates a successful quantitative approach to help better understand the relationship between housing and the local economy. Results from the study are being leveraged to advocate for regulatory and legislative change and increase the supply and diversity of housing stock.

For more information, please visit: <https://bendchamber.org/workforce-housing-initiative/>

Image Credits: Kôrazón Development in Bend, OR by Kôr Community Land Trust Land

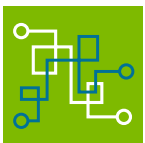


4.6 | STRATEGIC PILLAR 4: ENHANCING HISTORIC CHARACTER AND CULTURAL FABRIC

Leveraging Littleton's architectural and cultural assets to strengthen the city's brand and identity.

Throughout the economic development strategic planning work, a strong emergent theme has been the sense of character and cultural uniqueness of Littleton. This includes the architectural and neighborhood richness and is potentially one of the key under-developed aspects of Littleton. This unique architectural landscape, coupled with a vibrant cultural community, is a potential winning combination.

The Arts and Culture industry in the Metro Denver area had an impact of \$2.6 billion in total economic activity in 2022. This is a 72% increase over 2020 and a 13.6% increase over 2019 (Economic Activity Study of Metro Denver Culture, CBCA, 2023).



FutureInsight

- The city's Arts & Culture Commission (A&CC) was created following the 2019 Envision Littleton Comprehensive planning process and is guided by its 2021-2025 Strategic Plan. The fundamental outcomes of the Strategic Plan are Economic Development, Sense of Place, and Quality of Life. It is recommended that close collaboration and alignment with the Commission occur in the implementation of this CEDS Strategic Pillar.

"The uniqueness (of Littleton) is not our mid-century orientation, but our high concentration of Mid-century modern commercial architecture on Littleton BLVD! This is what makes Littleton unique in the south suburban area. People thrive in historic areas and tend to spend more time and money in them."

- Littleton CEDS Stakeholder Survey Respondent



The Arts & Culture industry employed 13,551 people in 2022 in the Metro Denver area. This is a 39.9% increase over 2020 and 1.2% increase over 2019 (*Economic Activity Study of Metro Denver Culture*, CBCA, 2023)

4.6.1 | ENHANCING HISTORIC CHARACTER AND CULTURAL FABRIC KEY STRATEGIC ACTION AREAS

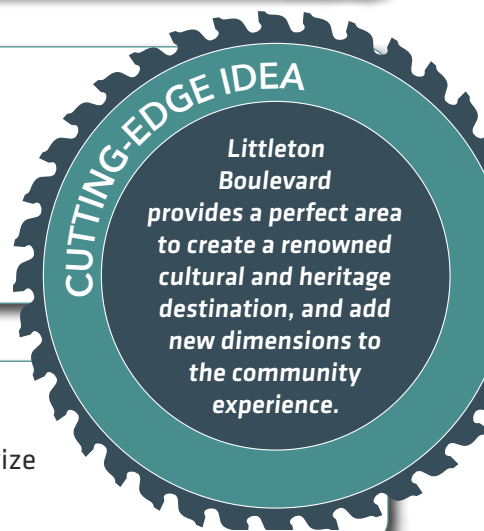
1. ACTIVATE THE STREETScape OF LITTLETON BOULEVARD

Littleton Boulevard offers the opportunity for imaginative and innovative urban renewal and streetscape activation. This should include multimodal development, widening sidewalks, and incorporating activity centers and quiet zones from Broadway to Downtown Littleton. Improve the pedestrian and biking environment of Littleton Boulevard.



2. EXPLORE WAYS TO ACTIVATE CULTURAL HERITAGE ALONG LITTLETON BOULEVARD

Adopt an Overlay District type for Littleton Boulevard. Use the district parameters to further develop Littleton Boulevard. Emphasize guidelines that promote the Mid Mod Mile theme as an economic development/business attraction tool.



3. EVALUATE ECONOMIC IMPACT OF ARTS AND CULTURE

Quantify the economic value of arts and culture in Littleton to recognize and strategize for continued growth of cultural assets and arts as an economic driver to the city.

NEAR-TERM IMPLEMENTATION STEPS

- Conduct an Economic Impact Assessment of arts and culture in Littleton.
- Explore adopting an Overlay District for Littleton Blvd. to better preserve, protect, and enhance the character of the corridor.

Total contributions to Metro Denver Arts, Scientific & Cultural organizations in 2020 was \$294 Million. (*Economic Activity Study of Metro Denver Culture*, CBCA, 2023)





CASE STUDY #4

4.6.2 | ENHANCING HISTORIC CHARACTER AND CULTURAL FABRIC CASE STUDY

CONNECTING ARTS AND CULTURE WITH THE LOCAL ECONOMY

Kingston, New York

The City of Kingston, New York, recognized the important role of arts and culture in not only the brand and identity of the city but in the local economy. As part of a citywide Arts and Cultural Master Planning effort, the city conducted an Economic and Fiscal Impact Assessment for the city of 24,000 people. This analysis provided the city and its arts and cultural stakeholders with quantitative data insights about the role and value of the arts, helping city officials, the arts community, and the broader community constituency understand the relationship between arts and the greater local economy.

The city's 351 arts and cultural establishments, inventoried as part of this study, support 845 jobs, over \$31.2 million in annual salaries and wages, nearly \$73 million in annual revenue, and \$35 million in visitor spending attributable to arts and culture. The economic impact generates \$3.3 million in direct fiscal revenue for the city, \$820,000 for the county, and \$2.1 million for the State of New York.

After completing the Economic and Fiscal Impact Assessment and Arts and Cultural Master Plan, the city approved a new public art policy, attracted the Center for Photography at Woodstock to locate 40,000 SF in the city, and Ulster County decided to mirror the study and plan to provide a countywide Arts and Cultural Master Plan and Economic and Fiscal Impact Assessment.

Image Credits: And North (Left), Kingston Visitors Guide (Right)

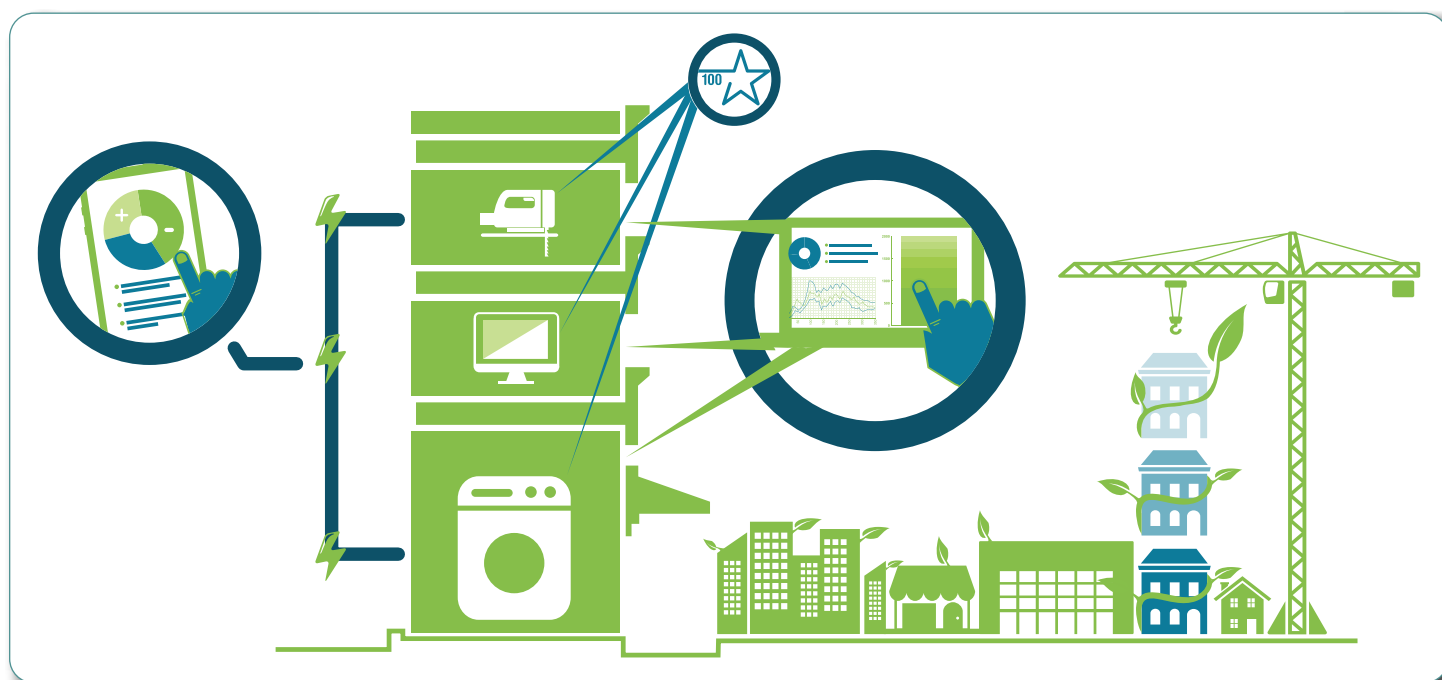


4.7 | STRATEGIC PILLAR 5: SUPPORTING INDUSTRY AND INVESTMENT IN CITY INFRASTRUCTURE

Adapting the built environment and infrastructure for continued industry growth and diversification.

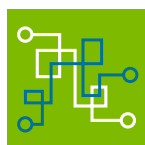
Basic maintenance of city infrastructure is a critical element in quality of life for residents and businesses. The city infrastructure of the future will need to offer great amenities for residents, as well as provide the critical infrastructure for new industries. This will require attention to electrification, renewable energy, digital technologies and the associated zoning and policy issues. A key focus of this strategic pillar is the notion of 'future ready' city infrastructure and policy.

Development and redevelopment efforts that leverage existing infrastructure investment and the strength of a rich community network can contribute to a sense of place that stands out in the region.



"Improving infrastructure is priority. It is not being done in the cities around us. It would make us very competitive in attracting businesses. I have it on good authority that traffic problems cause businesses to look elsewhere."

- Littleton CEDS Stakeholder Survey Respondent



FutureInsight

- Supporting industry and developing city infrastructure will require prioritizing public investment in alignment and partnership with other city departments and agencies such as Community Development, Public Works, the Downtown Development Authority, South Suburban Parks and Recreation, and Utility partners.

4.7.1 | SUPPORTING INDUSTRY AND INVESTMENT IN CITY INFRASTRUCTURE KEY STRATEGIC ACTION AREAS

1. FOCUS ON REINVESTMENT AND MODERNIZATION OF CITY INFRASTRUCTURE

Improve streetscapes (fiber & tech ready/energy efficient infrastructure/water wise policies) to encourage diversity of future ready uses and cluster types such as mixed use, industrial and flex. Specifically, upgrade lighting system to LED lights.

2. ENCOURAGE BUILDING ADAPTATION AND FACILITATE NEW AND EMERGING INDUSTRIES

Adapt zoning to allow new uses for buildings in Littleton. Allow repositioning of assets for developers and allow for readaptation of office space. Provide creative funding for new development and re-purposing of business and industrial space.

3. STRENGTHEN THE RELATIONSHIP AND COLLABORATION WITH SOUTHPARK BUSINESS PARK AND OTHER KEY PARTNERS

SouthPark Business Park represents a concentration of key primary jobs, businesses, and economic opportunities. Collaborate with SouthPark Business Park to ensure future economic success of the area, that businesses are supported for growth, and prospective businesses continue to seek location in the area.

4. SUPPORT BUSINESSES AND WORKERS WITH CITY INFRASTRUCTURE

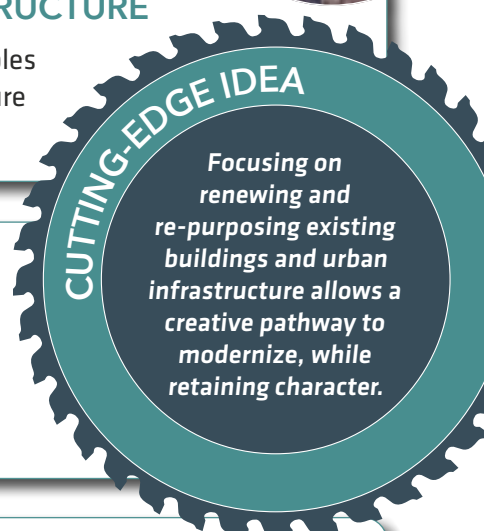
Pursue alternative energy possibilities for Littleton especially in the areas of renewables and new technologies. Seek Inflation Reduction Act Funds for support of infrastructure projects. Include both hard and social infrastructure initiatives.

5. ENGAGE COMMUNITY IN UNDERSTANDING REDEVELOPMENT OPTIONS AND CREATIVE IDEAS

Educate community members about the potential new uses of properties. Include messaging into existing meetings such as city council sessions, downtown development association, etc.

NEAR-TERM IMPLEMENTATION STEPS

- Prioritize investment in streetscape and infrastructure improvements on key corridors and investment areas such as Littleton Boulevard.





CASE
STUDY
#5

4.7.2 | SUPPORTING INDUSTRY AND INVESTMENT IN CITY INFRASTRUCTURE CASE STUDY

CATALYZING INVESTMENT THROUGH STREETScape IMPROVEMENTS

Denver, Colorado

Brighton Blvd in Denver's RiNo Arts District spent decades as a two-lane road with little infrastructure, limited sidewalks, and a reputation as "the ugliest road in Denver." The City of Denver launched a transformational effort: reimagining Brighton Blvd as a thriving multimodal thoroughfare for people. By redesigning Brighton Blvd through underground utilities, sustainable green infrastructure for stormwater management, public art, and streetscaping furniture for people to sit and linger, the corridor demonstrated the city's commitment to the greater neighborhood. In the initial years following the phased streetscape improvements, RiNo Arts District estimated that more than \$850 million of private investment followed the infrastructure improvements.

Building upon the success of Brighton Blvd, RiNo Arts District developed four streetscape masterplans for nearby corridors. These projects guide development and property owners for cohesive street infrastructure and help streamline the design process for individual developers by having 30% design documents that can be leveraged in their submittals to the city and county. This approach alleviates piecemeal approaches to infrastructure investment and improves the overall character and quality of the area's public realm through a collaborative process.

Image Credit: RiNo Arts District

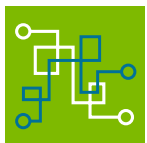


4.8 | STRATEGIC PILLAR 6: REGIONAL ECONOMY POSITIONING

Proactively leading Littleton's economic position in the Denver Metro region.

Littleton is in a prime position relative to its proximity to the Denver Metro. This allows Littleton to leverage the heft of Denver, but also offer a more intimate and unique community experience and value proposition. Littleton should ensure it has a seat at the table of regional discussions, and actively advocates for important local issues.

Littleton's prime-age workforce participation rate slightly exceeds both Arapahoe County and the Denver MSA across all age cohorts.



FutureInsight

- The economic impact of cultural tourism in the Metro Denver area is \$654 million, with industry employment at 13,551 people (Colorado Business Committee for the Arts (CBCA), 2022). Littleton has the potential resources to nurture and grow this industry within the city limits.
- The Littleton's Economic Development Department is encouraging small scale manufacturing in the city to reinvigorate and repurpose spaces in its downtown area. This concept has been developed by Recast City, an organization that works with cities to reimagine business spaces and investment in infrastructure to build economic resiliency in communities.

"Maintaining and expanding leadership role in the region will contribute to economic development and tax revenue to help build a strong community with lots of areas to explore, beautiful places to live, opportunities for families and students."

- Littleton CEDS Stakeholder Survey Respondent

1. ENCOURAGE REGIONAL DIALOGUE AND ECONOMIC DEVELOPMENT LEADERSHIP POSITIONING

Host quarterly brown bag lunches for administrators, planners, developers, public to talk about regional issues.

2. LEVERAGE LITTLETON'S REGIONAL TRANSPORTATION AND CONNECTIVITY ASSETS

Promote the City of Littleton as a remote work location with high quality of life amenities. Prioritize technology. Focus on transit centered development; light rail stations; higher density hubs. Emphasize the city's connectivity with a focus on reducing carbon footprint.

3. INCREASE VISITATION AND EXTENDED STAY IN LITTLETON

Promote quality of life in Littleton. Emphasize amenity density, and how this creates a unique destination experience. Work with Project Downtown and Littleton Downtown Development Authority on initiatives.

4. EVOLVE THE CITY TO BE A PLACE WHERE COMPANIES AND IDEAS ARE PILOTED

Create an experimental environment for entrepreneurs. Promote this niche regionally and nationally.

NEAR-TERM IMPLEMENTATION STEPS

- Conduct a hotel feasibility assessment to explore the opportunity for hotel development near Downtown and Littleton Blvd.
- Leverage takeaways from Recast City initiative for continued business growth and entrepreneurship opportunities.
- Host regional economic leaders and partners for annual roundtable conversations regarding trends and needs.
- Explore and advocate for an enhanced regional transit network with a new Front Range Passenger Rail Stop in Littleton.
- Expand regional tourism opportunities to capture more visitors to Littleton. Take leadership in the development of a regional comprehensive tourism strategy for the South Metro area.





CASE
STUDY
#6

4.8.2 | REGIONAL ECONOMY POSITIONING CASE STUDY

CHAMPIONING HOME-BASED BUSINESS REGULATION REFORM

Ann Arbor, Michigan

According to the US Small Business Administration, half of businesses in the US start as home-based businesses, and nearly 60% of solopreneurs work from home. The rise in e-commerce, streamlined pathways via the internet to start businesses without significant capital investment, the COVID-19 pandemic, and demand for flexible work environments continues to bolster entrepreneurship and home-based business operations. As a result, some cities in the US are reexamining their home-based business regulations, often reflecting antiquated zoning and use regulations.

The City of Ann Arbor is recognized nationally as a small city to undertake a comprehensive overhaul of its home-based business regulations to encourage more pathways for entrepreneurs and business growth in their community. Regulatory reform in 2021 reduced regulations such as enhancing the types of businesses allowed as home businesses, enhancing the number of clients permitted on-premise daily, and reconfiguring spatial regulations to be more easily understood. Elected officials in passing the regulations cited that increasing work-from-home options will also help the city achieve its sustainability goals, such as its A2Zero initiative of achieving carbon neutrality by 2030.

Image Credit: Zingerman's





»»»»» 5.0 | IMPLEMENTATION ROADMAP

The following matrix presents suggested near-term implementation action steps for each strategic pillar of the Littleton Comprehensive Economic Development Strategy (CEDS) Plan. These strategic actions intended to help propel the City of Littleton to the identified preferred economic development future for the community. Each Action Step is identified by Pillar, Partners, Timing, and Resource Intensity.

5.1 | IMPLEMENTATION MATRIX

Action Step	Pillar	Partners	Timing	Resource Intensity
Complete an Incentive Gap Assessment and Audit to update the city's incentive packages aligning with targeted goals and opportunities, particularly with Business Retention and Expansion (BRE) opportunities.	P1 Business Vitality and Adaptability	Metro Denver EDC, OEDIT, Development Services Team	2024	Moderate
Develop marketing and pitch collateral for targeted industries and sectors including tourism and arts and cultural users. Create one-page pitch sheet collateral targeted to sectors on competitive advantages and available resources/incentives.	P1 Business Vitality and Adaptability	Communications Dept	2025+	Low
Continue conducting Littleton's Biannual Business Survey.	P1 Business Vitality and Adaptability; P2 Workforce and Talent Attraction	Polco, Communications Dept, Local Business owners	2024, 26, 28+	Low
Continue strengthening partnerships with talent and workforce development entities and institutions.	P2 Workforce and Talent Attraction	Arapahoe Community College, EPIC Campus and Littleton Public Schools, A/D Works! Workforce Center	Ongoing	Low
Establish a new partnership with the Latino Leadership Institute.	P2 Workforce and Talent Attraction	Latino Leadership Institute	2024	Low
Increase economic development participation and role in Littleton's 2025 Comprehensive Plan.	P3 Fostering a Livable Economy	City Manager's Office and Community Development Department	2024-25	Moderate

5.1 | IMPLEMENTATION MATRIX (CONT.)

Action Step	Pillar	Partners	Timing	Resource Intensity
Conduct an Economic Impact Assessment of arts and culture in Littleton.	P4 Enhancing Historic Character and Cultural Fabric	Arts & Culture Commission, Museum, Town Hall	2024	Moderate
Explore adopting an Overlay District for Littleton Blvd. to better preserve, protect, and enhance the character of the corridor.	P4 Enhancing Historic Character and Cultural Fabric	Historic Preservation, Community Development Department	2024-25	Moderate
Invest in streetscape and infrastructure improvements including climate resilience and adaptation on key corridor and investment areas such as Littleton Blvd.	P5 Supporting Industry and Investment in City Infrastructure	Community Development, Public Works & Engineering Departments	2025+	Moderate
Conduct a hotel feasibility assessment to explore the opportunity for hotel development near Downtown and Littleton Blvd.	P6 Regional Economy Positioning	DDA, Arts & Culture Commission, Museum & Town Hall	2026	Moderate
Leverage takeaways from Recast City initiative for continued business growth and entrepreneurship opportunities.	P6 Regional Economy Positioning	DDA, Littleton Business Chamber, Small Scale Manufacturers and Community Development Department	2024+	Low
Host regional economic leaders and partners for annual roundtable conversations regarding trends and needs.	P6 Regional Economy Positioning	Nearby Economic Development Departments; Regional Entities in South Denver, Metro Denver EDC, South Metro Denver Chamber, Littleton Business Chamber	2024+	Low
Explore and advocate for an enhanced regional transit network with a new Front Range Passenger Rail Stop in Littleton.	P6 Regional Economy Positioning	CDOT, FRPR, Community Development (Planning), Public Works (Transportation Planner)	2024+	Moderate
Expand regional tourism opportunities to capture more visitors to Littleton. Take leadership in the development of a regional comprehensive tourism strategy for the South Metro area.	P6 Regional Economy Positioning	South Metro Chamber, OEDIT, Communications Dept	2024+	Moderate

»»»»» 5.2 | FUNDING TOOLS AND RESOURCES

By having an established Comprehensive Economic Development Strategy, the City of Littleton is in an improved position to apply for and access both federal and statewide grants and funding programs to help implement the strategies set forth in the plan.

5.2.1 | RELEVANT FEDERAL AND NATIONAL GRANT PROGRAMS

ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

Through its Planning and Local Technical Assistance programs, EDA assists cities and other eligible recipients in developing economic development plans and studies designed to build capacity and guide economic prosperity and resiliency through the creation and retention of high-quality jobs. For more information:

<https://www.eda.gov/funding/funding-opportunities/fiscal-year-2021-2023-eda-planning-and-local-technical-assistance>

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

The Community Development Block Grant (CDBG) Program provides annual grants on a formula basis to cities and counties for community enhancement through housing and livable environments and by expanding economic opportunities, principally for low and moderate-income persons. For more information:

https://www.hud.gov/program_offices/comm_planning/cdbg

REBUILDING AMERICAN INFRASTRUCTURE WITH SUSTAINABILITY AND EQUITY (RAISE)

RAISE grants (formerly known as TIGER or BUILD) are competitive grants that allocate funds for surface transportation infrastructure projects that will improve safety, environmental sustainability, quality of life, mobility and community connectivity, economic competitiveness, state of good repair, partnership and collaboration, and innovation. For more information:

<https://ops.fhwa.dot.gov/freight/infrastructure/tiger/>

WORKFORCE INNOVATION AND OPPORTUNITY ACT GRANTS (WIOA)

WIOA is a federally-funded, state-run program that helps people prepare for employment, find and keep a job, and increase earnings. While eligible applicants are individuals, the City of Littleton could connect residents to these services through Colorado's Workforce Centers and the Arapahoe/Douglas Workforce Development. For more information:

<https://cdle.colorado.gov/wioa-js>

AARP COMMUNITY CHALLENGE GRANTS

A part of the national Livable Communities Initiative, AARP Community Challenge Grants are intended to help communities make immediate improvements and jump-start long-term progress in support of residents of all ages. Areas of focus include Public Places, Housing, Transportation, and more. For more information:

<https://www.aarp.org/livable-communities/community-challenge/aarp-community-challenge/>

NEIGHBORWORKS AMERICA

NeighborWorks America is a national nonprofit organization dedicated towards community development by helping people access affordable homes, improve their lives, and strengthen their communities. NeighborWorks America offers access to grants and resources to communities across the country. For more information:

<https://www.neighborworks.org/>

MAIN STREET AMERICA GRANTS

Main Street America, a subsidiary of the National Trust for Historic Preservation, with corporate partner support, helps connect communities with grants and funding resources to improve the vitality and vibrancy of downtown districts. Various grants are offered throughout the year, and some grants are available for communities like Littleton that are not designated Main Streets. For more information:

<https://www.mainstreet.org/howwecanhelp/fundingopportunities>



»»»» 5.2.2 | RELEVANT STATE OF COLORADO GRANT PROGRAMS

COLORADO CREATIVE DISTRICTS

The Colorado Creative District program designates communities that support the state's economy through art, culture, and creativity. The program is designed to connect jobs, income, and investment with creative places across the state. After becoming a certified district, creative districts are eligible for a technical and professional assistance grant and partnership support with the Colorado Tourism Office. For more information:

<https://oedit.colorado.gov/colorado-creative-districts>

GREAT OUTDOORS COLORADO

Great Outdoors Colorado (GOCO) offers several competitive grants for outdoor recreation, land conservation, outdoor community spaces, and stewardship projects in Colorado. Municipalities are eligible to apply for the following: Land Acquisition, Community Impact Grants, Planning and Capacity, RESTORE Colorado, Stewardship Impact, and Conservation Service Corps. For more information:

<https://goco.org/programs-projects/our-grant-programs>

ADVANCED INDUSTRY BUSINESS SPECIFIC GRANT PROGRAMS

The Advanced Industries Accelerator (AIA) Program was created through the Colorado Office of Economic Development & International Trade to promote growth and sustainability in Colorado's advanced industries. The program focuses on driving innovation, accelerating commercialization, encouraging public-private partnerships, increasing access to early-stage capital, and creating a strong ecosystem that increases the state's global competitiveness. The City of Littleton can help connect specific businesses eligible for grant opportunities. For more information:

<https://choosecolorado.com/doing-business/advanced-industries/>

<https://oedit.colorado.gov/advanced-industries-accelerator-programs>





6.0 | NEXT STEPS

Littleton stakeholders have undertaken an extensive visioning and economic development planning process that has resulted in the following outcomes:

- Documented a detailed understanding of stakeholder views on economic development as they relate to planning for the future.
- Allowed detailed examination of plausible future scenarios, explored expected, least desired, and preferred futures, and built an understanding of the implications of these future options.
- Identified a vision for the future of economic development, acknowledging that there are a variety of viewpoints, with the majority in a central range.
- Identified key strategic pillars of economic development, and action areas to implement the CEDS plan.

This work has been built on extensive public participation, and open and transparent dialogue with community and key stakeholders. The vision for economic development looks out to 2040.

The next phase of work needs to begin. The following immediate steps are recommended:

- Consideration and approval of the Comprehensive Economic Development Strategy (CEDS) by the City Council.
- Incorporation of key elements of the CEDS plan in the City's upcoming Comprehensive Planning Process.

Participants in the CEDS planning process have shown a healthy appetite for change going forward. This is the first step toward the preferred future 'A Creative, Cutting-Edge Small Town' that will guide economic development in Littleton over the next five years.

"Overall Littleton is one of the best places to live when looking at the 'Denver' Metro area. As all cities do, there are problems but in the grand scheme of it all, Littleton is great."

- Littleton Student Survey Respondent





»»»» 7.0 | FOR MORE INFORMATION

For more information on the Littleton Comprehensive Economic Development Strategy (CEDS) project, please contact:



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»»»» 8.0 | CONSULTING TEAM – ABOUT FUTURE IQ AND JS&A

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit future-iq.com or by email at info@future-iq.com.

For this project, Future iQ has partnered with the economic development and planning firm of Jon Stover & Associates (JS&A). To learn more about JS&A, visit stoverandassociates.com.



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CITY OF LITTLETON, COLORADO

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

COLORADO, USA

FEBRUARY 2024

Mineral Station Area Framework

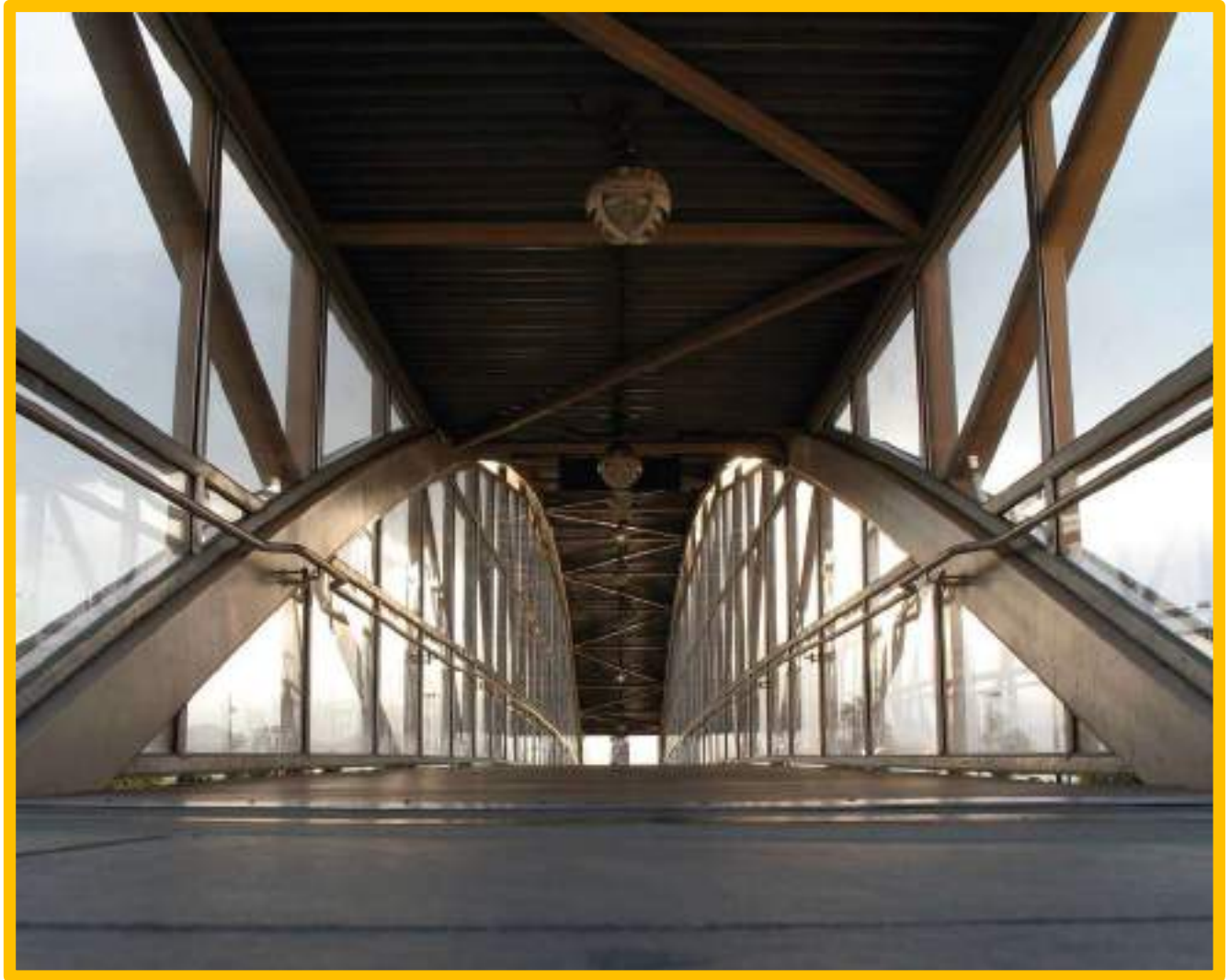


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Mineral Station Area Framework

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Cover Photo:

- *Pedestrian / bicycle bridge across South Santa Fe Drive between the Mineral Station Platform and the Park-n-Ride*

HOW TO USE THE FRAMEWORK

INTENT

The purpose of the Mineral Station Framework (Framework) is as a foundational guide for the city's efforts to improve South Santa Fe Drive (US 85) and the South Santa Fe Drive and Mineral Avenue intersection. The Framework will provide a foundation for a Planning and Environmental Linkages Study (PEL) that will identify options to address a broad range of existing and future transportation needs along the stretch of South Santa Fe Drive (US 85) corridor between I-25 and C-470.

In addition, the Framework serves as a foundation for future decision-making in the area of the city. Future decisions will build upon the Framework to strengthen the city's sense of community, its livability, its fiscal health, and its sustainability.

LOCATION

The study area for the Framework includes the Regional Transportation District's (RTD's) Mineral Light Rail Station property, including the platform and the Park-n-Ride bus transfer facility and parking lots. It extends to include the area within a one-half mile radius from the platform. Generally, the study area is bounded by the north end of Aspen Grove on the north, the South Platte River on the west, Dad Clark Gulch on the south and Prince Street on the east.

CHAPTERS

Chapter 1 of the Framework provides more detail about the intent and organization of the framework, the study area, the 2016 community engagement process, additional planning resources used in developing the Framework and that should be consulted for future decision-making. Chapter 2 of the Framework provides more information about the Planning and Environmental Linkages Study (PEL), including its intent and process. Chapter 3 provides an overview of existing conditions in the study area.

Chapters 4 – 7 outline goals and action steps on the categories of transportation; recreation, open space, parks and trails; character and design; and, land use. Chapter 4 covers transportation; Chapter 5 covers recreation, open space, parks and trails; Chapter 6 covers character and design; and Chapter 7 covers land use. Both the goals and the action steps are based on comments recorded during the 2016 community engagement process for the Mineral Station Area planning process.

APPENDICES AND MAPS

The Appendices include a detailed history of the planning process, a market assessment completed for the study area, and the 2016 and 2018 Mineral Light Rail Station area community engagement comments. Maps are provided to help identify the study area and the existing transportation facilities, recreation, open space, trails and land uses.

Chapter1:

INTRODUCTION

INTENT AND ORGANIZATION

The Mineral Station Framework is intended to provide direction for the city's efforts to improve South Santa Fe Drive (US 85) and the South Santa Fe Drive and Mineral Avenue intersection, and will guide future planning and decision-making for this area of the city. Future decision-making in this area of the city has the potential to enhance the fiscal health and sustainability of the city and to continue to strengthen the city's sense of community and its livability.

The term "framework" is used in recognition that the information contained in the document is a broad overview of current issues and topics, and can be adapted to change over time as those issues and topics evolve.

The framework is structured as a reference guide; each chapter conveys information on a particular category. These categories are interconnected, and the chapters, both individually and collectively, are important to consider in future decision-making. Specifically, the Framework:

- Outlines the intent and process of a City-initiated Planning and Environmental Linkages Study (PEL) for identifying and addressing issues and constraints along the South Santa Fe Drive corridor. This study will include issues and constraints concerning the intersection of Santa Fe and Mineral Avenue and those associated with transit, including parking.
- Identifies existing conditions (both assets and challenges) in this area of the city.
- Articulates the community's goals for the area, with actionable steps. Both the goals and the action steps are based on comments recorded during the 2015-2016 community engagement process for the Mineral Station Area planning process. The goals and action steps sort themselves into four categories: 1) Transportation; 2) Recreation, Open Space, Parks and Trails; 3) Character and Design; and 4) Land Use.

STUDY AREA

The framework's study area includes the Mineral Station property, and also includes approximately one-half mile around the light rail station. The study area is bounded by the north end of Aspen Grove on the north, the South Platte River on the west, Dad Clark Gulch on the south and Prince Street on the east. Existing uses within the area include the light rail station, Park-n-Ride, parks, recreational trails, open space, well established residential neighborhoods, newer apartments, and the Aspen Grove shopping center. There also is an approximately 110-acre, mostly-undeveloped, private property south of Mineral Avenue between South Santa Fe Drive and South Platte Park, which was zoned in 1983 to allow a mixture of commercial and residential uses. The Framework also acknowledges the study area's location within the larger context of the city and region.

The Regional Transportation District's (RTD's) Littleton Mineral Light Rail Station (Mineral Station) serves

Mineral Station Area Framework

the C and D lines of Southwest Light Rail Corridor. The station opened in 2000 and is one of the busiest and most utilized stations within RTD's system. Mineral Station is located on the northeast corner of the intersection of South Santa Fe Drive (US 85) and Mineral Avenue, which is one of the busiest vehicular intersections in Littleton. Additionally, the Mary Carter Greenway regional trail system and the main entrance to the South Platte Park's Carson Nature Center are accessed by public streets through the station property.

COMMUNITY ENGAGEMENT

In 2013, Littleton received a Federal Transit Administration (FTA) grant to use the principles of transit oriented development (TOD) to create master plans for the areas around its two light rail stations, the Littleton Downtown Station (Downtown Station) and the Littleton Mineral Avenue Station (Mineral Station). In 2015, the city hired the firm of Progressive Urban Management Associates (PUMA) to assist with these master planning projects.

The planning process for the Mineral Station area started first. Two main tasks were to be part of the project – undertake a market assessment of the Mineral Station study area, and vetting of the project and content of the master plan through a thorough community engagement process.

The community engagement process included a series of public open houses and meetings, including options for on-line community input, which were held between March and August, 2016. PUMA began a working document to form the basis for a Mineral Station Area Master Plan.

In November, 2016, Littleton's Community Development staff presented to the city's Planning Commission an overview of all of the community comments provided on the project. During this study session, planning commissioners reiterated that the content of the plan was to take its direction from community input. The main themes from community input were:

- Agreement that traffic and parking were major concerns. The primary concerns focused on traffic congestion radiating from the intersection of South Santa Fe Drive and Mineral Avenue and the shortage of parking at the Park-n-Ride at the Mineral Station. It was noted that, generally, the two parking lots at the Park-n-Ride are full by 7am each weekday.
- Agreement that access to recreation along the South Platte River and the Mary Carter Greenway and at South Platte Park and the Carson Nature Center is a unique and highly desirable community asset and that those resources and the community's connections to them are of utmost importance to the community.
- Differences of opinions and ideas were vast regarding future land uses, building heights, and residential types and densities.

Public comments indicated it was difficult for community members to provide constructive input for future development and redevelopment within the station area without additional information and a clear understanding of projected traffic volumes, parking demands, and possible responses. The type of potential changes in transportation facilities that might affect future development and

Mineral Station Area Framework

redevelopment of the station area include a possible expansion of the intersection of Mineral and South Santa Fe. In order to accommodate increased traffic volumes and to improve pedestrian and bicycle connections, an expansion or reconfiguration of the streets and of the intersection might require shifting South Santa Fe to the west and the pedestrian bridge to the north. Similarly, additional development to the south, in Douglas County, or, at some point in the future, an expansion of the Southwest light rail line south and east to Lucent Boulevard in Highlands Ranch, as part of the RTD FasTracks project, is anticipated to impact the traffic volumes and parking demand at the Mineral Station.

As these issues were further discussed, it became apparent that the creation of a master plan for the Mineral Station property would be premature. In response, the city engaged with the Colorado Department of Transportation (CDOT) and the cities of Englewood, Sheridan, and Denver to initiate a planning process for the South Santa Fe corridor. In December of 2017 Littleton City Council directed staff to use the 2016 community engagement data not as part of a master planning process but as a baseline for creating a document that Littleton can use to guide the upcoming PEL project for South Santa Fe Drive. In-turn, the PEL will provide information needed before a master planning process for this area of the city can proceed.

NOTE: The 2016 Mineral Light Rail Station area community engagement comments (presented to Planning Commission in November 2016) is provided as an attachment / appendix.

ADDITIONAL PLANNING RESOURCES

Several additional planning resources are in place to be consulted in coordination with the city's efforts to improve South Santa Fe Drive (including the South Santa Fe Drive and Mineral Avenue intersection), and for future planning and decision making in this area of Littleton. A general overview of each resource is listed below.

South Platte Park Management Plan, 2017

This plan describes operational guidelines for the management of the 880 acre Park. Its focus is on resource and visitor management as well as interpretation and education. Several areas within the South Platte Park are designated as preserved and protected Wildlife Areas. "Wildlife Areas" are defined as those areas documented through studies and observations of primary importance in providing habitat (food, water, shelter, and space) for a diversity of plants and animals. They are important for resting, reproduction, forage, and refuge from human activity, especially for species sensitive to disturbance". The East Trail runs parallel to the South Platte River between Mineral Avenue and the Wolhurst Mobile Home Park just west of the undeveloped private property (south of Mineral Avenue). The area provides "riparian habitat with a remnant cottonwood forest testifying to the South Platte River's historic meandering. It provides nesting habitat for owls, ducks, rails, and a variety of songbirds. It is a prime migration area for songbirds such as, warblers, thrushes, and flycatchers. It is one of the Park's core areas of activity for deer and coyote."

Mineral Station Area Framework

City of Littleton Citywide Plan, 2014

The 2014 Citywide Plan articulates the goals of the community: to foster a vibrant and evolving community; to expand upon Littleton's most valuable outdoor resources; to enhance local, regional and global resources (physical, social and technological); and to maintain and expand upon the characteristics that make Littleton an authentic and distinctive community.

Mineral Station Area ULI Technical Advisory Panel, 2014

The 2014 Mineral Station Area Urban Land Institute (ULI) Technical Advisory Panel (TAP) built upon the 2006 ULI Study for Mineral Station, and has several recommendations also consistent with the 2014 Citywide Plan. The panel recommended that internal streets should be "complete streets" meaning streets that are designed for pedestrians, cyclists, transit, and automobiles. A major recommendation of this plan is "that surface parking lots be designed as land banks for future development and that buildings be designed for future parking above them or for stacked parking in adjacent structures. For the RTD Park n ride site the panel recommended "a mixed-use town center that includes underground and structured parking, upscale rental or for-sale housing, a hotel, retail and office space, and a town square or gathering place." Finally, "the panel recommended that the City, RTD, and developers explore, create, and implement a shared parking strategy" to provide for a mix of uses and for the daily transit users who drive to the Park-n-Ride.

South Platte River Corridor Vision, 2013

The South Platte River Vision spans the South Platte River corridor through Arapahoe County, from Dartmouth Avenue to the north to C-470 to the south. The South Platte Working Group is made up of the jurisdictions within the corridor – Sheridan, Englewood, Littleton and Arapahoe County, and the Corridor Vision is the result of the collaboration of the working group. The group focuses on undertaking improvement projects throughout the corridor that helped it to achieve its goals, which are:

- *To enhance the South Platte River corridor as a recreational resource for the entire region*
- *To restore and revitalize the River and its habitat, while maintaining its role in flood conveyance*
- *To encourage and improve opportunities for education and understanding of South Platte River health and its tributaries*
- *To connect the communities to the River through more consistent land use, economic development and coordinated policies*

The portion of the river adjacent to the study area is described in the Corridor Vision as "the corridor's greatest opportunity to successfully implement a model of land development that protects the River corridor while embracing it as a resource that adds value and richness to the entire development parcel." The plan recognizes the economic development potential of the river by encouraging commercial and residential uses that are compatible with the river corridor.

The plan describes the importance of the light rail stations as "significant city-shaping elements that should be connected to the River corridor by safe, direct and pleasant bike and pedestrian routes if at all possible. The synergy between these important nodes and the South Platte corridor provides huge

Mineral Station Area Framework

benefits in terms of usership, quality of life, economic development potential, and alternate modes of transportation”. The plan identifies the existing trails along the corridor and states that future development plans “should take advantage of existing trail corridors, especially the existing drainage way and underpass between Mineral Avenue and C-470” which is known as the “Dad Clark” gulch that connects to the McLellen Reservoir. The plan goes on to describe how “a partnership might be formed with future developers to offer incentives for river-friendly mixed use development that takes advantage of the transit stop at Mineral, and that also protects some portion of the site as a buffer to South Platte Park”. The plan also recommends improved directional signage for cyclists and pedestrians between the Aspen Grove Shopping Center, the RTD light rails stop, and the South Platte River. Part of this recommendation includes planning for high utilization of bikes and pedestrians between the light rail station and the northeastern corner of the undeveloped private property south of Mineral Avenue.

Finally the plan states the City of Littleton should “consider at least one bridge or underpass across Mineral Avenue to provide a safe, grade-separated route between these important areas to strengthen the transit oriented development (TOD) potential for the northern edge of the Ensor Property.”

South Santa Fe Corridor Plan, 2000

Although this plan was created almost two decades ago, it is still relevant and currently utilized. The plan goals relevant to Mineral Station include: achieve a high quality and consistent urban design, unique to the character of Littleton; provide access and circulation that promotes safety and optimizes development and redevelopment opportunities; develop the Santa Fe corridor as a high-quality, employment based land use area within the City; and, promote TOD within a quarter mile radius of the Mineral Avenue Station.

ACKNOWLEDGEMENTS

The prior efforts of the city and the community’s input to discuss creating a master plan for the Mineral Avenue Light Rail Station are to be acknowledged. This includes the previous work completed by the consultant firm, Progressive Urban Management Associates and their sub-consultants: DIG Studio, Starboard Reality, Felsburg Holt & Ullevig (FHU), PlaceMatters, Stream Design, and Walker Parking.

The Mineral Station Market Assessment was completed by PUMA in 2016, and the community engagement from 2016 established the foundation/baseline for the Framework.

Chapter 2:

PEL - PLANNING AND ENVIRONMENTAL LINKAGES STUDY

Traffic and parking were the two issues most consistently and emphatically voiced during the 2016 community engagement process. Possible responses to these issues, such as reconfiguration of the intersection of South Santa Fe Drive with West Mineral Avenue, could affect the location and configuration of the Mineral Light Rail Station platform, the location of the pedestrian bridge across South Santa Fe Drive servicing the station, the boundaries of the surface parking lots, the location of the bussing connections, and connection to the adjacent retail and regional trail system. These or any other changes to the station have to be determined before planning for the future of the station area can proceed.

To help identify and determine the necessary changes that may be needed to the station and its surroundings, the City has embarked on a planning process that will identify existing and future concerns and constraints along the South Santa Fe Drive (US 85) corridor. Included in those concerns and constraints will be those associated with transit, such as the traffic and parking issues associated with the Mineral Station. Once these have been identified, the PEL will provide necessary direction for addressing them. Working on the PEL study in partnership with the other cities along the South Santa Fe Drive corridor from north of C-470 to I-25, i.e. Sheridan, Englewood, and Denver, Littleton is embarking on a program that will establish the future character and needs of South Santa Fe Drive and will provide the information necessary to proceed with further planning for the station area.

The Mineral Station Framework will be a foundational element of the PEL, in terms of the PEL review of this portion of the larger South Santa Fe Drive corridor.

SOUTH SANTA FE DRIVE PLANNING AND ENVIRONMENTAL LINKAGES STUDY

A PEL study is the first step in a collaborative approach to transportation decision-making; it considers a community's transportation, environmental, and economic goals early in the planning stage and sets the stage for project development, design, and construction. This effort usually occurs before any identification of project construction funding, and before classification of specific problems and solutions. A PEL is intended to lead to better decision-making and reduce duplication and conflict of efforts in the planning and implementation of future transportation and land development projects.

South Santa Fe Drive is a major regional transportation corridor in the Denver metropolitan area, carrying approximately 60,000 vehicles north/south a day through Littleton, with a mix of local and commuter traffic combined with a substantial percentage of truck traffic. Over the last few decades, the southwest metro area has grown up around and along South Santa Fe Drive, which remains the area's major north/south connection between residences and businesses to the south and I-25, the 6th Avenue Freeway, and Downtown Denver to the north. At the same time, the character of South Santa Fe Drive has changed, with new retail, restaurants, and housing in areas previously occupied by old

Mineral Station Area Framework

motels, trailer parks, service retail, and outdoor storage yards. New development, such as the Sterling Ranch community in Douglas County, will continue to add to the “background” traffic on South Santa Fe Drive. The traffic generated by Sterling Ranch and other new development south and west has, and will continue to have, both positive and negative impacts on Littleton. While the traffic on South Santa Fe Drive adds to already increased levels of congestion and the impacts associated with dense traffic throughout the day, the corridor is also a generator of economic development, job creation, and housing opportunities.

The first objective for the PEL study is to understand the communities along the South Santa Fe Drive corridor, how the transportation system currently functions, how the corridor impacts communities, and what can be improved now and in the future. The task of the Mineral Station Framework Plan is to provide the City’s considerations for the study area so that these needs and desires can be incorporated into the PEL process.

The PEL may develop a series of alternatives that address the issues along the South Santa Fe Drive corridor. If the study develops alternatives, the ability of these alternatives to meet the corridor’s needs will be evaluated and considered, along with their effects on the communities and environment. No matter what specific planning process is followed, it will incorporate key components such as accessibility and multi-modal planning for bikes and pedestrians.

Littleton and the other communities are in process of laying the groundwork for the Santa Fe Drive Corridor PEL study. The PEL is projected to get underway in spring of 2018 and be approximately an 18 month process.

IMPLEMENTATION

After the PEL study is complete, the Colorado Department of Transportation (CDOT) and local agencies will have a shared list of projects and an implementation strategy. That list and plan will be used to identify funding for design and implementation. The list of projects will serve as a bucket-list of improvements that will be implemented over time. While implementation of projects in the highest priority locations will come first, the goal is to eventually implement all of the projects identified by the PEL study as conditions warrant and funding becomes available.

Mineral Station Area Framework



Figure 1: **Study Area Aerial Map**

Chapter 3: EXISTING CONDITIONS

The study area for the Mineral Station Framework is in southwest Littleton, north of C-470, surrounding the intersection of South Santa Fe Drive (US 85) and Mineral Avenue, and extending one-half mile, or an estimated 10 minute walk, from the light rail platform. With its ready access to a diversity of transportation modes, the study area has convenient access to and from the surrounding areas, the region, and Denver International Airport.

MINERAL LIGHT RAIL STATION

Operated by the Regional Transportation District (RTD), the Mineral Light Rail Station opened in 2000 as the southern terminus of the Southwest line. The station is served by the C and D lines, which both connect to all other lines and head to Union Station and the center of Downtown Denver, respectively.

In addition to the C and D light rail lines, there are also five RTD bus routes (77, 85, 401, 402L, and 403) that serve Mineral Station. Routes 77 and 85 run west from Mineral Station along two different corridors, both terminating at the Ken Caryl Ranch bus service Park-n-Ride. The others run east, primarily serving Highlands Ranch. Route 401 terminates near Broadway and Highlands Ranch Parkway where there is a bus service Park-n-Ride. Route 402L terminates at Park Meadows Mall (with limited service running all the way to Mineral Station). Route 403 terminates at RTD's Lincoln Station, where the E and F light rail routes operate.

Mineral Station Park-n-Ride is one of the busiest in the RTD system. The 1,200 space parking lot reaches capacity Monday through Friday by 7:00 am. Because this is an end-of-the-line station, it attracts transit riders from a large, 10-mile-drive-distance radius, with concentrations of riders in Littleton, Highlands Ranch to the south and southeast, and Ken Caryl/Columbine to the west. RTD will allow individuals to reserve a parking space (15% of the 1,200) until 10:00 am each morning; after 10:00, these spaces then become first come, first served. Currently there is a one-year wait for these reserved spaces.

EXTENSION OF THE SOUTHWEST LIGHT RAIL LINE

While RTD has acquired all of the land and right-of-way needed for a planned 2.5 mile extension of the Southwest rail lines to a new Park-n-Ride at Lucent Boulevard at C-470 in Highlands Ranch, the anticipated timeline for construction of the extension is set for 2040 due to financial constraints and lack of available funds for a sooner timeframe.

The proposed Park-n-Ride at C-470 and Lucent Boulevard would potentially include another 1,000 parking spaces. While this project might alleviate some parking demand at the Mineral Station Park-N-Ride, many users of the Mineral station live west of or close to the study area and may continue to find the Mineral Station more convenient. Although some parking spaces might be vacated by riders shifting to a new station, other users, including new riders from Sterling Ranch and other new developments, might quickly claim them.

GENERAL DESCRIPTION OF THE STUDY AREA

At the time of this plan, the primary land use in the study area is the surface parking at the Mineral Light Rail Station Park-n-Ride. Additionally, land uses in the study area include open space, agriculture, park, residential, and retail. Two major arterial streets, South Santa Fe and Mineral, connect to the surrounding areas. In addition to being the primary north/south connection for the southwest section of Metropolitan Denver, South Santa Fe is also a federal highway (US 85) that connects with I-25 to the south at Castle Rock and to the north at Alameda Avenue and connects to Downtown Denver at Speer Boulevard. Parallel to and to the east of South Santa Fe Drive are two tracks for RTD's Southwest (C and D light-rail lines) and a double-tracked, consolidated mainline freight corridor operated jointly by the Burlington Northern South Santa Fe (BNSF) and Union Pacific (UP) railroads.

The combination of two heavy rail and two light rail lines and four-plus lanes of South Santa Fe Drive creates a major barrier between the station and the neighborhoods to the east.

The adjacency of the station to South Platte River, nature center, park, and trail makes the station unique in the region and provides a unique opportunity for any future development at the station and in the larger study area.

WEST OF THE STATION PLATFORM

The portion of the study area west of the light rail station platform is comprised largely of the existing Park-n-Ride, South Platte Park, Mary Carter Greenway, and the Carson Nature Center. The RTD Park-N-Ride sits on two parcels of land totaling 17 acres. The main 12-acre parcel is located at the northwest corner of Mineral Avenue and South Santa Fe Drive. The five-acre parcel (dirt parking lot) is located directly west of the 12-acre property on the west side of South Platte River Parkway. The zoning of the 12-acre parcel is zoned PD-C (Planned Development Commercial) and the 5-acre parcel PD-I (Planned Development Industrial). Both parcels may require rezoning or amending their current zoning if a use other than transit parking were to be considered.

The north-flowing South Platte River and the park and open space associated with the river provide publicly accessible riverfront open space along the western edge of the study area. South Platte Park is an 880-acre park along the river that is managed by South Suburban Park and Recreation. The highly-utilized Mary Carter Greenway Trail extends along the river and provides connections to over 1500 miles of off-street multi-use trails in the Denver Regional Council of Governments (DRCOG) 9-county region.

The Greenway is the primary gateway to the South Platte riverfront and the regional trail network. It is a well-used segment of the regional network, with an average of 1,500 users per day and up to twice this number of users on busy summer weekend days. Mary Carter Greenway is a paved multi-use trail that follows the South Platte River for 8 miles through Arapahoe County, from Chatfield State Park on the south to Sheridan on the north, where it becomes the South Platte River Trail and then intersects with other regional multi-use trails.

NORTH OF THE STATION PLATFORM

On the north side of the study area are Aspen Grove Shopping Center and the 280-unit Berkshire Aspen Grove residential apartments. Immediately north of the study area is the Wolhurst Landing residential neighborhood, which has access from a continuation of South Bryant Street through the north end of the Aspen Grove Shopping Center.

The Aspen Grove Shopping Center, which was designed as a “lifestyle” shopping center, opened in 2000 and includes 266,970 square feet of restaurant/retail space and 1,318 surface parking spaces on 25 acres. Aspen Grove has a regional draw, with an Apple store and the Alamo Drafthouse Cinema as its regional anchors, but it also includes neighborhood uses such as restaurants, Starbucks, Williams Sonoma, Gap, Tattered Cover book store, bicycle shop, clothing stores, and household goods stores. The center does not include some of the typical neighborhood uses such as a grocery store, pharmacy, or hardware store.

The architecture of the Aspen Grove shopping center exemplifies the “rural vernacular” form called for in the South Platte River Corridor Development Design Guidelines. In contrast, Wolhurst Landing was developed prior to the design guidelines and its architecture is not consistent with the rural vernacular form.

Also exemplifying the rural vernacular form, the Berkshire Aspen Grove Apartments were located and designed to minimize their impact on the Carson Nature Center and the Mary Carter Greenway. The apartment complex is separated from the trail by a buffer area, is fenced to control access to the trail, is set back from its west property line, and has a centralized pedestrian entrance to the park and trail that takes advantage of the existing pedestrian access to the Nature Center.

EAST OF THE STATION PLATFORM

On the east side of the study area, South Park and Jackass Hill are well maintained, desirable residential neighborhoods. However, even though these neighborhoods are relatively close to the station, their disconnected street patterns limit access to the west to the sidewalks along Mineral Avenue or an informal pedestrian path that descends Jackass Hill and increase the walking time beyond the desired 10-minutes. Light industrial and manufacturing uses are concentrated to the southeast at West County Line Road and SouthPark Circle, with uses including light industrial facilities, warehouses/flex space, and hotels. The Highline Canal regional trail runs through the SouthPark and Jackass Hill neighborhoods and has multiple links to the regional trail system.

SOUTH OF THE STATION PLATFORM

To the south of Mineral is a 110-acre parcel that extends from South Santa Fe Drive to South Platte Park and is primarily undeveloped. Adjoining the southeast end of that parcel is the Littleton Equine Medical Center, a well-established horse hospital that dates back to when Littleton was home to the Centennial Race track and that serves clients from throughout the Intermountain West. Just beyond the south boundary of the study area is the Wolhurst Adult Mobile Home Community, which has its access at County Line Road and South Santa Fe.

Mineral Station Area Framework

The 110-acre property south of Mineral Avenue is currently undeveloped but has planned development (PD) zoning that was approved in 1983. Known as the South Santa Fe Park, the approved Planned Development allows a maximum of approximately 775 residential dwelling units and approximately 1 million square feet of retail and office space. The property consists of two adjacent parcels, one 33-acre parcel immediately south of Mineral Avenue, and a second 77-acre parcel south of it.

AREAS SURROUNDING THE STUDY AREA

The study area is impacted by new development in surrounding areas. Designed in the rural vernacular form called for by the South Platte River Corridor Development Design Guidelines, the Breckenridge Brewery campus immediately north of Wolhurst Landing includes the brewery, Farm House restaurant, Angelo's Taverna, Carboy Winery, and headquarters of the Designs by Sundown landscaping company. Farther north, significant improvements have been made at Hudson Gardens, inviting more year-round activity. Six miles south of the study area, Sterling Ranch is anticipating a 20-year build-out of 12,050 new homes and 31,000 new residents. The primary north/south connection for those new residents will be South Santa Fe and the closest light rail station will be Mineral. To the southeast, the SouthPark mixed-use business park and its Hilltop Business Center continue to grow and attract new development. All of this new development will increase the potential market, add to the volume of traffic on South Santa Fe and Mineral, and increase the potential ridership on the Southwest light rail line and RTD buses. It will also increase the need for parking and the use of the park and trail system.

MINERAL STATION MARKET ASSESSMENT

The Mineral Station Area Market Assessment was created in 2016 by Progressive Urban Management Associates (PUMA) for the City of Littleton. The Market Assessment includes a description of the context for the local and regional market areas; an analysis of the demographic, housing, employment, and retail sectors; and an analysis of development opportunities given two market scenarios. The analysis concluded that there is not sufficient market pressure for redevelopment of the Mineral Station property in this market cycle. Additionally, RTD will require that any future development or redevelopment maintain the existing number of parking spaces at the Mineral station.

PUMA assessed both a Market Driven Scenario and a Value Capture Scenario:

- The Market-Driven Scenario forecasts what the private sector is most likely to deliver under existing market conditions, and given the existing entitlements for the Study Area properties.
- The Value Capture Scenario looks at opportunities identified for which the Study Area has distinctive transit and recreational attributes that could enhance its value in the marketplace, but which would most likely require significant public vision and involvement to achieve. "Value capture" is a concept of strategically utilizing and leveraging public/private investments to increase the resulting value of the development to the community.

NOTE: The full market assessment is provided as Appendix B.

INTERSECTION OF SOUTH SANTA FE AND MINERAL

During peak periods, the intersection of Mineral Avenue and South Santa Fe operates at a Level of Service F. Mineral Avenue carries approximately 30,000 vehicles per day and South Santa Fe carries more than 60,000 vehicles per day. The City of Littleton is currently working with the Colorado Department of Transportation (CDOT) and the affected jurisdictions on a Planning and Environmental Linkages Study (PEL) for South Santa Fe north of C-470. In addition to the current PEL study for South Santa Fe north of C-470, CDOT is conducting a PEL for South Santa Fe (US 85) south of Littleton to Titan Road and the Sterling Ranch development.

PEDESTRIAN AND BICYCLE INFRASTRUCTURE

Pedestrian and bicycle infrastructure in the broader neighborhood is generally poor with limited bike lanes, few crosswalks, stretches with no sidewalks and others with disconnected sidewalks. Pedestrian and bicycle connectivity from the Jackass Hill neighborhood across South Santa Fe Drive is a challenge with only one formal connection to the station via Mineral Avenue and the existing pedestrian bridge over South Santa Fe Drive.

EXISTING STRENGTHS AND CHALLENGES

In reviewing the existing conditions and the ideas gathered during the 2016 community engagement process, the following appear to be the primary strengths and challenges of the study area:

STRENGTHS AND OPPORTUNITIES IN THE STUDY AREA

1. **RIVER, PARK AND TRAILS** – Unique access to the river, open space, nature center, and regional trails
2. **LOCATION** – Southwestern gateway to the city
3. **NEIGHBORHOODS** – Desirable, well established residential neighborhoods
4. **VIEWS** – Views of the river valley, park, and mountains
5. **ACCESS** – Convenient multi-modal regional access
6. **ASPEN GROVE** – Aspen Grove shopping center and apartments
7. **CHARACTER** – Established, unique design character and adopted design guidelines
8. **DEVELOPMENT** – Future development on the 110-acre site south of Mineral Avenue

CHALLENGES IN THE STUDY AREA

1. **TRAFFIC** – Existing and projected traffic congestion and noise
2. **PARKING** – Existing and projected parking shortages
3. **TECHNOLOGY** – Unknown impacts of autonomous vehicles and other technological advances
4. **MARKET** – Unknown future of retail
5. **OVERUSE** – Use of the nature center, parks, and trails beyond their carrying capacity
6. **BARRIERS** – Barriers created by the railroad/light rail/South Santa Fe corridor
7. **CONNECTIVITY** – Limited, indirect, uninviting, and unsafe pedestrian and bicycle connections
8. **SAFETY** – Safety of transit riders who park in the lots, and of drivers, pedestrians, and bicyclists
9. **BUFFERING** – Possible impacts of future development on the park and natural areas
10. **FLOODPLAIN CONSTRAINTS** – The location of the floodplain in the study area

Mineral Station Area Framework



Figure 2: Existing Transportation Map

Chapter 4

TRANSPORTATION

Community engagement affirmed that traffic congestion on South Santa Fe Drive and West Mineral Avenue and parking at the Mineral Station are issues that need to be addressed by the Mineral Station Framework.

The City is initiating a Planning and Environmental Linkages Study (PEL) with the Colorado Department of Transportation (CDOT) and other stakeholders for South Santa Fe Drive (US 85) corridor, north from C-470 to I-25. This study will include an assessment of the South Santa Fe Drive and West Mineral Avenue intersection, resulting in a recommended alternative to address the congestion, potentially in the form of an interchange. From this finding, a conceptual design of the interchange and a possible “footprint” can be identified and analyzed regarding the potential impact on the size and configuration of the Mineral Station property. Additionally, the Regional Transportation District (RTD) is continuing to pursue the extension of the light rail lines from the Mineral Stations south and east to a proposed Lucent Boulevard Station. This future extension and timeframe will influence the future parking needs at the Mineral Station. The South Santa Fe Drive PEL will have to consider the future impacts and timing of the extension to Lucent Boulevard.

TRANSPORTATION GOALS AND ACTION STEPS

The following goals and action steps are to be used as a reference for the PEL study and for future decision-making that impacts this area of the city.

- ✓ **TRANSPORTATION GOAL 1: TRAFFIC** – Mitigate the negative impacts of existing and projected traffic volume and congestion in the study area.
 - ACTION STEP A: Continue to establish regional partnerships with CDOT, the Denver Regional Council of Governments (DRCOG), and other jurisdictions to help mitigate traffic concerns along South Santa Fe Drive, and to improve the intersection of Santa Fe Drive and Mineral Avenue.
 - ACTION STEP B: Work with DRCOG and other area resources to identify and secure funding for transportation solutions in the study area.
 - ACTION STEP C: Future decision-making on traffic solutions needs to account for technological advances in transportation, such as autonomous and driverless vehicles.
 - ACTION STEP D: Future decision on traffic needs to consider changing needs for fixed office and brick-and-mortar retail locations, including impacts to parking and shared parking solutions.

Mineral Station Area Framework

- ✓ **TRANSPORTATION GOAL 2: MULTIMODAL CONNECTIVITY** – Improve multimodal connectivity throughout the study area.
- ACTION STEP A: Establish a comprehensive program for improving vehicular, bicycle, and pedestrian (multi-modal) access and circulation to and from the light rail station and across the intersection of South Santa Fe Drive and West Mineral Avenue.
 - ACTION STEP B: If the relocation of the pedestrian bridge across South Santa Fe Drive is being studied, a new location should consider a larger circulation plan, including a program to improve pedestrian and bicycle access to Aspen Grove, to the east of South Santa Fe Drive and the railroad, to the area west of the river, and to the area south of Mineral Avenue.
 - ACTION STEP C: Create a plan that identifies walkable and bicycle-friendly opportunities throughout the study area, particularly from the Mineral Station platform to the overflow parking lot west of South Platte Parkway.
 - ACTION STEP D: Work with South Suburban Parks and Recreation (SSPR) to identify future appropriately located connections to the South Platte Park, Carson Nature Center, and the Mary Carter Greenway.
 - ACTION STEP E: Future decisions need to further mitigate South Santa Fe Drive and rail lines as barriers between the neighborhoods to the east and to the west.
- ✓ **TRANSPORTATION GOAL 3: MINERAL LIGHT RAIL STATION** – Ensure the future of the Mineral Light Rail Station continues to serve the area as a multimodal transportation hub.
- ACTION STEP A: Work with RTD, Douglas County, and the Highlands Ranch Metro District to secure funding for the expansion of the Southwest line to Lucent Boulevard and the provision of parking at that station.
 - ACTION STEP B: In coordination with an expansion of the Light Rail System to Lucent Boulevard, create a plan for adequate parking to be provided at the Mineral Light Rail Station to meet Littleton's needs and the needs of the area.
 - ACTION STEP C: At the Mineral Station platform, add shelters for pedestrians and rail passengers to use during inclement weather.
 - ACTION STEP D: Create a plan to add enhanced pedestrian and bicycle connections between the Mineral Avenue Station and the Aspen Grove Shopping Center.
 - ACTION STEP E: Improve the intersection of Carson Drive and South Platte Parkway with enhanced crosswalks for pedestrians and bicyclists.
 - ACTION STEP F: Future decision-making on parking solutions needs to account for technological advances in transportation, such as smart phone applications for parking space needs.
 - ACTION STEP G: Future decision-making for parking and multi-modal transportation needs to account for the future development of the 110-acre mostly vacant private property south of Mineral.

Mineral Station Area Framework

- ✓ **TRANSPORTATION GOAL 4: SAFETY** – Improve public safety in the study area.
 - ACTION STEP A: Establish a program for providing and maintaining additional street, sidewalk, intersection, street crossing, trail, streetscape, lighting, parking, and traffic calming improvements that enhance the safety of multi-modal connections throughout the study area.

Mineral Station Area Framework

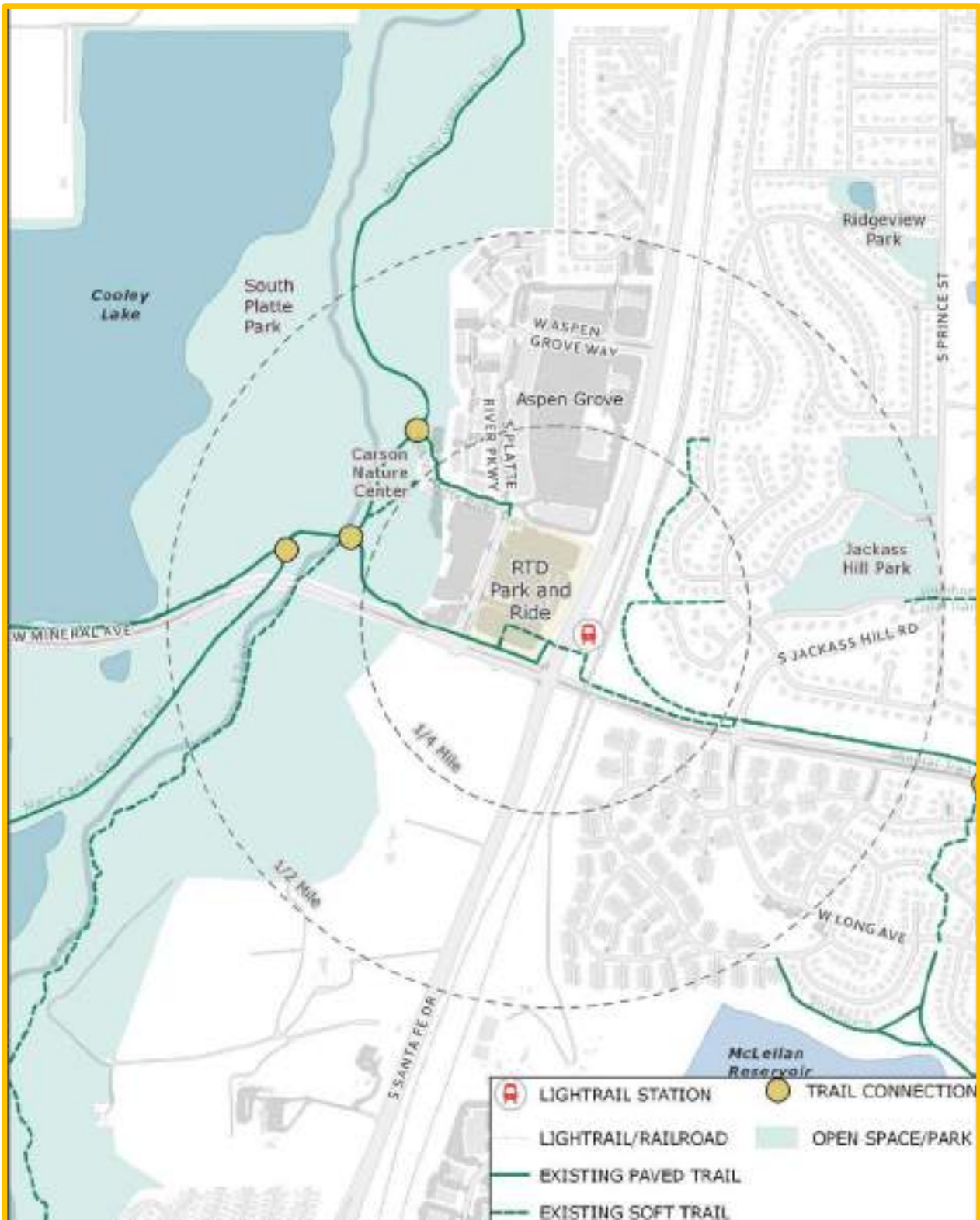


Figure 3: Existing Open Space Map

Chapter 5

RECREATION, OPEN SPACE, PARKS AND TRAILS

Community engagement affirmed that the natural and recreational resources in the study area are among its most significant assets.

The South Platte River, South Platte Park, and the Mary Carter Greenway Trail, all of which are in the study area, are important community and regional assets. The west Park-n-Ride lot adjoins South Platte Park, the Carson Nature Center, and Mary Carter Greenway and all three of these resources extend north and south from the Park-n-Ride lot and occupy the western edge of the study area. Given that the Park-n-Ride lots span both sides of South Platte River Parkway and extend to West Carson Drive, the Mineral Station serves as the primary gateway to the Carson Nature Center and to the Mary Carter Greenway. The proximity of the Mineral Station and the entire study area to these key recreational amenities provides an opportunity for the future of the station area that is unique to all of the other stations in the RTD rail system. No other station has this unique combination of natural and recreational assets.

GOALS AND ACTION STEPS

The following goals and action steps are to be used as a reference for the PEL study and for future decision-making that impacts this area of the city.

- ✓ **RECREATION, OPEN SPACE, PARKS AND TRAILS GOAL 1: SOUTH PLATTE RIVER** – Protect and enhance the river corridor, including the river itself and the study area’s section of the Mary Carter Greenway regional trail.
 - ACTION STEP A: Future decision-making needs to follow the recommendations identified in the South Platte Corridor Vision Plan.
 - ACTION STEP B: Require future development and redevelopment to enhance its adjacency to the river corridor, and not create barriers to views and access to the river corridor.
- ✓ **RECREATION, OPEN SPACE, PARKS AND TRAILS GOAL 2: SOUTH PLATTE PARK** – Protect and enhance South Platte Park.
 - ACTION STEP A: Future decision-making needs to follow the recommendations identified in the South Platte Park Management Plan.
 - ACTION STEP B: Require future development and redevelopment to enhance its adjacency to the park, and not create barriers to views nor crowd the area’s natural resources.

Mineral Station Area Framework

- ✓ **RECREATION, OPEN SPACE, PARKS AND TRAILS GOAL 3: NATURAL RESOURCES, FLOODPLAIN AND OPEN SPACE AREAS** – Protect and enhance South Platte Park’s natural resources, *floodplains and open space areas*.
 - ACTION STEP A: Future decision-making needs to provide opportunities to further protect the natural setting of the park and river corridor to enhance habitat for wildlife and plants to flourish.
 - ACTION STEP B: Future decision-making needs to provide opportunities for users to continue to be able to experience the natural setting of the park and river corridor.
 - ACTION STEP C: Future decision-making for the Mineral Station needs to respect and enhance its unique location as a light rail station with adjacency to the South Platte Park and South Platte River.
 - ACTION STEP D: Future development and redevelopment adjacent to the river and park needs to enhance, protect and be compatible with enjoying the recreational opportunities and river experience.

- ✓ **RECREATION, OPEN SPACE, PARKS AND TRAILS GOAL 4: TRAIL ACCESS AND CONNECTIONS** – Improve pedestrian and bicycle trails access and connectivity to and from the residential neighborhoods, and throughout the study area.
 - ACTION STEP A: Establish a plan and identify priorities within it to improve existing trails and connections from the adjacent residential neighborhoods to the South Platte Park and Mary Carter Greenway trail system.
 - ACTION STEP B: Create a plan to improve the trail connections into the Mineral Station from the neighborhoods, within the study area and nearby, through the station and from the station, and to the Carson Nature Center and Mary Carter Greenway.

Chapter 6

CHARACTER AND DESIGN

Community engagement affirmed character and design are important to ensure that the identity of this area of the city is enhanced and maintained over time.

The city adopted development design principles for this area of Littleton in 2000 (South Platte River Corridor Development Design Objectives) and these objectives are in place to ensure character is maintained with any future development and/or redevelopment in the study area.

CHARACTER AND DESIGN GOALS AND ACTION STEPS

The following goals and action steps are to be used as a reference for the PEL study and for future decision-making that impacts this area of the city.

- ✓ **CHARACTER AND DESIGN GOAL 1: CHARACTER AND DESIGN** – Enhance the city’s small town, family-friendly character as this area of the city evolves over time.
 - ACTION STEP A: Apply the adopted design objectives (South Platte River Corridor Development Design Objectives) to all new development and redevelopment. The architecture of new buildings needs to use high quality materials and design elements to address the adopted design objectives.
 - ACTION STEP B: Establish character elements that distinguish this area as the southern gateway into Littleton.
 - ACTION STEP C: Follow the South Platte Corridor Vision and South Platte Management Plan design and character recommendations.
 - ACTION STEP D: Future decision-making needs to enhance the livability and desirability of the properties in the study area.

- ✓ **CHARACTER AND DESIGN GOAL 2: NEIGHBORHOODS** – Preserve and enhance the identity of the existing residential neighborhoods.
 - ACTION STEP A: Follow the recommendations of the adopted South Neighborhood Plan, which covers a portion of the study area east of South Santa Fe Drive. If necessary to better reflect current conditions, issues, and goals, update and expand that neighborhood plan.
 - ACTION STEP B: Follow the recommendations of the adopted South Santa Fe Corridor Plan, the study area of which overlaps that of the South Neighborhood Plan. If necessary to better reflect current conditions, issues, and goals, update and expand the corridor plan.
 - ACTION STEP C: Follow the recommendations of the adopted Heritage Neighborhood Plan, which covers a portion of the study area east of South Santa Fe Drive. If necessary to better reflect current conditions, issues, and goals, update and expand that neighborhood plan.

Mineral Station Area Framework

- ACTION STEP D: If necessary to better reflect current conditions, issues, and goals for the southwest sector of the city, i.e. the area west of South Santa Fe Drive, establish a plan for that sector.

- ✓ **CHARACTER AND DESIGN GOAL 3: STREETScape** – Enhance and strengthen the sense of arrival for multimodal users entering and leaving the study area.
 - ACTION STEP A: Add more streetscape amenities, such as enhanced sidewalks, bikeways and crosswalks, and landscaping, such as street trees and greenery throughout the study area, including South Platte Parkway at Mineral Station.
 - ACTION STEP B: Design streetscape, parking lots, crosswalks, and other infrastructure to improve safety within the study area.
 - ACTION STEP C: Establish a program for providing and maintaining wayfinding signage and pedestrian-level signage at key locations in order to improve orientation and help create a cohesive identity for the study area.

- ✓ **CHARACTER AND DESIGN GOAL 4: NATURAL ASSETS** – Preserve the natural assets in the study area, including the South Platte River, South Platte Park, the Mary Carter Greenway, and the views to the river valley, park, and mountains.
 - ACTION STEP A: Future trail connections need to be designed to be compatible with the river corridor and park, and are functional for all recreational pathway users.
 - ACTION STEP B: Future decision-making needs to protect views of the river corridor, the park, and mountains.
 - ACTION STEP C: Future decision-making needs to recognize, celebrate and protect the high quality natural resources within the study area.

Mineral Station Area Framework



Figure 4: Existing Land Use Map

Chapter 7

LAND USE

Community engagement affirmed land use decisions have significant influence on the study area.

Existing land uses surrounding the Mineral Station are well established and include recreation (west), commercial (immediately to the north), and residential neighborhoods to the north, south, east and west. There also is an approximately 110-acre, predominately-undeveloped, private property south of Mineral.

LAND USE GOALS AND ACTION STEPS

The following goals and action steps are to be used as a reference for the PEL study and for future decision-making that impacts this area of the city.

- ✓ **LAND USE GOAL 1: LIVABILITY, VIABILITY, AND COMPATIBILITY** – Support the livability of the study area’s residential neighborhoods, the viability of its commercial development, and the compatibility of all land uses in the study area.
 - ACTION STEP A: Future decision-making needs to continue to enhance the existing residential neighborhoods in the study area.
 - ACTION STEP B: Future decision-making needs to continue to enhance the existing retail and other commercial uses in the study area, including the Aspen Grove Shopping Center, and complement South Park’s commercial uses (South Park’s business parks lie just east and south of the study area).
 - ACTION STEP C: Future decision-making needs to support and enhance the study area as a southern gateway into Littleton.
 - ACTION STEP D: Future decision-making needs to consider “value capture” scenario opportunities (reference the Mineral Station Market Assessment, Appendix B).
 - ACTION STEP E: Future decision making needs to anticipate and seek to complement future commercial and residential development on the undeveloped land south of Mineral Avenue.
- ✓ **LAND USE GOAL 2: RECREATION AND OPEN SPACE** – Preserve the study area’s recreational amenities and open space/natural areas.
 - ACTION STEP A: Future decision-making on land use needs to protect the area’s greatest assets – South Platte Park, the Carson Nature Center, the South Platte River, and the Mary Carter Greenway.
 - ACTION STEP B: Future decision-making needs to focus on natural resource stewardship, and provide appropriate integration of uses that interface with the natural assets in the study area.
 - ACTION STEP C: Future decision-making regarding land use needs to protect views to the river corridor, South Platte Park, and the mountains.

Mineral Station Area Framework

- ✓ **LAND USE GOAL 3: DEVELOPMENT AND REDEVELOPMENT** – Ensure that development and redevelopment with the study area enhance the viability of the area.
- ACTION STEP A: Future development and redevelopment must incorporate land use best practices into site planning, including establishing functional neighborhood layouts and orientation, compatibility of land uses, and appropriate transitions between different uses.
 - ACTION STEP B: If the redevelopment of the surface parking lots at the Mineral Station Park-n-Ride with transit-oriented development (TOD) becomes a consideration, further community discussion will be needed to establish Littleton’s vision for the station area.
 - ACTION STEP C: Follow the direction in the 2000 South Santa Fe Corridor Plan. If necessary to better reflect current conditions, issues, and goals, update the corridor plan.

APPENDIX A

HISTORY OF THE PLANNING PROCESS

HISTORY OF THE PLANNING PROCESS

The following provides an overview from 2013 to present on the progression and steps that have been taken to create the Mineral Station Area Framework.

In 2013, the city received a Federal Transit Administration (FTA) grant through the Regional Transportation District (RTD) and Denver Regional Council of Governments (DRCOG) for station area master planning at both the Mineral and the Littleton Downtown light rail stations. The grant required the master plans to be guides for future development and redevelopment of the station areas using transit oriented development (TOD) principles. The intent of the project was to establish master plans for these two areas.

The FTA grant awarded for the Mineral Light Rail Station planning was \$75,000 with a \$18,750 match by the city.

In 2014, an Intergovernmental Agreement (IGA), or contract, was established between RTD and the city for the two station areas planning projects. During the same timeframe, an Urban Land Institute (ULI) Technical Advisory Panel (TAP) was convened to assess the Mineral Light Rail station. The recommendation of this panel was to add a parking structure to the station to “free up land for high quality urban development to include residential and retail.” The panel also recommended that the city start the planning process right away, and plan for the future by creating a district vision that links, rather than isolates, the station and neighboring properties and sets goals for connectivity, pedestrian circulation, amenities and urban design. The panel also recommended communicating the vision to the public, stakeholders, RTD, and city government and engaging the Colorado Department of Transportation (CDOT) in a shared vision for the site, district, and the adjacent state highway corridor. The panel went on to recommend that the city identify champions and leaders for redevelopment and be flexible in response to market opportunities. Finally, the panel recommended identifying uses that complement or will benefit active recreation afforded by the South Platte River corridor and park. The full ULI TAP report is available on the city’s website, littletongov.org, as is the earlier ULI Advisory Services Report on the Mineral Station area, completed in 2006.

In 2015, the city bid the project and hired Progressive Urban Management Associates (PUMA) and their sub-consultants for the two projects. The Mineral Station Area master planning was to start first.

In 2016, PUMA began the Mineral Light Rail Station Master Plan project with two tasks that were to be major part of the project - a market assessment of the Mineral Station and a thorough community engagement process for vetting the process and the product.

The Mineral Station Area Market Assessment was completed by PUMA in May 2016. It provided analysis of the area for future development and-redevelopment. One of the main outcomes of this analysis indicated that there was not the market pressure for redevelopment of the Mineral Station Light Rail property in this market cycle.

The community engagement process included formation of a steering committee with representatives from RTD, DRCOG, City Council, Planning Commission, the Wolhurst Landing residential neighborhood, Aspen Grove shopping center, the Littleton Equine Center, and South Suburban Parks and Recreation. Two open houses and two community public meetings were held between March and August 2016, and community input also was received via the city's on-line social media sites. With the information gathered to date, PUMA began a working document that would form the basis for a Mineral Station Area Master Plan.

In November 2016, Littleton's Community Development Department's staff presented an overview to Planning Commission on all of the community comments provided. During this study session with Planning Commission, commissioners reiterated to staff their commitment to ensuring that the content of the plan would take direction from community input.

Littleton Community Development staff began assessing the working document for consistency with community input. Public comments indicated it was difficult for community members to provide constructive input for future development and redevelopment within the station area without a clear understanding of possible future traffic and parking impacts on the study area. For example, how would a road expansion of the intersection of Mineral and Santa Fe impact the light rail station, and how would a possible future extension of the light rail line to Lucent Boulevard impact parking demand and supply at the Mineral Station. Given its scope, the project underway at that time was unable to address the larger, underlying, issues of traffic and parking.

In early 2017, RTD underwent an audit of the FTA grant funding program. The city had several meetings with RTD, and in early October, 2017, RTD informed the City that they had revised their contractual procedures. As a result RTD would have to establish a new Intergovernmental Agreement (IGA) for the Mineral Light Rail Station Area planning project, and would fund the awarded grant amount for the planning project with non-federal funds. The city and RTD anticipate a new IGA will be finalized by the first quarter of 2018.

At their December 12, 2017 study session, Littleton City Council decided it was premature to establish a master plan for directing future development and redevelopment of the study area property without a better understanding of how future solutions for the traffic and parking issues, as stated above, will impact the Mineral Station property.

There are other significant processes getting underway for determining these answers. As an example, the City is initiating a Planning and Environmental Linkages Study (PEL) with the Colorado Department of Transportation (CDOT) and other stakeholders to identify and analyze alternative responses to future traffic demand on South Santa Fe Drive (Hwy 85), south from I-25 to C-470, including the South Santa Fe Drive and Mineral Avenue intersection. Completion of the PEL is critical since the ultimate design of the intersection, or interchange, and the resulting "footprint" may impact the size and configuration of the property on all four sides of the intersection. Additionally, RTD is continuing to pursue the extension of

the light rail line from the Mineral Avenue Station to a proposed Lucent Station, which is currently on hold due to the unavailability of adequate funds. This potential extension and its timeframe will influence the future parking needs at the Mineral Station; as a result, the South Santa Fe PEL project will consider the future impacts and timing of a future extension to Lucent.

As a result of their discussion, Littleton City Council directed staff to use the planning process and community input gathered thus far to create a document with actionable steps that can be used to guide the upcoming PEL for South Santa Fe Drive and future decision-making for this section of the city. The document was to address transportation, recreation/parks, open space and trails, land uses, and character and design.

APPENDIX B

MINERAL STATION MARKET ASSESSMENT

MAY 2016

CITY OF LITTLETON

MINERAL STATION MARKET ASSESSMENT



May 10, 2016



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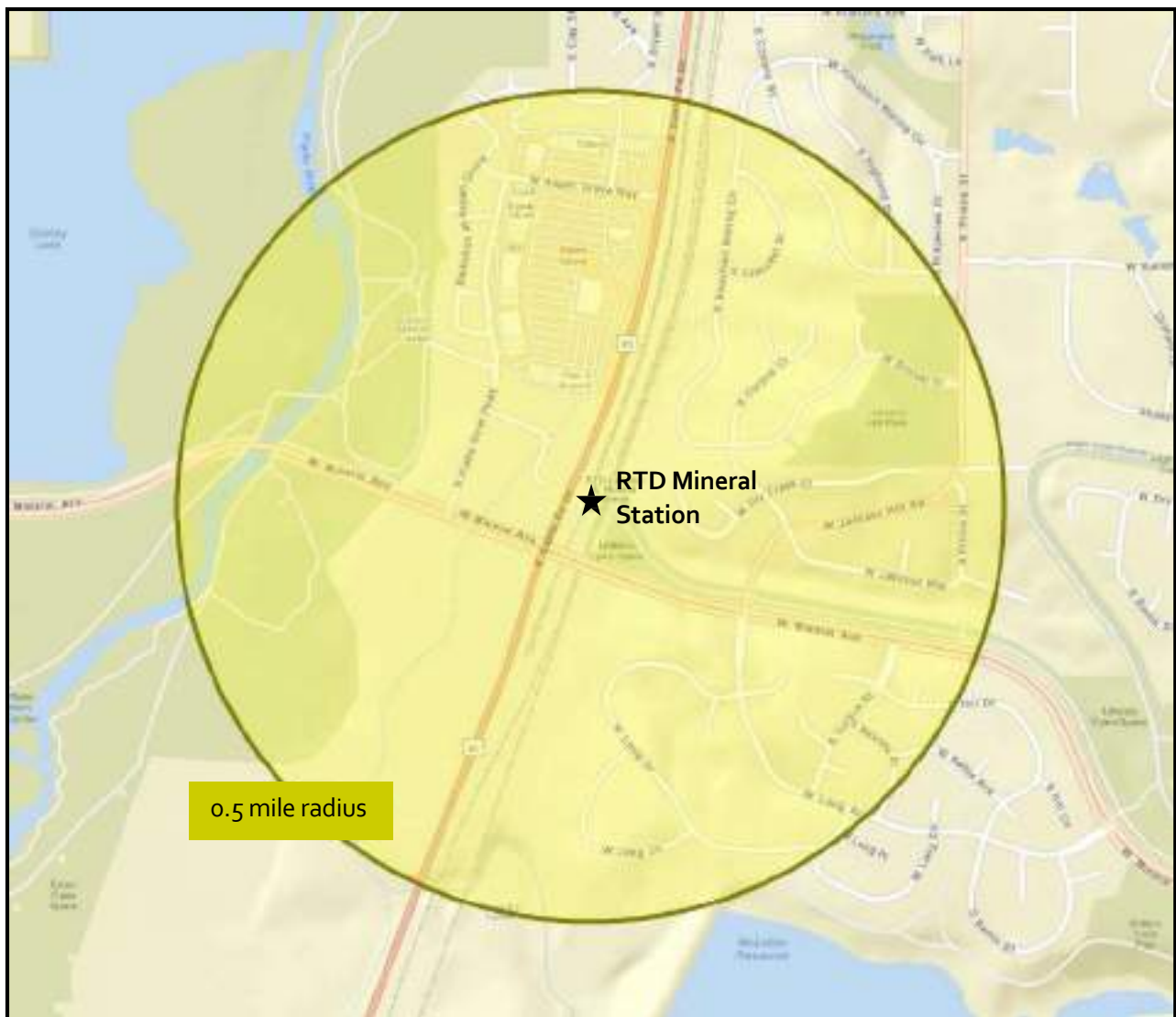
1. PURPOSE

The Market Assessment is the initial step of the Mineral Station Area Planning process. Research was conducted and data gathered summarizing the existing market conditions, trends, and key opportunities. These findings were then incorporated in the Mineral Station Area Master Plan, helping inform recommendations and tactics.

Data for this Market Assessment was compiled using sources such as ESRI's Business Analyst Online, the US Census Bureau, RTD data, and City of Littleton data and past reports. The Market Assessment includes a summary of development opportunities; context on the Study Area and its larger market areas; and analysis of the demographic, housing, employment, and retail sectors.

Mineral Station Study Area

The Mineral Station Study Area (referred to as simply "Study Area" throughout this document) is illustrated in the map below. The Study Area is defined as the area within a ½ mile radius of the Mineral Avenue RTD light rail station. A ½ mile distance is the national standard for quickly defining a walkable radius.



2. SUMMARY OF DEVELOPMENT OPPORTUNITIES

Based on market data summarized in the next chapter, this section identifies order-of-magnitude, market-driven development opportunities in the Mineral Station Study Area.

- The Sector-by-Sector Findings summarize the detailed analysis conducted in the next chapter.
- The Market-Driven Scenario forecasts what the private sector is most likely to deliver under existing market conditions, and given the existing entitlements for the Study Area properties.
- The Value Capture Scenario looks at opportunities identified for which the Study Area has distinctive transit and recreational attributes that could enhance its value in the marketplace, but which would most likely require significant public vision and involvement to achieve.

Sector-by-Sector Findings

Below are brief conclusions of the more detailed sector-by-sector assessments that are found in the next chapter. Existing land use and zoning allow a high intensity and broad mix of uses throughout most of the Study Area. Drawing on the state of today's real estate and other market data, market demand alone is most likely to drive rental housing and retail.

Residential Market

Hundreds of family housing units are being built in the City of Littleton and surrounding areas. In the Study Area, the strongest opportunity appears to be filling a niche that is not being delivered in quantity elsewhere, namely 1 and 2 bedroom units targeted to young professionals and empty nesters. Demand from both of these groups is for smaller housing types, with a premium on housing near transit, retail, and recreation amenities such as this area offers. Young professionals typically want smaller units at more moderate price-points while empty nesters want somewhat larger units with upscale and luxury finishes. These targeted households have fewer cars and will typically accept one dedicated space per unit, but may need covered secure storage for bikes and other items. Unless or until statewide construction defects legislation is changed, this product will almost certainly be offered for rent rather than for sale.

Encouraging a development pattern including strong pedestrian and bicycle linkages through the Study Area to nearby amenities can be accomplished with the existing zoning entitlement and would add appeal. Additional elements that strengthen the housing market include gathering spaces such as inviting outdoor seating areas flanked by restaurants or cafes. Retailers offering lifestyle products such as outdoor recreation gear will enhance the attractiveness of residential uses.

Retail Market

The primary retail market opportunity is large-format general merchandise. Prior retail analysis identified potential for big box retail in the Mineral Station area, which would fill a substantial retail gap in Littleton. Aspen Grove is tenanted with national retailers of a quality unmatched in the rest of Littleton or the Study Area's Primary Market Area¹. It's important for continued market position that new large-format retail development in the Mineral Station area be non-competing and compatible with the quality of the existing tenant mix at Aspen Grove.

This assessment also identifies modest market opportunity in other retail such as grocery, restaurant, and entertainment uses. Better connections within the Study Area and between the transit and retail components

¹ See Chapter 3 (Sector-by-Sector Analysis) for map of the Primary Market Area.

could enhance the ability to capture this retail market potential. Aspen Grove has expressed interest in exploring how it could better connect to the Mineral Station area as an integrated, mixed use, transit-served activity center.

Commercial Market

Given the small supply of office space near the Study Area, it is difficult to draw conclusions about demand for new office development. Over the longer term, development of housing that attracts millennials could create some demand for modern small-scale office spaces as part of the overall mix of uses. With an educated workforce already in place in Littleton, the Study Area could appeal to employers in an industry for which Littleton workers have skills. Health care and professional, scientific, and technical services are top industries that employ Littleton workers, and are industries that rely on a talented workforce to make location decisions.

Industrial Market

Some light industrial “maker space” uses could potentially be integrated within a mix of uses in the Study Area; however other sites, including the development at County Line Road may be better suited. (A “maker space” is a specific type of co-working space that provides technology, manufacturing equipment, and educational opportunities to entrepreneurs and others that are interested in using the space. It allows people to pay membership fees in order to share expensive resources and space that would otherwise be difficult to afford.) Strong connections between the Study Area and the County Line Road site could improve the market potential of both areas.

Market-Driven Scenario

Based on current market conditions, there is a near-term opportunity for a mix of market-rate rental multifamily housing, which could include mid and upscale 1 and 2 bedroom units near the open space and transit. There also is retail development potential primarily in large format general merchandise (“big box”), as well as modest demand for grocery, restaurant, and entertainment. Office demand is difficult to judge, and other nearby locations appear better suited to industrial than the Study Area.

In the market-driven scenario, a developer would most likely find value in retaining the existing, 40-year old zoning entitlement on the property on the southwest corner of Mineral Avenue and Santa Fe Drive. Although somewhat proscriptive with regard to the location of uses, the existing zoning is broadly entitled with high densities of development allowed. Most developers strongly prefer to work within an existing by-right entitlement rather than initiate a potentially time consuming, expensive, and uncertain outcome of rezoning.

Value Capture Scenario

A strategy that the City of Littleton could choose to proactively pursue and invest in that makes use of the Study Area’s distinctive assets is an alternative to the above, market-driven scenario. “Value capture” is a concept of strategically utilizing and leveraging public/private investments to increase the resulting value of the development to the community. This alternative strategy is provided due to the following:

- Based on community outreach for the Mineral Station Study Area conducted to date, it appears the community as a whole lacks enthusiasm for elements of the market-driven scenario (especially big box retail).
- The market-driven scenario does not take full advantage of proximity to transit provided by the Mineral Avenue Station.

- The Study Area includes much of the remaining undeveloped land in Littleton and offers an opportunity for new goods and services, while increasing sales tax revenue. With rising costs related to municipal services, cities must find sustainable ways to increase revenues.
- Given the location of the RTD station, there is strong potential to create a first-class Transit Oriented Development (TOD) within the Study Area.
- The Study Area is located at a pivotal southern gateway into the City of Littleton. Thoughtful development in the Study Area will set a high standard and highlight the southern entry to the city.
- The Study Area offers unique and desirable attributes, such as the Mary Carter Greenway Trail, South Platte Park, and the South Platte River. These amenities can be leveraged through value capture efforts. The value capture scenario is grounded capitalizing on the distinctive locational, transit, and open space adjacencies of the Study Area.
- The unique attributes of the Study Area create an opportunity to provide housing that is attractive to millennials and empty nesters.

P.U.M.A. conducts ongoing research to identify top global trends impacting American cities. This global trends research supports the idea of taking full advantage of the Study Area's assets. Global Trends that will continue to enhance the Study Area's potential include: a growing market for smaller housing (fueled by millennials entering adulthood and empty nesters downsizing); a growing desire for walkable environments where people can live, work, and play without getting in a car; and increasing interest in healthy lifestyles and places. These trends will be in place and reinforced over the next five to ten years.

The specific approaches suggested below incorporate and advance the City of Littleton's desire to promote quality development, encourage a distinctive gateway use, and increase sales tax revenue, but in a different manner than simple big box development. It can be considered as both an economic development and value capturing strategy.

Site Attributes

Based on site attributes, the Study Area could be competitive for the highly-desirable outdoor and recreational lifestyle industry. While many sites and communities want to pursue this now-popular niche, there are factors that differentiate the Study Area as having the potential to realize it:

- The Mary Carter Greenway Trail, South Platte River, South Platte Park, and Carson Nature Center within the Study Area
- Direct access to regional transit
- Quality and stable housing stock nearby
- Access to foothills and mountains via the adjacent major roads and highways

A lifestyle and recreation theme could be realized through several different specific approaches, outlined below. Examples from other cities are included; however, the new Breckenridge Brewery is a nearby example of commercial development that has a strong interplay with the adjacent park, river, and multiuse trail.

Recreation Manufacturer/Retailer

Attract one or more capitalized manufacturing and retail companies within the outdoor recreation industry. Many such companies seek locations that reflect of their product and company culture. For active, outdoor companies this means locating near natural amenities such as rivers, mountains, and open space. An example of this type of development is SmartWool's headquarters in Steamboat Springs, Colorado, where they located at the former airport terminal in the city. Another example is Yeti Cycles, located in Golden, Colorado. Yeti's culture is an

important part of their location decision; the company regularly closes at lunchtime for a ride on surrounding trails. The Mineral Station location could appeal to companies driven by millennials' pursuits of healthy lifestyle and urban living, with access to transit an important asset.

Health and Wellness Campus

Develop a health and wellness retail and services campus. Specific service uses within this theme include a yoga studio, chiropractic, massage, and naturopathic medicine. Retail companies that could fit well in this niche include Lululemon, Athleta, Gaiam, along with natural grocers and other natural product specialists. This retail and services campus could create synergy with the existing Aspen Grove shopping center. This would bring professional, health-related jobs for which the Littleton workforce is skilled, and potential retail sales tax to the City of Littleton, in a manner that connects to the Study Area's existing natural attributes.

Outdoor Retailer(s) and Testing Amenity

Be purposeful about creating an outdoor recreation retail cluster. A critical component envisioned with this approach is developing a gear-testing amenity or facility adjacent to the open space that numerous outdoor retailers would want to access. This concept is not unlike the testing amenities at the REI Denver flagship store located at the confluence of the South Platte River and Cherry Creek. The amenity could be developed with the purposeful intent to attract a cluster of smaller retailers that desire such a facility, but would not or could not develop it solely. Retailers that could be attracted include outdoor "generalists" such as Patagonia and Orvis, or specialist companies targeting fishing, kayaking, or cycling. This approach also could incorporate incubators targeting the outdoor recreation industry that could leverage the testing amenity. An organic example of such a cluster is found at the Outlets in Silverthorne, Colorado, located adjacent to the Blue River, which is designated as a gold metal fly fishing area.

Summary

A value capture alternative approach can create a culture of new development that matches the setting of the Study Area and fully utilizes its distinctive attributes, including TOD. This alternative will make the area competitive for highly desirable commercial and residential uses. Further, until now the Mineral Avenue Station has only been considered as a commuter station. This alternative helps realize the full potential of the station as a portal to educated and skilled people living near downtown Denver and elsewhere along the light rail line. It is potentially powerful as a "reverse commute" feeder to new development in the Study Area, where people living elsewhere in the Denver Metro area would commute to Mineral Station for appealing work opportunities.

While it is possible that the Study Area attributes might inspire a private developer to pursue these strategies, the additional cost and effort involved make these outcomes significantly riskier and less likely without public partnership. The value capture scenario can be expected to take long-term commitment and vision, and could require significant public investment in terms of rezoning, attraction efforts, public infrastructure investment, and amenity enhancement. The use of special districts, such as a metropolitan and/or general improvement district, could be extremely beneficial to help amortize the cost of necessary site improvements that would allow for a more visionary approach to development in the Study Area.

This alternative approach also would enhance each of the market opportunities addressed in the market-driven scenario. It would create more opportunities for unique residential development that orients to the natural amenities and attracts millennials and outdoor enthusiasts. This would then appeal to boutique retailers because of the unique clientele they target. This is not likely to come about without vision, effort, and public partnership. If this is a desired approach, then the Mineral Station Area Master Plan, informed by this market assessment, must outline steps and tactics for moving forward.

3. SECTOR-BY-SECTOR ANALYSIS

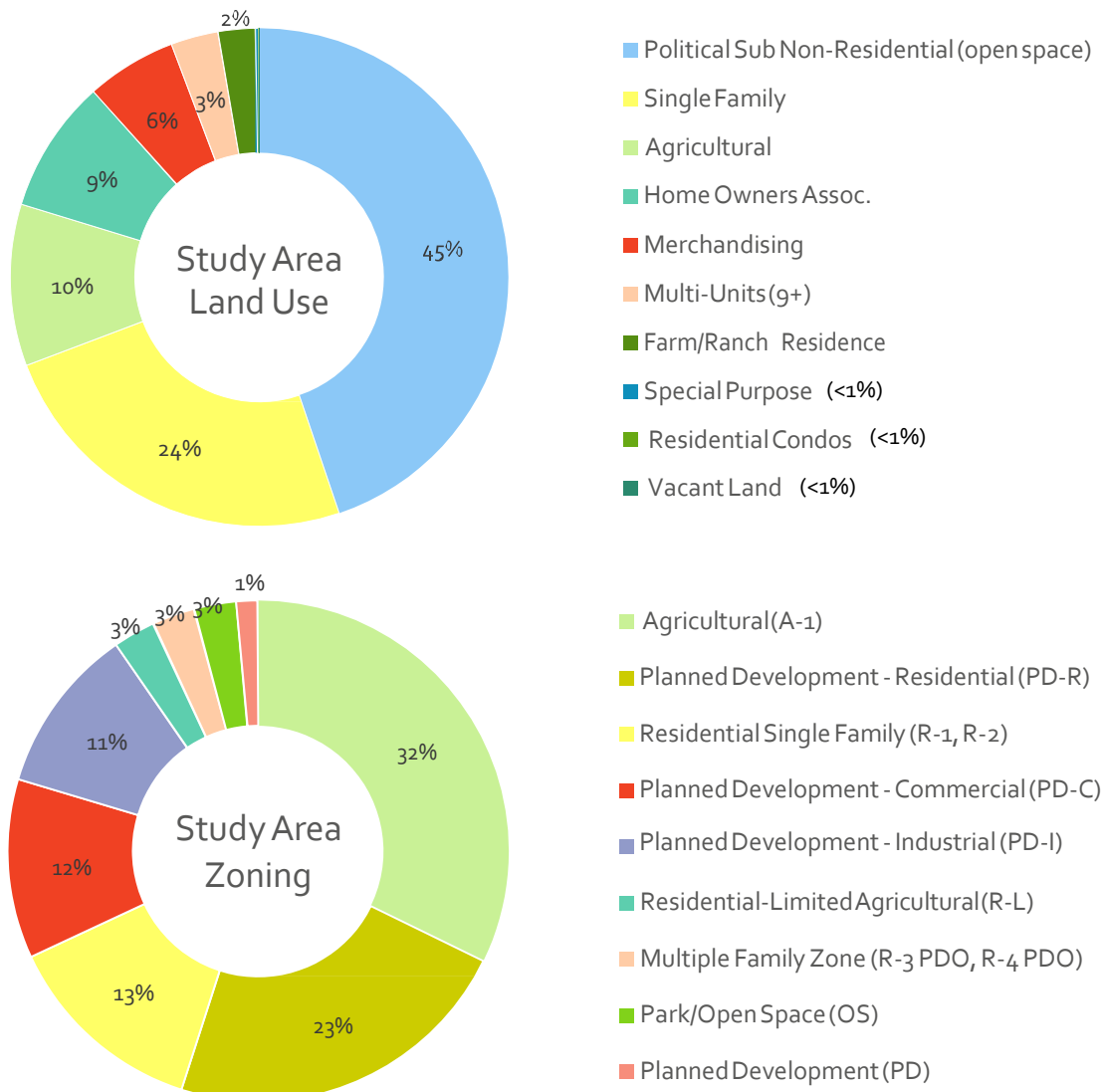
The remainder of the report provides a detailed breakdown of the existing market, sector by sector. It includes in-depth data analysis of demographics, housing, employment, and retail in the Mineral Station market area.

Market Context

Understanding existing conditions is the necessary first step to assessing the market of the Mineral Station Study Area. This section provides an overview of the Study Area, an introduction to the two market areas used throughout the rest of this report, and a summary of transportation conditions and assets.

Study Area

The Mineral Station Study Area is illustrated at the beginning of this document and as a yellow circle in the map on the following page. The Study Area is defined as the area within a ½ mile radius of the Mineral Avenue RTD station. A summary of land use and zoning in the Study Area is shown below and explained on the next page.

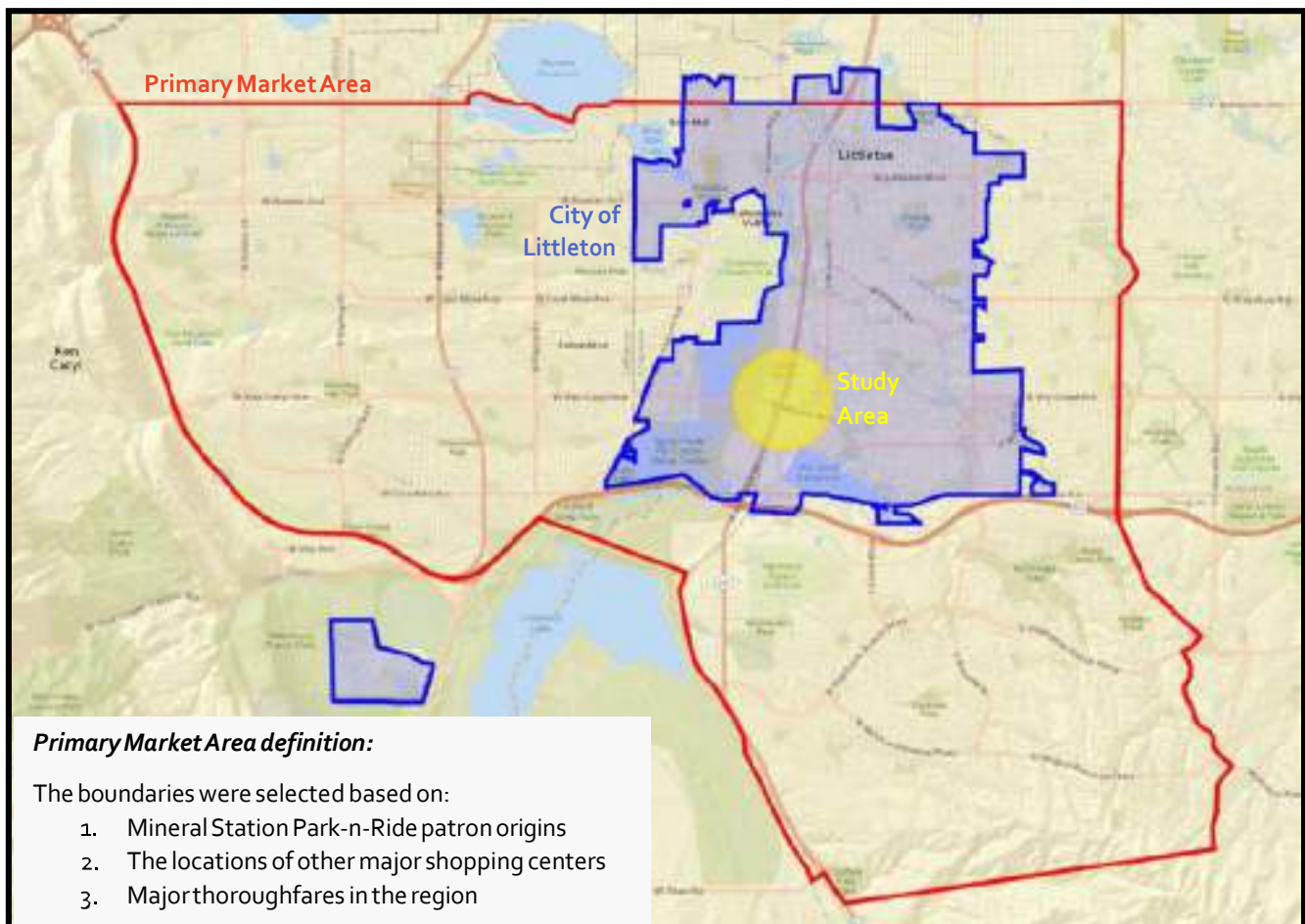


Almost half of the land in the Study Area is identified as “political sub non-residential” by the City of Littleton. Land in this land use classification includes open space, rivers, lakes, and reservoirs. This is the most prominent land use in the area. Single family housing represents one fourth of the land, while 10% is agricultural (all of which is south of Mineral Avenue). The Aspen Grove Shopping Center covers about 6% of the Study Area, illustrated by the merchandising land use in the above chart. Regarding zoning, almost a third of land in the Study Area is zoned agricultural (i.e., the public land in the Study Area). Planned Development zoning (PD) is also common in this area. PD zoning is broken down by use – residential (23%), commercial (12%), industrial (11%), and general (1%).

Market Areas

Two different geographies have been used to conduct the Mineral Station Market Assessment – (1) the City of Littleton, shown in blue on the map below, and (2) the Primary Market Area (referred to as “PMA” moving forward), illustrated in red. The PMA is a 60 square mile area encompassing most of Littleton, along with several neighboring municipalities. This area was selected based primarily on Mineral Station’s Park-n-Ride patron origins and the locations of major regional shopping centers, using major thoroughfares and highways as boundaries where possible. Major borders include Belleview Avenue to the north, University Boulevard to the east, C-470 to the west, and Chatfield State Park to the south.

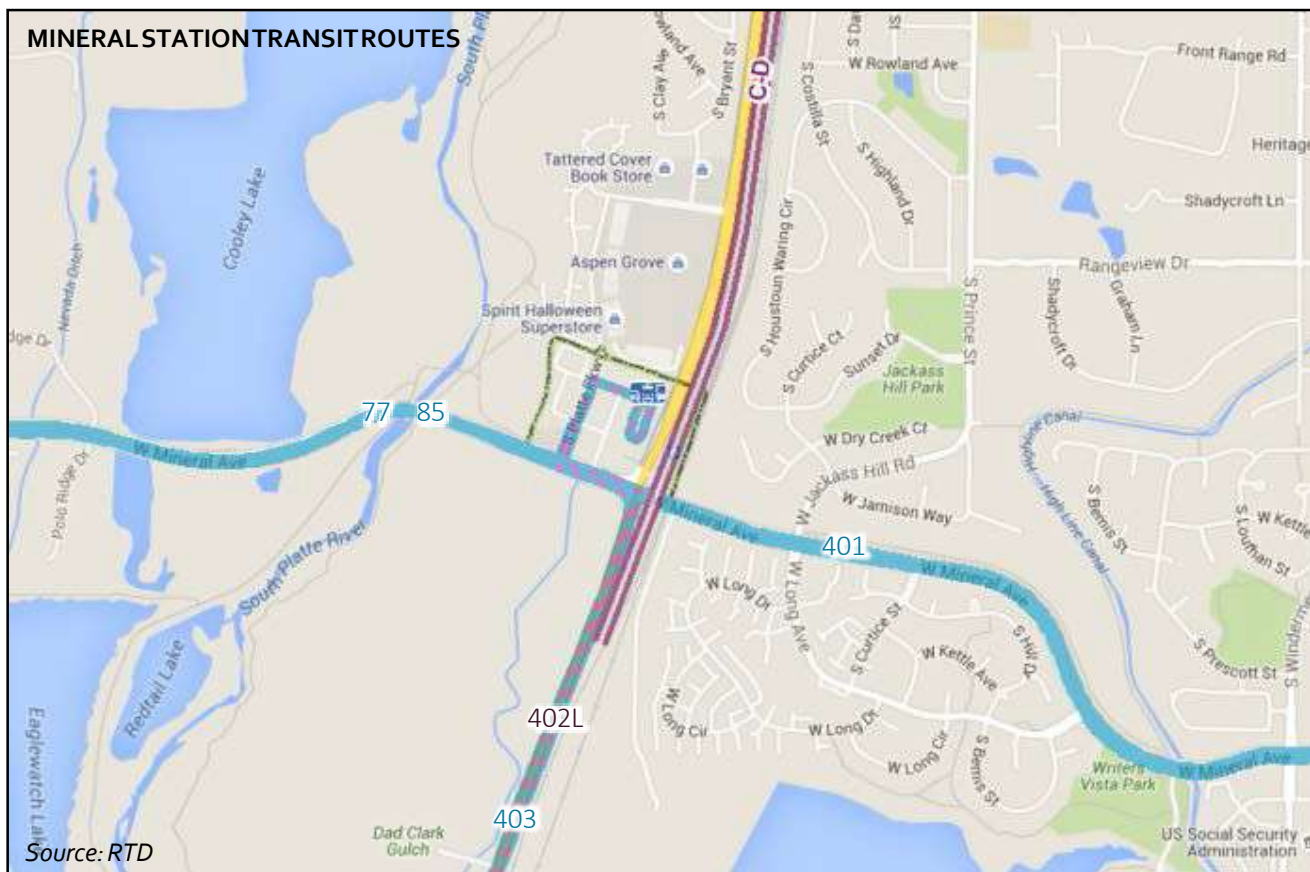
In some cases, data is not available broken down to one or both of these specific geographies. In such cases, other geographies are used and are notated.



Transportation

South Santa Fe Drive (US 85) is a major north-south thoroughfare in Metro Denver. Traffic volume on this highway averages 51,000 vehicles per day, and is eight lanes wide at its intersection with Mineral Avenue.² Mineral Avenue, also eight lanes wide at its western intersection with Santa Fe Avenue, cuts the Study Area in half. It carries an average of 25,000 vehicles per day.³

There are two important alternative transportation amenities within the Study Area. The first is the RTD Mineral Avenue light rail station. This is the end of the C and D light rail lines that run between Littleton and downtown Denver. Importantly, since this is end-of-line it is also a major Park-n-Ride station. With over 1,200 parking spaces, it attracts transit riders from a large 10-mile drive distance radius, with concentrations in Littleton, Highlands Ranch to the southeast, and Ken Caryl/Columbine to the west. Mineral Station is Littleton's most-used light rail station, and parking overflows into the station's secondary under-improved lot regularly. There also are four RTD bus routes (77, 85, 401, 402L, and 403) that serve Mineral Station. Routes 77 and 85 run west from Mineral Station along two different corridors⁴, both terminating at the Ken Caryl Ranch bus service Park-n-Ride. The others run east, primarily serving Highlands Ranch. Route 401 terminates near Broadway and Highlands Ranch Parkway where there is a bus service Park-n-Ride. Route 402L terminates at Park Meadows Mall (with limited service running all of the way to Mineral Station). Route 403 terminates at RTD Lincoln Station, where the E and F light rail routes run.



² ULI TAP, Mineral Station Area Report, 2014

³ ESRI BAO, Traffic Count Map

⁴ Route 77 travels along Mineral Ave/Ken Caryl Ave. Route 85 travels along Platte Canyon Rd and Chatfield Ave.

The other alternative transportation amenity is the Mary Carter Greenway Trail, which runs north-south along the South Platte River in the Study Area. There are an estimated 580,000 trips on this Trail near the Study Area, about two-thirds of which are on bike. This trail is part of a greater metro-wide network of multipurpose trails. It connects to the South Platte River Trail to its north, and downtown Denver and points between can be accessed entirely off-road by bicycle or foot from the Study Area. Additionally, there are trails running east and west, such as the Mineral Avenue Trail, that connect to the Mary Carter Greenway Trail in the Study Area.

Walk Score[™] is a patented system used to measure a location's walkability, bikeability, and transit accessibility based on a 0-to-100 point scale. The Study Area and its surroundings are an auto-oriented, suburban environment, so the Walk Score is low for Mineral Station. The area is car-dependent. Mineral Station's transit score of 52 qualifies as "good transit" according to *Walk Score*'s scale – a score that reflects the various types of transit service, the ability to travel in various directions, and takes into account the frequency of service.

	Walk Score	Transit Score
RTD Mineral Station	35	52
RTD Downtown Littleton Station	80	54
Littleton (citywide)	37	36
Ken Caryl	34	n/a
Columbine	30	n/a
Highlands Ranch	26	n/a

Source: *Walk Score*

Demographics & Housing

A majority of land in Mineral Station's market areas is residential. This section provides analysis of residents, housing, and residential real estate for both Littleton and the Primary Market Area.

Demographics

The PMA is almost five times larger by population, yet has many similar demographic characteristics to the City of Littleton. Littleton has been growing at a slightly faster rate than the PMA, which is expected to continue through 2020. The growth rate of the PMA and Littleton is expected to accelerate during the second half of this decade. Both areas have an older population than Denver Metro where the median age is 37 years.

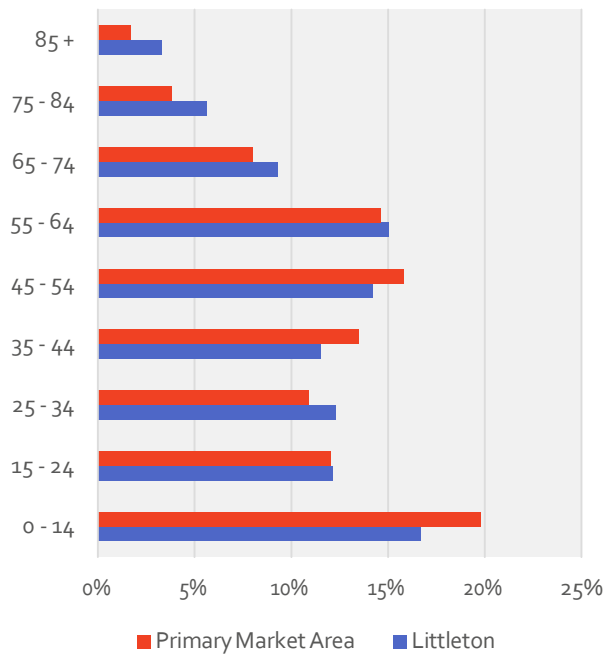
However, there are some differences of note. PMA residents have higher incomes. A small difference in per capita income and a much larger one in household income points to more households in the PMA with two or more working members. The PMA has a larger number of family households (71% vs. 59%), and 36% of households report children living at home. Littleton, on the other hand, has a higher number of millennials and seniors relative to the PMA. This may explain some of the lower average income, as these groups participate in the workforce at lower levels as they pursue education or are retired, respectively.

RESIDENTS SNAPSHOT (2015)		
	Littleton	PMA
Population	43,541	207,749
Growth since 2010	4.3%	3.9%
Growth by 2020	6.5%	4.5%
Median Age	43	41
Gender (women : men)	52% : 48%	51% : 49%
Race (% white)	89%	90%
Per Capita Income	\$37,300	\$43,300
Med. Household Income	\$56,900	\$89,000
Civilian Unemployed	3.2%	3.1%
Bachelor's or Advanced Degree	45%	50%
Households	19,246	81,435
Avg. Household Size	2.2	2.5
% with Children (2010)	27%	36%

Source: ESRI BAO, Community Profile

Population Distribution (2015)

Source: ESRI BAO, Community Profile



HOUSING SNAPSHOT (2015)

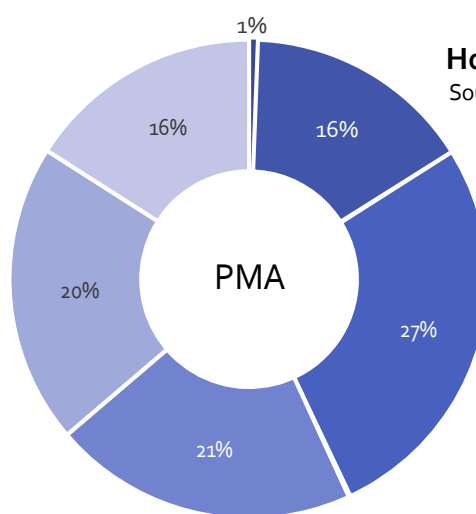
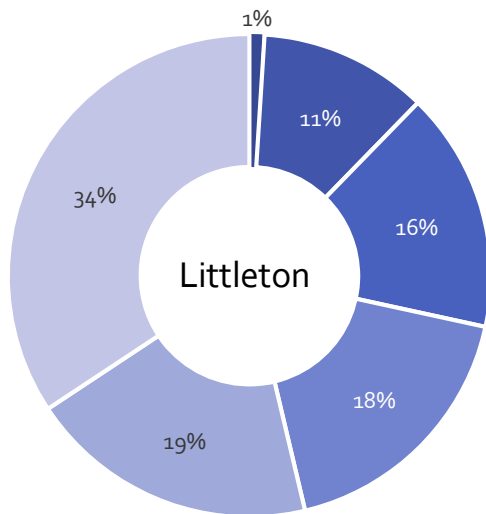
	Littleton	PMA
Housing Units	20,150	84,604
Growth since 2000	11%	21%
Single-Family	60%	78%
Multi-Family	40%	22%
Owner Occupied	55%	72%
Rental	40%	24%
Vacancy Rate	5%	4%
Median Home Value (2015)	\$326,000	\$345,000
Med. Home Value (2020*)	\$396,000	\$391,000
% Increase by 2020	21%	13%
Median Rent (2013)	\$817	\$976
Median Rent (2014)**	\$937	n/a
Average Rent (2015)***	\$1,324	n/a

Source: ESRI BAO, Community Profile and Housing Summary

* ESRI Estimate; ** Census 2014 American Community Survey;

*** Metro Denver Housing Vacancy and Rent Survey

Note: Single-family and multi-family data is for 2013.



Housing Units by Year Built

Source: ESRI BAO, Housing Summary

- Built 2010 or later
- Built 2000 to 2009
- Built 1990 to 1999
- Built 1980 to 1989
- Built 1970 to 1979
- Built 1969 or earlier

Housing

The PMA housing stock, compared to that of Littleton, can be characterized as newer, more single-family in scale, and more of an owner-occupied market (see tables and graphs on the prior page). Littleton has more of a balanced mix of owner versus rental housing, and single-family versus multi-family housing. The main difference in housing between the two market areas is the age of homes. The PMA went through a housing boom in the 1990s that lasted through the 2000's. The more historic nature of Littleton is evident by the fact that a third of its homes were built prior to 1970.

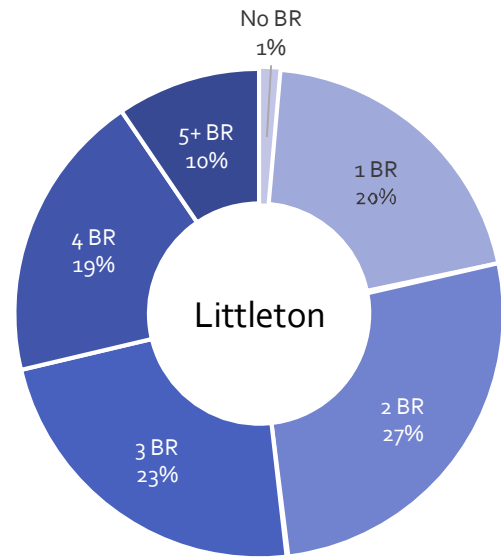
There is some evidence that housing units in Littleton are larger than they need to be based on who is currently living there, but sized properly if the goal is to attract more families as nearby areas have successfully done. Over half of housing units have three or more bedrooms (units that are designed and sized for families). Also, less than a quarter of units are one bedroom or studio (more appropriate for people living alone). Meanwhile, the average household size is about two, and only a quarter of households have children, indicating a demand for units with two or fewer bedrooms.

Significantly, housing type and costs in Littleton (and less so, the PMA) are expected to change drastically by 2020. Average home values in Littleton are expected to increase 21% between 2015 and 2020, a rapid increase. Further, by 2020 housing prices in Littleton are anticipated to be more expensive than in the surrounding PMA.

Current data on rental rates shows that rental costs are rapidly rising. According to the Census Bureau's 2014 American Community Survey, median Littleton rent was \$937, which is 15% higher than the prior year. Another source, the "Metro Denver Housing Vacancy and Rent Survey," estimated 2015 average Littleton rent to be \$1,324. Using the more conservative 2014 numbers, over 50% of occupied rental units in Littleton are spending 30% or more on rent, meaning that more than half of households are cost burdened and may have difficulty affording other necessities (such as food, transportation, and medical care).

Bedrooms in Unit

Source: 2014 ACS



Recent and proposed developments

The following table details major housing developments near the Study Area that were recently built, are currently under construction, or are about to begin construction.

Name	Status	Location	Housing Type	# of Units	# of Bedrooms	Pricing
<i>Berkshire Aspen Grove</i> ⁵	Completed 2011	Within Study Area	Rental apartments	280	1-3	\$1,500 - \$2,581 (monthly)
<i>Outlook Littleton</i> ⁶	Completed 2015	S Platte Canyon Rd & W Mineral Ave (1.5 mi west of Mineral Station)	Rental apartments	250	1-2	n/a
<i>HiLine at Littleton Commons</i> ⁷	Under construction	W County Line Rd (1.5 mi south of Mineral Station)	Rental apartments	385	1-3	\$1,195 - \$2,052 (monthly)
<i>Littleton Village</i> ⁸ (former Marathon Oil)	Under construction	S Broadway & E Dry Creek Rd (2 mi east of Mineral Station)	For-sale SF homes & townhouses; rental apartments	143 (SF) 168 (TH) 352 (Apt.)	3-7 (SF) 2-3 (TH) TBD (Apt.)	\$455,000+ (SF) \$320,000+ (TH) TBD (Apt.)
<i>Sterling Ranch</i> ⁹	Construction begins 2016	Santa Fe Dr & W Titan Rd (6 mi south of Mineral Station)	3,400-acre mixed-use	Phase 1: 800 SF Full buildout: 12,000	TBD	TBD

SF = Single-Family House

TH = Townhouse

Apt. = Apartment Unit

The variety of housing information discussed above indicates that housing dynamics in Littleton are changing quickly. There is clearly demand for housing and a significant number of new housing units are being built in the vicinity of the Study Area. With rapidly rising housing costs and many larger units being built, there is reason to be concerned about housing affordability in the near future. It also is important to consider how a more expensive and newer housing stock may change demographics and consumer behaviors.

⁵ <http://www.berkshirecommunities.com/apartments/co/littleton/berkshire-aspen-grove/>

⁶ <http://www.outlooklittleton.com/>

⁷ <http://hilineliving.com/apartments>

⁸ <http://www.littletonvillagehomes.com/>

⁹ Denver Business Journal, "Sterling Ranch breaks ground Saturday," http://www.bizjournals.com/denver/blog/real_deals/2015/06/sterling-ranch-breaking-ground-saturday.html

Employment

The Aspen Grove Shopping Center functions as a regional shopping center and the Mineral Avenue Station is primarily used as a Park-n-Ride station for work commuting into downtown Denver. This section examines existing employment and commute characteristics in both market areas, and also commercial real estate data for the area within a one-mile radius of Mineral Station.

Existing Jobs and Workforce

The table to the right provides a quick snapshot of the number of businesses and employees within the market areas. In addition to assessing the Littleton and PMA markets, the Study Area also was analyzed where data was pertinent. Virtually all economic activity in the Study Area is occurring at Aspen Grove, so this shopping center must be understood as an economic generator.

Retail trade employs 7,680 people in Littleton, the highest amongst all industries citywide. Of these, 548 are employed within the Study Area. In other words, approximately 7% of retail jobs in Littleton are in the Mineral Station ½ mile Study Area, most of which are at the Aspen Grove Shopping Center. Retail represents 51% of all jobs in the Study Area, compared to 17% citywide.

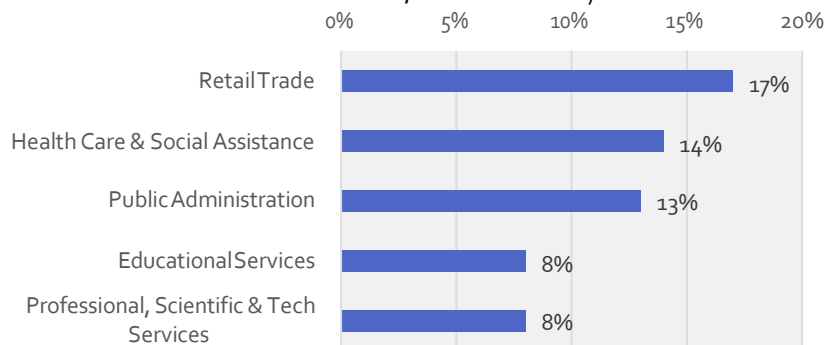
Very close to the Study Area is a cluster of businesses, located at the northeast intersection of Santa Fe Drive and West County Line Road. There is a wide mix of uses (mostly commercial) including businesses, light industrial uses, multiple auto dealerships, a hotel (with more under development), a church, and a restaurant. This small 1/4 square mile and 342 employees working within these establishments.

EMPLOYMENT SNAPSHOT (2015)			
	Study Area	Littleton	Primary Market Area
Businesses	87	3,046	8,864
Employees	830	32,491	82,820

Source: ESRI BAO, Business Summary

Top Industries by # of Jobs in Littleton (2015)

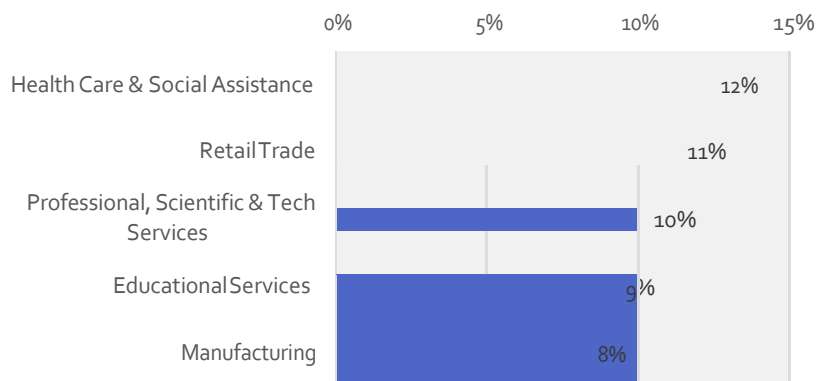
Source: ESRI BAO, Business Summary



Note: The top 5 industries for the PMA are very similar to Littleton, so no chart was included for the PMA.

Top Industries for Littleton Residents (2013)

Source: ESRI BAO, Population Summary



Top industries in which the Littleton workforce is employed include health care, retail, professional services, education, and manufacturing, as illustrated in the “Top Industries for Littleton Residents” graph on the prior page. New job creation in the Study Area in these industries has the potential to employ Littleton residents.

Commuting

More than three quarters of Littleton residents drive alone to work, with an average travel time of 25 minutes. These are high numbers, and point to the large number of people working throughout Denver Metro, rather than near their homes.

As shown in the “Commuting: Inflow & Outflow” map to the right, of all working Littleton residents, only 13% work within the City limits (2,386 people out of 18,415 total). Further, only 8% of people working within Littleton live there (2,386 people out of 29,553 total).

Almost all employees and residents in Littleton are commuting in or out of the City for work, and there are few people who both live and work in Littleton. This commuting pattern equates to transit as an important asset in Littleton. It also suggests that job creation in industries that Littleton residents are already trained for could employ Littleton residents closer to home.

Commercial Real Estate Space

Within a one mile radius of Mineral Station, there is over one million square feet of commercial space. As of the fourth quarter of 2015, 8.4% of this was vacant. Commercial real estate is available broken down into office, retail, and “other” (which includes industrial and other unique uses that aren’t traditional office or retail). Of the total commercial square footage, there is 63,000 s.f. of office, 381,000 s.f. of retail, and 622,000 s.f. of “other” commercial. The “other” category has the lowest vacancy rate amongst types of commercial use at only 3.8%.

Office Real Estate Space

The 63,000 s.f. of office space is spread across four properties. Of this, 42% is vacant. This vacancy rate has remained stagnant since the fourth quarter of 2014. Given the small supply of office space in the area, it is difficult to draw conclusions about demand for new office development.

COMMUTE CHARACTERISTICS (2013)		
	Littleton	Primary Market Area
% Drive alone	77%	79%
% Transit	5%	3%
Avg. travel time to work	25 min.	not available

Source: ESRI BAO, ACS Population Summary



OFFICE SNAPSHOT (within 1 mi of Mineral Station; Q4 2015)	
Supply	62,811 s.f.
Vacant	26,499 s.f.
Vacancy Rate	42.2%
Lease Rate	Not available

Source: Xceligent

Recent and proposed Developments

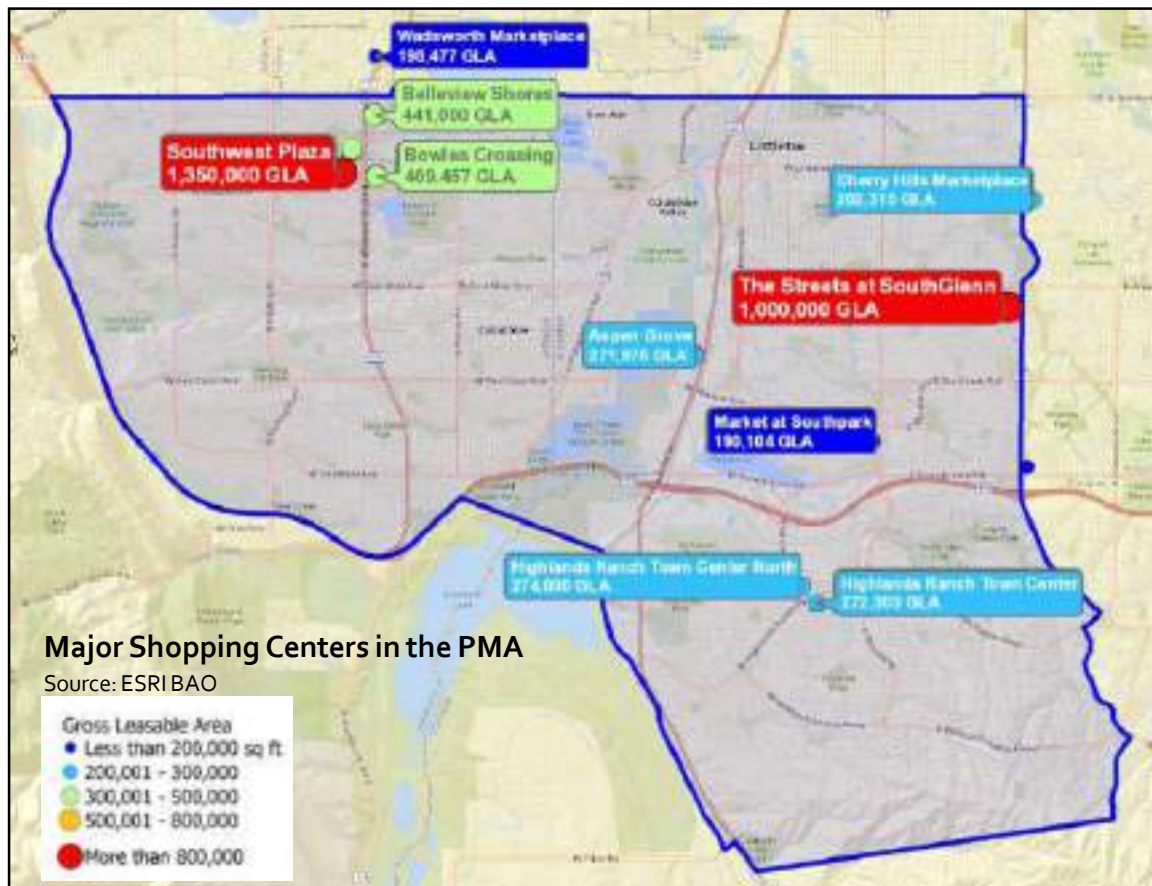
Two of the major housing developments mentioned in the prior section, Littleton Village and Sterling Ranch, also will include commercial development when fully built out. Littleton Village will include up to 250,000 s.f. of office and retail. It is unknown at this time what proportion of this will be office. Sterling Ranch will likely have office included as well, but is not anticipated in the near-term and full buildout won't be complete until 2035.

Retail

Retail is a critical component of the Study Area. The Study Area also contains one of the largest available vacant sites for potential future retail development. This section reviews major regional retail centers, retail spending and gaps, Littleton revenue from retail sales tax, and retail real estate.

Existing Retail

There are two major shopping centers within the City of Littleton – Aspen Grove and Market at Southpark. Both of these are relatively small compared to other nearby shopping centers. Littleton hired *Retail Strategies* in 2015 to conduct retail market research and provide a strategic retail plan. This plan identified existing niches of retail in Littleton, and also retail categories that are lacking. It honed in on specific areas of the City with retail development potential. The stretch of Santa Fe Drive from Aspen Grove south to C-470 was one of these target areas. The plan identified the Study Area and its surroundings as having potential for big box development.¹⁰



¹⁰ Retail Strategies, Retail Market Research & Strategic Plan Overview

As previously mentioned, Aspen Grove is located within the Study Area. Its gross leasable area is approximately 272,000 s.f. It has a strong mix of upscale tenants and some of the strongest national brands of all of the shopping centers in the City of Littleton or PMA. Any proposed retail at the Study Area should be positioned in order to protect the upscale brand image of Aspen Grove.

In the PMA, there are nine major shopping centers. There are concentrations of retail along Wadsworth Boulevard and University Boulevard. The largest of these are Southwest Plaza and The Streets at SouthGlenn. The map on the prior page shows locations and size of all major shopping centers in the PMA.

Retail Spending

ESRI estimates the total retail spending potential (or demand) for specific geographies. In this definition, retail includes all retail goods, groceries, restaurants, and bars. Using ESRI estimates, both Littleton and PMA households spend more than half of their income on retail (56%, which is also nearly identical to that of the Denver Metro Area as a whole). In Littleton, despite lower incomes than the PMA, there are some factors that increase spending: (1) a large proportion of retired people, who generally have a low current income, but spend accumulated wealth; and (2) young adults, who may still have non-income support for spending and/or who spend in accordance with expected future income.

RETAIL SPENDING (2015)		
	Littleton	Primary Market Area
Mean Household Income	\$78,800	\$102,500
Households	19,246	81,435
Retail and Food/Drink Total Potential	\$850 Million	\$4.7 Billion
Retail/Food & Drink Spending per Household	\$43,924	\$57,796
% of Household Income Spent on Retail	56%	56%

Source: ESRI BAO, Retail MarketPlace Profile

Retail Gaps

Retail leakage is a measure of unmet demand for goods in a specified area by the residents of that same area. Littleton has a strong retail surplus, meaning customers are drawn in from outside the City to shop and eat. Automobile dealers have the largest surplus of all retail categories in Littleton by far (\$550 million in surplus). Other categories with a significant surplus include: clothing stores, furniture stores, miscellaneous stores (stores that do not fall into any of the main categories), and grocery stores. There are not many retail categories with significant leakage in Littleton, where Littleton residents must leave the City of Littleton to shop for certain goods. The one exception is general merchandise stores, where there is estimated leakage of \$130 million.

The opposite of Littleton, the PMA has strong retail leakage, meaning that people living in the PMA are mobile and travel for retail, food, and beverage as needed. The industries with the largest leakages in the PMA include general merchandise stores (\$270 million in leakage), restaurants and bars (\$145 million), and grocery stores (\$130 million).

The spending of PMA residents is ripe for capture, considering PMA residents' willingness to travel for retail and the high percentage of income that PMA households spend on retail.

Retail Sales Tax

Similar to its peer cities throughout Colorado and the Denver metro region, the City of Littleton relies heavily on sales tax to provide municipal services, and in Littleton's case almost all of this revenue is made up of retail sales tax. When sales tax is broken down by industry, retail trade represents 50% of all sales tax – by far the largest amongst all industries (next is accommodation/food service at 13%). Littleton's retail sales tax grew approximately 20% between 2011 and 2015. This shows a significant improvement from the prior five year period (2006-2010) which included the recession, where retail sales tax revenue only grew 6% total.

Aspen Grove is an important revenue generator for Littleton. In 2015, Aspen Grove accounted for 10% of the City of Littleton's total retail sales tax. This is the highest revenue-producing part of the City by land area. However, total sales tax revenue from Aspen Grove has been stagnant since 2010, and has actually decreased 16% since 2007, when it peaked prior to the recession.

Retail Real Estate Space

Within a one mile radius of Mineral Station, there is approximately 381,000 square feet of retail space. A majority of this space is at Aspen Grove, within the Study Area. Of all retail space, 10% is vacant (5% is considered ideal).

This vacancy rate has decreased since a high-point was reported in the first quarter of 2015. Regarding commercial uses, retail has been much healthier than office with the greater Mineral Station Area.

RETAIL SNAPSHOT (within 1 mi of Mineral Station; Q4 2015)	
Supply	381,131 s.f.
Vacant	38,180 s.f.
Vacancy Rate	10%
Lease Rate	\$14 (NNN)

Source: Xceligent

Recent and proposed development

Breckenridge Brewery opened a major facility in mid-2015 just north of the Study Area. The 12-acre complex houses both the brewery and a restaurant. The brewery is 76,000 s.f., while the restaurant adds another 8,000 s.f. Over 200 people work at both businesses. Reported by the Denver Post, and confirmed by the brewery owners, people are using all modes of transportation to travel to the brewery, particularly by bicycle using the adjacent Mary Carter Greenway Trail.¹¹ This illustrates the potential value of the trail network to any future uses in the Study Area. Breckenridge Brewery also could be another attraction for RTD users, if a convenient walkable connection is made between Mineral Station and the brewery.

Other retail developments may come to fruition with the completion of the mixed-use developments discussed earlier in this assessment. The Plaza at the Meadows (the retail component of the Meadows at Platte Valley development) is a 10,000 s.f. retail facility near the intersection of Mineral Avenue and South Platte Canyon Road, west of the Study Area. Littleton Village, east of the Study Area, will contain up to 250,000 s.f. of office and retail (but it is unknown what proportion of this will be each). Retail will be incorporated into the Sterling Ranch master-planned community, but it is likely years before this is built, and square footage and retail type is still uncertain. However, as more homes come online in Littleton and throughout the PMA, their occupants can generate more demand for retail in the Study Area.

¹¹ Denver Post, "Littleton Breckenridge Brewery a hit so far,"
http://www.denverpost.com/southjeffco/ci_29129967/littleton-breckenridge-brewery-hit-so-far

APPENDIX C

MINERAL LIGHT RAIL STATION AREA

2016 COMMUNITY ENGAGEMENT

COMMENTS

Mineral Light Rail Station Area Master Plan: Community Engagement

-  **Seven Months Collecting Public Comments**
-  **Two Open Houses**
-  **Two Community Meetings**
-  **Over Three Hundred Thirty Recorded Participants**
-  **More Than One Thousand Comments**
-  **Countless Visions**

Public comments for the Mineral STAMP have been an exceptionally informative resource. Community input has made it possible to manage the scale and scope of this master plan through the inclusion of local knowledge. Additionally, the stewardship held by so many of Littleton's residents act as a framework for what goals the Mineral STAMP must achieve. We are pleased to see how public comments, STAMP Visions, and the Littleton Citywide Visions complement and strengthen each other.

The spirit of public commentary is best-summarized by a member of the community who wrote, "This place cannot be all things to all people." It would be exceedingly difficult to create a place which 100% of all residents were entirely satisfied with. Still, the feedback that the City has received will make it possible to include the sentiments of those invested in their community.

Top Subjects of Discussion	
Parking	Traffic
Density	Mixed-Use
Appropriate uses	Open Space
Pedestrian Bridge / Amenities	Privacy
Access to Aspen Grove	Preservation
Trails and Connectivity	Design

For a complete set of 2016 community engagement comments, please visit LittletonPlans.org.



City of Littleton

ARTS & CULTURE STRATEGIC PLAN

2025
—
2029



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SECTION 4. IMPLEMENTATION PLAN

SECTION 5. APPENDICES

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SECTION 1 Introduction

Littleton Museum's Living History Farm
Courtesy of City of Littleton

Introduction

Littleton, CO boasts a historic Downtown, Mid-Century Modern architecture, proximity to the Rocky Mountains and a vibrant ecosystem of well-established arts and cultural organizations, leaders and practitioners. The City of Littleton (“City”) engaged Keen Independent Research in June 2024 to create an inaugural five-year Arts and Culture Strategic Plan to guide City support for arts and culture in Littleton.

What is an Arts and Culture Strategic Plan?

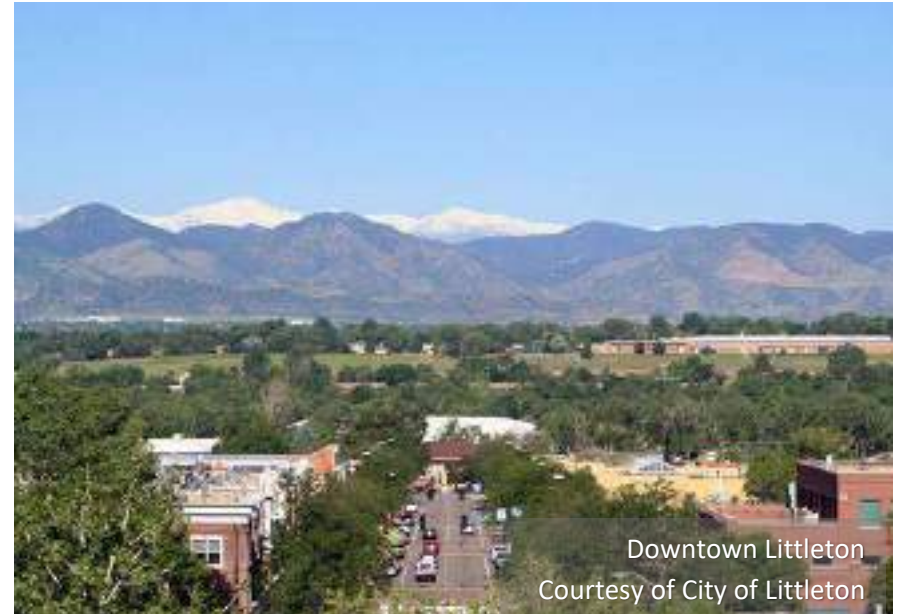
An Arts and Culture Strategic Plan is a unified action plan that helps a city support its arts and culture assets. This plan recognizes that Littleton already has dynamic arts and culture institutions and people passionate about serving Littleton residents, visitors and tourists through cultural programming. Intended as a living document that will adapt to Littleton’s changing needs, this plan empowers the City with concrete strategies for strengthening arts and culture in Littleton.

What does “arts and culture” include? The term “arts and culture” encompasses the visual arts, performing arts, museums, libraries, historical preservation efforts, City-run festivals and the ways that the community gathers to celebrate its identity.

How to Use this Plan

The Arts and Culture Strategic Plan will be primarily utilized by the City to guide decision-making over the next five years. Individuals and cultural organizations can use this document to help guide their planning efforts, as well as highlight how their goals align with the City’s. The City’s Arts and Culture Strategic Plan is the result of thorough stakeholder and community engagement.

This plan is not designed to pick winners or grantees, nor to develop specific programs. Instead, it serves as a guide for the City to support Littleton residents through arts and culture.



Introduction

This plan was made possible by City Leaders and Littleton residents.

Message from the Study Team

The study team thanks the following groups and individuals.

City Council, Arts and Culture Board and City leadership staff.

City Council

- Kyle Schlachter, Mayor;
- Stephen Barr, Mayor Pro Tem;
- Pam Grove, Member At Large;
- Gretchen Rydin, Member At Large;
- Patrick Driscoll, District I;
- Robert Reichardt, District II; and
- Andrea Peters, District IV.

Arts and Culture Board

- JD McCrumb, Chair;
- Denise Weed, Vice Chair;
- Emily Abell;
- Roy Bartee;
- Katie Caron;
- Michele Cyran;
- Kate Eckel;
- Tim Fuglei;
- Joseph Haynes;
- Joni Leib; and
- Noah Welshans.

City leadership. City leaders participated in interviews, focus groups and public meetings. The study team appreciates their valuable insight. We especially thank City Manager Jim Becklenberg for his involvement throughout the planning process.

Littleton residents and community members. This project would not have been possible without the active participation of Littleton's residents and community members, who contributed ideas through public meetings, the virtual workshop survey and the email and hotline.

Arts and Culture Strategic Planning Committee. We thank the committee members for providing a substantial commitment of time, effort and expertise essential to the project's success.

- Tim Nimz, Director, Littleton Museum;
- Dennis Quinn, Director, Bemis Public Library;
- Becky Kosma, CSM, Deputy Director, Littleton Museum;
- Jenny Hankinson, Senior Curator of Collections, Littleton Museum;
- Anna Dyste, Public Art Administrator, Littleton Museum;
- JD McCrumb, Chair, Arts and Culture Board; and
- Denise Weed, Vice Chair, Arts and Culture Board.

Study team. Keen Independent Research, www.keenindependent.com, conducted the study. Team members included:

- Alex Keen, Principal;
- Heather Calvin, Senior Consultant; and
- Roksana Filipowska, Ph.D., Consultant.

Background

Littleton's arts and culture connects to the larger ecosystem of the Denver-Aurora-Lakewood, CO Metropolitan Statistical Area. Littleton's city limits span Arapahoe, Douglas and Jefferson counties and its parks and trails are managed by South Suburban Parks and Recreation.

This plan offers strategies for leveraging Littleton's unique arts and cultural offerings within the greater Denver Metropolitan area while also collaborating with county and regional organizations to ensure mutual support and sustainability.

An Arts and Culture Plan for All of Littleton

This Arts and Culture Plan offers strategies for planning and developing arts and culture across all of Littleton. In addition to the Arts and Culture Board, City leadership and staff, the study team also engaged leaders of the following organizations who help support arts and culture in Littleton:

- South Suburban Parks and Recreation District;
- Downtown Development Authority;
- Arapahoe Community College;
- Culture and Arts Partners Group (CAP); and
- Scientific and Cultural Facilities District (SCFD).

This Arts and Culture Strategic Plan includes findings from interviews, focus groups and research involving members of the above groups to ensure that recommended actions are realistic, streamlined and impactful.



Bemis Public Library
Photo by Keen Independent



Hudson Gardens
Courtesy of City of Littleton

Methodology

The following methodology was used to develop the findings and recommendations in this Arts and Culture Strategic Plan.

Keen Independent conducted virtual and in-person stakeholder engagement with City leaders and staff, arts, culture and business leaders and community members. Approximately 350 people shared their perspective on the plan through the following efforts:

- In-person discovery meeting;
- In-depth stakeholder interviews and focus groups;
- Virtual workshop survey;
- Virtual draft plan presentation to the public; and
- Study hotline and email feedback.

Keen Independent also:

- Conducted extensive mapping of existing assets and possible locations for future arts and culture resources;
- Completed a SWOT (strengths, weaknesses, opportunities and threats) analysis of existing infrastructure that supports cultural activities;
- Analyzed demographic and population trends; and
- Reviewed existing City plans to consider how supporting arts and culture can bolster the City's economic development, as well as Diversity, Equity, Accessibility and Inclusion (DEAI) and sustainability efforts.



Discovery meeting
Photo by Keen Independent



Detail of a discovery meeting station
Photo by Keen Independent



SECTION 2

Executive Summary



Día de los Niños performance
Photo by Bemis Public Library

Key Findings — Introduction

This section describes the Arts and Culture Strategic Plan stakeholder and community engagement process and presents key findings.

Stakeholder and Community Engagement

Keen Independent engaged Littleton residents and community members using a range of methods between June and December 2024.

Stakeholder engagement. The planning process included in-depth interviews and focus groups with 52 stakeholders, including members of the Arts and Culture Board, City staff, local community leaders, business owners and creatives. Stakeholders were asked a series of questions, including how they describe Littleton’s culture and markers of success regarding the City’s support of arts and culture.

Community engagement. The study team invited Littleton residents and community members to participate in multiple ways throughout the planning process.

Public meetings. Keen Independent facilitated an in-person discovery meeting in July 2024 and presented the draft plan to the public during an Arts and Culture Board meeting in January 2025.

Virtual workshop survey. The study team developed a virtual workshop survey that focused on the City’s role in supporting arts and culture, as well as participant preferences regarding future development. The virtual workshop survey was live from mid-August to mid-September 2024.

Study email and hotline. Residents and community members could provide feedback on arts and culture in Littleton, as well as the planning process and the draft plan by using the study email and hotline between July and December 2024. Keen Independent hosted the study website, email and hotline for the duration of the project.

Methodology. Analyzed together, the community engagement tools provided a breadth of community perspectives on art and culture in Littleton, while the stakeholder interviews and focus groups offered depth and information regarding developing, sustaining and supporting arts and cultural initiatives.

See Appendix E for an analysis of stakeholder and community engagement. Stakeholders and community members also provided feedback about the mapping and asset inventories, which are discussed in detail in Appendix A.



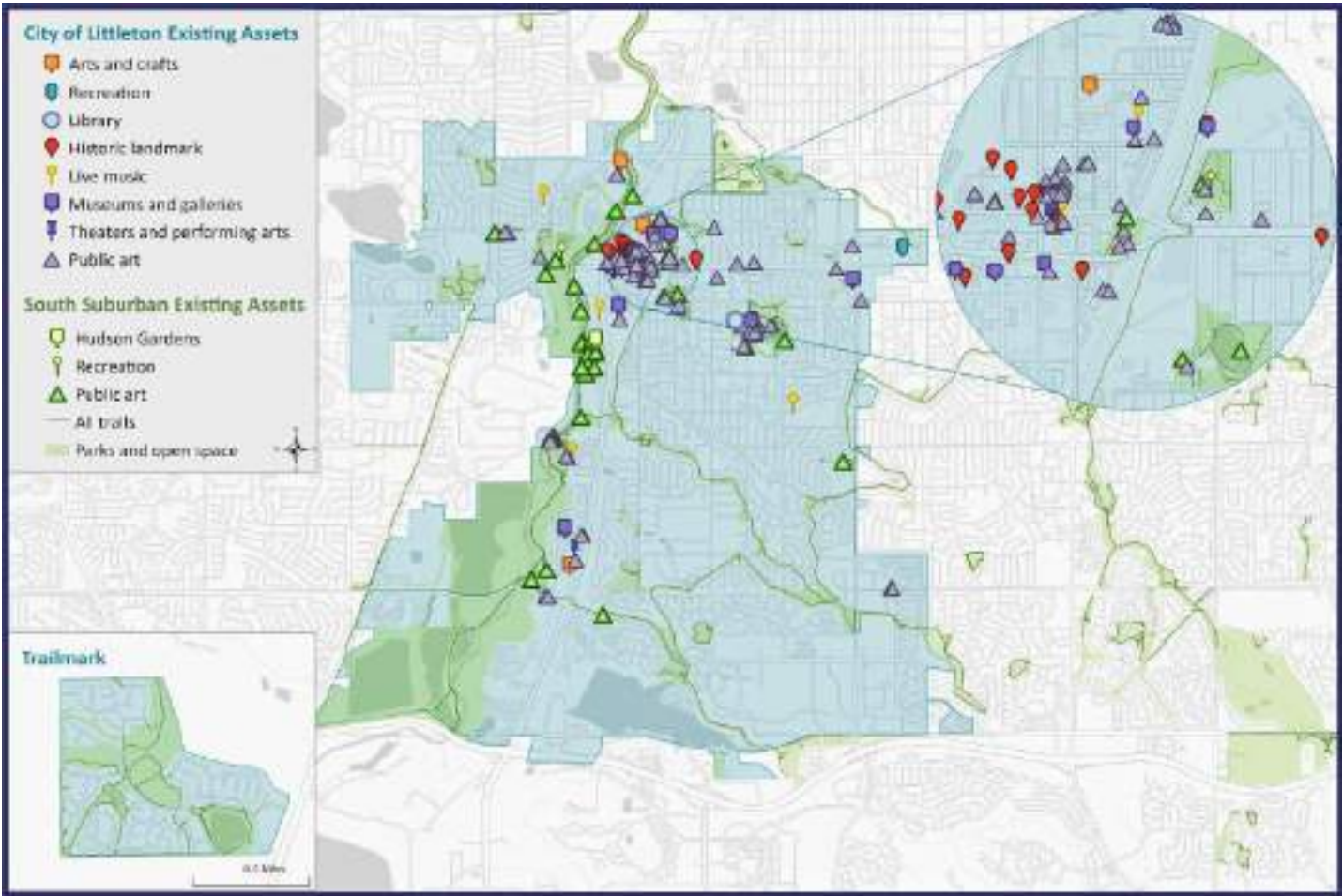
Artist talk at the Littleton Museum
Courtesy of City of Littleton

Key Findings — Arts and cultural assets

Keen Independent developed and mapped inventories of existing arts and cultural assets in Littleton and verified findings with City staff, stakeholders and community members.

Figure 2-1 is an asset area map of Littleton’s many arts and cultural offerings. For more information on Littleton’s existing arts and cultural assets, see Appendix A “Market Analysis.”

2-1. Map of arts and cultural assets in Littleton, 2024



Note: Any green icon regardless of shape or shading indicates that the asset is managed by the South Suburban Parks and Recreation.

Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

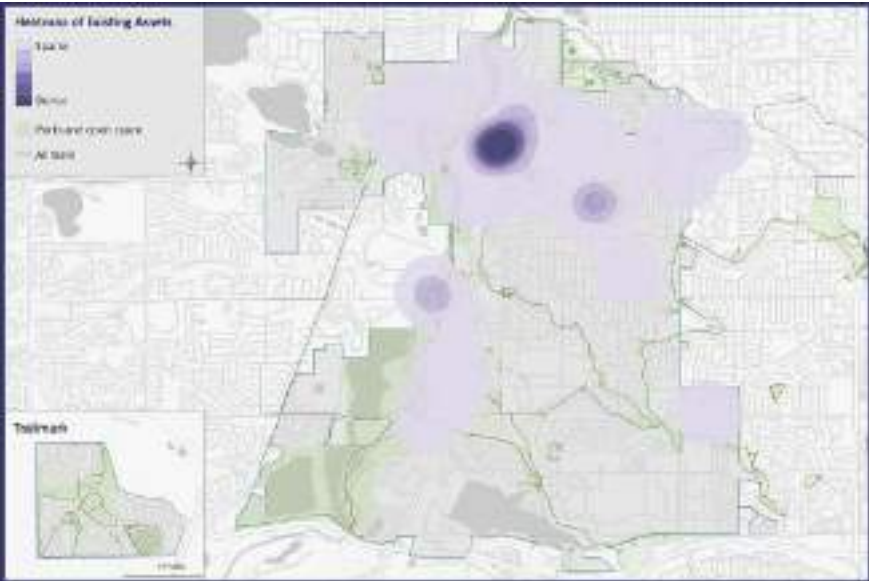
Key Findings — Arts and cultural assets

Keen Independent also examined the locations of existing arts and cultural resources in terms of density. For more information on the mapping featured on this page, see Appendix A, “Market Analysis.”

Density of Existing Arts and Cultural Assets

Figure 2-2 is a heat map version of the asset map on the previous page. The asset map shows that Littleton has one hub of arts and culture, which is restricted to Downtown. Visualizing the data in this way suggests that central and southern Littleton lack arts and cultural assets.

2-2. Heat map of existing arts and cultural assets in Littleton, 2024



Note: This heat map is a translation of the map in Figure 2-1 to show the density of arts and culture assets in specific locations in Littleton.

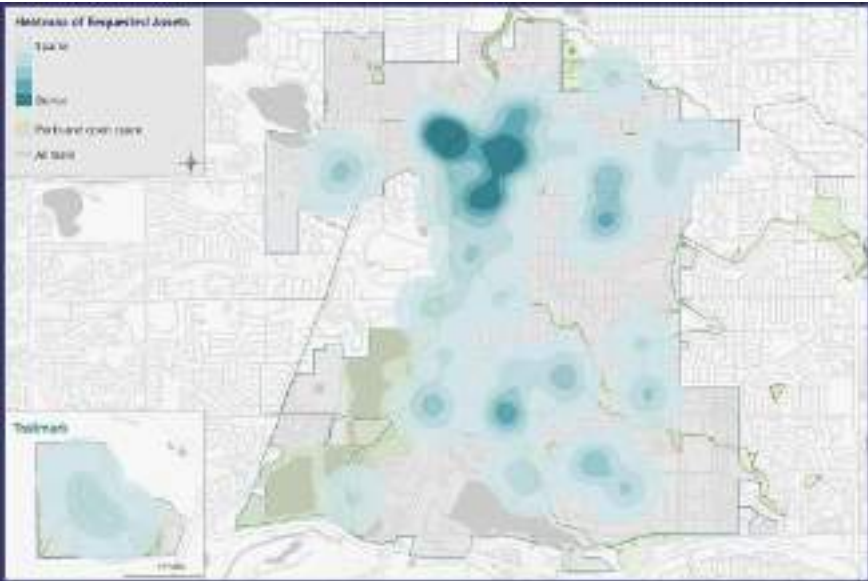
Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

Requested Locations for Arts and Culture

Discovery meeting participants engaged in a mapping activity to identify where they would like to see more arts and cultural assets. Keen Independent translated this activity station into the heat map in Figure 2-3.

The heat map below shows a different pattern from the one on the left. Participants want to see more arts and culture assets introduced throughout Littleton, including Downtown and in southern Littleton.

2-3. Heat map of requested locations for arts and cultural assets, 2024



Note: N = 55. This heat map describes findings from the discovery meeting, which is discussed in Appendix E, “Analysis of Stakeholder and Community Input”.

Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

Key Findings — Shared vision for City’s goal

Stakeholders and community members provided their ideas of what success looks like for arts and culture in Littleton. This shared vision is of the City serving as a catalyst for intentional development that supports local creatives while driving tourism, facilitating collaboration and considers development of arts and culture beyond Downtown.

Markers of Success

The following themes sketch out a shared vision of success for City support of arts and culture while the box on the right features quotes from stakeholders and community members. For more information, see Appendix E, “Analysis of Stakeholder and Community Input.”

Intentional development. Littleton stakeholders, residents and community members see supporting local arts and cultural organizations and initiatives as the way to drive tourism and economic development. Supporting local arts and culture can look like promoting Littleton-based initiatives and creatives, highlighting local talent during City events and introducing funding sources that aid in operating expenses of cultural organizations.

Collaboration among local and regional organizations. Stakeholders and community members envision a future for arts and culture in Littleton where municipal, nonprofit, academic, county and regional organizations and groups work together to support one another through cross-promotion, sharing of resources and coordinating efforts.

Arts and culture throughout Littleton. Stakeholders and residents see Downtown Littleton as a vibrant hub for arts and culture. Throughout the study, these same stakeholders and residents expressed interest in seeing arts and culture introduced or highlighted throughout Littleton, including in parks and trails, on Littleton Boulevard and in southeastern Littleton. Study participants see this marker of success to unite Littleton and promote civic pride and engagement.

“The City of Littleton and the community have a long and proud history of supporting arts, culture, history and heritage. Additional funding sources would help to build on existing successes.”

“Serving locals builds a stronger community, which will in turn drive economic development and tourism.”

“Arts and culture [have] a direct impact on regional tourism and beyond. It should be treated as a priority. Art should remain locally sourced to keep the work within the community.”

“Cities need to be realistic about building new facilities. It’s not just ‘If you build it, they will come.’ Partner with organizations that are close by for performing arts. See if there are warehouse spaces available for creatives before jumping into building more performing arts space. A warehouse can be a black box theater, artist studios, home to an artist-in-residence program ...”

“The multiple players involved in arts and culture [need to] have a robust awareness of each other and what we are all doing and what each of our respective roles and lanes are in the whole picture.”

“The more we can continue to collaborate and have these conversations, the more we get our folks out there and involved ... I would love to see our City Council members participate.”

“[Art and culture] should be shared throughout the community, not just Downtown.”

“Developing a sense of pride in our city and encouraging participation in all aspects of life in Littleton results in more committed citizenry.”

Key Findings — City’s goals and strategies



This plan assists the City in realizing several of its City-wide goals, including supporting “active arts and cultural programs and organizations that offer opportunities to experience and enjoy the arts in Littleton while contributing to the [City’s] economic vitality.”¹ For more information, see Appendix D, “Literature Review of City Plans.”

The following goals will help focus the City’s support of arts and culture in a way that is aligned with City-wide planning:

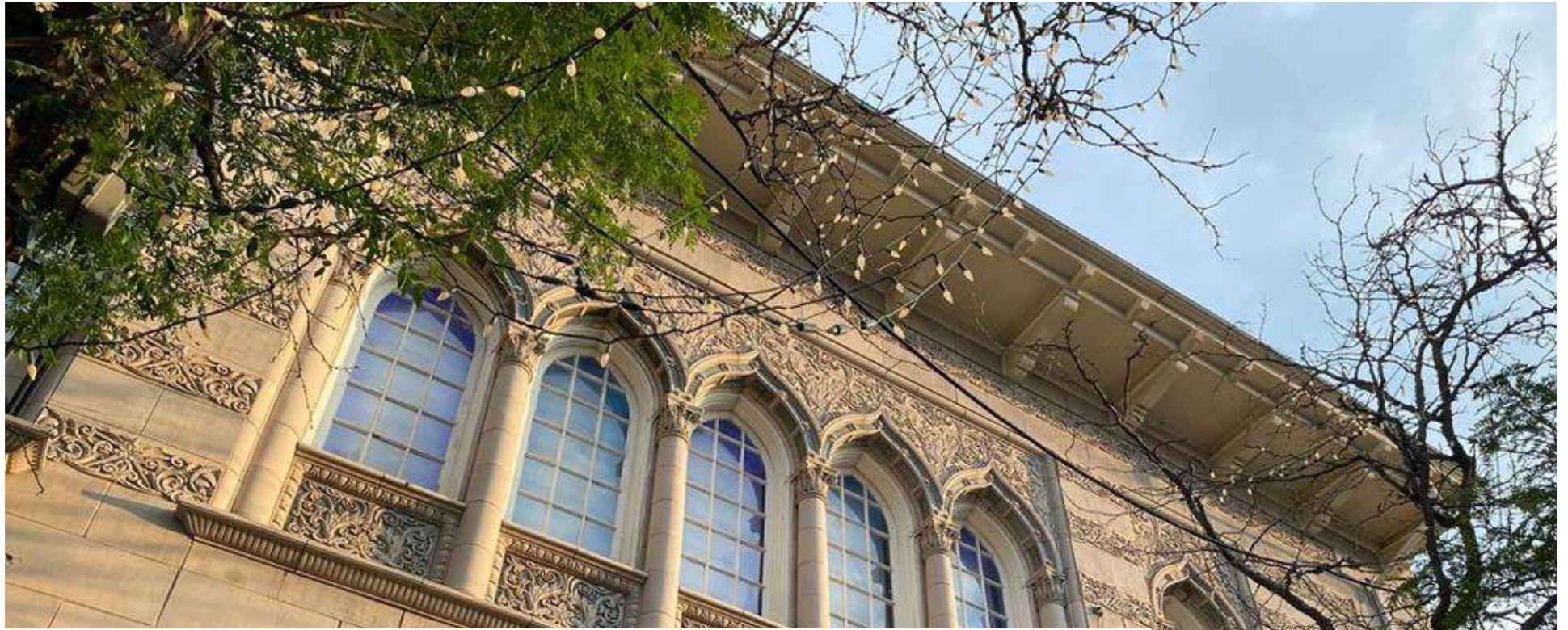
- 1. Ensure that Littleton is a desirable place for creatives to live, work and enjoy;**
- 2. Unite all of Littleton through placemaking;**
- 3. Develop Littleton into a destination for arts and culture.**

The City will achieve these goals, as well as realize the shared vision of the City’s role in supporting arts and culture in Littleton, through the following strategies:

- 1. Mobilize arts and culture to bolster all of the City’s planning efforts;**
- 2. Collaborate with regional governments and organizations to develop sustainable relationships of mutual support;**
- 3. Empower local cultural leaders; and**
- 4. Listen to and engage diverse residents.**

The City can use these goals and strategies to execute the recommendations and the implementation plan in the following two sections of the plan.

¹ Envision Littleton Comprehensive Plan (2019), 63. Retrieved on November 12, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>



SECTION 3

Recommendations



Town Hall Art Center
Courtesy of City of Littleton

Recommendations — Introduction

The recommendations in this section support the City’s goals of ensuring that Littleton is a desirable place for creatives, uniting all of Littleton through placemaking and developing the city into a destination for arts and culture.

How to Use the Recommendations

This section of the Arts and Culture Strategic Plan is organized by the following recommendations:

1. Activate existing resources;
2. Cultivate arts and culture for all of Littleton;
3. Foster the broader arts and culture ecosystem;
4. Develop and refine governance, policies and procedures; and
5. Plan for Littleton’s future.

Recommendations are not listed in terms of priority or start time. Instead, the City can pursue recommendations concurrently. This approach can ensure that the City balances the needs of Littleton residents and organizations while also considering how arts and culture in Littleton relate to county and district-level efforts, such as those of South Suburban Parks and Recreation.

Approaching the recommendations as a road map.

The recommendations offer the City guidance on how to reach its goals. Each of the five recommendation themes includes action items that reflect findings for the planning process. This Plan is intended to be a living document, meaning the City can take the suggestions under each action item as starting points for initiatives while making adjustments that respond to stakeholder and resident feedback and needs.

Implementing the recommendations. For a detailed implementation matrix, which includes suggested lead, who will drive the initiative, collaborators and start date, as well as interim and stretch goals to measure progress, see the “Implementation Plan” in the next section



Little Jam concert
Courtesy of City of Littleton

Recommendation 1. Activate existing resources

The first recommendation theme, “Activate existing resources,” includes four action items, which are discussed below and on the next two pages.

1-1. Inventory programming and resources offered by arts and cultural organizations throughout Littleton

Littleton is a hub of arts and cultural activity. Throughout the planning process, several stakeholders indicated that a comprehensive inventory of arts and cultural programming and resources would highlight existing activities, identify potential gaps and reveal opportunities for collaboration. For information on stakeholder perceptions, see Appendix E, “Analysis of Stakeholder and Community Input.”

Considerations for developing and using a comprehensive programming and resources inventory include:

- Ensuring that all arts and culture organizations throughout Littleton are aware of the initiative through outreach and a call for participation shared regularly through numerous communication channels;
- Reviewing performing arts programming to consider whether performance and rehearsal schedules pose possible conflicts, such as organizations competing for audiences;
- Identifying areas of overlap and difference in instances where multiple organizations offer a similar resource; and
- Organizing and storing the information in a way that ensures ease of updating and sharing.



Recommendation 1. Activate existing resources

1-2. Identify and promote existing spaces and places for arts and culture

During the planning process, Littleton residents and community members expressed interest in more spaces and places for arts and culture, including venues for performance, rehearsing and/or community gathering and outdoor areas to enjoy arts and culture with family and friends. Identifying and promoting existing spaces and places can empower creatives to activate underutilized resources. See Appendix A, “Market Analysis” for venue types and capacity identified through the planning process.

Promoting existing spaces for arts and culture may include:

- Identifying gaps in scheduling, such as whether an organization that follows the school year or academic schedule can be used by community groups during the summer;
- Recognizing which outdoor spaces are particularly suited to outdoor arts and cultural activities and developing a booking system to encourage and manage use if not yet available;
- Considering which unused spaces in office buildings could serve creatives for storage or rehearsal purposes;
- Collaborating with local businesses to highlight their capacity to host live music in bars, breweries and restaurants; and
- Encouraging sites to adopt unified messaging, such as a “There’s art here!” banner or icon to promote arts and cultural use.



Artistic banner at Aspen Grove
Photo by Keen Independent

Recommendation 1. Activate existing resources



1-3. Develop the Visit Littleton website as a central resource

City of Littleton recently launched [Visit Littleton](#), a website that includes an introduction to Littleton and its history, seasonal itineraries, tips for getting around and a calendar of events. Residents and community members who participated in the planning process see an opportunity to continue to develop Visit Littleton as the go-to website for Littleton by highlighting local arts and culture programming, organizations and creatives.

Developing the Visit Littleton website as a central resource for arts and culture might include:

- Featuring evergreen itineraries focused on arts and culture, such as a public art walk;
- Updating arts- and culture-related content regularly with attractive, up-to-date photography, working links and tracking how the website drives traffic to linked organizations; and
- Sharing regular calls for participation and updates so that all arts and culture organizations are represented on the website.

1-4. Support arts and cultural organizations in community outreach and audience expansion

As the City continues its diversity, equity, inclusion and accessibility efforts, it can partner with arts and cultural organizations that are already offering immigrant services, Spanish-language translation and community outreach to individuals and groups who have not historically participated in municipal decision-making. As seen in Appendix C, “Review of Funding and Resources,” supporting arts and culture organizations in this way can further align the City with State priorities.

City support for organizations and groups active in community outreach efforts and audience expansion may look like:

- Identifying existing efforts, using, for example, the previously discussed inventory of programming and resources (action item 1-1.);
- Exploring designating a staff member to coordinate City-wide efforts, such as Spanish-language translation and Alt Text; and
- Considering introducing a grant or funding source to support such efforts.

Recommendation 2. Cultivate arts and culture for all of Littleton

“Cultivate arts and culture for all of Littleton” is the second recommendation theme and includes five action items.

2-1. Develop community-wide arts and culture initiatives

Littleton encompasses 14 square miles, spans three counties and includes the annex neighborhood of TrailMark.¹ Developing community-wide arts and culture initiatives can encourage geographically diverse organizations, residents and community members to see themselves as part of Littleton. Such community-wide initiatives can also drive audiences to explore new locations and make new connections between already beloved sites.

Community-wide arts and culture initiatives may look like:

- Rooted organizations developing mobile resources or off-site programming, such as pop-up performances or exhibits;
- Citywide scavenger hunts with a prize for audiences visiting all participating arts and culture organizations;
- Unified marketing for public art throughout Littleton;
- Film festivals or live music series featuring different locations throughout the programming series; and
- Citywide programming themes, such as Littleton’s unique approach to Colorado’s 150 anniversary in 2026.



Denver Buddhist Temple Minyou Kai Dance Group
Courtesy of Arapahoe Community College

¹ City of Littleton (2024). Littleton Advantage. Retrieved on November 15, 2024 from <https://www.littletonco.gov/Business/Choose-Littleton/Littleton-Advantage>

Recommendation 2. Cultivate arts and culture for all of Littleton

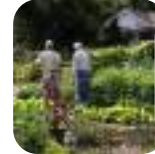
2-2. Design a cohesive placemaking strategy

A cohesive placemaking strategy can further encourage a sense of unified identity for Littleton residents, community members and visitors and tourists.² While community-wide arts and culture initiatives often occur inside of buildings during specific operating hours, placemaking is a strategy for defining publicly accessible places as both welcoming and unique regardless of time of day or season. Examples of existing placemaking in Littleton are featured on the right while suggestions for future actions are listed below.

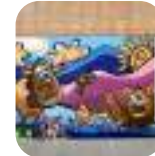
A cohesive placemaking strategy may feature:

- Unified, welcoming and distinctive signage that uses Littleton's city limits to celebrates Littleton's distinct character;
- A crosswalk art initiative introduced in locations of traffic violations and pedestrian accidents to encourage safety;
- Public art that enlivens Littleton's history;
- A shaded structure in a park or on a trail the becomes a site of small gatherings and milestone moments, such as engagements or family photos; and
- Clearly defined neighborhood boundaries that highlight the history, present and future of that community.

Examples of Placemaking



Community garden revitalizing an unused lot or space



Colorful mural encouraging pedestrians to explore an alley way



Crosswalk art encouraging drivers and pedestrians to pay attention



Public art at a transit station highlighting unique identity of that stop



Sculpture that becomes the defining visual feature of a location

² Project for public spaces (2024). What is placemaking? Retrieved on November 20, 2024 from <https://www.pps.org/article/what-is-placemaking>

Recommendation 2. Cultivate arts and culture for all of Littleton

2-3. Introduce resources in areas without arts and culture assets

As suggested in the Executive Summary, stakeholders and community members are interested in seeing arts and culture resources introduced into areas of Littleton without such assets. For more information, see Appendix A, “Market Analysis.” Introducing resources in new locations may look like:

- Installing functional art, such as shaded structures and benches, in a park without arts and culture resources;
- Working with communities in TrailMark, south Littleton and other locations to identify what kinds of arts and culture resources are desired; and
- Supporting existing community spaces in introducing arts and culture programming, such as pop-up events.

2-4. Highlight local creatives

Littleton residents and community members who participated in the planning process are particularly favorable towards the City supporting local creatives. See Appendix E, “Analysis of Stakeholder and Community Input” for more information. Highlighting local creatives might include:

- Featuring local talent on the Visit Littleton website;
- Designing City-run festivals to include a designed stage, booth and/or market to showcase local creatives;
- Developing a City-run directory of local talent; and
- Introducing an annual art prize designated for Littleton residents and community members.



Tricycle Flag Parade
Courtesy of City of Littleton



Littleton Ballet performance
Courtesy of City of Littleton

Recommendation 2. Cultivate arts and culture for all of Littleton

2-5. Promote and measure arts and culture as economic drivers

Current City planning documents show that the City already sees arts and culture as an economic driver, a means of increasing tourism and a leading way to celebrate Littleton's unique character. Measuring the impact of arts and culture on Littleton's economy can identify successes to promote as well as opportunities for improvement. See Appendix D, "Literature Review of City Plans" for more information.

Promoting and measuring arts and culture as economic drivers may look as follows:

- Completing an economic impact study of arts and culture in Littleton at least once every three to five years;
- Sharing results of an economic impact study through the State of the Arts, for instance, and implementing actions based on findings;
- Encouraging businesses to highlight local creatives by hosting live music, exhibiting artwork or selling crafts, and documenting the impact of these initiatives;
- Tracking how much of tourism to Littleton is due to arts and culture;
- Setting goals for increasing economic impact of arts and culture and tracking progress towards those goals; and
- Identifying where Littleton surpasses neighboring communities in terms of arts and culture economic impact and promoting these areas through City marketing.



Historic Crawford Saloon in Downtown Littleton
Courtesy of City of Littleton



Performance at Twilight Criterium
Courtesy of City of Littleton

Recommendation 3. Foster the broader arts and culture ecosystem



The third recommendation theme, “Foster the broader arts and culture ecosystem,” features three action items and considers how the City can collaborate with district and countywide arts and culture efforts. We are stronger when we work together.

3-1. Champion arts and culture in parks and trails

Parks and trails in Littleton are managed by South Suburban Parks and Recreation (South Suburban). Stakeholders and community members who participated in the planning process see opportunities for the City to collaborate with South Suburban on arts and culture initiatives in parks and trails. See Appendix D, “Analysis of Stakeholder and Community Input” for more information.

Championing arts and culture in parks and trails might include:

- Exploring a collaborative public art initiative to highlight the unique identity of each park and trail in Littleton;
- Advocate for Littleton residents’ interest in more outdoor arts and culture through regular meetings and updates; and
- Promoting South Suburban’s role in stewarding green spaces in City marketing materials.

3-2. Integrate arts and culture with Downtown development and businesses

Downtown Littleton is rich in arts, culture and business activity. Throughout the planning process, stakeholders and community members discussed wanting to see Downtown continue to be a site for arts and culture, as well as a hub where arts, culture and business mutually support one another.

Integrating arts and culture with Downtown development and businesses could feature:

- Approaching arts and culture as key ingredients to the success of Project Downtown;
- Meeting regularly with Littleton’s Downtown Development Authority (DDA) to align efforts; and
- Using arts and culture to help unify Downtown, as well as celebrating the unique characteristics of subareas.

Recommendation 3. Foster the broader arts and culture ecosystem

3-3. Facilitate collaboration with key arts and culture partners

The Arts and Culture Board (ACB) hosts regular meetings with Littleton-based arts and cultural organizations. This forum can be developed to further facilitate collaboration with key arts and culture partners in a way that aligns organizations with City, District and State efforts. For more information on the broader efforts identified through this study, see Appendix C, “Review of Funding and Resources.”

Facilitating collaboration with key arts and culture partners could look like:

- Continuing to encourage all Littleton-based organizations to participate in ACB’s Culture and Arts Partners group;
- Inviting leadership from the Scientific and Cultural Facilities District (SCFD) to meet with the City and key partners to identify strategies for developing cross-county arts and culture initiatives and to share information;
- Reviewing the completed inventory of programming and resources (action item 1-1.) with key arts and culture partners to identify opportunities to streamline, share resources and/or cross-promote initiatives;
- Collaborating with County Cultural Councils and County Commissioners to align efforts across Littleton arts and culture organizations based in Arapahoe, Douglas and Jefferson counties;
- Highlighting ways for key arts and culture partners to work with the City or to access City funding, such as Tier Two project-based grants available through the lodgers tax.



Belly Dancers at Arapahoe Community College’s Cultural Caravan
Courtesy of Arapahoe Community College



Pond in Hudson Gardens
Photo by Keen Independent

Recommendation 4. Develop and refine governance, policies and procedures



The fourth recommendation theme, “Develop and refine governance, policies and procedures,” includes five action items.

4-1. Engage the community in decision-making

The planning process showed that residents are interested in the City engaging the community in decision-making regarding arts and culture. For more information, see Appendix E, “Analysis of Stakeholder and Community Input.”

Engaging the community might look like:

- Ensuring that decision-making processes regarding arts and culture initiatives involve opportunities for residents to provide input;
- Exploring appointing a Task Force of Littleton stakeholders and community members to help with outreach efforts; and
- Introducing selected arts and culture-related questions on ballots as appropriate.

4-2. Clarify roles of, and relationship with, municipally affiliated arts and cultural nonprofits

When a City is clear on the role of its municipally affiliated nonprofits, as well as any quasi-public agencies such as the Littleton DDA and nonprofits that organize largescale events, the City can coordinate efforts so that existing groups are active and promoted in a way that minimizes competition among groups.

This recommendation might include:

- Identifying which nonprofits and quasi-public agencies currently do, or potentially can, support arts and culture in Littleton;
- Designating a City staff member to serve as a liaison with the Friends of the Library and Museum and assist in clarifying the group’s scope and purpose; and
- Encouraging appropriate municipally affiliated nonprofits and quasi-public agencies to pursue grants in support of arts and culture.

Recommendation 4. Develop and refine governance, policies and procedures

4-3. Streamline processes and procedures for arts and culture programming

Given that the City has such well-established arts and culture programming and that Littleton spans multiple counties and districts, streamlining processes and procedures for arts and culture programming can introduce greater efficiency, resident involvement and potential for innovation. For more stakeholder and community perceptions on the topic, see Appendix E, “Analysis of Stakeholder and Community Input.”

Streamlining processes and procedures for arts and culture programming might include:

- Clarifying permitting process for community events based on resident feedback;
- Working with South Suburban to streamline process for initiating and installing public art in parks and trails located in Littleton;
- Facilitating collaboration between South Suburban and the Littleton DDA regarding arts and culture in green spaces in Downtown Littleton;
- Developing website content addressing clear guidelines for initiating arts and culture programming; and
- Evaluating processes and procedures for efficiency and accessibility on a regular basis, including by considering resident feedback through an open portal, such as a feedback submission form on a website.



The Tree of Knowledge by John King, installed in the Bemis Public Library lobby
Photo by Keen Independent

Recommendation 4. Develop and refine governance, policies and procedures



4-4. Develop the Arts and Culture Board

The City's Arts and Culture Board (ACB) is designed to be the driver of the City's arts and culture vision. Focusing on Board development can empower Board members as arts and cultural leaders and ensure sustainable momentum for years to come.

Developing the Arts and Culture Board could look like:

- Ensuring regular communication between City Council and the ACB;
- Supporting development of outreach and educational resources, such as how residents can submit feedback or volunteer with the ACB;
- Implementing membership planning, especially to ensure that ACB reflects diverse perspectives and experiences;
- Designating a budget for ACB's management, such as through an introduced Percent for Art program; and
- Supporting ACB's collaboration with a nonprofit on conducting a philanthropy study to learn about fundraising potential in Littleton and the region.

4-5. Review tiered system for grant distribution

First collected in 2024, the City has a five percent lodgers tax on hotels, motels and short-term rental hosts within City limits. Starting in 2025, the tax is allocated towards arts and culture in Littleton according to a four-tiered distribution system. The City can review its system annually to ensure distribution is responsive to stakeholder feedback and any new developments regarding arts and culture in Littleton. For more information on the lodgers tax, see Appendix C, "Review of Funding and Resources."

Review of the tiered system for distributing the lodgers tax may feature:

- Considering evaluation criteria for each tier;
- Developing use and reporting guidelines, such as asking recipients to document the impact of the grant;
- Evaluating new funding resources, such as a Percent for Art or more robust fundraising by municipally-affiliated nonprofits and agencies; and
- Assessing regional trends regarding the implementation of a tiered system for grant distribution.

Recommendation 5. Plan for Littleton's future



The fifth and final recommendation theme, “Plan for Littleton’s future,” features four action items.

5-1. Celebrate a unifying vision for arts and culture in Littleton

As the City begins implementing previously discussed action items of developing the Arts and Culture Board (4-4.), completing a comprehensive inventory of arts and culture programming and resources (1-1.) and developing community-wide initiatives (2-1.), it can clarify its unifying vision through cohesive branding that amplifies arts and culture.

Celebrating a unifying vision for arts and culture could include:

- Developing a dynamic marketing campaign to promote the vision to Littleton organizations and residents;
- Highlighting the vision on the Visit Littleton website, including through a sample itinerary;
- Introducing new, and/or updating existing, City programming, including events, to activate the vision; and
- Sharing the vision with county and district-level stakeholders, including South Suburban, SCFD and others.

5-2. Integrate arts and culture throughout City planning

City planning initiatives that integrate arts and culture could create more opportunities for Littleton residents to enjoy arts and culture. For more information on how existing City plans already address, or impact, arts and culture, see Appendix D, “Literature Review of City Plans.”

Integrating arts and culture into City plans may look like:

- Working with City departments to identify initiatives where arts and culture are especially relevant and highlight the role of the cultural arts within those efforts;
- Ensuring the Arts and Culture Board is involved in City planning when the project could impact arts and culture;
- Using this plan to support existing and future City plans; and
- Responding to any research resulting from the implementation of this plan, such as an economic impact or philanthropy study.

Recommendation 5. Plan for Littleton's future

5-3. Examine the feasibility of renovating or building new arts and culture spaces

Stakeholders and community members throughout the planning process expressed an interest in more venues dedicated to arts and culture in Littleton. These perceptions are presented in Appendix E, "Analysis of Stakeholder and Community Input." For a strengths, weaknesses, opportunities and threats (SWOT) analysis of the City's infrastructure and facilities, see Appendix B. The City can use the SWOT analysis as a starting point for any feasibility studies.

Examining the feasibility of renovating or building new arts and culture spaces might result in:

- Repurposing warehouse spaces as multi-use creative hubs, such as for artist studios, exhibition galleries, an artist-in-residence program and/or a black box theater;
- Activating unused storefronts through pop-up programming that introduces arts and culture to locations without such resources;
- Expanding the footprint of existing arts and culture organizations to better accommodate community needs, such as through mixed-use classroom and gathering spaces;
- Updating existing performing arts spaces in Littleton to increase capacity, ensure Americans with Disabilities Act (ADA) compliance and update technology; and
- Conducting a focused feasibility study on building a performing arts center in Littleton.



Recommendation 5. Plan for Littleton's future

5-4. Leverage Littleton's vibrancy within the greater Denver metropolitan area

Littleton's unique character, assets and programming within the greater Denver metropolitan area can be leveraged to encourage visitors and to develop Littleton as a destination for arts and culture.

Leveraging Littleton's vibrancy within the Denver metropolitan area could look like:

- Advertising unique arts and culture offerings within the Regional Transportation District;
- Incentivizing future hotel(s) to feature arts and culture, such as exhibit spaces in their lobbies or multi-purpose spaces that could accommodate live music or dance;
- Collaborating with regional organizations to cross-promote offerings;
- Highlighting SCFD-funded organizations and initiatives through marketing, such as documenting visits to Littleton programming by the SCFD mascot;
- Continuing to develop signature City-run events and programming that distinguish Littleton within the greater Denver metropolitan area; and
- Capturing visits to key locations in Littleton and tracking annual growth of visitors coming to Littleton for arts and culture.



Littleton Museum Art Gallery
Photo by Keen Independent



Colorado Animals mural by Dean McCready in Aspen Grove
Photo by Keen Independent



SECTION 4

Implementation Plan

Littleton Ballet performance
Courtesy of City of Littleton

4. Implementation Plan

The following matrix provides guidance for implementing each recommendation along with a timeline and checklist for completion. In the matrix, the “suggested lead” column identifies the City department or position responsible for driving the initiative.

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
1. Activate existing resources					
1-1. Inventory programming and resources offered by arts and cultural organizations throughout Littleton	Public Art Administrator	Littleton Museum, Bemis Public Library and Arts and Culture Board	2025	Inventory is completed and readily accessible to all arts and culture organizations by 2026; by 2028, organizations plan programming and resource expansion with awareness of what is available in Littleton	City updates its programming and resources inventory annually; local organizations contact the Public Art Administrator to share updates of new programs and resources
1-2. Identify and promote existing spaces and places for arts and culture	Public Art Administrator	Littleton Museum, Arts and Culture Board, South Suburban and others	2025	City promotes existing spaces and places for arts and culture by 2026; by 2028, local arts and culture groups use available spaces and places for rehearsal, performance, storage, making and gathering	Performance spaces are identified and available for local performing arts groups
1-3. Develop the Visit Littleton website as a central resource	Communications, Marketing and Events	Littleton Museum	2025	Visit Littleton represents all arts and culture organizations in Littleton	Visit Littleton drives traffic onwards to websites of local arts and culture organizations; Click through rates for arts and culture are at least between 10 and 15 percent increase from those tracked in 2024
1-4. Support arts and cultural organizations in community outreach and audience expansion	Public Art Administrator	Littleton Museum, Bemis Public Library, Littleton Public Schools and others	2027	City meets twice per year with Littleton Public Schools to coordinate immigrant services and audience development	Most of the City's marketing materials regarding arts and cultural include information translated in Spanish

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
2. Cultivate arts and culture for all of Littleton					
2-1. Develop community-wide arts and cultural initiatives	Arts and Culture Board	Littleton Museum and Bemis Public Library	2026	City introduces at least one community-wide arts and culture programming series; locations see a 20 percent increase from 2024 in attendance during the programming series	Littleton has at least three hubs beyond Downtown where residents and visitors can experience arts and culture year-round
2-2. Design a cohesive placemaking strategy	Arts and Culture Board	Littleton Museum and Bemis Public Library	2026	City has a placemaking strategy that considers both neighborhood-specific and Littleton-wide guidelines	Littleton city limits are clearly defined through placemaking; at least two more neighborhoods or sites have a new placemaking program
2-3. Introduce resources in areas without arts and cultural assets	Public Art Administrator	City Manager's Office, Community Development, Economic Development	2027	City has a plan for introducing arts and cultural programming in new locations that is informed by public input	South Littleton has at least five arts and cultural programs or installations; City features new programming in its community-wide arts and culture initiatives and at least quarterly in marketing materials

The implementation matrix for “Recommendation 2. Cultivate arts and culture for all of Littleton” continues on the next page.

4. Implementation Plan

“Recommendation 2. Cultivate arts and culture for all of Littleton” continues on this page.

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
2. Cultivate arts and culture for all of Littleton					
2-4. Highlight local creatives	Communications, Marketing and Events	Littleton Museum	2025	City-organized festivals feature a platform to showcase local talent, such as a designated stage, booth and/or market	City conducts survey to assess rating of its support for local creatives; survey shows at least 80 percent favorability rating regarding City support for local creatives
2-5. Promote and measure arts and culture as economic drivers	Deputy City Manager	Economic Development	2025	City completes an economic impact study of its arts and culture; City shares results of study with its residents and implements actions based on findings, such as setting a goal of increasing economic impact of arts and culture by 10 percent by 2030	City reassesses economic impact against the goal set during the first assessment and defines new strategies to continue to grow arts and culture as economic drivers

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
3. Foster the broader arts and culture ecosystem					
3-1. Champion arts and culture in parks and trails	Arts and Culture Board	South Suburban Parks and Recreation District	2026	City and South Suburban meet at least twice per year to plan, and collaborate on, arts and culture in parks and trails in Littleton	Littleton has at least three new sites of arts and culture in parks and/or trails
3-2. Integrate arts and culture with Downtown development and businesses	Public Art Administrator	Deputy City Manager, Downtown Development Authority (DDA)	2025	City and DDA meet quarterly to plan, and collaborate on, arts and culture in Downtown development and businesses	Downtown has at least four new arts and cultural locations and/or programs
3-3. Facilitate collaboration with key arts and cultural partners	Arts and Culture Board	Culture and Arts Partners	2025	Arts and Culture Board asks Culture and Arts Partners annually how they can improve their quarterly meetings and collaboration	City engages local arts and culture organizations in planning initiatives, which result in at least three new or expanded resources for practitioners and administrators

4. Implementation Plan

	Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
4.	Develop and refine governance, policies and procedures					
4-1.	Engage the community in decision-making	Public Art Administrator	Arts and Culture Board	2025	City conducts outreach to receive public input on each new arts and culture initiative that impacts a specific neighborhood	Littleton residents have a clear and accessible way to offer input regarding arts and culture; City regularly reviews and acknowledges public feedback
4-2.	Clarify roles of, and relationship with, municipally affiliated nonprofits	Deputy City Manager	Littleton Museum and Bemis Public Library	2025	The Friends of the Littleton Library and Museum have a clarified purpose and scope; Friends group recruits new members based on clarified role and scope	City has clarified role and scope of all municipally affiliated nonprofits; all municipally affiliated nonprofits actively support development of arts and culture in Littleton
4-3.	Streamline processes and procedures for arts and culture programming	Arts and Culture Board	City Council, South Suburban and DDA	2026	City has clear process for arts and culture permitting and programming, including public art, for Downtown and in parks and trails in Littleton	City asks for feedback on streamlined processes and hears that residents are clear on how to obtain event permits and initiate ideas for arts and culture programming

The implementation matrix for “Recommendation 4. Develop and refine governance, policies and procedures” continues on the next page.

4. Implementation Plan

“Recommendation 4. Develop and refine governance, policies and procedures” continues on this page.

Recommendation		Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
4. Develop and refine governance, policies and procedures						
4-4.	Develop the Arts and Culture Board	Arts and Culture Board	City Council	2025	City recruits members to reflect diverse perspectives; Board works with a nonprofit to conduct a philanthropy study; By 2026, Board submits recommendations to City Council, such as for considering a Percent for Art Program on public projects	The Arts and Culture Board manages a budget separate from the lodgers tax and implements actions based on the already conducted philanthropy study and any completed economic impact studies
4-5.	Review tiered system for grant distribution	Arts and Culture Board	Deputy City Manager	2025	City reviews its tiered system for distributing grants based on the lodgers tax, resident feedback and recommended practices	City reviews its tiered system for distributing grants based on any new funding resources and resident feedback

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
5. Plan for Littleton's future					
5-1. Celebrate a unifying vision for arts and culture in Littleton	Arts and Culture Board	Littleton Museum, Bemis Public Library and Communications and Marketing	2026	City has a unifying vision for arts and culture in Littleton and advertises it within the city	City conducts survey asking residents if they perceive Littleton as a destination for arts and culture; survey results show an increase in perception of Littleton as a destination by at least 20 percent from those collected during 2024
5-2. Integrate arts and culture throughout City planning	Deputy City Manager	City Council	2025	City uses the Arts and Culture Community Strategic Plan as a resource for its other planning efforts, including Project Downtown, and involves the Arts and Culture Board in relevant planning initiatives	All City planning efforts include consideration of how the project will impact arts and culture and whether arts and culture can support the initiative
5-3. Examine the feasibility of renovating or building new arts and cultural spaces	Public Art Administrator	Deputy City Manager, Community Development and Economic Development	2026	City has conducted at least one feasibility study to repurpose, renovate and/or build new spaces for arts and culture	City has repurposed, renovated and/or built at least two spaces for arts and culture
5-4. Leverage Littleton's vibrancy within the greater Denver metropolitan area	Arts and Culture Board	Littleton Museum and Bemis Public Library	2027	City begins to advertise its arts and culture within the Regional Transportation District	City conducts annual survey of visitors and tracks growth of visitors coming to Littleton for arts and culture



SECTION 5 **Appendices**



Littleton Twilight Criterium
Courtesy of City of Littleton

Section 5. Summary of Appendices

Keen Independent provides supporting appendices for more detailed analysis. The appendices inform the summary report.

Market Analysis

Appendix A provides an analysis of the demographics of Littleton as they compare with national averages. This appendix also provides population forecasts, mapping of existing, as well as desired locations for future, arts and cultural assets in Littleton and inventories of public art and arts and cultural facilities.

Analysis of Infrastructure and Facilities

Appendix B is a SWOT (strengths, weaknesses, opportunities and threats) analysis of infrastructure and facilities related to arts and culture in Littleton. The City can use this appendix as a starting point for a future feasibility study with the goal of assessing existing, and potential, spaces and sites for arts and culture.

Review of Funding and Resources

Appendix C provides an overview of existing City funding for arts and culture, as well as identifies potential resources that the City can leverage towards expanding arts and culture.

Literature Review of City Plans

Appendix D is a summary of the City's current plans with key considerations for initiatives that include or impact arts and culture. Analysis includes the 2019 Envision Littleton Comprehensive Plan, the 2021 Littleton Arts and Culture Commission Strategic Plan, City Council Goals and Objectives in Horizon 2027 and the Littleton Comprehensive Economic Development Strategy. The City can use this analysis to align recommendations from the Arts and Culture Strategic Plan with other City plans.

Analysis of Stakeholder and Community Input

Appendix E provides an overview of themes emerging from stakeholder and community engagement conducted throughout the planning process, including in-depth interviews and focus groups, public meetings, a virtual workshop survey and feedback submitted through the study email and hotline.



Performer with the Littleton Symphony Orchestra
Courtesy of City of Littleton

APPENDIX A. Market Analysis

Keen Independent presents a market analysis examining the arts and culture landscape in Littleton, Colorado. This information informs the recommendations we present as part of the Arts and Culture Strategic Plan.

Introduction

For this market analysis, Keen Independent gathered demographic, spending and market potential information about the population of Littleton. Combining this information with population projections from the Colorado State Demography Office and attendance data provided by the National Endowment for the Arts, we projected potential demand for various types of arts and culture activities through 2050.

Business inventory. Additionally, we inventoried relevant arts and cultural businesses in Littleton. Business types include:

- Arts and crafts vendors;
- Historic landmarks;
- Libraries;
- Live music;
- Museums and galleries;
- Recreation;
- Theaters and performing arts venues; and
- Other venues.

Cultural asset inventory. We also inventoried the following cultural assets in Littleton:

- Arts and crafts vendors;
- Historic landmarks;
- Libraries;
- Live music;
- Museums and galleries;
- Recreation;
- Theatres and performing arts venues; and
- Public art.

Figure A-2 on the following page shows existing arts and cultural assets in Littleton, including those that are managed by South Suburban Parks and Recreation (South Suburban). Assets are organized by type.

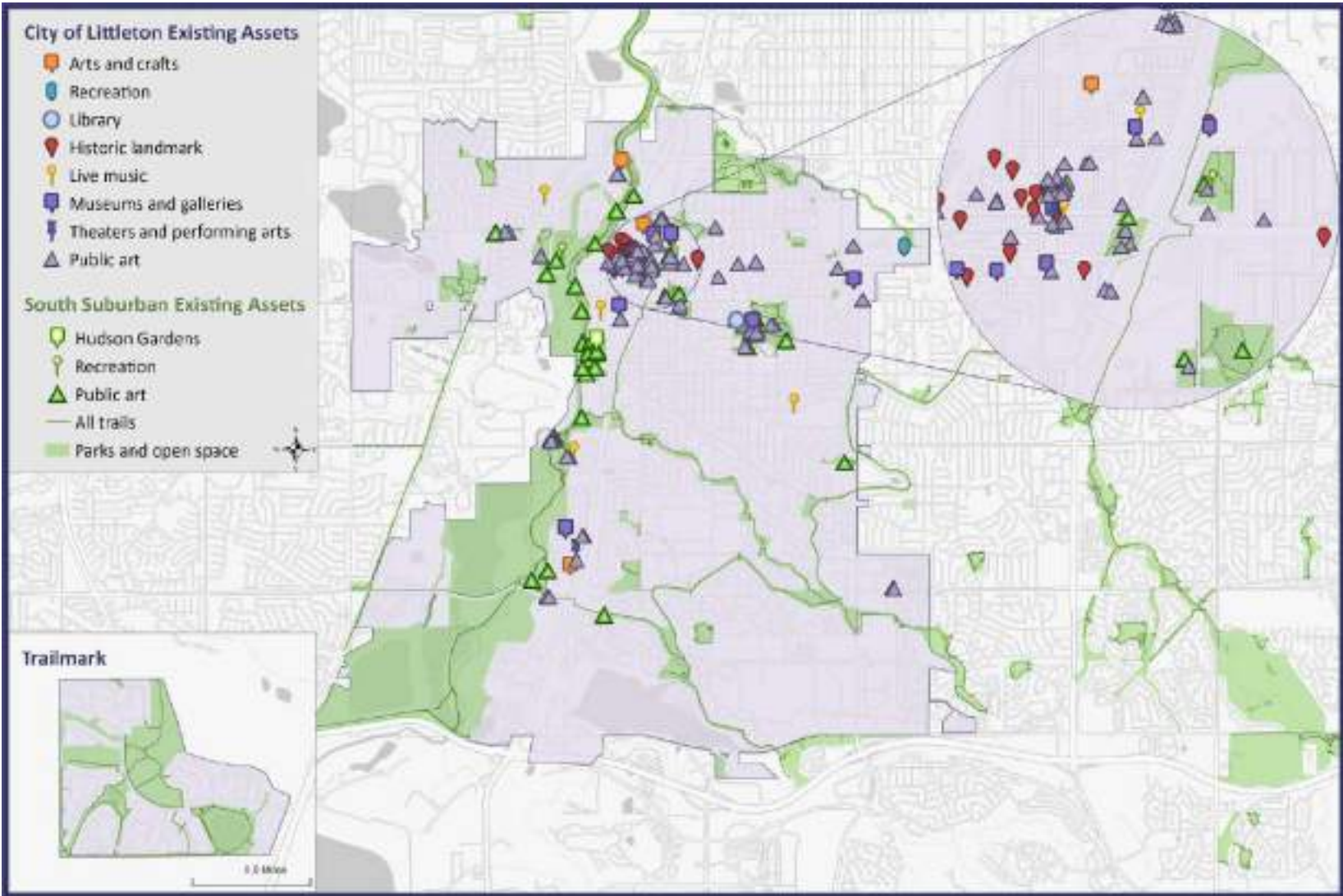
A-1. Downtown Littleton in the snow



Source: City of Littleton.

APPENDIX A. Market Analysis

A-2. City of Littleton arts and culture asset map, 2024



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

APPENDIX A. Market Analysis

Keen Independent analyzed the population and consumer behaviors in Littleton and compared them to national averages.

Population

Figures A-3 and A-4 display income, education, age and race/ethnicity for Littleton compared to the United States overall. Littleton has higher median household income, and a higher percentage of college graduates and white residents compared to the United States overall.

A-3. City of Littleton demographics, 2024

	City of Littleton	United States
Total households	20,647	130,644,648
Household income		
\$24,999 or less	11.0 %	14.9 %
\$25,000 to \$49,999	12.9	16.8
\$50,000 to \$74,999	13.3	15.7
\$75,000 to \$99,999	13.1	12.8
\$100,000 to \$199,999	30.9	27.2
\$200,000 or more	18.8	12.6
Total	100.0 %	100.0 %
Median household income	\$ 99,261	\$ 79,061
Education (population age 25+)		
Less than high school	2.7 %	9.4 %
High school	15.1	26.8
Some college	21.6	27.1
Bachelor's degree	38.7	22.5
Graduate degree	21.9	14.3
Total	100.0 %	100.0 %

Source: Source: U.S. Census Bureau American Community Survey.

A-4. City of Littleton demographics, 2024

	City of Littleton	United States
Total population	46,083	338,273,465
Age		
Up to 10 years old	9.4 %	11.3 %
10 to 19 years old	10.5	12.5
20 to 29 years old	12.7	13.3
30 to 39 years old	14.8	13.7
40 to 54 years old	19.3	18.7
55 to 69 years old	18.8	18.0
70 or more years old	14.4	12.4
Total	100.0 %	100.0 %
Median Age	41.8	39.3
Race		
African American	1.5 %	12.5 %
Asian American	2.5	6.4
Native American	1.0	1.2
Pacific Islander	0.1	0.2
Other race	4.6	8.8
Two or more races	10.8	10.7
White	79.6	60.3
Total	100.0 %	100.0 %
Ethnicity (of any race)		
Hispanic American	14.7 %	19.6 %
Non-Hispanic	85.3	80.4
Total	100.0 %	100.0 %

Source: U.S. Census Bureau American Community Survey.

A. Market Analysis — Spending and behavior

Data on arts and culture-related consumer behavior in the city of Littleton can help inform the type of offerings that organizations offer to patrons.

Entertainment Spending and Market Potential

Figure A-5 presents selected spending potential indices (SPI) for Littleton in categories such as parks and museums, movies and theater performances. An SPI compares the average amount spent locally for a product to the average amount spent nationally. An index of 100 reflects the U.S. average. An SPI of 70, for example, indicates that average spending by local consumers is 30 percent below the national average.

Spending potential. In Littleton, the spending potential indices in all of the entertainment categories examined are higher than the national averages. This indicates that Littleton residents could be more willing to spend money on these forms of entertainment. Tickets to the theatre, as well as operas and concerts, has an SPI of 134, which is the highest index of the categories examined.

A-5. Spending potential indices and averages, 2024

	City of Littleton	United States
Entertainment/recreation		
Index	123	100
Average	\$ 5,042	\$ 4,105
Entertainment/recreation fees/admissions		
Index	130	100
Average	\$ 1,071	\$ 809
Tickets to theater/operas/concerts		
Index	134	100
Average	\$ 102	\$ 74
Tickets to parks or museums		
Index	126	100
Average	\$ 47	\$ 25
Tickets to movies		
Index	131	100
Average	\$ 32	\$ 25
Live entertainment-catered affairs		
Index	131	100
Average	\$ 26	\$ 20

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

A. Market Analysis — Spending and behavior

Entertainment Spending and Market Potential

Figure A-6 presents relevant market potential indices (MPI) for Littleton. MPI measures the relative likelihood of adults in the specified area exhibiting certain potential behaviors or purchasing patterns. An MPI of 100 represents the U.S. average.

Market potential. The study team reviewed MPIs for going to museums, live theater or dancing, as well as performances including classical/opera, country music, dance, movies and rock music. The MPI for Littleton is higher than the national average in all categories other than attended a country music performance, which was just under the national average. The Littleton index was over 20 points higher than the national average for attending a museum, live theater, dancing or classical/opera performance.

Given that Littleton’s spending potential and market potential indicates a higher than national average consumption in most arts and culture categories, the City might consider ways to expand its arts and cultural programming.

A-6. MPI for attending certain types of events in Littleton, 2024

	City of Littleton	United States
Went to museum <i>Index</i>	16 % 122	13 % 100
Went to live theater <i>Index</i>	11 % 122	9 % 100
Danced or went dancing <i>Index</i>	16 % 122	0 % 100
Attended a...		
Classical/opera performance <i>Index</i>	4 % 125	3 % 100
Country music performance <i>Index</i>	4 % 96	5 % 100
Dance performance <i>Index</i>	4 % 108	3 % 100
Movie <i>Index</i>	46 % 104	44 % 100
Rock music performance <i>Index</i>	9 % 116	8 % 100

Note: 100 is the national average and findings are based on a 12-month period.
Source: Esri market potential database based on MRI Simmons Survey (2024).

A. Market Analysis — Demand projections

Methodology

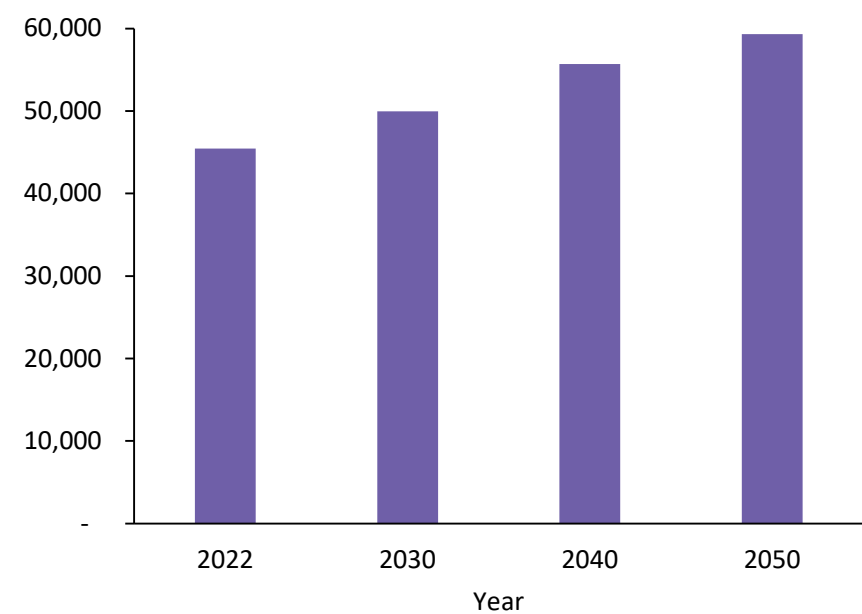
The City of Littleton’s current population and their arts and culture consumption and interests can help Littleton understand potential demand in the future. Participation in events of different types varies by age group.

Population forecasts. The Colorado State Demography Office forecasts that Littleton’s population will grow from about 45,000 residents in 2022 to just under 60,000 residents in 2050, a 30 percent increase in total residents (see Figure A-7).

Population by age in 2022. Figure A-8 on the following page illustrates the age distribution of Littleton’s population. The graph shows the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years). Young adults ages 25–29 and 30–34 are the largest groups, around 4,000 each. Older adult cohorts, ages 75 and above, are the smallest groups, ranging from about 900 to 1,300.

Population by age in 2050. Figure A-8 also presents the projected age distribution for Littleton’s population in 2050 based on Colorado State Demography Office and US Census projections for the area. Older adults ages 85 and older are the largest category at about 4,700. Adults in categories ages 25 to 69 range from 3,200 to 4,600. The smallest group is of ages 15 to 19 at about 2,000.

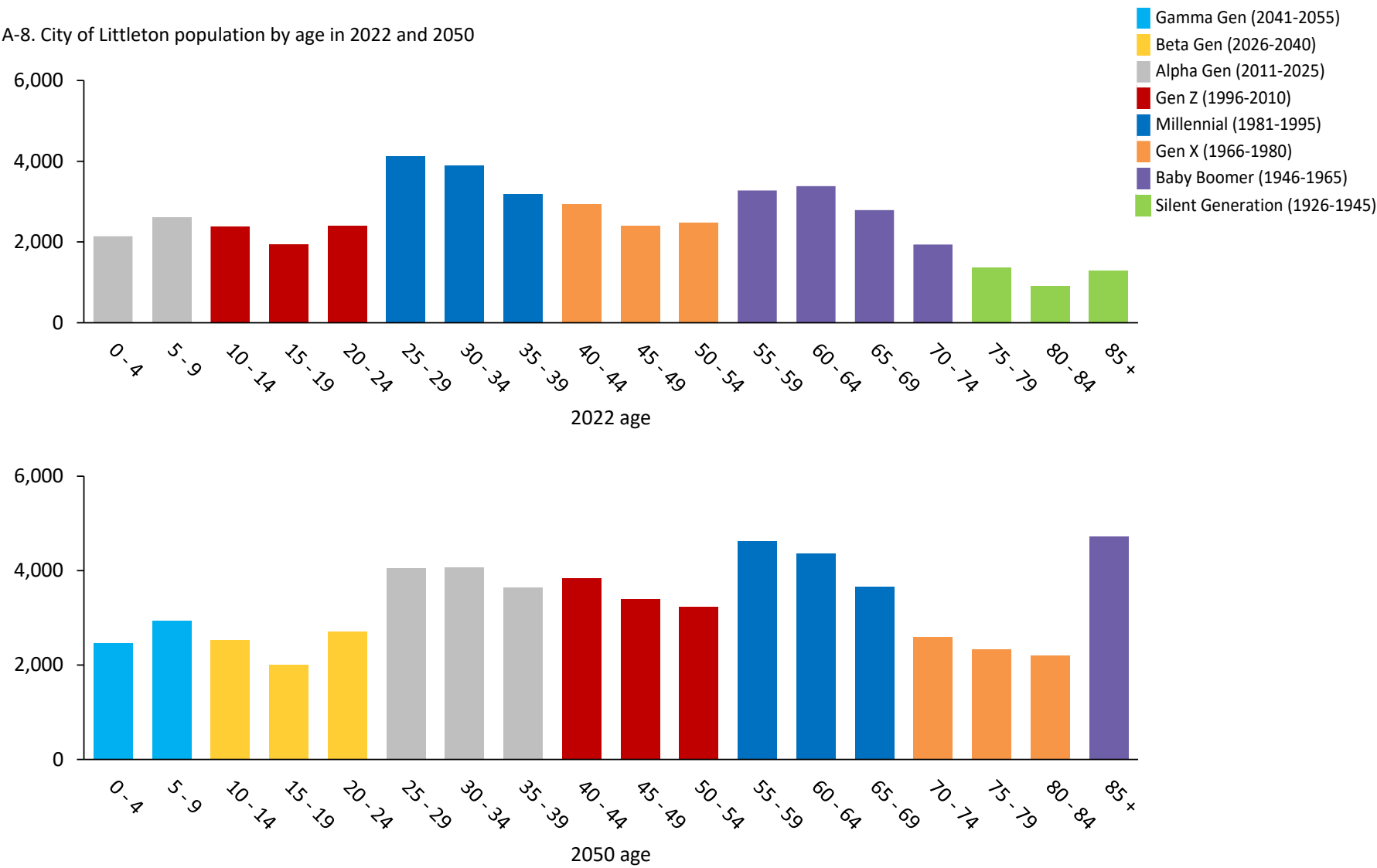
A-7. Population Projections, 2022–2050



Source: Colorado State Demography Office.

A. Market Analysis — Demand projections

A-8. City of Littleton population by age in 2022 and 2050



Source: Colorado State Demography Office.

A. Market Analysis — Demand projections

Demand Scenario

Keen Independent developed a demand scenario for Littleton from the age-specific Colorado State Demography Office population projections and national attendance data generated by the National Endowment for the Arts (NEA) 2022 Survey of Public Participation in the Arts (SPPA).

Key assumptions. These demand projections assume that the 2022 rates for arts and culture participation do not change and that the national trends of age-specific rates of attendance are consistent with Littleton’s population.

Demand projections. Displayed in Figure A-9, Keen Independent projects that unconstrained demand (not limited by inventory and capacity) for Littleton’s arts and cultural activities will increase by about 20 to 37 percent between 2022 and 2050. For example, demand for art museums and galleries is projected to increase by 25 percent over the next 26 years. Please note the following:

- Demand change is at zero percent for 2022, because that is the starting year from which change is measured;
- Projected demand is based on residents, not tourists; and
- Demand changes are relative to current attendance. Relative changes in categories with small numbers of current participants can appear to be more substantial than they are. For example, a small absolute change in the number of people interested in opera can result in a large percentage change. (See Figure A-10 for absolute demand).

A-9. Arts demand projections for Littleton relative to 2022 demand

	2022	2030	2040	2050
Art museums and galleries	0 %	10 %	20 %	25 %
Ballet	0	10	19	25
Jazz music	0	10	21	26
Latin, Spanish or salsa music	0	8	17	20
Musical plays	0	12	25	32
Non-musical plays	0	12	24	33
Opera	0	13	28	37
Dance (other than ballet)	0	12	26	34
Classical music	0	12	25	32

Source: National Endowment for the Arts 2022 Survey of Public Participation in the Arts, Colorado State Demography Office, Keen Independent Research.

A. Market Analysis — Demand projections

Absolute demand. Keen Independent presents unconstrained absolute demand for arts and cultural activities in the city of Littleton (Figure A-10). Unconstrained demand is the estimated number of annual attendances of each type of event from 2022 to 2030 ordered by popularity. Please note that demand projections are based on national attendance trends and are not necessarily reflective of local consumption behaviors.

Visits to art museums and galleries and musical plays are projected to increase by approximately 2,000 and 1,000 (respectively) between 2022 and 2030. Attendance at all other types of arts events listed in Figure A-10 are also projected to increase, but more modestly.

A-10. Unconstrained number of attendances at arts events of the Littleton population

	2022	2030	Percent change	Net change
Art museums and galleries	19,440	21,382	10 %	1,941
Ballet	1,143	1,255	10	112
Jazz music	7,252	7,964	10	712
Latin, Spanish or salsa music	3,203	3,463	8	260
Musical plays	8,884	9,912	12	1,029
Non-musical plays	3,138	3,505	12	367
Opera	389	441	13	52
Dance (other than ballet)	2,436	2,720	12	284
Classical music	3,752	4,272	12	520

Note: Attendance numbers are pulled from the City of Littleton population projections.
Source: National Endowment for the Arts 2022 Survey of Public Participation in the Arts, Colorado State Demography Office, Keen Independent Research.

A. Market Analysis — Inventory

Keen Independent conducted an environmental scan to identify relevant arts and culture businesses and venues within Littleton.

Arts and Culture Assets in Littleton

Littleton has over 40 arts and culture businesses and historic landmarks within city limits, as displayed in Figure A-11. Businesses include venues for experiencing live music and theater and gathering places to enjoy art and culture activities.

A-11. Arts and culture businesses in the city of Littleton

Culural assets	Type
Artspark	Arts and crafts
Createry Workshop, Littleton	Arts and crafts
Eastlosarte Galeria and Artisan Shop	Arts and crafts
Littleton Learning Lab	Arts and crafts
Abbott Building	Historic landmark
Arapahoe County Courthouse	Historic landmark
Atchison, Topeka, & Santa Fe Depot	Historic landmark
Batschelet Building	Historic landmark
Carnegie Library	Historic landmark
Columbine Mill	Historic landmark
Coors Building	Historic landmark
Denver & Rio Grande Depot	Historic landmark
First National Bank of Littleton	Historic landmark
Leach House	Historic landmark
Louthan House	Historic landmark
Spotswood Residence	Historic landmark
Two Potters/Lemcke Meat Market	Historic landmark
Weston Masonic Lodge	Historic landmark

Source: Keen Independent Research.

A-11. Arts and culture businesses in the city of Littleton (continued)

Culural assets	Type
Bemis Public Library	Library
Breckenridge Brewery	Live music
Fraco's Bar and Live Music	Live music
Littleton Bass School	Live music
Platte River Bar & Grill	Live music
Rocker Spirits	Live music
The Alley	Live music
Alley Arts Studio	Museums and galleries
Arapahoe Community College Art and Design Center	Museums and galleries
Carson Nature Center*	Museums and galleries
Colorado Gallery of the Arts	Museums and galleries
Garage Art Gallery & Studio	Museums and galleries
Judy Patti's Art Studio	Museums and galleries
Littleton Depot Art Gallery	Museums and galleries
Littleton Museum	Museums and galleries
ROX Arts Gallery	Museums and galleries
Stanton Art Gallery	Museums and galleries
The Steve Adams Gallery	Museums and galleries
Douglas H. Buck Community Recreation Center*	Recreation
Littleton Public Schools Stadium	Recreation
Sports Complex*	Recreation
Alamo Drafthouse Cinema Littleton	Theatre and performing arts
Hudson Gardens & Event Center*	Theatre and performing arts
Town Hall Arts Center	Theatre and performing arts

Note: * Indicates facilities managed by South Suburban.

Source: Keen Independent Research.

A. Market Analysis — Inventory

Venues

Keen Independent also identified venues relevant to arts and culture within Littleton’s city limits. We note the capacity of each venue where available. These venues are organized into charts based on type:

- Event spaces and multipurpose rooms (Figure A-12);
- Event spaces and multipurpose rooms managed by South Suburban (Figure A-13);
- Live music (Figure A-14); and
- Theater and performing arts (Figure A-15).

Event spaces and multipurpose rooms. Figure A-12 includes event spaces and multipurpose rooms that are open spaces of varying sizes and capacities. These spaces could be used for a range of activities and gatherings, including but not exclusive to meetings, rehearsals and parties. For large meeting spaces, there are four spaces that can accommodate 100 or more people. One space accommodates mid-size groups of up to 75 people while another is designed for small groups of 15 to 20 people.

A-12. Event spaces and multipurpose rooms in Littleton

Event spaces and multipurpose rooms	Capacity
Ashley Ridge by Wedgewood Weddings	300
Riverwalk Clubhouse	125
Bemis Public Library	
Large meeting room	100
Conference room	20
Breckenridge Brewery	
The Great Room	120
The Tour Tasting Room	75

Source: Keen Independent Research.

A. Market Analysis — Inventory

Event spaces and multipurpose rooms managed by South Suburban. Figure A-13 lists open spaces of varying sizes and capacities that could be used for a range of activities and gatherings, including but not exclusive to meetings, rehearsals and parties. Several of the spaces managed by South Suburban are located within recreation centers that include gyms, courts and turfs designed for sporting events, games and practices. Of the South Suburban managed spaces, there are eight spaces with capacities of 130 or greater, including a gym with a capacity of 525 people. There are six spaces that can accommodate groups of around 50 to 60 people and one small meeting room for under 25 people.

A-13. Event spaces and multipurpose rooms managed by South Suburban

Event spaces and multipurpose rooms	Capacity
Douglas H. Buck Community Recreation Center	
Gym	525
Multi-room block	160
Rio	60
Atchison	58
Pacific	57
Santa Fe	57
Topeka with stage	49
Hudson Gardens	
The Inn & Backyard	175
The Rose Garden & Bloom Room	175
Monet's Place & The Pavilion	150
Sports Complex	
Turf	175
Court	150
Banquet room	130
Meeting room	23

Source: Keen Independent Research.

A. Market Analysis — Inventory

Live music. Live music venues are businesses, often bars and restaurants, that offer live music as part of their nightly or weekly offerings. Littleton has several places that offer live music, including one venue with a capacity of 150 and another with approximately a 200-person capacity (Figure A-14).

Theater and performing arts. Theater and performing arts spaces are venues primarily used and designed for performances. Most of these spaces include stadium-style seating.

The Littleton Public Schools Stadium, with a capacity of 1,000, and Waring Theatre at Arapahoe Community College, with a capacity of 226, primarily serve student activities and audiences (Figure A-15). Town Hall Arts Center has a capacity of 226.

A-14. Live music venues in Littleton

Live music	Capacity
Fraco's Bar and Live Music	200
Platte River Bar & Grill	150
BARBOX at Aspen Grove	
Littleton Bass School	
Rocker Spirits	
The Alley	

Note: Capacity not available for all venues.

Source: Keen Independent Research.

A-15. Theater and performing arts venues in Littleton

Theater and performing arts	Capacity
Littleton Public Schools Stadium	1,000
Town Hall Arts Center	260
Waring Theatre	226

Source: Keen Independent Research.

A. Market Analysis — Inventory

Public Art

Keen Independent inventoried public art assets within Littleton city limits. Littleton has over 100 public assets located across outdoor spaces, which are owned and maintained by private businesses, the City of Littleton and South Suburban. These assets are organized into charts based on type:

- Monuments and memorials;
- Functional design;
- Murals; and
- Sculptures.

Monuments and memorials. Figure A-16 lists monuments and memorials in Littleton. These are assets commemorating nationally recognized historical individuals and events, as well as notable individuals and groups local to Littleton. Some of these assets are managed by the City of Littleton and others are managed by South Suburban.

Functional design. Figure A-17 lists functional design assets in Littleton. In addition to artistic expression, these assets have a functional element to them, such as providing seating or telling time.

A-16. Monuments and memorials in Littleton

Monuments and memorials	Location
A Memorial to the Pioneers of the Upper Platte Valley	Melting Pot Restaurant
Airlife Memorial*	Mary Carter Greenway
Bega-Littleton Sister Cities Monument	Bega Park
Blue Star Memorial*	Hudson Gardens & Event Center
Council Grove	Mary Carter Greenway
Danny Phillip Dietz Jr. Memorial	Berry Park
Littleton War Memorial Sun Dial	Sterne Park
Ray's Bench*	Hudson Gardens & Event Center
Sterne Memorial Fountain	War Memorial Rose Garden
World War II Memorial	Ketring Park

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A-17. Functional design assets in Littleton

Functional design	Location
Break Time Fountain	Littleton Museum
Millennium Clock Tower	Downtown Littleton Light Rail Station
Railroad Spur Bench	Railroad Spur (Mineral) Trail
The Silver Band of Present Time Tower	Mineral Light Rail Station

Source: Keen Independent Research.

A. Market Analysis — Inventory

Murals. Littleton has close to 30 murals, which are installed on local businesses and community buildings, as well as traffic boxes throughout the city (Figure A-18). There is a concentration of murals in downtown Littleton. The murals in Littleton depict different types of imagery, including nature, people, popular culture, history and abstraction.

A-18. Murals in Littleton

Murals	Location
A Celebration of the Performing Arts	2450 W Main St
Color in the Time of COVID	Alley Arts Studio
Colorado Man	Littleton Blvd & Bannock St Intersection
Crashing Bull	Proud Souls Barbecue
Gourmet Pottery	5730 S Curtice St
Imagine	Reinke Brothers
Imagine	Woodlawn Center
Kebler Pass	Alamo Drafthouse Cinema Littleton
Littleton Ballet Academy Mural	Littleton Ballet Academy
Morning Waves	5624 S Prince St
Octo Watertower	Reinke Brothers
Passages	Downtown Littleton Light Rail Station
Poppies	Alley Arts Studio
Title Guaranty Mosaic	Title Guaranty Building

Source: Keen Independent Research.

A-18. Murals in Littleton (continued)

Murals	Location
Untitled - Reinke's history	Reinke Brothers
Untitled - Abstract flowers	Broadway & Powers intersection
Untitled - Annabelle's Box	Broadway & Orchard intersection
Untitled - Aspen trees	Reinke Brothers
Untitled - Black and white butterfly wings	5624 S Prince St
Untitled - Columbines & sunflowers	Aspen Grove Lifestyle Center
Untitled - Crypt	Reinke Brothers
Untitled - Elk & mountains	AMLI Littleton Village
Untitled - Face with geometric shapes and flowers	Littleton's Woodlawn Floral
Untitled - Gemstone	Reinke Brothers
Untitled - Graphic year	Reinke Brothers
Untitled - Halloween scene	Reinke Brothers
Untitled - King & queen	Reinke Brothers
Untitled - Littleton History	Railroad Spur/Mineral Avenue Trail
Untitled - Littleton's 125th Anniversary	SE corner of Nevada St and West Main St
Untitled - Mayan symbol	Reinke Brothers
Untitled - Mountain biking (1)	The Bikery at The Brewery
Untitled - Mountain biking (2)	The Bikery at The Brewery
Untitled - Palenque Cocina dogs	Palenque Cocina
Untitled - Palenque Cocina rabbit	Palenque Cocina
Untitled - Poppies, daisies, & water drop	Reinke Brothers
Untitled - Salon workings	Evolution Hair Studio
Untitled - Skeleton playing guitar near cactus	Reinke Brothers
Untitled - Tattered cover mural	Aspen Grove Lifestyle Center
Untitled - Zooley's Place buffalo	Zooley's Place

Source: Keen Independent Research.

A. Market Analysis — Inventory

Sculptures. Littleton features over 60 sculptures installed throughout the city (Figure A-19). Many of these sculptures are located downtown. Sculptures are also installed throughout green spaces and around community buildings. Some of these assets are managed by the City while others are managed by the South Suburban. Materials used to create these sculptures include different types of metals, including bronze and stonework.

A-19. Sculptures in Littleton

Sculptures	Location
5 Sunflowers	Littleton Museum
Again	Bowles Grove Park
Aster-Mum	The Buck Recreation Center
Balance in Motion*	Littleton Golf and Tennis Club
Boy Fishing	Ketring Park
Circle of Friends	Bemis Public Library
Climb*	Hudson Gardens & Event Center
Collective Nest*	Hudson Gardens & Event Center
Coming Home	Mary Carter Greenway
Dee Dee & Libby*	Hudson Gardens & Event Center
Dorothy & Friends*	Hudson Gardens & Event Center
Eccentric Cello*	Hudson Gardens & Event Center
Endless Time*	Hudson Gardens & Event Center
Find Beauty*	Hudson Gardens & Event Center
Flight*	Hudson Gardens & Event Center
Flood Story*	South Platte Park
Forever Iris*	Hudson Gardens & Event Center
Fox Den	Littleton Museum
Free Flow	Littleton Museum
Hangin' Around	Mary Carter Greenway
Incoming*	Hudson Gardens & Event Center
Kaleidoscope*	Hudson Gardens & Event Center
Kate's Pony*	Hudson Gardens & Event Center

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A. Market Analysis — Inventory

A-19. Sculptures in the city of Littleton (continued)

Sculptures	Location
Laugh With Us	Littleton Museum
Leaf Canopy	AMLI Littleton Village
Life's Lessons	Littleton Museum
Lotus*	Hudson Gardens & Event Center
Maiden Voyage	Littleton Museum
Mind Field*	Hudson Gardens & Event Center
Moondance	Mary Carter Greenway
Mr. Blues	Littleton Museum
Nature's Legacy*	Carson Nature Center
Operation Red Wings	Berry Park
Peaks	2659 W Main St
Plash*	Little's Creek Park
Quest	Arapahoe Community College
Red Dress*	Hudson Gardens & Event Center
Riverside Downs	Riverside Downs
Roo and Baby Roo	Bega Park
Settler's Remnants to Rust	Littleton Center
Skip To My Lou	Gallup Park
Slinky The Caterpillar	Sterne Park
Snips 'n Snails	Bega Park
Solar III	Gallup Gardens
Spirit of Inspiration	Arapahoe Community College Art & Design Center

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A-19. Sculptures in the city of Littleton (continued)

Sculptures	Location
Telescope	Littleton Center
The Cobbler's Path	La Rocco Plaza Park
The Gift*	Hudson Gardens & Event Center
The Prize Catch	Mary Carter Greenway
The Touch	Littleton Center
To Share is Precious, Pure and Fair	2440 W Main St
Together We Rise*	Harlow Park
Town Meeting	Littleton Center
Under a Watchful Eye	Mary Carter Greenway
Untitled - Alley/Littleton's History	2420 W Main St
Untitled - Flute player	Miller & Steiert Law Firm
Untitled - Fountain	Littleton Center
Untitled - Spinning horses	Riverside Downs
Untitled - Bird bath	Littleton Museum
Wagon Wheels	2299 W Main St
Waiting for the Kiss	Mary Carter Greenway
Water Drop*	Hudson Gardens & Event Center
Woman Riding Horse	Mary Carter Greenway
Year of Sundays	Littleton Court House

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A. Market Analysis — Heat maps

Keen Independent created heat maps of existing and requested locations for arts and cultural assets in Littleton.

The heat map of existing arts and cultural assets in Figure A-21 shows that current assets are concentrated to downtown Littleton. Southwest Littleton shows no arts and cultural assets.

Methodology for Heat Map of Requested Asset Locations

Keen Independent created Figure A-22, or the heat map of desired locations for arts and cultural assets, based on the findings from a discovery meeting mapping station. Members of the public were invited to place stickers where they would like to see more arts and culture in Littleton. Figure A-20 on this page is a photograph of the findings from the mapping station that serves as the basis for the heatmap in Figure A-22.

Comparing the heat maps of existing and desired locations for arts and culture shows that discovery meeting asked for resources in locations that currently lack arts and culture assets.

A-20. Photograph documenting the mapping station at the July 15, 2024, discovery meeting for this planning project

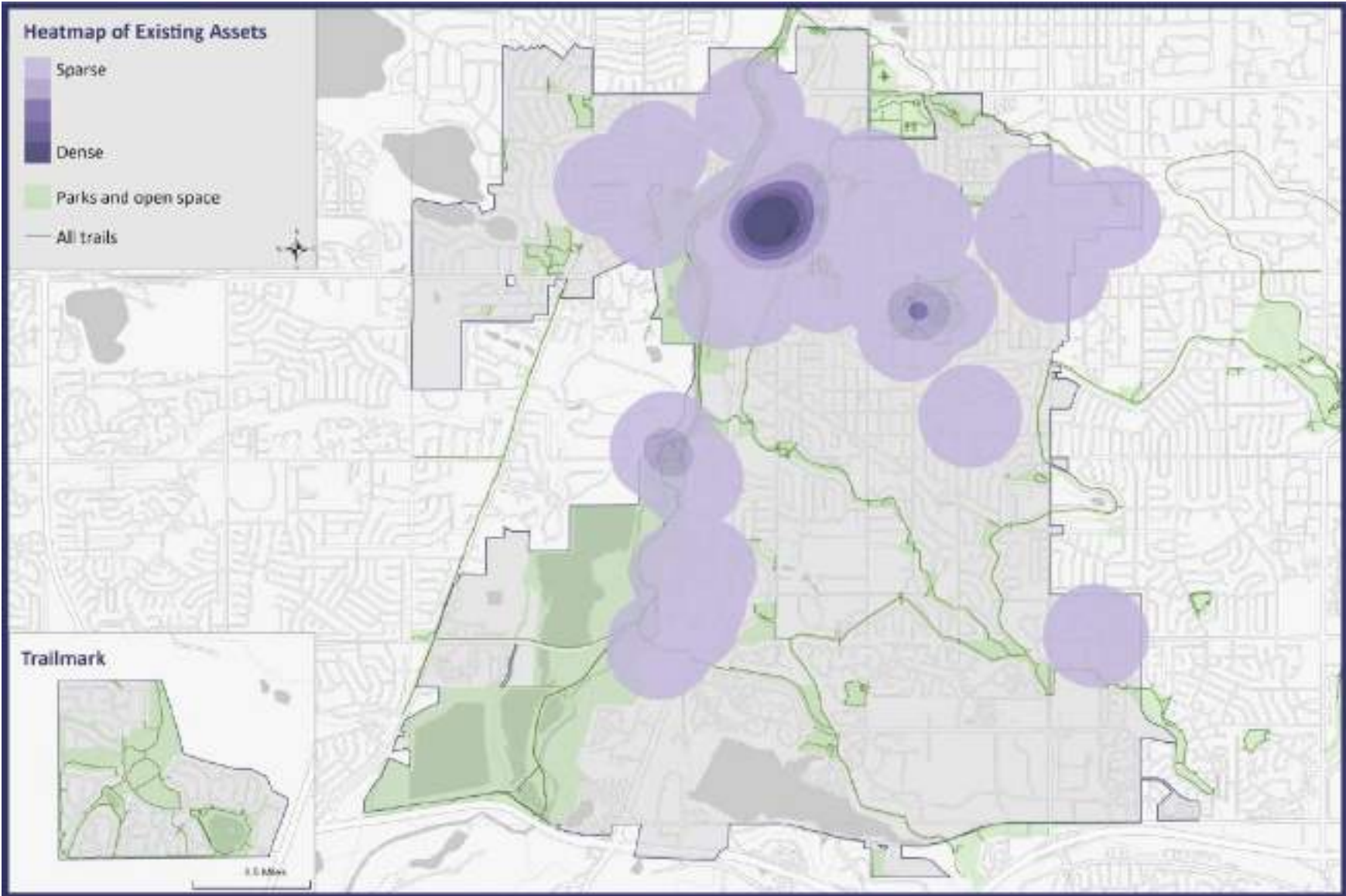


Note: N = 55. Participants could apply up to two stickers.

Source: Keen Independent Research.

A. Market Analysis — Heat maps

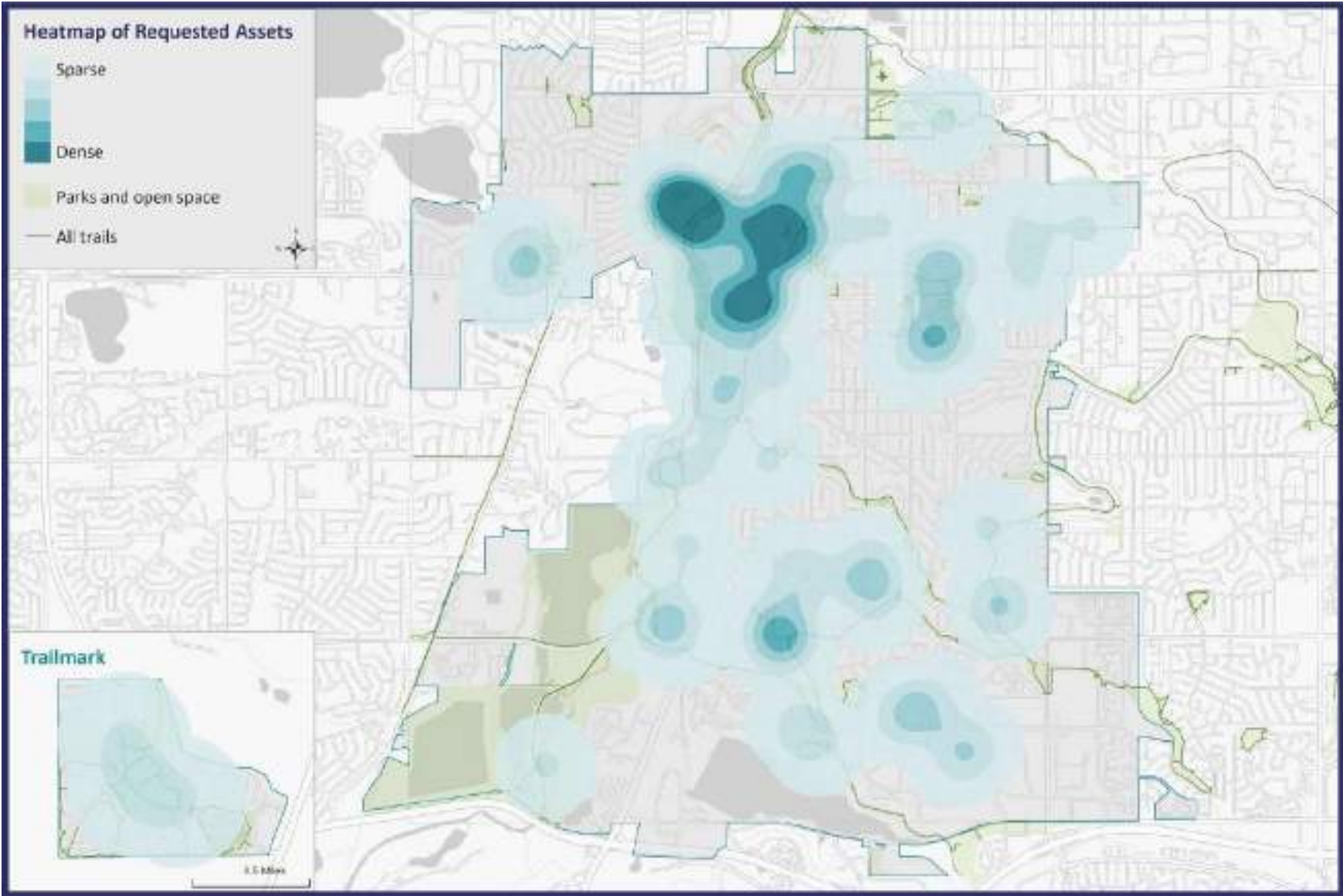
A-21. City of Littleton heat map of current art and culture assets, 2024



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

A. Market Analysis — Heat maps

A-22. City of Littleton heat map of requested art and culture assets during public outreach, 2024



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

A. Market Analysis — Tourism

Keen Independent also considered Littleton’s tourism market.

Tourism in the Denver Metropolitan Area

Located within the greater Denver metropolitan area, Littleton is part of a region robust with tourism. Between 2022 and 2023, the Denver “region,” which includes Littleton, increased in spending by tourists by 5 percent.¹ Looking at a broader time period, tourism spending increased by over 17 percent between 2019 and 2023.²

Arts and culture spending by tourists. Arts, entertainment and recreation-related spending by tourists in the Denver region increased by 8 percent since 2019 with seven percent of that growth taking place between 2022 and 2023.³

Tourism spending at a county level. Relevant to Littleton, which spans three counties, Arapahoe County saw an increase in travel spending of about 6 percent (5.7%), Douglas County rose by 5 percent (4.8%) and Jefferson County experienced a 7 percent increase in visitor spending in 2023 from the previous year.⁴

Hotels and Motels in Littleton

The City has a 5 percent lodgers tax on hotels, motels and short-term rentals that is designated towards arts and culture. Figure A-23 shows estimated annual sales for hotels and motels in Littleton along with the average of available rooms and percentage of occupancy. The data are estimated based on a two-year period of 2022 and 2023.

¹ Dean Runyan Associates (2023). The Economic Impact of Travel in Colorado, 24. Retrieved on November 17, 2024 from https://drive.google.com/file/d/1-JV6YfMyRW4awSd_WaQCHEFo1A-w8Cbs/view The report outlines defines travel spending as a combination of destination spending, such as on activities, and expenditures specific to travel, such as lodging and airfare.

A-23. Estimated annual sales for hotels and motels in Littleton for 2022 and 2023 with average room availability and occupancy

Hotel or motel	Estimated annual sales	Average rooms available	Average percent occupied
Courtyard by Marriott	\$ 5,214,162	125	77 %
Residence Inn by Marriott	4,556,101	116	72
Hampton Inn & Suites	3,515,675	118	70
Staybridge Suites	3,401,794	105	83
WoodSpring Suites	2,192,880	122	73
Essex House Motel	1,165,080	57	70
Evergreen Motel	1,053,938	55	73
Total	\$ 21,099,630		

Source: City of Littleton, Keen Independent Research.

² Ibid., 30.

³ Ibid, 30.

⁴ Ibid. 46 to 48.

APPENDIX B. Infrastructure and Facilities SWOT Analysis

The table below provides an analysis of strengths, weaknesses, opportunities and threats, or SWOT analysis, regarding the City's support of arts and culture. This SWOT analysis is a synthesis of qualitative and quantitative research conducted throughout the planning process.

Strengths and weaknesses focus on present-day observations, while opportunities and threats involve factors to consider while looking to the future. Keen Independent recommends that the City use the following SWOT analysis as a starting point for a feasibility study to identify spaces to renovate and/or build for arts and culture in Littleton.

Strengths ■ Town Hall Arts Center is a celebrated community asset and has a vision to continue to develop; ■ Littleton Museum and Bemis Public Library are supported by the City and recognized by residents for their services; ■ Littleton is well-known for its events, including Western Welcome Week and the Audi Denver Littleton Twilight Criterium, which draw residents, area visitors and tourists; ■ Downtown Littleton is a vibrant hub of arts, culture and business; and ■ Littleton has numerous restaurants and bars that are designed to host live music and which regularly feature local performers.	Weaknesses ■ Residents' interest and participation in the performing arts surpasses existing venue availability and capacity; ■ Distribution of arts and culture assets is largely limited to Downtown; ■ Littleton arts and culture organizations are not aware of existing inventory of multipurpose rooms; ■ Some residents view the Littleton Museum and Bemis Public Library as "out of the way," suggesting the City can do more to connect these facilities to the rest of Littleton; and ■ Arapahoe Community College's (ACC's) Waring Theatre requires updates and outreach to become accessible to the broader Littleton community.
Opportunities ■ Hudson Gardens could emerge as a more prominent arts and culture venue, following its planning process; ■ ACC is interested in collaborating with the City on arts and cultural infrastructure and facilities development; ■ Downtown Development Authority has capacity to pursue fundraising and grants and has interest in developing more Downtown infrastructure and facilities for arts and culture; and ■ Market analysis shows that Littleton residents' behavior and spending are higher than the national average for the arts.	Threats ■ Littleton's location in the Denver metropolitan area exposes it to both market saturation and leakage due to Littleton residents going elsewhere to participate in and enjoy arts and culture; ■ Approaching the lodgers tax as the main funding source may result in a perception that Littleton's arts and culture are dependent on the tax; ■ Lack of coordination between the City and such groups as South Suburban, the DDA, and ACC could lead to competition for audiences or inefficient planning; and ■ Cost and availability of real estate may limit development and accessibility of arts and cultural spaces in Littleton.

APPENDIX C. Review of Funding and Resources — Introduction

Keen Independent reviewed current funding practices for arts and culture in Littleton. This appendix offers a summary of City, District and State budgets and taxation tools with a focus on funding streams currently allocated for distribution to arts and cultural organizations.

The review addresses the following topics:

- City budget;
- Lodgers tax;
- Scientific and Cultural Facilities District;
- State; and
- Opportunities.

C-1. Trees on Littleton Crabapple Route



Source: City of Littleton.

C. Review of Funding and Resources — City budget

The City publishes an operating and capital improvement budget each year. Due to the timing of this study, Keen Independent reviewed the Proposed Operating and Capital Improvement Plan Budget for 2025 in addition to previous years.¹

City Budget for Arts and Culture

As seen in Figure C-2, the City allocates 10 percent, approximately \$5.9 million, of its budget (\$59.3 million) to the Bemis Public Library and the Littleton Museum. The Arts and Culture Board has access to about \$25,000 within the budget allocated for the Littleton Museum.² Bemis Public Library and the Littleton Museum each receive an additional \$100,000 through the lodgers tax, which is discussed on the following page, and this amount is factored in within their overall budget for 2025 (\$6.1 million).³

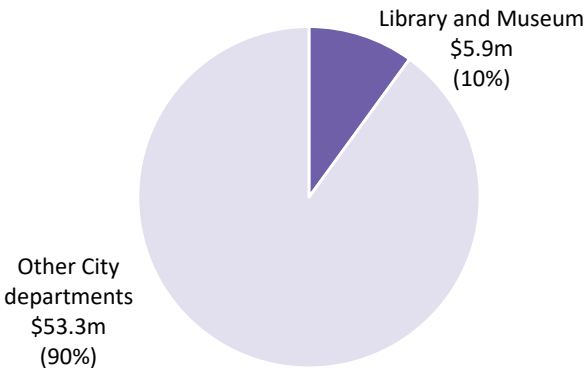
Dependence on sales and use taxes. Given that sales and use taxes comprise the largest revenue source of the 2025 General Fund at 78 percent and that the newly introduced lodgers tax is contingent on hotel and motel taxes, the City’s current funding model for arts and culture is largely dependent on sales and use taxes.

City Council Budget Summary

The following initiatives in the City Council Budget Summary are especially pertinent to arts and culture in Littleton:

- Develop arts and culture facilities master plan to identify capital and future improvements;
- Establish a cultural campus at Littleton’s Library, Museum, Ketrington Park and Gallup Park; and
- Create and implement a plan to market Littleton’s unique character and increase tourism.⁴

C-2. Portion of City’s 2025 General Fund allocated to arts and culture



Source: City of Littleton, Keen Independent.

¹ City of Littleton, Colorado (2024). 2025 Adopted Budget. 2025 numbers are consistent with prior years where the Library and Museum were allocated 10 percent of the City’s budget.

² Ibid., 111. Note that the Board is listed as the “Fine Arts Committee.”

³ Ibid, 96 and 105.

⁴ Ibid., 36 to 39.

C. Review of Funding and Resources — Lodgers tax

The City has a five percent lodgers tax on hotels, motels and short-term rental hosts within the City limits.⁵ Littleton citizens approved the tax in November 2022 and it went into effect in 2024. The hotel, motel and short-term rental infrastructure that supports the lodgers tax is discussed in Appendix A, “Market Analysis.”

Distribution of Lodgers Tax

City Council charged the Arts and Culture Board (ACB) with making recommendations for the distribution of the 2024 lodgers tax revenue using a four-tier formula. ACB forwarded funding recommendations to City Council for final approval. Distribution will begin in January 2025.

Four-tiered distribution system. ACB recommended that the lodgers tax is distributed according to the following four tiers:

- **Tier One:** Approximately 50 percent distributed to the “big four cultural assets” of Bemis Public Library, Hudson Gardens, Littleton Museum and the Town Hall Art Center.
- **Tier Two:** Approximately 25 percent distributed in grants to Littleton arts and culture organizations.
- **Tier Three:** Approximately 15 percent of revenue to be used for tourism marketing and visitor promotion.
- **Tier Four:** Approximately 10 percent of revenue to be used for public art, historic preservation and other needs that meet the intent of the lodgers tax ballot language.⁶

Adjustments to distribution. In 2024, the lodgers tax was projected to generate approximately \$850,000 in revenue. Collections from the first half of the year resulted in the projection being decreased to \$750,000.⁷ At the time of this study, ACB recommended to City Council that several of the funding tiers be slightly reduced during the first distribution with other tiers being reduced the following year.

Recommended Considerations for Managing and Distributing the Lodgers Tax

Keen Independent recommends that ACB explore the following with City Council and City staff:

- **Communicate transparent criteria and guidelines for each tier.** This might include a rubric or rationale for what defines a Tier One organization and whether funding is used toward ongoing operational expenses or for capital projects. Transparent criteria and guidelines will support a more equitable distribution of the lodgers tax.
- **Revisit the four-tiered distribution system annually.** The City may find that it will need to adjust the tiered system based on stakeholder and community feedback, as well as revenue generated through the lodgers tax or other funding sources.

⁵ Littleton Arts and Culture Board 2025 Lodgers Tax Funding Recommendations Executive Summary (2024). Retrieved on November 4, 2024 from the City of Littleton.

⁶ Ibid.

⁷ Ibid.

C. Review of Funding and Resources — Scientific and Cultural Facilities District

The Scientific and Cultural Facilities District (SCFD) serves seven counties in the Denver-Aurora-Lakewood, CO Metropolitan Statistical Area. SCFD is a tax district created within Colorado law that has been renewed multiple times by voters since it was first introduced in 1987. The tax is one cent on every \$10 in sales and use tax collected goes to SCFD.⁸

Distribution of the SCFD Tax Revenue

SCFD distributes money annually in the following three ways:

- By statute, the “metro area’s largest cultural organizations” receive specific amounts determined by a funding formula.⁹
- Regional organizations “qualify by reaching certain budget and attendance thresholds.” These organizations receive funding through a second formula.¹⁰
- Counties participating in the SCFD each receive a share of the tax collected. County Cultural Councils review applications for funding from eligible organizations and “make recommendations on their county’s funding priorities. Those recommendations are then reviewed and approved by the Board of County Commissioners or City Council and the SCFD Board of Directors.”¹¹

For more information on SCFD funding formulas and approval process for county-level funding distribution, see the [SCFD State Statute](#).

⁸ SCFD (2024). How does the tax work? Retrieved on November 11, 2024 from <https://scfd.org/who-we-are/about-us/>

⁹ Ibid.

C-2. SCFD mascot visits the Central City Opera in Central City, CO



Note: SCFD has a mascot that visits SCFD-funded events to promote SCFD resources.

Source: Scientific and Cultural Facilities District.

¹⁰ Ibid.

¹¹ Ibid.

C. Review of Funding and Resources — Scientific and Cultural Facilities District

Littleton city limits span the counties of Arapahoe, Douglas and Jefferson. Arts and culture organizations in Littleton are eligible for county-specific funding based on their location. Figure C-3. shows Littleton city limits in red with the three county boundaries outlined in bold. While most of Littleton is in Arapahoe County, all of TrailMark is located in Jefferson County and some parts of south Littleton are in Douglas County.

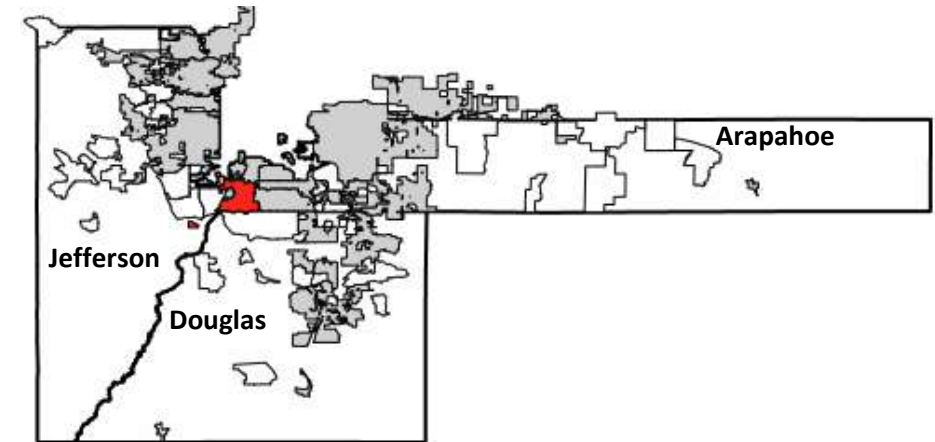
Increasing Access to SCFD Funding

SCFD has a broad scope and has many competing organizations and agencies to support. The City and local arts and cultural organizations could continue to increase access to SCFD funds by:

- **Focusing on needs related to education and organizational support.** SCFD is designed to “fill the gaps” of other funding sources, which tend to cover programming.¹²
- **Communicating with County Commissioners and SCFD leadership.** ACB and City staff can meet with their local County Commissioners and SCFD leadership to outline a communication plan that both promotes SCFD resources to Littleton residents and notifies SCFD leadership of City’s arts and culture initiatives.
- **Collaborating with regional organizations.** SCFD celebrates cross-county and cross-organizational collaborations that encourage the sharing of regional resources in “innovative” ways.¹³

¹² SCFD Funding Process (2024). November 17, 2024 from <https://scfd.org/grantmaking/getting-started/funding-process/>.

C-3. Map showing Littleton city limits in red over the boundaries of Arapahoe, Jefferson and Douglas counties



Source: Wikipedia Commons.

Know Your County

The City of Littleton has a website page titled [“New to Littleton”](#) that features a section encouraging residents to “Know [their] county” for such services as a driver’s registration and property tax information.

The City could make SCFD funding more accessible to Littleton-based arts and culture organizations by:

- Developing a detailed map of how city limits interact with boundaries of Arapahoe, Douglas and Jefferson counties; and
- Directing creatives to county-specific resource pages.

¹³ Ibid.

C. Review of Funding and Resources — State funding

This section presents considerations for the City to align its efforts with the State’s priorities for Fiscal Year 2025 to 2026 (FY 25–26). The State’s fiscal year runs from July 1 through June 30 each year.

Colorado Creative Industries

Colorado Creative Industries (CCI) is the state’s designated arts agency that distributes state and federal funding. CCI is responsible for:

- State-wide grants and awards;
- Programs to develop sustainable communities, which includes the Colorado Creative Districts;
- State-wide partnerships; and
- The Art in Public Places program across Colorado.¹⁴

CCI operates under the Office of Economic Development and International Trade.

2025 to 2026 State Budget

Based on Colorado Governor Jared Polis’s FY 25–26 Budget Request, which was released in November 2024, arts and culture initiatives that relate to the topics outlined in the box on the right align with State priorities.¹⁵ The FY 25–26 Budget Request continues focus on affordable housing and education as did the FY 24–25 State budget. These State priorities align with areas of focus identified by SCFD leadership, suggesting an opportunity for the City of Littleton to align with both funding sources.

State Priorities for Fiscal Year 2025 to 2026

The following themes and initiatives in the State budget for Colorado relate to arts and culture and are quoted below:

- More housing ... including for creative workforce housing;
- K- 12 Education;
- Early Childhood Education;
- Protecting our environment now and for our future;
- Equity, Diversity and Inclusion, including requiring budget requests to specify whether the initiative will have positive equity impact;
- More resources for Spanish speakers; and
- Celebrating our past and our future ... including looking forward to Colorado’s Sesquicentennial, or 150 birthday, in 2026.¹⁶

¹⁴ Colorado Office of Economic Development and International Trade (2024). Colorado Creative Industries. Retrieved on November 12, 2024 from <https://oedit.colorado.gov/colorado-creative-industries>

¹⁵ Note that the budget will be finalized in spring 2025.

¹⁶ Budget Request (2024), 21. Retrieved on November 12, 2024 from https://drive.google.com/file/d/1ca28oajR6oV3wi284ddgMmpU_ilwq6xn/view?pli=1

C. Review of Funding and Resources — Opportunities

Keen Independent identified the following opportunities through the planning process that could help the City share resources and develop new, and more varied, funding streams for arts and culture.

Partnerships

The following organizations or groups are interested in working with the City on arts and culture initiatives.

- **Downtown Development Authority (DDA).** Littleton's DDA is a quasi-public agency that provides organization and financing for redevelopment projects. The DDA also "facilitates partnerships joining businesses, property owners and other civic partners such as chambers of commerce and local government."¹⁷ The DDA's initial board consists of nine appointed members and one City Council representative. The City can work with the DDA on arts and culture programming specific to Downtown Littleton.
- **South Suburban Parks and Recreation District (South Suburban).** South Suburban is a park and recreation district containing 46 square-miles on the southern edge of the Denver Metropolitan Area.¹⁸ South Suburban manages most parks and trails in Littleton and has recently taken on ownership of Hudson Gardens, one of Littleton's Tier One organizations.

¹⁷ Littleton Downtown Development Authority (2024). What is a Downtown Development Authority? Retrieved on November 12, 2024 from <https://littletondda.org/about-downtown-littleton/>

¹⁸ South Suburban Parks and Recreation District (2024). Retrieved on November 12, 2024 from <https://www.ssprd.org/about-us>

Arapahoe Community College (ACC). ACC has three campuses: Littleton is its main location, Castle Rock, CO hosts ACC's Sturm Collaboration Campus and the DCSD Legacy Campus is located in Lone Tree, CO.¹⁹ ACC works closely with Arapahoe County due to its central location in Littleton and Douglas County through a partnership with the Douglas County School District.

Friends of the Littleton Library and Museum

The Friends of the Littleton Library and Museum (Friends) is a 501(c)(3) nonprofit service organization providing financial and volunteer support for the Bemis Public Library and the Littleton Museum. One of the key goals of the Friends is to "fund purchases for the library, museum and living history farms for all to enjoy."²⁰

Activating the Friends of the Library and Museum. Being a nonprofit, the Friends can pursue private fundraising from individuals, businesses, foundations and government grants and coordinate research on arts and culture philanthropy in Littleton. Given that the group exists, it is possible to activate the Friends for grant writing opportunities and expanded fundraising.



¹⁹ Arapahoe Community College (2024). ACC's History. Retrieved on November 12, 2024 from <https://www.arapahoe.edu/about-acc>

²⁰ Friends of the Littleton Library and Museum (2024). Friends Mission. Retrieved on November 12, 2024 from <https://friendslittleton.org/about-the-friends>

APPENDIX D. Literature Review of City Plans — Introduction

This appendix includes a summary of current plans and ordinances for the City of Littleton (“City”) with specific consideration given to initiatives that include or impact arts and culture. Information for each document is represented as it was written at the time it was adopted.

Introduction

Keen Independent assessed the following plans in the development of the Arts and Culture Strategic Plan, presented in chronological order:

- Envision Littleton Comprehensive Plan (2019);¹
- Littleton Arts and Culture Commission Strategic Plan (2021);²
- City Council Goals and Objectives (2022);³ and
- Littleton Comprehensive Economic Development Strategy (2024).⁴

The study team also reviewed available planning documents by nonprofits and quasi-public entities, such as the Downtown Development Authority. While the recommendations in this Arts and Culture Strategic Plan are informed by research and conversations with stakeholders from most major arts and cultural players in Littleton’s greater ecosystem, this appendix focuses on City documents because the City will be the driver of its arts and cultural planning efforts.

¹ Envision Littleton Comprehensive Plan (2019). Retrieved on September 11, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>

² Littleton Arts and Culture Commission Strategic Plan (2021). Retrieved on September 11, 2024 from <https://www.littletonco.gov/files/sharedassets/public/v/2/agendas-and-minutes/acc/accstrategicplanfinal01192021.pdf>

D-1. Jogger on the South Platte River



Source: City of Littleton.

³ City Council Goals and Objectives (2022). Retrieved on September 11, 2024 from <https://www.littletonco.gov/Government/Littleton-Leadership/Council-Goals-and-Objectives>

⁴ Littleton Comprehensive Economic Development Strategy (2024). Retrieved on September 11, 2024 from <https://lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/>

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

We begin with a discussion of the Envision Littleton Comprehensive Plan (“Comprehensive Plan”), which was developed in 2019 to guide City development efforts through 2040.⁵

Existing City Data Book

The City began its planning process by creating an Existing City Data Book (“Data Book”) to avoid duplicating previous research when building future reports and plans. The Data Book is included in the appendices to the Comprehensive Plan, and it includes information on various subjects including arts and culture, some of which are presented on the right.

Envision Littleton 2040 Report

After developing the Data Book, the City then undertook a civic engagement process that generated over 870 survey responses and helped to create a unified vision of the future of Littleton. These efforts resulted in the Envision Littleton 2040 Report (“Report”), which was used to develop the Comprehensive Plan and is included in the Plan’s appendices.⁶ The Report introduced shared vision elements and guiding principles, many of which relate to arts and culture and are presented on the right.

⁵ Envision Littleton Comprehensive Plan (2019), 1.

⁶ Envision Littleton Comprehensive Plan Appendix 2: Envision Littleton 2040 Report, 4. Retrieved September 13, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>

Existing City Data Book details relevant to arts and culture planning

- **Heritage:** Littleton contains 27 locally designated historic landmarks. Additionally, the City has six National Register Properties and Districts. These include the Littleton Main Street District and Arapaho Hills District; and the properties of Geneva Home, Knight-Wood House, Littleton Town Hall and Littleton Post Office.⁷
- **Environment:** 927 acres of parkland in South Platte Park comprise four major ecological communities.⁸

Envision Littleton 2040 Report highlights

- **Guiding principles:** anchored, authentic, connected and accessible, active, engaged and civic-minded.
- **Core values:** Preservation and celebration of local history; the outdoors, including stewardship of open space and the South Platte River; and being inclusive, including in terms of age, race, income and faith diversity.
- **Shared priorities:** Parks, trails and open space; small-town feel and community; Downtown Littleton; accessibility; and amenities and events.⁹

⁷ Envision Littleton Comprehensive Plan Appendix 3: Existing City Data Book, 16. Retrieved September 13, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>

⁸ Ibid., 17.

⁹ Envision Littleton Comprehensive Plan Appendix 2: Envision Littleton 2040 Report, 2–4.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Following the City Council’s December 2018 adoption of the Envision Littleton Vision Report, the City was able to create the larger Comprehensive Plan. This Comprehensive Plan is the City’s first since 1989.¹⁰ Each section of the Comprehensive Plan refers to past planning efforts, which Keen Independent mentions when relevant, as well as key issues and considerations.

The Comprehensive Plan also provides a “framework for action,” which includes specific policies and actions to support stated goals. The following sections contain goals pertinent to arts and cultural planning, as well as environmental stewardship and diversity, equity, accessibility and inclusion (DEAI), which the City asked Keen Independent to consider while preparing the Arts and Culture Strategic Plan.

Keen Independent considered:

- Land use and community character;
- Housing and neighborhoods;
- Transportation;
- Infrastructure and services;
- Heritage, arts, recreation and tourism;
- Environment; and
- Special areas and design.¹¹

¹⁰ “What is Envision Littleton?” Retrieved on September 26, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans->

D-2. South Platte Park, Littleton, CO



Source: Uncover Colorado.

[and-Regulations/Comprehensive-Plan-and-Design-Requirements/What-is-Envision-Littleton#section-2](#)

¹¹ Envision Littleton Comprehensive Plan (2019), 2.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Land Use and Community Character

This section of the Comprehensive Plan describes Littleton’s land use planning for rural, suburban and urban areas and distinguishes zoning from land use planning by indicating differences in relative proportions of paving, buildings and open space between land use types. The document provides 16 categories that address both use and character.¹²

Different land use types may impact planning related to arts and culture. For example:

- Auto-oriented residential multi-family use areas can meet the needs of disabled and elderly residents, particularly when situated “near medical facilities and other such amenities.”¹³
- Littleton’s Downtown mixed-use area allows for “a place to gather” even as it maintains a historic district designation.¹⁴

Key issues and considerations. Land use and community character considerations include “ongoing open space stewardship, how growth and change may affect Littleton’s character, “small town” feel and beautification, which includes such concerns as loss of mountain views and the need to protect historical and cultural assets.”¹⁵

¹² Envision Littleton Comprehensive Plan (2019), 16.

¹³ Ibid., 25.

¹⁴ Ibid., 37.

¹⁵ Ibid., 41

Goals

- A more attractive community, based on quality design and character of both private development and the public realm.¹⁶

Policies

- Emphasize compatible intensities and character when evaluating [development] applications;¹⁷
- Protect green spaces’ ecological functions; and
- Promote Littleton’s aesthetic appeal through the quality expectations set within the City’s Code for landscaping, signage, lighting, and similar design elements.¹⁸

Actions

- Explore opportunities to link the design and construction of specific capital projects to community beautification objectives.
- Pursue a character-based zoning approach ... Incorporate more effective provisions for buffering between differing character types and land use intensities and incorporate provisions to promote quality site and building design that enhances community aesthetics.¹⁹

¹⁶ Ibid., 41

¹⁷ Ibid.

¹⁸ Ibid., 42.

¹⁹ Ibid.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Housing and Neighborhoods

This portion of the Comprehensive Plan indicates that “[a] key component of a city’s livability is suitable and economical housing options.”²⁰ The Plan states that housing in Littleton needs to be attainable “regardless of economic conditions.”

Past planning. Previous Littleton housing planning efforts that inform this section include:

- City of Littleton Neighborhood and Corridor Plans (2016);
- Downtown Neighborhood Plan (2011);
- Littleton Housing Overview (2013);
- City of Littleton Housing Study (2017); and
- South Metro Housing Options (SMHO) Annual Public Housing Agency (PHA) Plan (2017).

Key issues and considerations. The “Housing and Neighborhoods” section of this document emphasizes the key accessibility considerations of affordability, the difficulties of aging in place as well as “concern for a potential loss of demographic diversity (by age, race/ethnicity, income level, etc.) driven by unattainable housing choices and/or neighborhood gentrification in Littleton.”²¹

²⁰ Envision Littleton Comprehensive Plan (2019), 45.

²¹ Ibid.

²² Ibid.

Goals

- Quantity and diversity of housing options that makes living in Littleton attainable for a wide range of age groups and income levels.²²
- Neighborhoods that maintain their character or are carefully managed when headed toward transition.²³

Policies

- Adopt and apply development regulations and standards to ensure that new and redeveloped residential properties are compatible with the character of their surrounding area.²⁴
- Support the ongoing appeal of Littleton’s neighborhoods through effective code compliance and by using public investments in streets, sidewalks, infrastructure, parks and trails, and pedestrian/bicycle safety measures, along with routine maintenance practices for all of the above.²⁵

²³ Ibid., 45.

²⁴ Ibid., 46.

²⁵ Ibid., 46.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Transportation

The Comprehensive Plan was prepared concurrently with the City’s first-ever Transportation Master Plan (TMP). These two plans work together to “[find] the balance where streets are vibrant, safe and promote a sense of place while providing multimodal choices for users of all ages and ability.”²⁶

Previous transportation planning. Littleton has a considerable history of transportation planning, including corridor projects and Regional Transportation District (RTD) planning. The City participated in Denver Regional Council of Governments Metro Vision 2035 (2017).²⁷

Key issues and considerations. The “Transportation” portion of the Comprehensive Plan aims to improve Littleton’s walkability by “extending [its] pedestrian network, adding pedestrian bridges, extending sidewalks and improving existing sidewalks.”²⁸

Framework for action. One key transportation goal is to “contribute to our economic prosperity while maintaining and enhancing our community’s character.”²⁹ Policy examples to enhance walkability include improving “the safety of vulnerable user groups on streets and trails,” enhancing City snow clearing capabilities and requirements for sidewalks and trails and requiring bike and pedestrian detours during construction. The report encourages planners to “create context-appropriate streets that consider the needs of all potential users.”³⁰

²⁶ Envision Littleton Comprehensive Plan (2019), 53.

²⁷ Ibid., 50–51.

²⁸ Ibid., 51.

D-3. Downtown Littleton Light Rail Depot



Source: City of Littleton.

²⁹ Ibid.

³⁰ Ibid., 53.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Economy and Tax Base

The “Economy and Tax Base” section of the Comprehensive Plan states that “successful economic development ... requires a focus on quality of place, capitalizing on Littleton’s special character and unique identity to ... draw visitors seeking ... entertainment, recreation, arts and culture and heritage tourism.”³¹

Key issues and considerations. The Comprehensive Plan expresses “concern about loss of small, independent businesses.”³²

Framework for action. The Comprehensive Plan’s economic framework outline actions that are relevant to arts and cultural planning. These actions are listed in the right-hand column.

Actions

- Revitalize existing commercial centers to meet present needs of residents and visitors as well as alleviate the impact of vacant lots and similar issues.³³
- Identify diverse revenue sources in such a way as to enhance Littleton’s unique character while minimizing residents’ tax burden.³⁴
- Assist small businesses to navigate code requirements and other potential challenges to locating in and renovating spaces within older and/or historic structures.³⁵
- Prepare a full Economic Development Plan, building upon the 2013 Economic Plan ... [including] links to planning for arts and culture, historic preservation, and tourism promotion in the Heritage, Arts, Recreation and Tourism section of this Plan.³⁶

³¹ Envision Littleton Comprehensive Plan (2019), 59.

³² Ibid., 59.

³³ Ibid., 59.

³⁴ Ibid., 60.

³⁵ Ibid., 61.

³⁶ Ibid., 61.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Heritage, Arts, Recreation and Tourism

According to this section, “[Littleton’s] unique history and architectural heritage, active arts scene, widespread recreation options, abundant green and open spaces, and many community events year-round, ... [offer] an array of amenities.”³⁷ The Comprehensive Plan positions heritage, arts, recreation and tourism (HART) as key to residents’ “quality of life.”³⁸

Key issues and considerations. The Plan includes the following considerations related to arts and culture:

- Preservation “threats to Littleton’s historic legacy and architectural heritage;”
- Concern over development encroachment on green spaces;
- Public access to trails and open space within the City;
- Cultural and entertainment inventory of events and festivals;
- Emphasis on Littleton Museum and Bemis Public Library as key cultural assets; and
- “Active arts and cultural programs and organizations that offer opportunities to experience and enjoy the arts in Littleton while contributing to the [City’s] economic vitality.”³⁹

³⁷ Envision Littleton Comprehensive Plan (2019), 63.

³⁸ Ibid.

³⁹ Ibid., 63.

Goals. Key goals include the following:

- Promoting walkability, including connected green spaces throughout the City;
- Protecting Littleton’s heritage;
- Highlighting vibrancy of an array of arts, cultural and entertainment options ... extensive heritage, tourism opportunities, and ... community events and festivals throughout the year; and
- Leveraging the economic and social power of the arts.⁴⁰

Policies. The following policies relate to arts and culture:

- Consensus-building regarding protection and preservation of historic landmarks and districts;
- Safe access to community facilities and events;
- Zoning regulations that promote sensitive design approaches on sites with, or adjacent to, historic structures and areas;
- Resource planning for Bemis Public Library and Littleton Museum so that they can continue as high-quality facilities with targeted programming for all ages;
- Support arts and culture programming in Littleton in a cost-effective manner; and
- Planning that considers the diverse perspectives of Littleton residents and visitors.⁴¹

⁴⁰ Ibid., 63–64.

⁴¹ Envision Littleton Comprehensive Plan (2019), 64.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Programs and initiatives. The Comprehensive Plan’s HART section presents numerous proposed programs and initiatives.⁴² The following are especially pertinent to the Arts and Culture Strategic Plan:

- Include the [Arts and Culture Board] in a future City organizational structure for parks, “as many public art sculptures are located in parks;”⁴³
- Improve access to parks and recreation information and increase promotion an] awareness of programming at recreational sites;
- Track visitor utilization and experience of Littleton amenities and monitor larger tourism trends;
- Promote Littleton’s heritage and arts and culture assets through continued events and partnerships;
- Evaluate opportunities and partnerships for incorporating art amenities into building projects; and
- Consider applying for Creative District Certification through the State of Colorado.⁴⁴

Partnerships and coordination. The following local, regional and private partnerships and coordination efforts are listed in the HART section of the Comprehensive Plan:

- Build and enhance partnerships with “the many agencies, organizations and non-profits that provide and/or advocate for heritage, arts, cultural, recreation, and open space amenities in Littleton;”⁴⁵
- Emphasize regional collaboration to enhance the South Platte River corridor from environmental and community-building perspectives; and
- Encourage private developers to incorporate art into their projects.”⁴⁶



⁴² Envision Littleton Comprehensive Plan (2019), 64–66.

⁴³ Ibid., 64. The Comprehensive Plan mentions the “Fine Arts Board,” which has been since consolidated under the Arts and Culture Board as the Public Art Subcommittee.

⁴⁴ Ibid., 64–65.

⁴⁵ Ibid., 65.

⁴⁶ Ibid.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Potential partnerships and sources of funding. The Comprehensive Plan identifies possible funding sources, as well as potential partners in supporting arts and culture in Littleton. These include:

- Colorado Business Committee for the Arts;
- Scientific and Cultural Facilities District;
- Cultural Councils of Arapahoe, Douglas, and Jefferson Counties;
- The Fine Arts Foundation;
- Western States Art Federation (WESTAF);
- Colorado Creative Industries, a division of the State of Colorado Office of Economic Development and International Trade;
- National Endowment for the Arts; and
- Institute of Museum and Library Services.⁴⁷

D-4. Scientific and Cultural Facilities District logo



Source: Scientific and Cultural Facilities District.

⁴⁷ Envision Littleton Comprehensive Plan (2019), 67.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Environment

This portion of the Plan notes that the environment ties into many other elements of the City’s priorities, including housing and neighborhood design, walkability, quality of life and other concerns.⁴⁸ The Comprehensive Plan states that environmental health can contribute to Littleton’s character.⁴⁹

Key issues and considerations. Key environmental themes and considerations especially pertinent to arts and cultural planning include:

- The past and potential loss of natural beauty, including mountain views and open green spaces which have “contributed to a suburban character;” and
- Maintaining and enhancing the High Line Canal corridor as well as the Littleton mature tree canopy.⁵⁰

D-5. Sterne Park in Littleton, CO



Source: Visit Littleton.

⁴⁸ Envision Littleton Comprehensive Plan (2019), 69.

⁴⁹ Ibid.

⁵⁰ Ibid., 69.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Special Areas and Design

The Plan discusses initiatives related to cohesive design for various roadways, districts and open spaces. During the initial Envision Littleton phase of comprehensive planning, residents and visitors identified specific areas of Littleton as “highly valued.” These include:

- Downtown Littleton;
- The South Platte River corridor and its associated greenways;
- Littleton Boulevard with its Mid-Century Modern architecture;
- Additional major roadways that help define the layout of Littleton, such as Belleview Avenue, Santa Fe Drive, Broadway, and Mineral Avenue;
- Mineral Station (RTD light rail station);
- Arapaho Hills National Historic District; and
- Louthan Heights Historical Landmark District.⁵¹

Key issues and considerations. According to the Comprehensive Plan, key themes for the topic of special areas and design include:

- Walkability and vibrancy along the Littleton Boulevard corridor without sacrificing its “hometown” appeal and historic assets;
- “A consensus vision” for planning along the South Platte River;
- Documentation of community preferences and expectations for the future function, design and appearance of Santa Fe Drive as an essential framework for pending Colorado Department of Transportation studies that will delve into these very roadway corridor considerations; and
- “The importance of Mineral Avenue (east of Santa Fe Drive) as a gateway to the distinctive SouthPark area, which is both a leading economic asset and a location for varied, attractive housing options – all within a Suburban character setting, and near rail transit.”⁵²

Connections between special areas and the Comprehensive Plan’s guiding principles

- **Anchored:** “The South Platte River, in particular, is a central component of what makes Littleton a special place and is a draw for both residents and visitors.”
- **Connected:** “Improving and maintaining connections between Downtown and the river is a priority.”⁵³

⁵¹ Envision Littleton Comprehensive Plan (2019), 73.

⁵² Ibid., 76.

⁵³ Ibid., 76.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Keen Independent identifies the goals, policies and actions in the “Special Areas and Design” section of the Comprehensive Plan that relate to, or can be bolstered by, arts and cultural planning.

Goals. The Comprehensive Plan establishes numerous goals for special areas and design, which can be found on the right. Policies and actions are intended to help accomplish these outlined goals.

Policies. Special areas and design policies that relate to arts and culture planning include:

- Emphasize quality urban design and cultivation of Littleton’s image in public and private realms;
- Seek partnering opportunities to enhance special area planning through joint interests and funding sources;
- Stay active in regional planning processes and decision-making forums with implications for special planning areas identified within Littleton, such as Santa Fe Drive.⁵⁴

Actions. The City proposed the following actions to implement the above special areas and design goals:

- Improve wayfinding and community branding throughout Littleton; and
- Explore the potential for a “more formal and systematic program for expanding and prioritizing Littleton’s public art installations, utilizing creative funding methods.”⁵⁵

Goals related to special areas and design

- A downtown that continues to serve the entire community as a civic, historic, cultural and economic focal point.
- A future Littleton Boulevard that accommodates local businesses and nearby attainable housing options amid a more walkable setting of authentic neighborhoods and historic architecture.
- An ecologically sound and exceptionally attractive South Platte River corridor, framed by sensitively planned land uses, that continues to anchor the trail and open space networks.
- Roadway corridors that fulfill their primary transportation functions for drivers, pedestrians, cyclists and public transit while advancing the community’s economic development, housing and aesthetic interests.⁵⁶

⁵⁴ Envision Littleton Comprehensive Plan (2019), 76–77.

⁵⁵ Ibid., 77.

⁵⁶ Ibid., 76.

D. Literature Review of City Plans — Littleton Arts and Culture Commission Strategic Plan

Littleton Arts and Culture Commission

Following the adoption of the Envision Littleton Comprehensive Plan, the City created the Littleton Arts and Culture Commission (A&CC),⁵⁷ which prepared a strategic and action plan building on the action items for Heritage, Art, Recreation and Tourism (HART). Note that the Littleton Arts and Culture Commission became the Arts and Culture Board (ACB) in April 2024. Some A&CC values are presented on the right.

Arts and Culture Commission Values

- Raise the profile of arts and cultural programs and activities and promote the positive role they play in civic life.
- Be guided by needs and wants of all the residents reaching out to those without a voice, including the poor, the disadvantaged, children, elderly and all ethnicities.
- Seek input from all arts and cultural groups.
- Be collaborative to pursue efficiency, avoid duplication, and minimize the waste of precious resources.
- Encourage creativity and innovation as good practices.
- Respect the investment of time and effort of volunteers.
- Serve as a public forum for community engagement on all arts and culture issues.
- Regularly coordinate with and update the City Council.⁵⁸

⁵⁷ The Littleton Arts and Culture Commission and the Fine Arts Board were combined into an Arts and Culture Board (ACB) as of April 2024. This appendix refers to the Arts

and Culture Commission, as this was the nomenclature in use at the time the Strategic Plan was created.

⁵⁸ Ibid., 5.

D. Literature Review of City Plans — Littleton Arts and Culture Commission Strategic Plan

Arts and Culture Commission Strategic Plan

For the Littleton Arts and Culture Commission’s (A&CC) Strategic Plan (“Strategic Plan”), the A&CC developed the following goals and proposed work plan elements, in keeping with HART objectives.

Goal 1. “Integrate arts and culture into the ... fabric of Littleton ... producing a positive economic impact, defining a sense of place, and improving the quality of life.”⁵⁹ Proposed 2021–2025 workplan elements for this goal include:

- Propose community programs with children in mind, e.g., “photo exhibit, essay contest, drawing exhibit;”
- Annual review of City arts and culture funding;
- Arts and culture funding advocacy at the City Council level;
- Identify temporary gallery spaces and locations for a variety of outdoor arts including murals;
- Work with the Cultural and Media Services Department to ensure arts and culture programs are promoted on the City website;
- Connect with Littleton hotels to learn more about their customer base for tourism purposes; and
- Work with Visit Denver and Colorado Tourism Office to schedule presentations on regional tourism trends.⁶⁰

⁵⁹ The Littleton Arts and Culture Commission Strategic Plan, 9.

⁶⁰ Ibid., 9–12.

Goal 2. Support local arts organizations through the following efforts:

- Research potential arts grant programs for the A&CC;
- Schedule City staff presentation regarding current and potential regulatory support measures for arts and culture; and
- Create a group of cultural and arts partners to meet quarterly.⁶¹

Goal 3. “Support creative individuals and advance arts leadership” through an annual awards event related to arts leadership and creativity.⁶²



⁶¹ Ibid., 13–14.

⁶² Ibid., 16.

D. Literature Review of City Plans — Littleton Arts and Culture Commission Strategic Plan

Goal 4. “Identify and recommend policies and funding sources to support arts and culture community efforts, organizations, and programs,” including

- Developing and proposing to the City Council a percentage of capital projects to direct toward public art;
- Proposing a modest ticket admission fee for all arts and culture venues that charge admission; and
- Supporting a lodging tax ballot initiative, proceeds of which would be divided between local arts and culture initiatives and grant programs, which went into effect in 2024.⁶³

Goal 5. “Enhance collaboration, communication, and partnerships with the many agencies, organizations, and non-profits that advocate for heritage, arts and culture.”⁶⁴

Goal 6. Create a clear organizational structure for the A&CC to enhance efficiency and lower barriers to entry for community members interested in participating. The Strategic Plan listed the following subcommittees:

- Policy development;
- Program planning;
- Recruitment and retention of commission members;
- Littleton Museum;
- Bemis Public Library; and
- Strategic Plan Review.⁶⁵

⁶³ The Littleton Arts and Culture Commission Strategic Plan, 17. Please note that the lodgers tax has been implemented.

D-6. Bemis Public Library, Littleton, CO



Source: City of Littleton.

⁶⁴ Ibid., 18.

⁶⁵ Ibid., 20.

D. Literature Review of City Plans — City Council goals and objectives

On May 17, 2022, City Council proposed its 2022–2023 list of goals and objectives. Further subdivisions of the goals are provided on the Council’s work plan dashboard and were most recently updated in December 2022.⁶⁶ The following City Council goals relate to arts and culture.

Goal 4: Downtown

This goal relates to the Comprehensive Plan, which states that “a downtown that continues to serve the entire community as a civic, historic, cultural and economic focal point” is the City’s priority. Objectives for this City Council goal include developing the streetscape and partnerships.⁶⁷

Goal 5: Arts, Culture and Tourism

In Goal 5, Littleton is described as a “vibrant city for both residents and visitors,” who have access to varied arts and culture options as well as entertainment, heritage, tourism and other community events. Objectives for this goal include:

- Enhancing regional tourism; and
- Improving access to programs at the Bemis Public Library and the Littleton Museum.⁶⁸

⁶⁶ Council Goals and Objectives. Retrieved September 13, 2024 from <https://www.littletonco.gov/Government/Littleton-Leadership/Council-Goals-and-Objectives>. Note that these are the most recent City Council Goals and Objectives at the time of this project.

Goal 7: Environmental Stewardship

This City Council goal is to define Littleton’s environmental stewardship within context of environmental efforts in the region. Objectives under this goal include developing a definition for environmental stewardship, as well as creating a citizen committee and aligning resources.

D-7. Downtown Littleton



Source: Downtown Littleton.

⁶⁷ Ibid.

⁶⁸ Ibid.

D. Literature Review of City Plans — Comprehensive Economic Development Strategy

Between March 2023 to January 2024, the City was engaged in creating a Comprehensive Economic Development Strategy (“CEDS”), which included input from about 540 City leaders and staff, stakeholders and community members. The document presents a consensus strategy intended to guide the City in building economic capacity, prosperity and resilience.⁶⁹

Think-Tank Session Results

The report begins by presenting results of an initial “Think-Tank” workshop, in which a group of stakeholders expressed a united desire for Littleton to be a “creative, cutting-edge small town.”⁷⁰ Think-Tank participants defined this as having a “[s]trong focus on leveraging and repurposing unique features in creative ways that preserve and enhance while creating business innovation and renewal ... The City has a regional leadership role as a forward-looking creative community.”⁷¹

Strategic Pillars

Following the Think-Tank, a series of seven focus groups were held to build out the Strategic Pillars of the CEDS Plan. The stakeholder input from the seven focus groups informed the development of the action areas of the CEDS Strategic Pillars.⁷² Six Strategic Pillars were developed, including Strategic Pillar 4: Enhancing Historic Character and Cultural Fabric. Strategic actions related to Strategic Pillar 4 are presented on the right.

⁶⁹ Littleton Comprehensive Economic Development Strategy (2024), 5. Retrieved on September 11, 2024 from <https://lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/>

⁷⁰ Ibid., 3.

Strategic Action Areas

- **Activate the streetscape of Littleton Boulevard.**
Littleton Boulevard offers the opportunity for imaginative and innovative urban renewal and streetscape activation [including] ... widening sidewalks and incorporating activity centers and quiet zones from Broadway to Downtown Littleton. Improve the pedestrian and biking environment.
- **Explore ways to activate cultural heritage along Littleton Boulevard.** Adopt an Overlay District for Littleton Boulevard to preserve and promote arts and culture in the area. Note that an “overlay” is a special zoning area with additional regulations and design standards to a base zoning district.
- **Evaluate the economic impact of arts and culture.**
Quantify the economic value of arts and culture in Littleton to recognize and strategize for continued growth of cultural assets and arts as economic drivers to the City.

Steps identified in the CEDS

- Conduct an Economic Impact Assessment of arts and culture in Littleton; and
- Explore adopting an Overlay District for Littleton Boulevard to better preserve, protect, and enhance the character of the corridor.⁷³

⁷¹ Ibid., 12

⁷² Ibid., 14.

⁷³ Ibid., 30.

D. Literature Review of City Plans — Comprehensive Economic Development Strategy

Key Opportunities for Arts and Culture

Through this review of City Plans and related documents, Keen Independent identified key opportunities for existing and potential initiatives that relate to this Arts and Culture Strategic Plan. Thoughtful integration of arts and culture initiatives can help support existing and future City planning efforts.

The following summary of opportunities for supporting arts and culture builds upon existing efforts in City plans and related documents. These opportunities can be grouped by the following themes:

- Branding;
- Zoning;
- Integrating arts and culture into daily life;
- Connecting arts and culture with economic impact;
- Identifying spaces and places for more arts and cultural resources.

Branding. The City is invested in presenting a clear identity to residents, visitors and within the greater region. Based on review of the planning documents, City interest in branding expands beyond its logo to include placemaking, or planned design and interventions that highlight, or cultivate, a sense of place.

Zoning. The following can assist in both delineating and creating visual ease of movement between different land use characters:

- Distinctive landscaping choices that protect ecological functions of existing green space;
- Thoughtful wayfinding and placemaking, including signage, lighting and design elements; and
- Walkability, including for vulnerable groups.

Integrating arts and culture into daily life and movement.

Littleton has a considerable inventory of arts and culture offerings but can continue to integrate the arts more thoroughly through the following strategies:

- Continued promotion of existing events and cultural sites as well as linking these to Littleton's identity through branding;
- Collaboration between different artistic groups to reduce silos and create regular collaboration possibilities;
- Programming that bridges gaps between the different cultural and heritage areas of the City, such as event series that encourage attendance to multiple sites, such as Downtown, at or near to the Littleton Museum and Bemis Public Library, the South Platte River Corridor and Littleton Boulevard, or the "Mid-Mod Mile."

Connecting arts and culture with economic impact. Based on this literature review, the City is interested in measuring the economic impact of its existing arts and culture, as well as leveraging arts and culture to foster economic development in Littleton. Keen Independent discusses the value of measuring the economic impact of arts and culture in Appendix C "Funding Analysis."



D. Literature Review of City Plans — Comprehensive Economic Development Strategy

Locations for arts and culture. While there are many areas of Littleton that may benefit from more arts and cultural resources, two locations stand out in the review of existing City documents.

Littleton Boulevard. Many of the documents reviewed present goals and strategies for improving placemaking on Littleton Boulevard. Potential strategies could include:

- Developing an overlay district to enhance cohesiveness of the Boulevard;
- Improving safety and walkability, including pedestrian crossings, wayfinding and medians;
- Improving non-motorized access and funneling of pedestrian traffic to Littleton Boulevard from the Bemis Public Library and the Littleton Museum;
- Emphasizing and enhancing extant vernacular branding of this area as the “Mid Mod Mile;” and
- Defining and creating visual anchor points, including beautification, on Littleton Boulevard.

Santa Fe Drive and the South Platte River Corridor. This area has the potential for programmatic and environmental improvement. Strategies could include:

- Collaborating on Colorado Department of Transportation’s (CODOT’s) Planning and Environmental Linkages study as it relates to South Santa Fe Drive;
- Seeking opportunities to collaborate with CODOT on this area and, where possible, incorporating wayfinding and City branding into such plans; and
- Developing public art, programming and wayfinding that encourage the use and enhances the safety of these areas.

D-8. Mid-Century International Style building at 2000 West Littleton Boulevard



Source: Historic Littleton, Inc.

APPENDIX E. Analysis of Stakeholder and Community Input — Introduction

Keen Independent gathered input from stakeholders, including City leaders and staff, local arts and cultural leaders, educators and creatives, and Littleton residents.

Qualitative analysis integrates results from:

- A virtual workshop survey;
- In-depth interviews and focus groups;
- An in-person discovery meeting; and
- Study hotline and email feedback.

The analysis in this appendix reflects the perspectives of approximately 350 respondents. Analysis is organized by the following topics:

- Methodology and participation;
- Demographics;
- City's role regarding arts and culture;
- Strengths;
- Areas for improvement; and
- Preferences.

Throughout this appendix, sample quotes illustrate themes the study team identified when analyzing stakeholder and community input.

E-1. Littleton residents and community members at the discovery meeting for the Arts and Culture Strategic Plan



Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Methodology and participation

Virtual Workshop

Keen Independent invited Littleton residents and community members to participate in a virtual workshop related to arts and culture. A virtual workshop is an online, asynchronous instrument, similar to a survey in format, but containing more open-ended questions which encourage deep, thoughtful responses. The virtual workshop was live for one month, from mid-August 2024 to mid-September 2024.

Questions. Survey participants responded to two primary question types: Likert scales (where respondents ranked their agreement with different statements on a scale from 1 to 7) and open-ended responses. The questions covered a range of topics related to Littleton arts engagement, including:

- Demographics;
- The City’s role regarding the cultural arts;
- What makes Littleton unique;
- Perceptions on existing cultural arts; and
- Fostering the cultural arts in Littleton.

Distribution. Keen Independent posted the virtual workshop to the study website and the City of Littleton shared it digitally through their networks, social media, press releases and other means. Figure E-2 shows the survey’s landing page.

Participation. The survey gathered 243 total responses used in this analysis.

Of total responses, 210 are classified as “complete” meaning that participants progressed all the way through the survey instrument and clicked “submit” at the end. Another 33 responses are classified as “partial” in that respondents did not click “submit” at the end of the survey instrument. Nearly all questions in the survey were optional. As a result, “partial” responses may in some cases have included answers to more questions than “complete” responses. Individual “N” are a better measure of participation and are provided with data tables for each question throughout this appendix.

E-2. Littleton virtual workshop landing page



Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Methodology and participation

In-depth Interviews and Focus Groups

This appendix presents qualitative information that Keen Independent collected and analyzed as part of its facilitation of in-depth interviews and focus groups with community stakeholders including City leadership and staff, municipally affiliated nonprofits, as well as local arts and cultural leaders, business owners, artists and educators.

Interviews and focus groups covered many topics including Littleton's existing cultural arts, the City's role in supporting arts and culture and opportunities for increased collaboration.

Some comments are directly quoted, while others are summarized and condensed. Comments have been intentionally anonymized to maintain confidentiality and are organized by subject matter as detailed below.

Study team members used interview guides to facilitate semi-structured conversations, meaning that predetermined questions guided the discussion, but facilitators asked follow-up questions and probed when necessary to deepen understanding or clarify comments.

Facilitators informed participants that their comments would be used in aggregate and would not be attributed to individuals by name.

Questions. Questions explored the following topics in relation to arts and culture:

- Strengths and areas for improvement;
- Vision for long-term success; and
- Most-important future priorities.

Participation. In total, 52 stakeholders provided input to the planning process through in-depth interviews or focus groups.

E-3. Several stakeholders gather at the discovery meeting



Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Methodology and participation

In-person Discovery Meeting

Study team members facilitated an in-person discovery meeting on July 15, 2024. The discovery meeting took place at the Littleton Museum and was open to all Littleton residents and community members.

This public meeting was an opportunity for Littleton residents and community members to learn about the study and to provide feedback regarding arts and culture in Littleton. The discovery meeting was advertised widely by the City and attended by 55 participants.

Each of the five stations were designed to capture different arts and culture information about Littleton (Figure E-4).

- **Mapping arts and culture.** Community members reviewed a map of Littleton’s city limits and placed stickers where they would like to see more public art assets.
- **Cultivating change.** Community members identified aspects of Littleton that they wanted to keep intact and what aspects of Littleton they would like to see change.
- **Drawing corner.** Community members drew in response to the prompt, “My favorite thing to do in Littleton is...”
- **Big ideas.** Community members used Post-it notes to suggest and endorse arts and culture-related infrastructure or programming they would like to see in Littleton. The “big ideas” station generated 50 ideas and 115 endorsements.
- **Benchmark cities.** Community members identified cities that could serve as references for the big ideas or changes that they would like to see represented in Littleton.

E-4. Discovery meeting activity stations



Source: Keen Independent Research.

Public Communication Portals

The study team hosted a dedicated hotline and study email address to invite comments and questions about the project. All stakeholders and community members could use the hotline and study email to provide anonymous feedback. Feedback received through those channels is analyzed as part of this appendix. Littleton residents and community members actively used the study hotline and email as a resource, especially when the study was first advertised in early July 2024.

E. Analysis of Stakeholder and Community Input — Demographics

Keen Independent examined the demographics of virtual workshop participants, including their race, ethnicity, gender, age and residency in Littleton, in addition to analyzing respondents’ attitudes towards arts and culture.

Race and Ethnicity

Most virtual workshop respondents (88%) identify as white, as well as not Hispanic or Latino (85.3%). The race and ethnicity of survey participants is proportionate to the demographics of Littleton residents, which Keen Independent discusses in Appendix A “Market Analysis” in this document. Figure E-5 shows the race and ethnicity of virtual workshop participants.

E-5. Race and ethnicity of virtual workshop participants

	Percentage
Race	
White	88.0 %
Two or More Races	5.8
Asian	2.4
American Indian and/or Alaskan Native	1.4
Native Hawaiian and/or Other Pacific Islander	1.0
Black or African American	0.5
Other	0.5
Prefer not to answer	5.8
Total	100.0 %
Ethnicity	
Not Hispanic or Latino	85.3 %
Hispanic or Latino	4.4
Prefer not to answer	10.3
Total	100.0 %

Note: Race, N=208. Ethnicity, N=204. For Race, participants could select more than one answer.

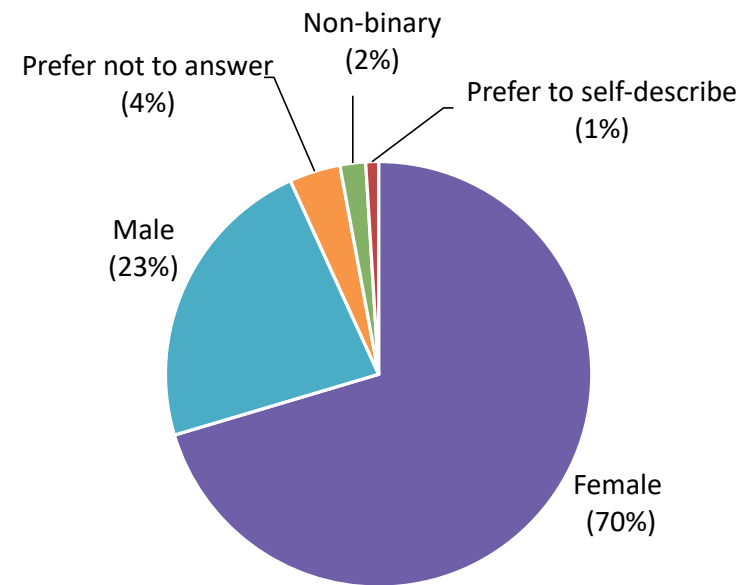
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Demographics

Gender

Figure E-6 shows how virtual workshop participants identified their gender. The majority of workshop participants identified as female (70%), followed by male (23%). Gender demographics of virtual workshop participation is consistent with what the study team sees in responses across arts and culture strategic planning research.

E-6. Gender of virtual workshop participants



Note: N = 206.
Source: Keen Independent Research.

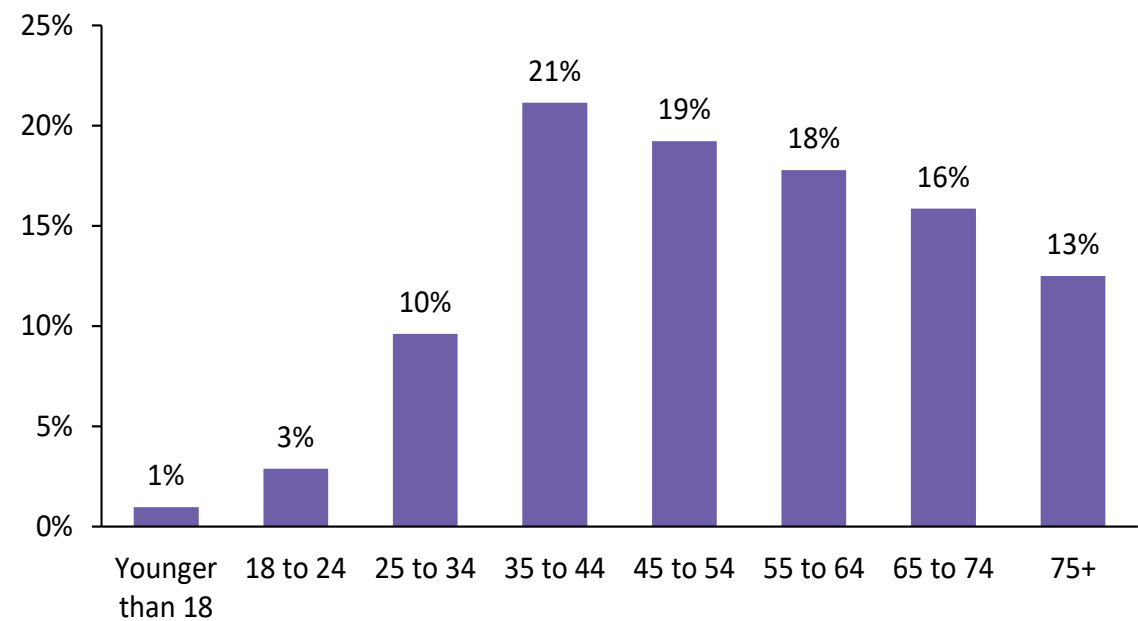
E. Analysis of Stakeholder and Community Input — Demographics

Age

The virtual workshop attracted participation from a wide range of ages. Figure E-7 shows the age distribution of virtual workshop participants.

Over 50 percent of respondents were 35 to 64 years old. Almost 30 percent of respondents were ages 65 and older. Less than 15 percent were ages 34 and younger.

E-7. Age of virtual workshop participants



Note: N = 208.
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Demographics

Other Demographic Identifiers

Keen Independent invited virtual workshop participants to comment on any additional demographic identifiers they would like to share to help the study team understand their experiences or the experiences of other members of their household. A total of 65 participants elected to provide additional identifiers reflecting persons with disabilities, veteran/military, LGBTQ+ or bilingual/multilingual or other. Respondents could select multiple options. Figure E-8 shows the demographic self-identification of respondents.

E-8. Demographic self-identification of virtual workshop participants or their household members

Other demographic identifiers	Count
LGBTQ+	25
Person(s) with disability	21
Bilingual/multilingual	12
Veteran/military	10
Other	13

Note: N = 65.

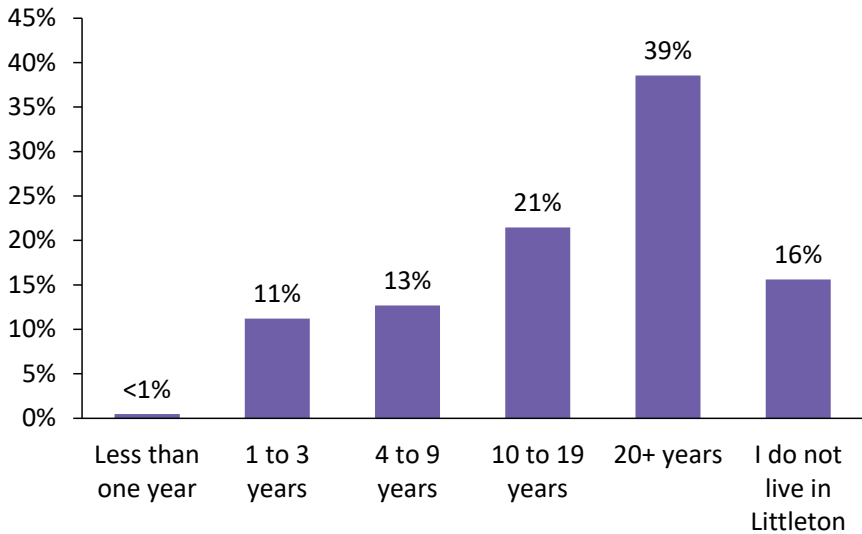
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Demographics

Residency in Littleton

Most virtual workshop respondents (60%) indicated that they have lived in Littleton for 10 or more years with over 39 percent of participants living in the City for 20 or more years. Figure E-9 shows the length of time that virtual workshop participants have lived in Littleton.

E-9. Length of residency of virtual workshop participants



Note: N = 205.
Source: Keen Independent Research.

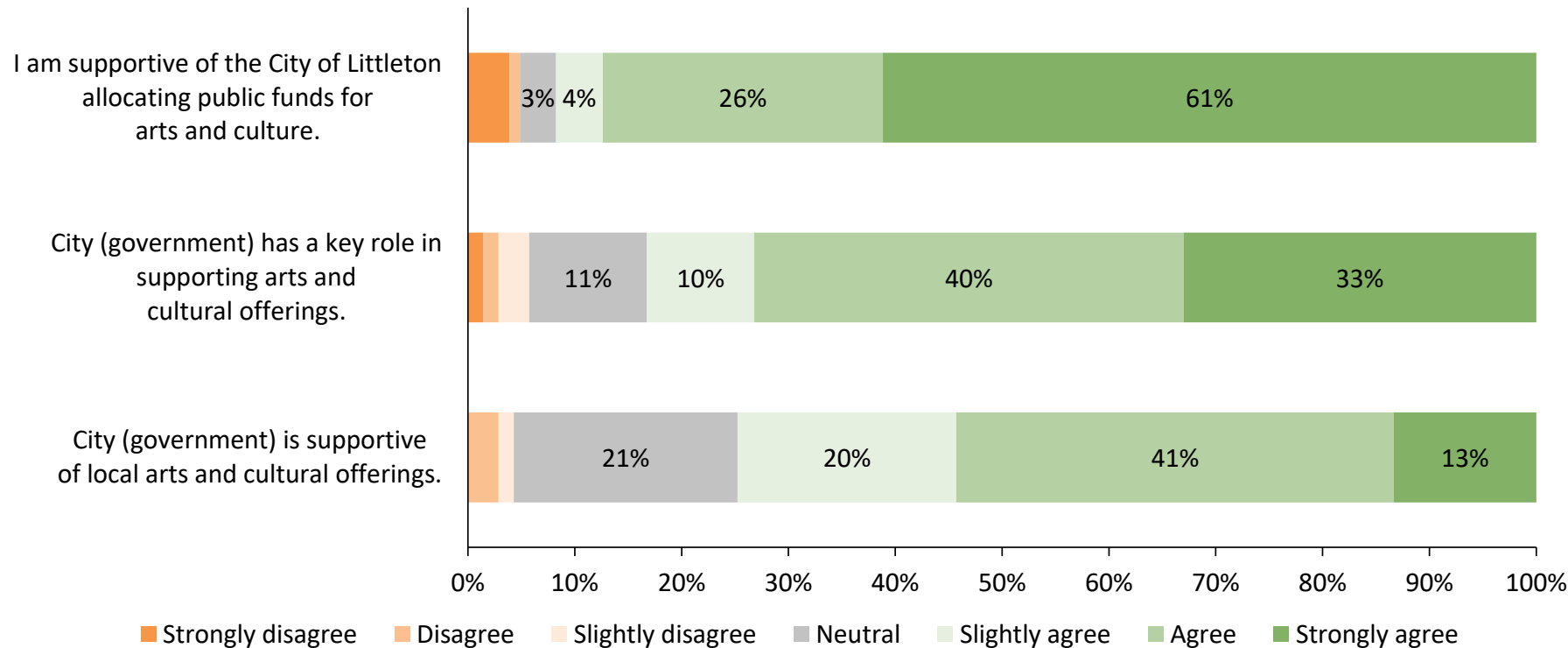
E. Analysis of Stakeholder and Community Input — City’s role regarding arts and culture

Residents’ Perceptions of the City’s Role

Virtual workshop participants provided their perceptions of the City’s role in arts and culture. Figure E-10 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.”

Over 90 percent of participants were “supportive of the City of Littleton allocating public funds for arts and culture.” Many participants also agreed (slightly to strongly) that the “City has a key role in supporting arts and cultural offerings” (83%). Most participants agreed (slightly to strongly) that “City (government) is supportive of local arts and cultural offerings.” However, responses to this statement were somewhat more mixed than other City role statements, with fewer participants selecting “strongly agree” (13%) and more choosing “neutral” (21%).

E-10. Perceptions of the City’s role in arts and culture



Note: N = 206-210. Non-residents of Littleton were excluded from analysis.

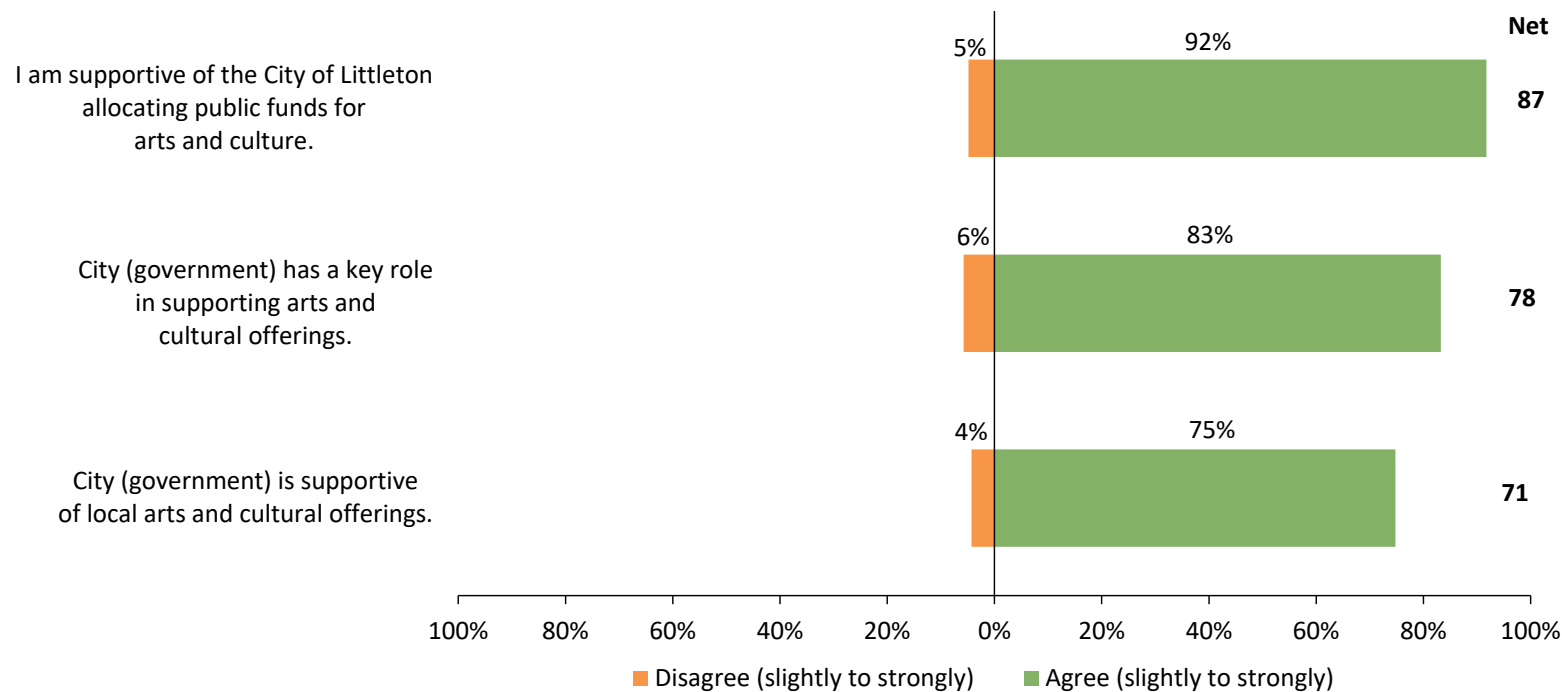
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — City’s role regarding arts and culture

Net rating. Net rating provides a simple representation of the overall slant of participants toward agreement or disagreement. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Three-quarters or more of virtual workshop participants expressed support towards the City’s role in arts and culture in Littleton (Figure E-11). With a net rating of 87, almost all respondents were “supportive of the City of Littleton allocating public funds for arts and culture.” With a net rating of 71, respondents shared that the City is supportive of local arts and culture offerings. This gap suggests that perhaps there is room for growth in arts support.

E-11. Perceptions of the City’s role in arts and culture net rating



Note: N = 206-210. Non-residents of Littleton were excluded from analysis. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — City’s role regarding arts and culture

Other City government priorities. Although many residents and stakeholders are supportive of the City allocating public funds for arts and culture, some noted that arts and culture are not always the focus because there are other priorities that the City is responsible for addressing, such as transportation, housing, public safety and homelessness. These priorities, which require attention, time and funding, have an impact on residents’ quality of life and their ability to enjoy arts and culture opportunities.

Some residents felt this was a barrier to providing arts and culture support, while others felt like this prioritization over arts and culture projects was justified.

Competing priorities.

Virtual workshop participant

Maintaining cleanliness and safety.

Virtual workshop participant

Homelessness in park.

Virtual workshop participant

Don't spend a penny until you fix the roads.

Virtual workshop participant

*Government support isn't needed for arts and culture to thrive.
Please focus on the issues you are responsible for like housing and transportation.*

Virtual workshop participant

Prioritization of economic development over community wellbeing.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Strengths

This section discusses perceptions of Littleton’s cultural strengths.

What Makes Littleton Unique

Figure E-12 is a word cloud that illustrates the range and frequency of characteristics that survey respondents identified as unique to Littleton.

E-12. What makes Littleton unique

The descriptors “small town,” “history,” “nature” and “community” appear largest in the image, indicating that these words and phrases were mentioned most frequently. These words and phrases were also echoed by stakeholders and discovery meeting participants.



Note: N = 184. Respondents were asked to share up to five words or short phrases.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Strengths

Littleton residents and stakeholders elaborated on the primary word cloud themes about what makes Littleton unique. This section references perspectives from the virtual workshop and discovery meeting, as well as interviews and focus groups.

Vibrant small town. Many stakeholders stated that they appreciate Littleton due to its small town, or hometown, feel. They often described the community as having a vibrant Downtown area that is home to many “mom and pop” businesses. The City was also described as walkable.

Historical. Many stakeholders take pride in Littleton’s history. They appreciate the historic, mid-century modern infrastructure on Main Street. Stakeholders highlighted the importance of celebrating and preserving the City’s history and character and valued the cultural institutions that keep this history alive.

Nature. Stakeholders and residents alike shared that the abundance of natural spaces, such as parks, trails and open space, in Littleton are cherished and unique, especially given the City’s proximity to Denver. They treasured the tree-lined neighborhoods and the vegetation native to the Littleton area. Littleton community members also liked that these natural spaces seemed accessible to everyone.

Community. Many stakeholders remarked that Littleton has a strong sense of community. These interviewees generally described community in terms of friendliness and sense of belonging. They also discussed a love for the people who make up the community. Residents who discussed Littleton’s community as a strength often identified as growing up in the area or as long-time residents.

Has opportunities to grow but still keeps that small town home feel.

Virtual workshop participant

Vibrancy of the City. Beautiful place to live!

Discovery meeting participant

It's truly a historic Main Street which adds a lot of character and uniqueness to the metro area.

Focus group participant

Reminders of the history of the town are kept alive.

Virtual workshop participant

The access to nature within the City of Littleton is pretty remarkable given that we are part of the [Denver] metro area.

Focus group participant

Plentiful open spaces.

Virtual workshop participant

Comfortable and welcoming.

Virtual workshop participant

[There are] people that like to have a say in the enhancements of their community and [they have] a lot of passion for where they live.

Focus group participant

E. Analysis of Stakeholder and Community Input — Strengths

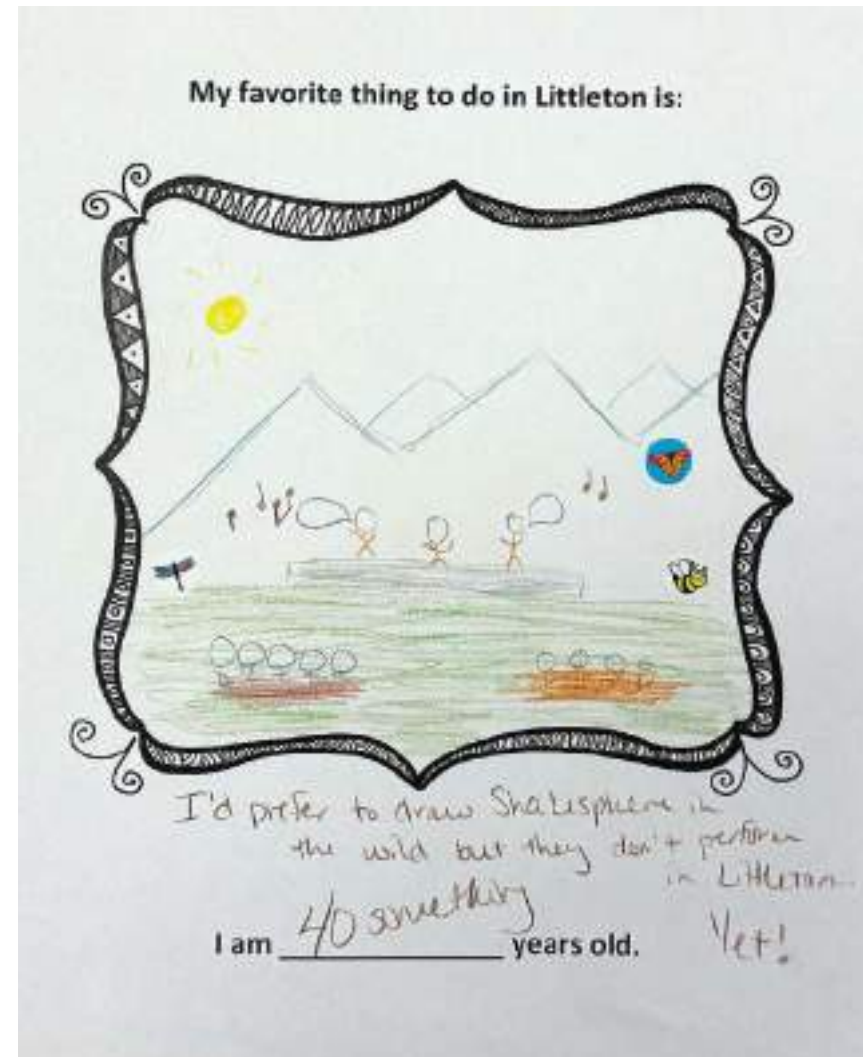
Favorite thing to do in Littleton

As part of the discovery meeting, residents used colored pencils and stickers to create drawings in response to the prompt, “My favorite thing to do in Littleton is...” Figure E-13 highlights one example drawing from this station.

Participants drew:

- Outdoor arts and cultural activities, such as performances and film screenings;
- Visiting the Littleton Museum and the Bemis Public Library; and
- Spending time with friends and family while participating in arts and cultural events.

E-13. One example of feedback gathered through the drawing corner activity station at the discovery meeting



Source: Keen Independent Research.

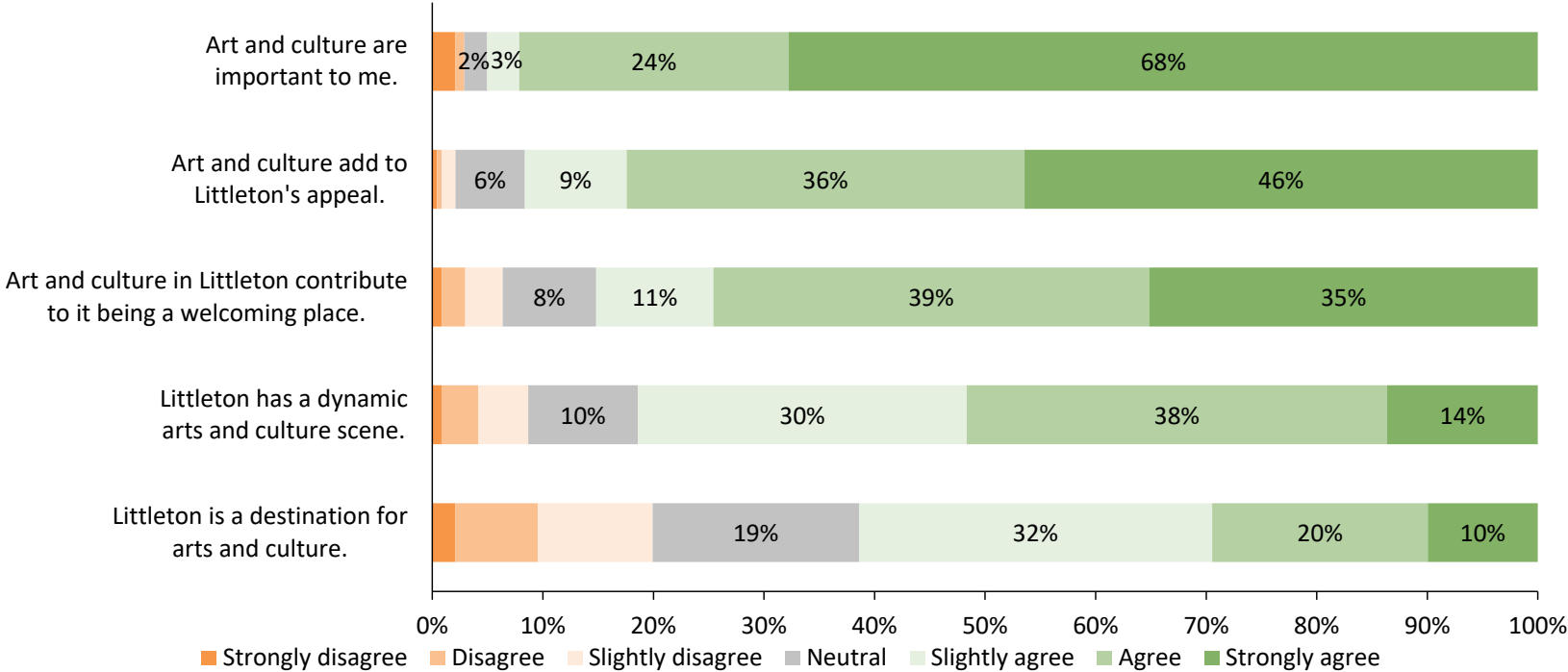
E. Analysis of Stakeholder and Community Input — Strengths

Perceptions of Arts and Culture

Virtual workshop participants provided their perceptions of Littleton’s arts and culture scene. Figure E-14 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.” For all statements, other than “Littleton is a destination for arts and culture,” participants were overall positive in their perceptions of arts and culture in the City. Almost all participants (95%) indicated that arts and culture are important to them and that arts and culture adds to Littleton’s appeal (91%).

The majority of participants felt that arts and culture in Littleton contribute to it being a welcoming place (85%) and that there is a dynamic arts and culture scene in the City (82%). Participants indicated mixed agreement to the statement that “Littleton is a destination for arts and culture,” with the fewest responses in the “strongly agree” and “agree” categories. These data suggest that that arts and culture is important to participants but that more could be done to make Littleton a draw for arts and cultural experiences.

E-14. Virtual workshop respondents’ perceptions of arts and culture



Note: N = 236-242.

Source: Keen Independent Research.

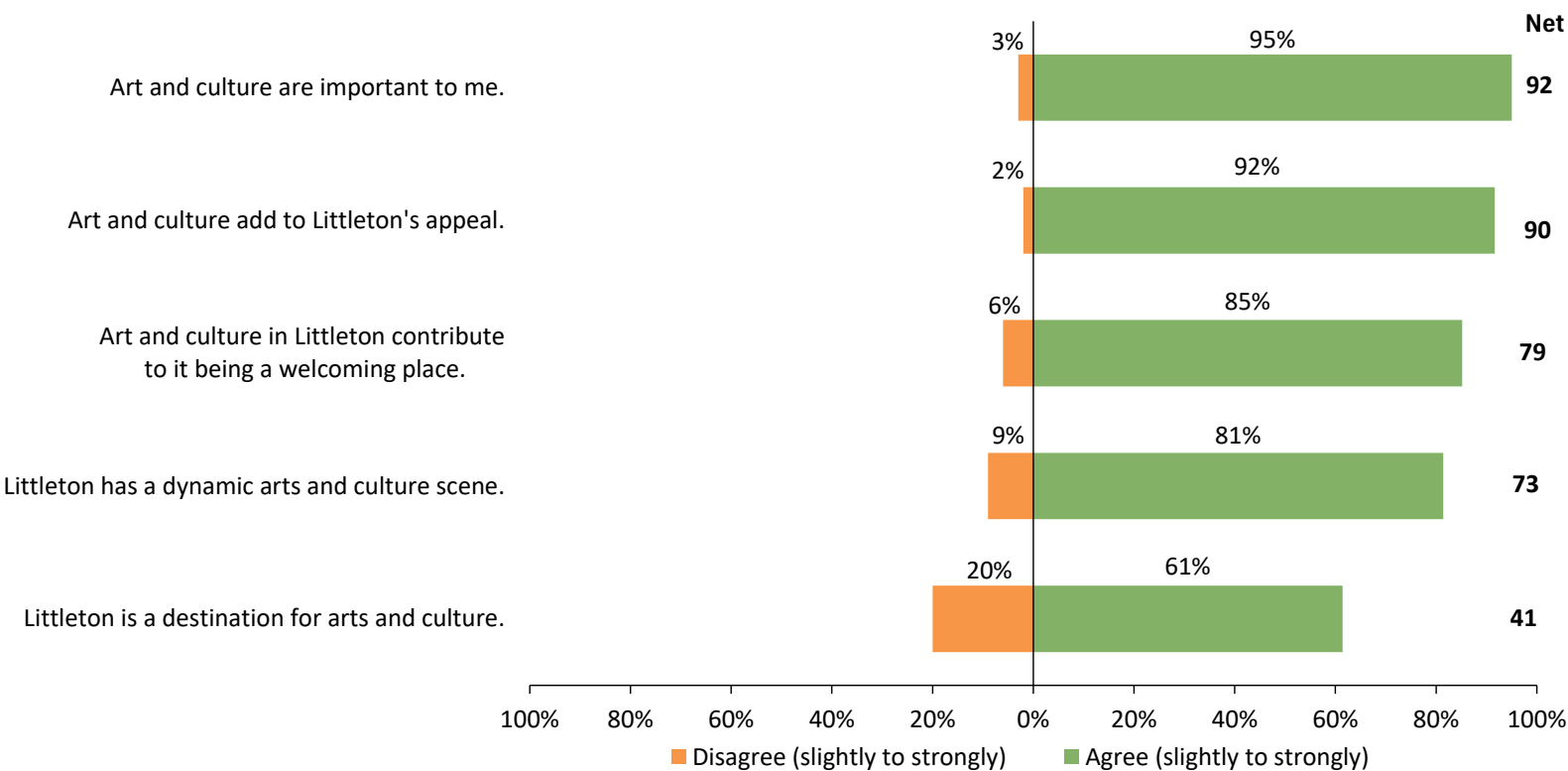
E. Analysis of Stakeholder and Community Input — Strengths

Perceptions of Arts and Culture Net Rating

Figure E-15 highlights the net rating for the same perception of arts and culture statements discussed in Figure E-14.

Arts and culture are “important to me” and “add to Littleton’s appeal” have the highest ratings of 90 and above. “Littleton is a destination for arts and culture” has a net rating of 41 and this figure shows that 20 percent of respondents disagreed (slightly to strongly) with this statement, which is over double the percentage of disagreement for other statements.

E-15. Virtual workshop respondents’ perceptions of arts and culture net rating



Note: N = 236-242. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Strengths

Arts and Culture Strengths in Littleton

Arts and culture are important to community stakeholders and residents of Littleton. This is apparent through the vibrant and varied number of cultural offerings within the City, as well as the numerous cultural organizations who create and support these offerings. These themes are outlined below with relevant quotes from the virtual workshop, discovery meeting and in-depth interviews and focus groups listed on the right.

Vibrant and varied arts and cultural offerings. Stakeholders frequently discussed the vibrancy and variety of arts and cultural offerings in Littleton, ranging from public art and performances to the natural landscape and annual festivals. Many stakeholders identified specific organizations, such as the Littleton Museum, Bemis Public Library and the Town Hall Arts Center. Several study participants mentioned appreciation for Littleton’s natural areas, such as parks and trails. Stakeholders also highlighted annual traditions and festivals in Littleton, such as Western Welcome Week.

Arts and cultural leadership. Several study participants discussed arts and cultural leadership in Littleton as a strength. Stakeholders observe that local arts and cultural leaders are passionate about serving the community. Multiple stakeholders mentioned that they are starting to see more collaboration between arts and cultural leaders and that they hope this trend continues. Study participants familiar with the Arts and Culture Board commented that the current members have “vision.”

I appreciate the art & culture fostered by the Bemis Library, Littleton Museum, Town Hall Arts Center, Hudson Gardens, ACC, South Platte Greenway and all of the open space, parks, and trails.

Virtual workshop participant

Town Hall performances rock! I personally love all the murals around town. We are very lucky to have the Littleton symphony as well.

Virtual workshop participant

I feel like there's a lot of tradition in Littleton.

Focus group participant

I feel like [Littleton takes] pride in the diversity of what you see, whether that be sculptures or different type of events.

Focus group participant

There are a lot of passionate people in Littleton when it comes to arts and culture!

Interview participant

I'm starting to see more collaboration ... Keep it going!

Discovery meeting participant

The Arts and Culture Board has vision.

Interview participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

This section addresses perceived areas for improvement for Littleton.

Challenges to Supporting Arts and Culture

In the virtual workshop, participants could list up to five words or phrases to identify the biggest challenges to developing arts and culture in Littleton.

E-16. Challenges to arts and culture in the City of Littleton

Figure E-16 is a word cloud that illustrates the range and frequency of challenges identified by survey respondents. Participants most frequently identified “funding,” “other priorities,” “communication” and “lack of diversity” and “parking” as key challenges.



Note: N = 187. Respondents were asked to share up to five words or short phrases.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Areas for improvement

This section elaborates on word cloud themes referencing perspectives from the virtual workshop and discovery meeting, as well as interviews and focus groups.

Arts and Culture Challenges and Requests

Littleton residents and stakeholders expounded on the following challenges to arts and culture in Littleton:

- Vision;
- Cross-communication;
- Marketing;
- Funding;
- Venues;
- Gathering spaces;
- Diversity, equity, accessibility and inclusion;
- Placement and sourcing of public art; and
- Parking.

Vision. Some residents shared that they did not feel that the City had clear goals for selecting and implementing public art and that planned events seemed disorganized. They felt that the City could be more creative in how it approaches art selection, installation and use of public spaces so that Littleton could be viewed as an arts and culture destination.

Regarding vision planning, a few focus group participants revealed that their arts and culture organizations have been undergoing arts and culture master planning, but that work is often happening in silos. Several stakeholders shared that they want the community to make clear connections between their organizations and Littleton's arts and culture scene but that is not always happening.

To showcase a thriving economy, [arts and culture] should be part and parcel of everything that we do.

Focus group participant

Lack of branding as an art city.

Virtual workshop participant

Lack of imagination.

Virtual workshop participant

We have so many players in the arts community that there isn't really a synergizing kind of focus.

Focus group participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

Cross-communication. Most focus group stakeholders said that communication and collaboration between the various arts and culture organizations could be stronger. Several stakeholders shared that there are avenues in place to communicate with one another, such as representation across arts-related boards and commissions, but these avenues could be better utilized.

For example, because public art is owned and managed by different arts and cultural organizations, there are different processes in place for selecting and maintaining art. Stakeholders and community leaders who were part of focus groups indicated that these processes were not always clear. This includes processes such as selecting public art, deaccessioning, or removing, public art from the City’s collection and obtaining permits for cultural events.

Marketing. Many residents felt that they did not always know what was happening around Littleton related to arts and culture and that there could be better transparency about the events and works in progress around arts and culture. There is not one central way to communicate local activities and festivities, but rather many individual newsletters and websites to consult.

Funding. A number of Littleton residents and community stakeholders discussed how funding is necessary for realizing arts and cultural goals. Cultural assets, events and activities require money to succeed. Residents felt that smaller organizations may be at a greater disadvantage than larger organizations. Stakeholders shared that there are limited City funds available for their organizations and when funding is available, not all arts and culture organizations are eligible for the same funding opportunities.

How do we collaborate together with the community? How do we create space that we can share with the community that more people can use?

Focus group participant

We have lots of ways to communicate. They're just not always known to [other organizations] so they're not as effective as we'd like them to be.

Focus group participant

There's so many opportunities to participate in activities that are culturally based, or arts based. I just don't know that people know about them.

Focus group participant

Collaboration with Littleton merchants, schools, and non-profits to promote events.

Virtual workshop participant

Arts [advertisement] by more than online sources.

Virtual workshop participant

City funding [is] often limited.

Virtual workshop participant

Small organizations without resources for their own venue are at a huge disadvantage compared to larger organizations that have their own venues and receive significantly more funding from the City.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

Venues. A clear request from many Littleton residents and community stakeholders alike was to have more performing art venues in Littleton. Respondents shared that the Town Hall Arts Center is a great community asset, but as the main indoor performing arts venue in the City, the 260-seat capacity is not enough to meet the community's demand. Residents felt that to be considered a destination for arts and culture, Littleton needs a larger performing arts venue.

Some residents added that Littleton is unable to attract bigger named artists and performers because it lacks the infrastructure to support larger, more popular acts. They also shared that local arts groups leave Littleton to be able to access venues that can accommodate their art. One resident perceived that the City only promotes events inside Littleton, and this puts local community groups at a disadvantage when they have to go outside the City for venue access.

Gathering spaces. Many Littleton community members expressed a need for more gathering spaces that are welcoming and of varying types and sizes. These spaces should be versatile so they can be used for rehearsals, practices, meetings or any type of community gathering. Filling this need may require repurposing existing spaces or creating new spaces designed with community needs in mind. However, some community stakeholders shared the challenge of being a one-size-fits-all venue for all arts-related needs.

A number of public ensembles use the Waring Theater...it's fabulous, but it's too small. The stage is not ideal for that kind of performance.

Focus group participant

We NEED A PERFORMING ARTS SPACE – 700 seats, lifts and sets.

Discovery meeting participant

Please repurpose or find a space that can be dedicated to performing arts. We have to drive out of the City for these types of events.

Virtual meeting participant

Few indoor community meeting spaces and they're not affordable.

Virtual workshop participant

As an artist in the area, it would be great to have a place to gather and create with other artists.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

Diversity, equity, accessibility and inclusion. In the virtual workshop, participants could engage with an open-ended prompt regarding how the City can improve its diversity, equity, accessibility and inclusion efforts through arts and culture. Several participants said that the City could do a better job representing art and artists from marginalized communities in Littleton. They also hoped the City would prioritize events highlighting and of interest to diverse communities. Some residents made specific suggestions, such as festivals or themed weekends that celebrate specific ethnicities and their traditions. Participants also discussed wanting to see greater accessibility at events and local venues, including ADA compliance, affordability and bilingual communication.

Placement and sourcing of public art. In Littleton, a majority of arts and culture assets are located Downtown, but city limits expand far beyond the Downtown area. As a sprawling city with different neighborhoods, people and spaces, many residents and some stakeholders communicated that art could be placed throughout the City rather than in a concentrated location. Many residents also voiced a desire for sourcing public art through local artists and organizations, also suggesting an artist-in-residence program. This would provide an opportunity to showcase local art and financially support local artists.

Parking. A number of residents highlighted that parking and traffic, especially Downtown, result in big challenges to attending and enjoying arts and culture events and activities. These were sometimes deterrents for participation in community events.

Actively seek out diverse artists, programming, exhibits that appeal to diverse segments of the community and region.

Virtual workshop participant

Our schools are becoming more diverse. Work with the schools to reach the families.

Focus group participant

Reaching out to all neighborhoods in Littleton. Having information in different languages Providing transportation to venues. Offering low or no cost tickets to events.

Virtual workshop participant

Art offerings not distributed throughout City.

Virtual workshop participant

In years past there has not been a push for public spaces to include art. It seems like that is slowly changing.

Virtual workshop participant

Parking for big events.

Virtual workshop participant

Traffic.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Looking to the future

Keen Independent asked community members to consider future markers of success for arts and culture planning.

Markers of Success

Stakeholders and residents identified the following markers of success for the City:

- Increased awareness;
- Increased engagement;
- Art throughout Littleton;
- Equitable support;
- More venues;
- Preservation;
- Collaboration;
- Greater outreach; and
- Economic development.

Increased awareness. Stemming from a need for more streamlined and transparent communication, some stakeholders hoped that these efforts would result in more of the community knowing what arts and culture offerings and resources are available in Littleton.

Increased engagement. Stakeholders from all focus groups hoped to see more community members attending and feeling positive about the arts and culture offerings in Littleton. Some described a key purpose of art being that it draws people in and creates community. They felt this could be achieved by presenting art that sparks conversation or is integrated into nature and human-made spaces around Littleton.

Art throughout Littleton. Most residents and several stakeholders would like to see the footprint of art expand beyond the Downtown area, which is already vibrant in arts and culture assets.

I'd like to see an easier community events and calendar page. Both to see what's happening and to post what is happening.

Discovery meeting participant

A success marker for me is having better visibility through the City's communication avenues.

Focus group participant

Are we fully reaching as much of the community as we can? There are pockets throughout our community proper, our City proper and in our broader community, where we don't have quite as much engagement. Are we welcoming and accommodating and accessible to as many as we can be?

Focus group participant

Developing a sense of pride in our City and encouraging participation in all aspects of life in Littleton results in more committed citizenry.

Virtual workshop participant

Side street art projects to draw more businesses to those areas.

Discovery meeting participant

Should be shared throughout the community, not just Downtown.

Virtual workshop participant

Make art structures a destination and have a theme. That way it could be a game to visit each structure.

Discovery meeting participant

E. Analysis of Stakeholder and Community Input — Looking to the future

Equitable support. Many Littleton residents hoped that the City would prioritize support for diverse and locally sourced art so that new opportunities reflect diverse cultures and perspectives. A few Stakeholders hoped that the City would also consider how existing funding is being allocated to the City’s key cultural assets.

More venues. Most residents and stakeholders agree that supporting arts and culture in the City could be better achieved by creating additional gathering spaces and performance venues.

Preservation. Many residents and stakeholders alike discussed the importance of remembering and preserving Littleton’s history. They reiterated that arts and culture efforts, and City leadership, should continue to celebrate Littleton’s rich history and the infrastructure that showcase those stories and characteristics.

Be intentional about recruiting diverse artists.

Virtual workshop participant

The City of Littleton and the community have a long and proud history of supporting arts, culture, history, and heritage. Additional funding sources would help to build on existing successes.

Virtual workshop participant

Represent diverse artists including people of color, LGBTQ+ and other historically marginalized people. Ensuring that art is in all neighborhoods and accessible to all.

Virtual workshop participant

Venue, venue, venue. Performing arts facility that is affordable, accessible and centrally located.

Virtual workshop participant

Littleton should provide venues where ALL can come and enjoy art and culture — especially live performance! A large theater that can accommodate a larger audience would provide more opportunities for a diverse audience to enjoy.

Virtual workshop participant

Preserving and maintaining its historic places and parks and trails is a top priority.

Virtual workshop participant

A big win for arts and culture would be designating a historic district. A specific destination for shopping and cultural appreciation.

Hotline participant

E. Analysis of Stakeholder and Community Input — Looking to the future

Collaboration. Most stakeholders acknowledged that there could be better coordination between arts and culture organizations in sharing plans and finding ways to work together so that there is greater transparency about community efforts.

Greater outreach. Many Littleton residents called for more outreach across City leadership, so that the community could better participate and inform decision making. They suggested outreach to different neighborhoods and partnerships, such as collaborations with students of all ages, as strategies for achieving collaboration.

Economic development. Many residents and stakeholders agreed that arts and culture could promote economic development across Littleton, resulting in opportunities for new infrastructure projects and support for local artists. Several community residents discussed how serving local residents would help businesses thrive and, in turn, drive tourism as well. A couple of stakeholders suggested that the City track the impact of arts and culture in relation to economic development in Littleton.

I think a big piece is that the multiple players involved in arts and culture and the community and quality of life have a robust awareness of each other and what we are all doing and what each of our respective roles and lanes are in the whole picture.

Focus group participant

The more that we can continue to collaborate and have these conversations, the more we get our folks out there and involved, but also having the City come to us more. I would love to see our City Council members participate.

Focus group participant

Tap into diverse neighborhoods to include them in artistic planning and programming.

Virtual workshop participant

Develop programs that involve community members actively. Utilize the schools as partners.

Virtual workshop participant

Tourism and economic development are not mutually exclusive goals to the community focus. I think prioritizing health and beautification of this space would drive organic tourism and development.

Virtual workshop participant

Track economic development and how much of that could be attributed to us; our completion of projects and bringing people in.

Focus group participant

E. Analysis of Stakeholder and Community Input — Preferences

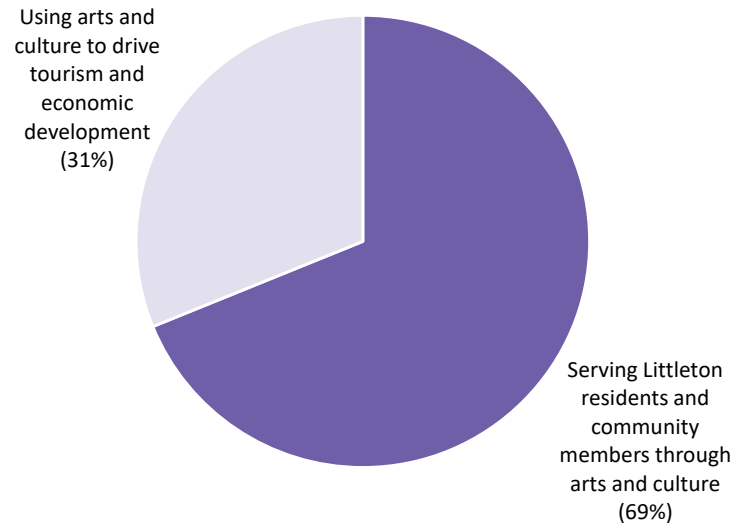
Keen Independent asked virtual workshop, discovery meeting, and interview and focus group participants to identify their preferences regarding potential future arts and cultural priorities for the City.

Residents' Preferences for Arts and Culture Focus

When asked, “Which of the following statements better reflects your opinion about the focus for arts and culture in the City of Littleton?” about 69 percent of virtual workshop participants selected “serving Littleton residents and community members through arts and culture,” while 31 percent selected “Using arts and culture to drive tourism and economic development.” (Figure E-17).

When provided an opportunity to explain their response, some participants added that both priorities are important. Others shared that community building and showing appreciation for Littleton is important. A few participants worried that focusing on tourism would be at the expense of local interests. Three participants did not want Littleton to focus on either priority.

E-17. Arts and Culture focus for City government



Note: N = 183. Non-residents of Littleton were excluded from analysis.

Source: Keen Independent Research.

I think prioritizing either one will enhance the other.

Virtual workshop participant

Serving locals builds a stronger community, which will in turn drive economic development and tourism.

Virtual workshop participant

Prioritizing tourism and development, however, is likely to come at the cost of the wellbeing of people who already live here.

Virtual workshop participant

We do not need huge tourism to crowd and ruin the home flavor.

Virtual workshop participant

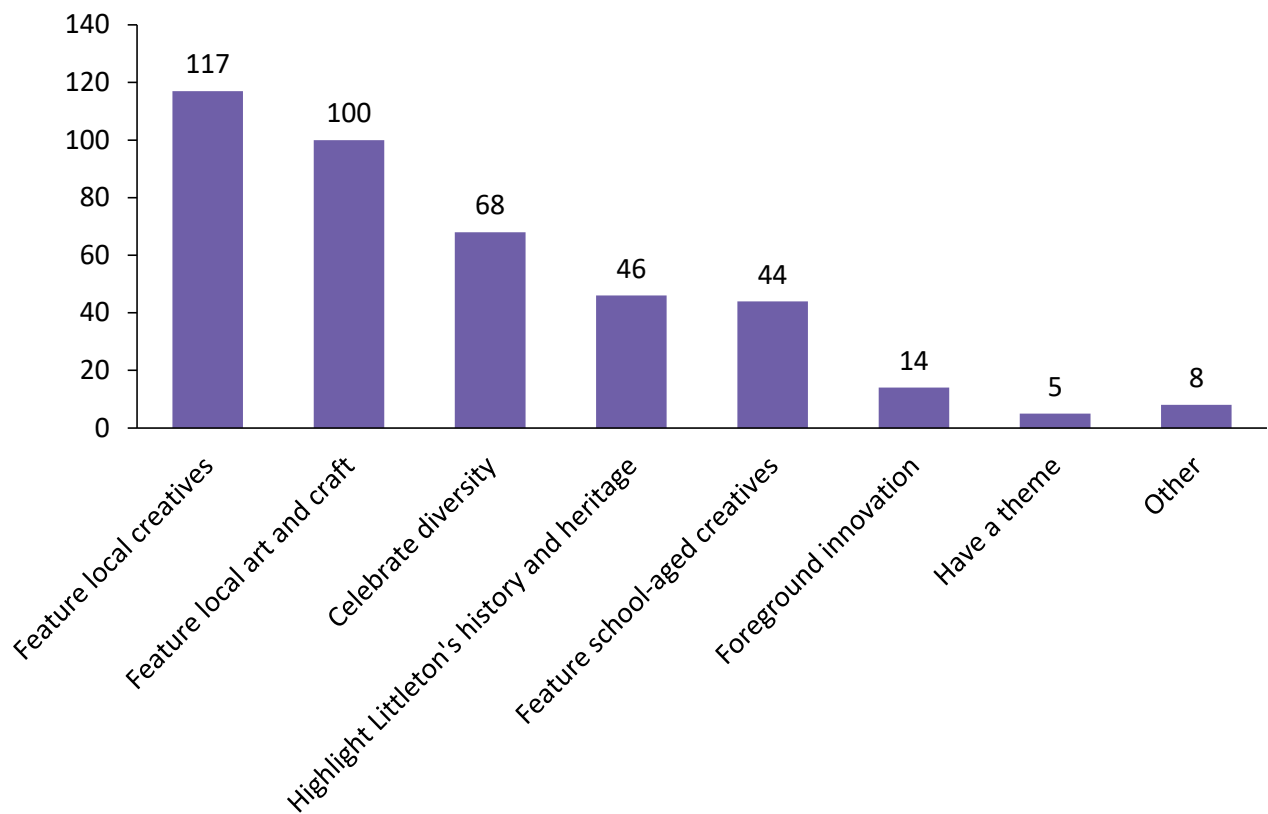
E. Analysis of Stakeholder and Community Input — Preferences

City-organized Event Preferences

Figure E-18 shows virtual workshop participants’ responses about potential City-organized events.

Virtual Workshop participants shared a preference for City-organized events that “feature local creatives” or “feature local art and craft.” Around one-third of participants want events that “celebrate diversity.”

E-18. Virtual workshop participants responses to, “I would like the City to organize more events that...”



Note: N = 216. Respondents could select up to two responses.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

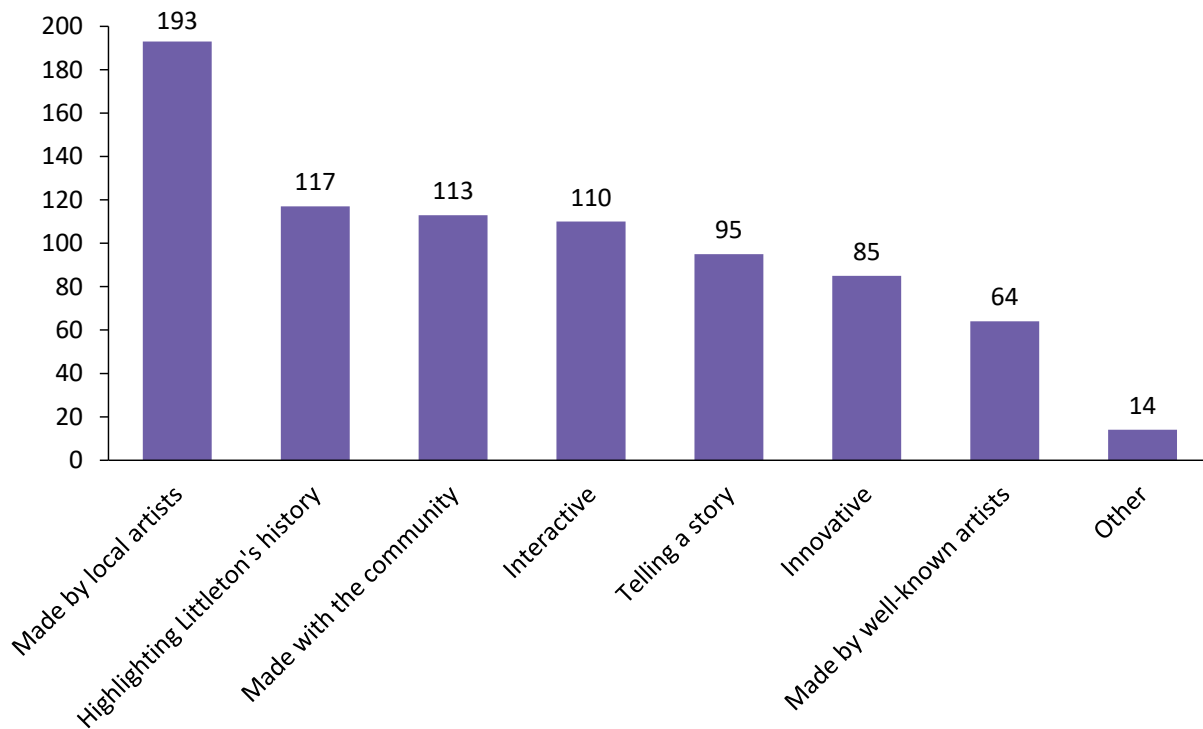
Public Art and Placemaking

When asked about public art and placemaking preferences, many participants selected “made by local artists” (Figure E-19). About half of respondents also selected art that “highlighting Littleton’s history,” “made with the community” and “Interactive.” Some participants who selected “other” added that public art and placemaking should highlight diversity and marginalized voices and others suggested specific types of art or locations.

I love Littleton but it could embrace more diversity and involvement with communities in Colorado, such as our cultural connections to Black, Native American, Latino and Asian populations.
Virtual workshop participant

More places for live music and entertainment. Music can draw people from all over if it's done well. We have lots of bands and musicians but no place to perform consistently.
Virtual workshop participant

E-19. Virtual Workshop participant responses to, “I would like to see more public art and placemaking that is...”



Note: N = 218. Respondents could select more than one answer.
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

Desired Locations for Public Art and Placemaking

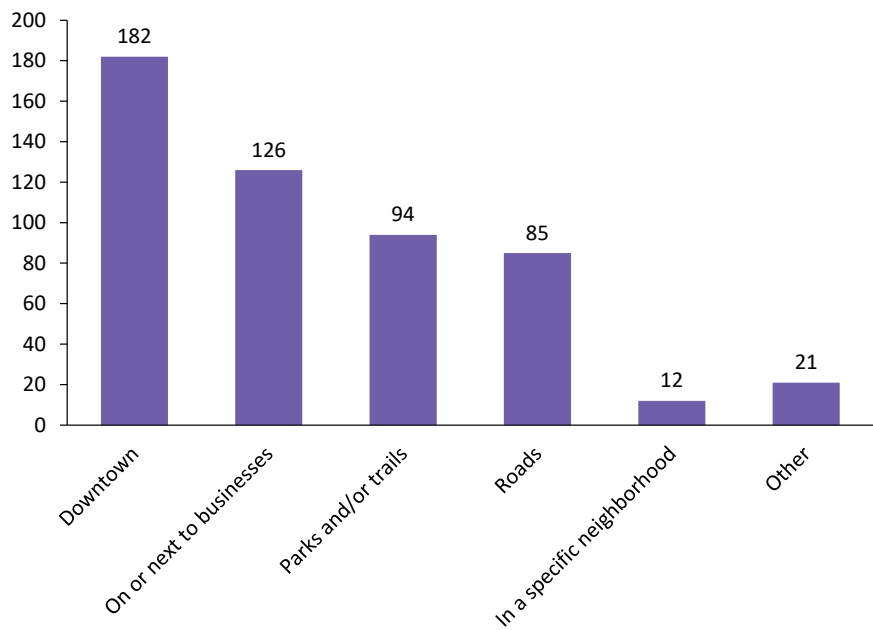
When asked where Littleton residents would like to see more arts and culture, most virtual workshop participants suggested “Downtown” (Figure E-20). Many participants also indicated “on or next to businesses,” “parks and trails” and “roads.”

When asked more specifically about parks and/or trails, virtual workshop participants most often listed Ketring Park, High Line, Sterne Park, Mary Carter Greenway and Lee Gulch.

When asked about specific neighborhoods, several participants noted Littleton Boulevard and Northeast Littleton.

As part of the discovery meeting “mapping arts and culture station,” participants placed stickers where they would like to see more public art assets. This information informed the requested arts and culture development heat map located in Appendix A, “Market Analysis,” in this Plan.

E-20. Desired locations for public art and placemaking



Note: N = 221. Respondents could select more than one answer.
Source: Keen Independent Research.

All major buildings and areas should have outdoor arts at their locations.

Discovery meeting participant

E. Analysis of Stakeholder and Community Input — Preferences

Likelihood of Using an Online Directory

When asked, “How likely are you to use a City-managed online directory of local artists?” virtual workshop participants shared mixed opinions on their use of a local artist directory (Figure E-21). Half of participants (53%) were “somewhat” or “very” likely to use this resource, while 30 percent were “Neutral/not sure.”

Some participants explained their responses. Those who were likely to use the directory thought it would be useful for showcasing and supporting local artists. Community members with hesitations about the directory brought up concerns around directory management, the online format, expected quality, and its overall intended use. Several participants felt that an event calendar would be more useful than a directory.

Working for a non-profit organization that puts on events for the community, it would be nice to access this database.

Virtual workshop participant

Needs to be kept up to date. So many City directories end up with dead links.

Virtual workshop participant

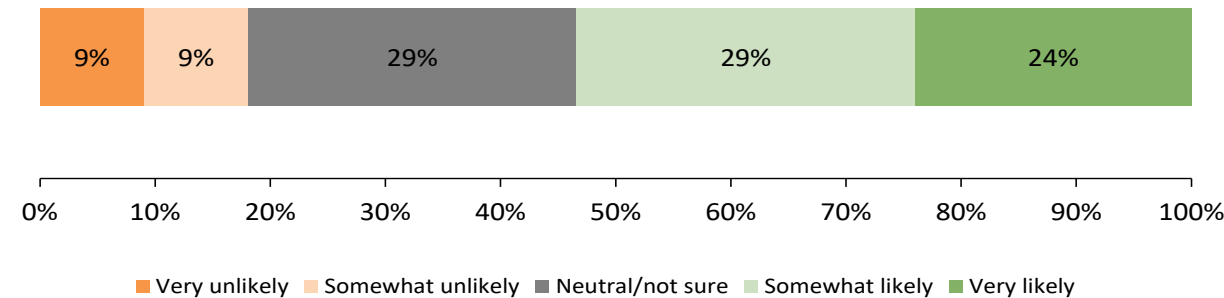
Unclear what this would include and what the benefit could be.

Virtual workshop participant

I would be more likely to use an event driven calendar from the City than just a list of who the artists are.

Virtual workshop participant

E-21. Likelihood of using an online directory of local artists



Note: N = 221.

Source: Keen Independent Research.

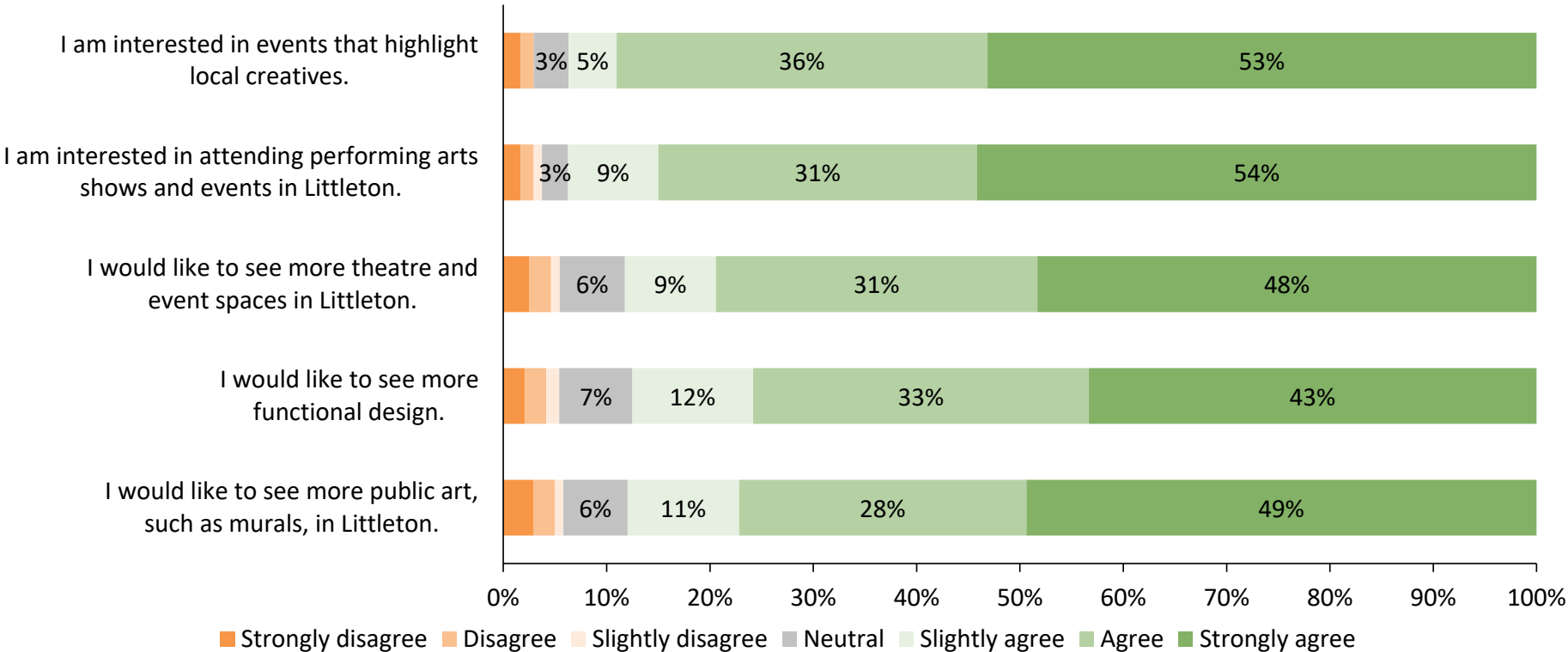
E. Analysis of Stakeholder and Community Input — Preferences

Art-related Interests

Virtual workshop participants indicated their level of interest for different types of art. Figure E-22 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.”

For all interest statements, virtual workshop participants generally agreed (slightly to strongly) that they would like to see more art of varying types in Littleton. “Events that highlight local creatives” and “performing arts shows and events” were of particular interest, with 94 percent of participants agreeing.

E-22. Virtual workshop participant art-related interests



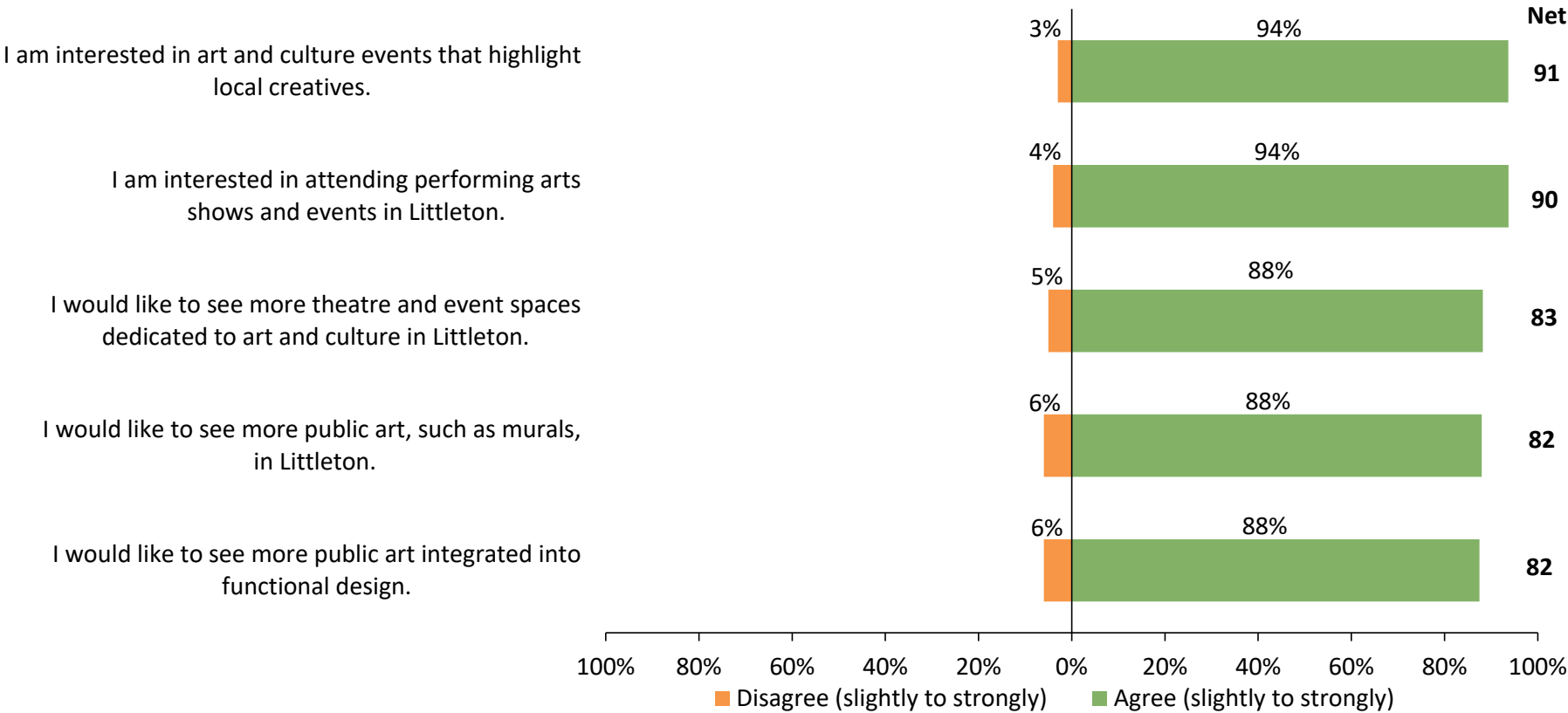
Note: N = 236-242.
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

Net rating. Figure E-23 highlights the net rating for statements discussed in Figure E-22. All statements have a net score of 82 or higher.

“Events that highlight local creatives” and “performing arts shows and events” have the highest net ratings, at 91 and 90 respectively. These data further support that participants are highly interested in art and would love to see more offerings.

E-23. Virtual workshop participant art-related interests net rating



Note: N = 236-242. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Source: Keen Independent Research.

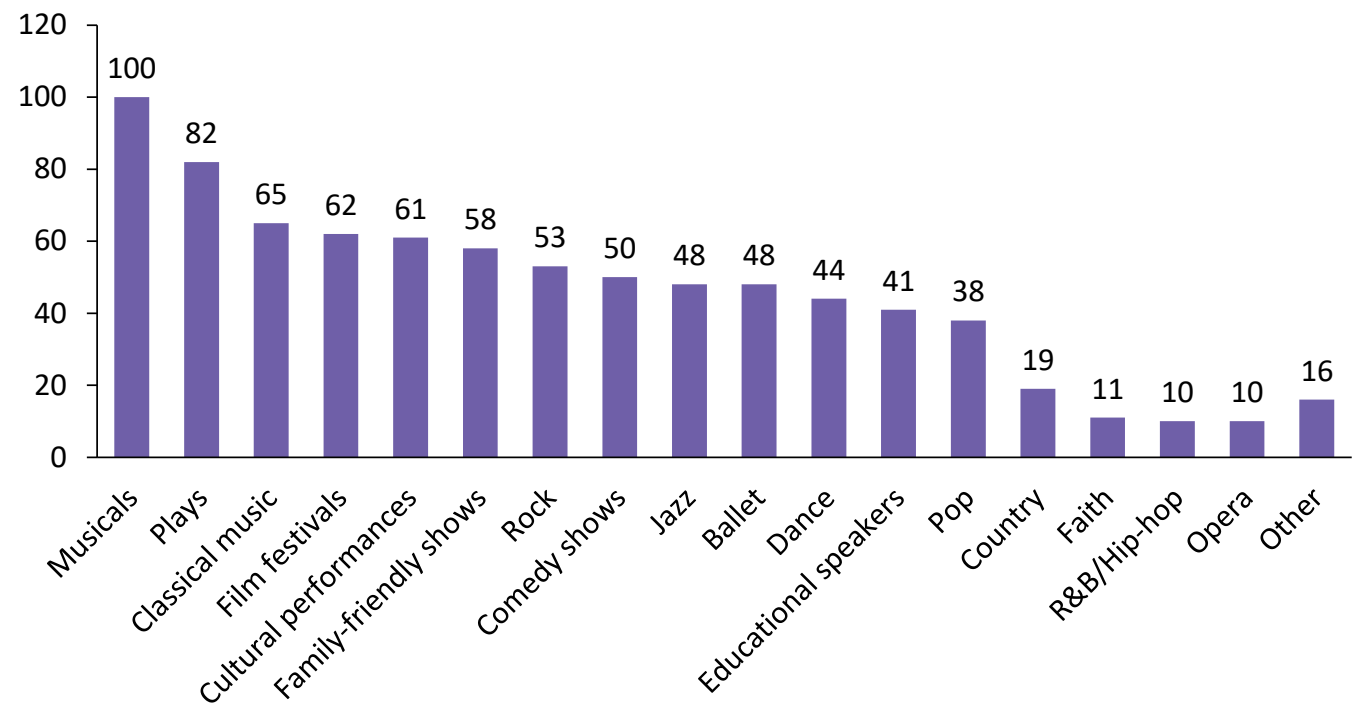
E. Analysis of Stakeholder and Community Input — Preferences

Favorite Types of Live Entertainment

Virtual workshop participants were asked to select up to four types of performances or live entertainment that they enjoy. Figure E-24 shows that respondents indicated an affinity for a broad range of show types.

“Musicals” and “plays” received the greatest number of participant responses with 100 and 82 responses respectively. Categories with next greatest number of selections were “classical music,” “film festivals” and “cultural performances.”

E-24. Favorite types of performances and live entertainment



Note: N = 220. Respondents could select up to four responses.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

Infrastructure Preferences

Community residents and stakeholders shared ideas for future infrastructure through the virtual workshop, discovery meeting, hotline and in-depth interviews and focus groups.

Most frequently, community members across all feedback methods supported building additional performing arts venues and gathering spaces. This included a performing arts center with greater capacity than the existing Town Hall Arts Center, as well as multi-purpose spaces that could be used for art events, artists’ work and groups to meet for art-related purposes.

Other infrastructure ideas included ways to physically connect the City and its attractions, such as a trolley and an alleyway program. A couple of participants also suggested building a boutique hotel and a play area in the Downtown district.

Many virtual workshop participants were particularly vocal about the need for additional parking Downtown, especially for when arts and culture events take place.

Performing arts center.

Discovery meeting participant

Outdoor amphitheater.

Discovery meeting participant

Art complex with flex space.

Discovery meeting participant

An art co-op.

Virtual workshop participant

A trolley is a great investment for Littleton. I would like to see more of Littleton connected through a trolley and a bike lane.

Hotline participant

Enhance the alley through [a] walkway [with] two entrances, one in an alley and one in a storefront along the main street. [Add] seating elements [and] art elements. Changes the character of a downtown.

Focus group participant

Boutique hotel.

Discovery meeting participant

An area that encourages play, whether that's a nature type of experience or an actual physical structure.

Focus group participant

Parking, especially downtown.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Preferences

Benchmark Cities

During the discovery meeting, residents were invited to identify other cities that might serve as a reference for the kind of change they’d like to see in Littleton regarding arts and culture. Participants used index cards and markers to respond to the following prompt:

- “Which city has art and cultural resources that you would like to see in Littleton? Please explain.”

Colorado-based infrastructure. Some participants discussed locations in Colorado, such as Arvada for its “Art Complex” or Fort Collins for its “walkable waterpark/river project with extensive arts opportunities and incorporated public art.”

Diverse stories and voices. Some participants talked about incorporating diverse perspectives, such as Santa Fe, NM for culture that “integrates Native American and many local ethnic groups.” Others called out San Jose, CA for its “diversity of arts and opinions.”

Other themes. As an example of “support for local arts and artisans,” participants identified Ashville, NC. Grand Rapids, MI, meanwhile, was highlighted for its “Art Prize.” Finally, one participant suggested that Littleton already has arts and cultural resources and can continue to develop without emulating other cities.

Community Recommended Benchmark Cities

- Arvada, CO
- Fort Collins, CO
- Santa Fe, NM
- San José, CA
- Ashville, NC
- Grand Rapids, MI
- *“I don’t think Littleton has to look any further than its own backyard.”*



**KEEN
INDEPENDENT
RESEARCH**

Created for the City of Littleton in 2024
by Keen Independent Research, LLC



ECONOMIC PARTNERSHIP INCENTIVE POLICY

Adopted by City Council Through Resolution 84-2024 on August 6, 2024

The Economic Partnership Incentive Policy is designed to support a robust and resilient economy through diversification of the city's economic base in partnership with private sector businesses. It is the goal of the City of Littleton to promote new development, redevelopment, job retention and expansion, tax base expansion, and to encourage new and existing businesses to make capital investments. Contributing documents supporting this policy include the Comprehensive Economic Development Strategy (March 2024) and the Retail & Mixed-Use Market Analysis (October 2023).

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INCENTIVE PROGRAMS

The following incentive programs may be available, based on circumstances presented. An incentive request must demonstrate and address in detail how a proposal satisfies the evaluation criteria.

Retail Development Incentive Program

Purpose:

Retail sales are a critical component of the city's tax base and for the city to remain competitive regionally and to maintain a healthy municipal budget, the City of Littleton seeks to promote retail development opportunities throughout the community. The city encourages a wide range of desirable retailers that enhance the Littleton experience and provide benefits to residents while promoting unique retail offerings that benefit tourism.

Eligibility:

Proposed retail projects that address a known retail leakage sector to ensure that Littleton retail can better meet the shopping needs of residents and mitigate environmental costs associated with more extensive vehicle travel that could otherwise be required; or redevelopment of existing commercial or industrial areas that intend to remove blight and improve the financial performance and viability of the property.

Available Incentives:

- Retail Sales Tax Reimbursement
- Use Tax Reimbursement
- Building/Construction Use Tax Reimbursement
- Land Development Impact Fee Credits or Waivers



Evaluation Criteria:

- Tier 3 (Criteria 1 – 11)

Approvals:

- City Council shall consider Retail Development Program incentive requests on a case-by-case basis in accordance with the evaluation criteria.

Primary Employment Incentive Program

Purpose:

This program intends to attract primary new private-sector employers or assist existing private-sector employers currently operating in the City of Littleton with payroll expansion, or capital expansion of existing facilities.

Eligibility:

Proposals that guarantee a minimum of 50 net new jobs within two years of opening the facility or notice of payroll expansion and include a pay rate equal to or greater than 66% (excluding benefits) of the area per capita income; or at least \$750,000 in new capital investment.

Available Incentives:

- Use Tax Reimbursement
- Building/Construction Use Tax Reimbursement
- Land Development Impact Fee Credits or Waivers

Evaluation Criteria:

- Tier 2 (Criteria 1 – 8)

Approvals:

- City Council shall consider incentive requests on a case-by-case basis in accordance with the evaluation criteria.

Revitalization Incentive Grant Program

Purpose:

The goal of this program is to encourage private investment in improvements to business storefronts in a way that makes revitalization efforts affordable, creative, and improves the aesthetic of the entire community. The program offers matching funds to business tenants and property owners within the City of Littleton proposing projects that improve the appearance of existing buildings.

Eligibility:

Applications for consideration involve improvements visible from the public right of way and include architectural/design assistance, façade, landscape, parking areas, exterior lighting, and Americans with Disabilities Act (ADA) improvements and signage.



Available Incentives:

- This program is a cash incentive (reimbursement) grant.

Evaluation Criteria:

- Tier 1 (Criteria 1 – 3)

Approvals:

- Funds for this program are appropriated by City Council annually and proposed projects are approved for funding administratively on a case-by-case basis in accordance with the evaluation criteria.

Enterprise Zone Tax Benefit Program

Purpose:

The State of Colorado Enterprise Zone Program provides tax credits for private enterprise to expand and for new businesses to locate in economically distressed areas of Colorado. As a local enterprise zone sub-administrator, Economic Development staff will work with local partners on proposals for contribution projects with defined timelines that improve the economy, create, and retain jobs, expand businesses, and have community support.

Eligibility:

Some areas of Littleton are located within the Enterprise Zone and qualify for assistance. Check with Economic Development staff to determine specific locations. See [enterprise-zone-program](#) website for more information.

Available Incentives:

- Businesses are eligible for state income tax credits and sales and use tax exemptions for specific business investments.
- Economic development projects form by incentivizing taxpayers to contribute through state income tax credits.
- Taxpayers who contribute to enterprise zone projects may earn income tax credits.

INCENTIVE TYPES

All incentive types are performance based, meaning that before any monies are disbursed, the proposed project or business shall meet or exceed the specific performance measures identified in the incentive agreement.

Retail Sales Tax Reimbursement

A share-back or partial reimbursement of the city-collected portion of retail sales tax generated from the project, up to 50% maximum. Requests of this incentive type must identify a financial gap and demonstrate how a public partnership will help the feasibility of the project.

Use Tax Reimbursement

A share-back or partial reimbursement of the city-collected portion of use tax. Use Tax is not a separate tax, it is a complement to Sales Tax and is due on the same tangible personal property on which Sales Tax is charged. Use Tax may still be due even though you paid some Sales Tax.



Building/Construction Use Tax Reimbursement

A partial to full reimbursement of the construction use tax generated by constructing a project. All proceeds of the construction use tax reimbursement must be utilized for a public or public-related purpose which advances the public health, safety, and welfare of the community.

Land Development Impact Fee Discounts or Waivers

Land development impact fee discounts or waivers shall not exceed the fees or taxes due with respect to a particular project and any savings will not be monetized. The city does not have the ability to waive or reimburse for outside jurisdiction fees or taxes.

Cash Incentive Grant

The Revitalization Incentive Grant program offers up to \$20,000 in matching funds for qualifying projects to business tenants and property owners within the City of Littleton proposing projects that improve the appearance of existing buildings. See application for complete program details.

EVALUATION CRITERIA

The requestor shall provide a written narrative describing how the proposal qualifies the following evaluation criteria for the requested incentive program.

Tier 1

1. The proposal demonstrates a long-term commitment to the city.
2. The proposal provides a positive fiscal and economic impact to the city.
3. The proposal creates a beneficial impact on a particular area of the city, which may include designated enterprise zones and/or areas in need of revitalization or redevelopment.

Tier 2

4. The proposed project represents significant private-sector financial investment.
5. The proposed project is compatible with the designated land use, comprehensive plan, and any associated development plans that ensure adequate infrastructure whether existing or proposed.
6. The extent to which the economic and employment benefits of the incentive accrues to the residents and taxpayers who indirectly subsidize the business because of the foregone tax revenue.
7. The degree to which the proposed project or business positively impacts the diversification of the city's economy.
8. The potential for future expansion and additional job creation.

Tier 3

9. The benefits of the proposed project outweigh the direct public costs of infrastructure costs, utility, increased police, and any other public expenses associated with the project.
10. The incentive must make such a difference in determining that the proposed project would not otherwise be established or expanded in the city if it were not for the availability of the incentive.
11. The incentive granted for the proposed project intends to achieve significant economic growth and/or the creation of new jobs in the city.



Special Consideration

Additional consideration is given to proposed projects that advance policy goals and demonstrate the following:

- Facilitates the development of historically difficult-to-develop or economically-disadvantaged parcels.
- In addition to advancing other goals, the project faces unusual tax or regulatory burdens (e.g., metro district taxes).
- Incentivizes locally-owned businesses prioritized in the City's Comprehensive Economic Development Strategy (CEDS).
- Employs workers in targeted industries/sectors as prioritized by the city's Comprehensive Economic Development Strategy (CEDS).
- The proposed project advances transportation priorities beyond standard development requirements or requires extraordinary investment to meet standards e.g., significant bike/ped infrastructure or transportation services for employees.

PROCESS

To be considered for an incentive agreement, the requestor should begin discussions of a proposal early with Economic Development staff. The process is iterative with the expectation that the requestor be transparent with the project details and negotiations will remain confidential.

For formal submittals, a requestor must present a written request containing the following information in the following order:

- Complete requestor information and identification of the requested incentive program and incentive type.
- A written narrative describing the proposed project with all land use specifications, including:
 - o How the project is compliant with the zoning and comprehensive plan and any other adopted plans or policies.
 - o How the proposal is compliant with the incentive eligibility requirements.
 - o How the proposal is compliant with the incentive evaluation criteria.
- At the requestor's cost, include a cost benefit analysis performed by an objective, third-party consultant to analyze the impact of capital investments, construction costs, salaries, visitor traffic and other benefits. The analysis will be used initially to determine the viability of the proposed project and must show a positive economic impact to the city.
- Explanation of the project impact, as relevant:
 - o Total private sector capital investment
 - o Total jobs retained or created with wage and benefit information.
 - o Total assumed new sales tax generated.
 - o Real estate assets developed and/or public infrastructure improvement details and costs.
- A well-developed site plan including project renderings, when relevant.
- A comprehensive financial pro-forma.



Next Steps:

- The Economic Development team will analyze the request in conjunction with the City Manager.
- Depending on the complexity of certain requests, the city may retain professional economic consulting services to analyze and provide a detailed assessment of the request.
- Negotiation of the request may be ongoing until there is concurrence with the terms.
- Administratively approved requests will require an agreement specifying the terms and actions.
- Requests requiring City Council consideration may first be presented to City Council at a study session with formal action taken at a subsequent City Council public hearing where public testimony may be considered.
- All approved incentive requests will require a fully executed agreement specifying the terms and actions.

DEFINITIONS

Building/Construction Use Tax – Calculated as 3.75% of 52.5% of the value of the building permit.

Land Development Impact Fee – [Land Development Impact Fee Schedule](#)

Retailer – Businesses that sell goods in small quantities directly to consumers.

Sales Tax – Sales tax is charged on the purchase price of all sales of tangible personal property by a licensed seller when delivery takes place within the boundaries of the city. The sales tax rate for Littleton is 3.75%. Food, food products, drinks & confections, for home consumption, when sold in the same form, condition, quantities, and packaging as is commonly sold by grocers is exempt from sales tax. 3% of sales tax goes to the General Fund, 0.75% goes to the 3A capital improvement fund for infrastructure.

Sales – Sales include merchandise sold (for cash or credit at retail or wholesale) by establishments primarily engaged in retail trade. Services that are incidental to the sale of merchandise, and excise taxes that are paid by the manufacturer or wholesaler and passed along to the retailer are also included. Sales are net, after deductions, of refunds and allowances for merchandise returned by customers. Sales exclude sales taxes collected directly from customers and paid directly to a local, state, or federal tax agency.

Use Tax – One-time tax paid on the purchase price of all furniture, fixtures, equipment and supplies incidental to the business. 3% goes to a separate capital projects fund for city-wide capital and 0.75% goes to the same 3A capital improvement fund for infrastructure.

THE FINE PRINT

Incentives must serve a public purpose, as determined by City Council in its discretion including but not limited to providing significant economic, cultural, and/or social benefits to the citizens of Littleton in the form of jobs, new economic activity, increased tax revenues and/or cultural or social opportunities.

The City of Littleton requires the mutual consent and execution of a written agreement detailing the terms of the incentive. No agreement, when required, is final without formal action by City Council.



Award of incentives is a negotiated process and incentive agreements are entirely discretionary and will be considered on a case-by-case basis by the City Manager who retains the right to determine whether the project and proposed incentive agreement will be presented to City Council for consideration of approval, when required. Previously approved agreements do not establish a precedent for subsequent agreements. Unless specified otherwise, any agreement is a personal agreement between the original requestor and the City of Littleton which is not transferable and does not run with the land.

All incentive agreements shall be performance based, meaning that before any monies are disbursed, the business shall meet or exceed the specific performance measures identified in the incentive agreement. Specific performance measures may include:

- (a) meeting the requirements of the eligibility threshold for jobs and wages.
- (b) requiring new revenues generated by the business to equal or exceed the total dollar amount of the incentive provided during the period of the incentive agreement by rebate or refund; or
- (c) requiring any rebate or refund to come from the revenues generated by that business.

All Incentive Agreements shall be subject to annual appropriations by City Council as required in the Colorado Constitution.

The business and/or property owner must be current in its payment of property taxes to be considered for any economic partnership incentive.

Amendment of this policy may be performed administratively as directed by City Council or as ordinances and policies are adopted. Substantive changes to programs that require City Council approval shall be amended by the City Council.



City of Littleton ~ Economic Development
2255 W. Berry Avenue
Littleton, CO 80120
[303-734-8094](tel:303-734-8094)
economicdev@littletongov.org

Approved by City Council via Resolution 84-2024 on August 6, 2024

1ST STREET FARMS

Rachel King
Director of Economic Development

MARCH 24, 2026





AGENDA

- Introductions
- 1st Street Farms Project Overview
- Partnership Request & Community Benefits
- Strategic Outcomes & Initiatives
- Feasibility Analysis & Economic Impacts
- Partnership Scenarios
- P3s & Partnership Considerations
- Discussion

GUEST INTRODUCTIONS

- Gastamo Group – Peter Newlin & Jean-Philippe Failyau
- Pioneer Development Company – Andrew Arnold
- Brownstein Hyatt Farber Schreck – Carolynne White
- Economic & Planning Systems – Andrew Knudsten
- Evergreen – Tyler Carlson

PROJECT OVERVIEW

Presentation



PARTNERSHIP REQUEST FROM GASTAMO GROUP

Developer Receives:

EPIP:

- 35% sales tax revenues generated Year 1 through Year 5
- ~\$663,761 in fee waivers

Community Benefits Agreement

- \$4.0M forgivable loan for public-access improvements

City Receives:

- 65% sales tax revenues Year 1 through Year 5
 - Net positive cashflow to City Y1-5
- 100% sales tax revenues Year 6+
 - Projected to be \$750,000+ per year
- \$4.0M loan is retired in Year 7; net positive revenues generated Year 8+
- **Net Fiscal Impact to city is \$27.4M over 30 years (or \$10.4M present value at 5% discount rate)**
- Significant community benefits



COMMUNITY BENEFITS

Multi-use turf field

- Open to general public
- 1x/month nonprofit use
- 4x/year public event use (City)
- Free community events and public programming hosted by FSF team or partners
- Lit at night for extended access and safety
- Managed and monitored by FSF team

Trail connections, park space, and landscaping

- Uninterrupted extension from/to E-trail through grounds, open to the public
- Enhanced activation of trails with picnic benches, bike repair stations, tree canopy installations
- Managed and monitored by FSF team

Event venue

- 1x/month City use
- 1x/month nonprofit use
- No rental fee
- Discounted food & beverage
- Managed by FSF team

Additional opportunities

- Naming rights
- Art installations
- Community gardens
- Farmer's market partnerships
- First responder & teacher appreciation benefits
- Possible marketing collaborations with City

STRATEGIC OUTCOMES & INITIATIVES



Robust and Resilient Economy

Support projects that deliver positive net fiscal impacts

Market and sustain Littleton's unique character and charm as a balance to larger-scale development

Increase tourism, sales and lodger's tax revenues, Littleton's local economy, and support local workforce



Sustainable Community with Natural Beauty

Open space and trail activation

5 acres of landscaped gardens and pathways to celebrate mountain view-scape from property

Creation of additional public outdoor space to complement open space



Vibrant Community with Rich Culture

Event space for up to 450 guests (250 seated + 200 patio)

Arts & Culture activation and events

Community gathering space

Youth and family programming

City events

ECONOMIC DEVELOPMENT STRATEGY

Comprehensive Economic Development Strategy - Adopted in 2024 by City Council

- P1: Foster local business; bring new business that enhances existing ecosystem
- P2: Boost Littleton as a great place to work; develop and hire local talent
- P3: Strengthen Littleton's community image, identity, and livability
- P4: Enhance cultural fabric; leverage assets to strengthen city's brand
- P5: Pursue creative redevelopment options and ideas; modernize city infrastructure and reinvestment
- P6: Leverage Littleton's regional transportation and connectivity; increase visitation and extended stay; evolve the city to be a place where ideas are piloted



MINERAL STATION AREA FRAMEWORK

Adopted in 2018 by City Council

- Foundation for future decision-making in ½-mile radius from RTD Mineral Station, including RiverPark property
- Addresses alignment under several goals:
 - Transportation
 - Recreation, Open Space, Parks, And Trails
 - Character and Design
 - Land Use
- Encourages development that enhances, complements, and expand access to natural resources and multi-modal connectivity corridors



Figure 1: Study Area Aerial Map

ARTS & CULTURE STRATEGIC PLAN

Adopted in 2025 by City Council

- 1-2. Identify and promote existing spaces and places for arts and culture
- 2-1. Develop community-wide arts and culture initiatives
- 2-2. Design a cohesive placemaking strategy
- 2-3. Introduce resources in areas without arts and culture assets
- 2-5. Promote and measure arts and culture as economic drivers



- 3-1. Champion arts and culture in parks and trails
- 3-3. Facilitate collaboration with key arts and culture partners
- 5-2. Integrate arts and culture throughout City planning
- 5-3. Examine the feasibility of renovating or building new arts and culture spaces
- 5-4. Leverage Littleton's vibrancy within the greater Denver metropolitan area

INCENTIVE POLICY FRAMEWORK

Economic Partnership Incentive Policy (EPIP)

- City's first incentive policy adopted in 2024 by City Council
- Designed to encourage:
 - Business investment
 - Job creation
 - Retail development
 - Revenue growth
- How?
 - Tax rebates
 - Grants
 - Fee waivers
- Why?
 - Public investment drives & leverages private investment
 - Keeps Littleton competitive & prevents retail leakage
 - Incentivizing strategic growth preserves character
 - Expands amenities and community vitality for residents



FINANCIAL FEASIBILITY ANALYSIS

ROI Indicator	Description	Market Target
Return-on-Cost	Net Operating Income at Stabilization ¹ before debt service as % of Project Cost	7.00% to 7.50%
Internal Rate of Return (IRR, unleveraged, Pre-Tax Yield)	Annual revenue and asset sale over 10 years as return on development costs.	8.25% to 9.25%
Net Present Value (NPV)	Sum of Present Value Future Cash Flows, discounted at the appropriate Market Rate, less the Initial Cash Outlay.	> \$0

ROI Indicator	Market Target	GAP Funding Range ²			
Estimated Gap (Stabilized Year)		\$5,000,000	\$5,250,000	\$5,500,000	\$5,750,000
Return-on-Cost	7.00% to 7.50%	6.88%	6.97%	7.06%	7.14%
IRR, Unlevered	8.25% to 9.25%	8.31%	8.48%	8.65%	8.83%
NPV ³	> \$0	\$290,270	\$40,270	\$209,730	\$459,730

Project Gap

- The project's real estate development costs are expected to exceed \$25.6 million, including \$4.0 million in public improvements.
 - Operation expenses, such as FF&E, pre-opening costs, and taxes, are considered business expenses and are not part of the real estate feasibility analysis.
- The project, as proposed, will require at least \$5.5 million in gap funding to achieve financial feasibility and to begin to meet market-target hurdle rates of return.

Source: 1st Street Farms Feasibility Analysis, PDC, 2026

FINANCIAL FEASIBILITY ANALYSIS

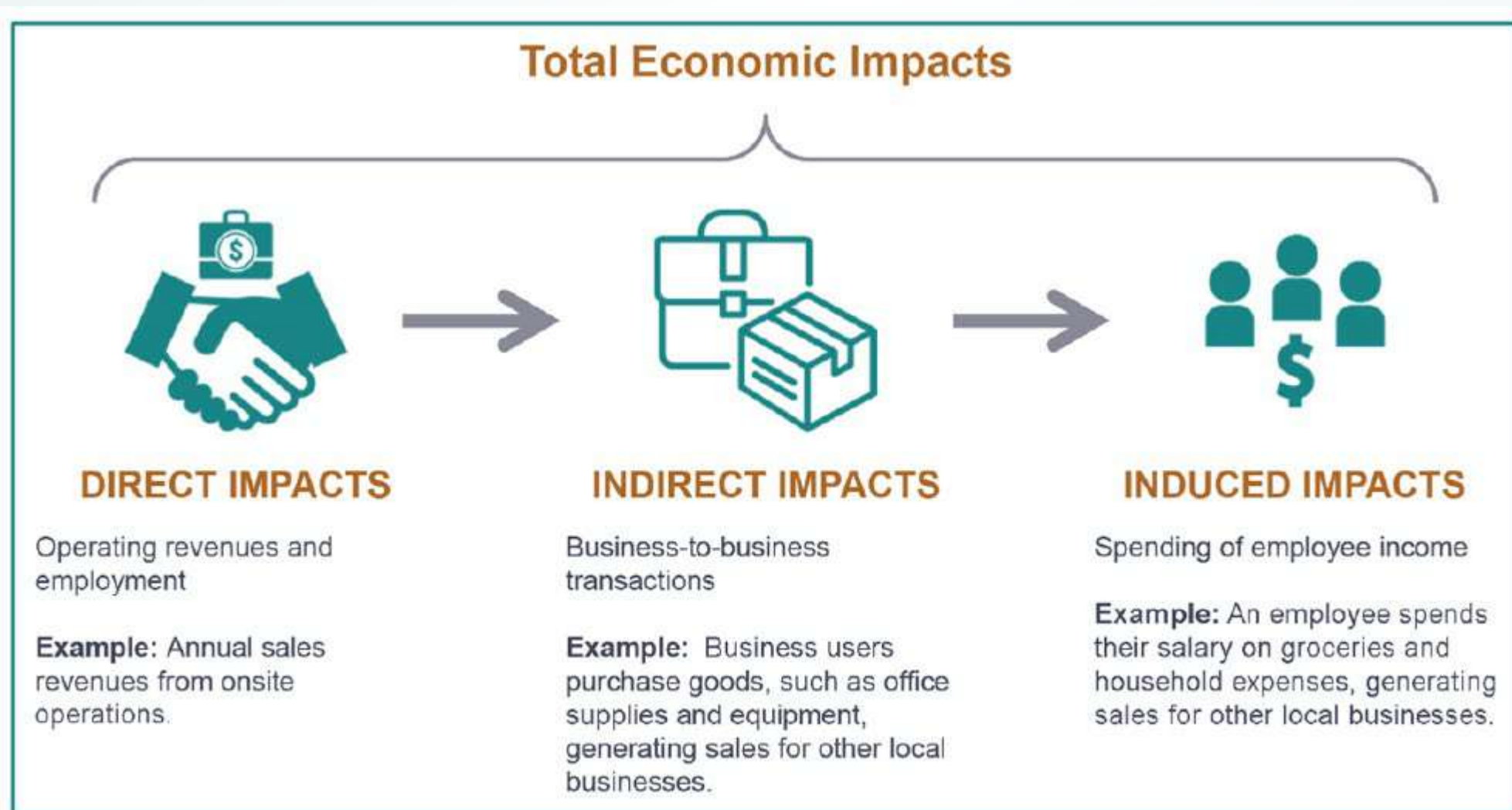
EPS Analysis

- **Revenue Projections:** Gastamo Group provided detailed revenue projections, which EPS reviewed and tested for reasonableness. Where appropriate, EPS benchmarked the applicant's assumptions against industry standards and comparable establishments in Littleton to ensure that projected sales volumes and taxable portions align with local market conditions and operational norms.
- **Sales assumptions:** EPS evaluated the applicant's sales assumptions for reasonableness by converting total projected sales into a sales per square foot metric and comparing the results to benchmarks from other high-performing restaurants in Littleton. The projected level of sales productivity is considered reasonable and achievable for a destination-oriented food and beverage concept of the proposed scale and quality.
- **Retail Leakage/Cannibalization:** Resident spending leakage in Eating and Drinking is estimated at \$52.2 million, demonstrating a level of unmet demand within the city (Retail and Mixed-Use Market Analysis, EPS, 2023). The First Street Farms project can likely recapture a portion of this leakage without displacing significant sales from existing establishments.
 - The project is expected to function as a regional draw, generating additional inflows from non-resident visitors and further mitigating concerns about sales cannibalization from existing city restaurants.

CITY REVENUE ASSUMPTIONS

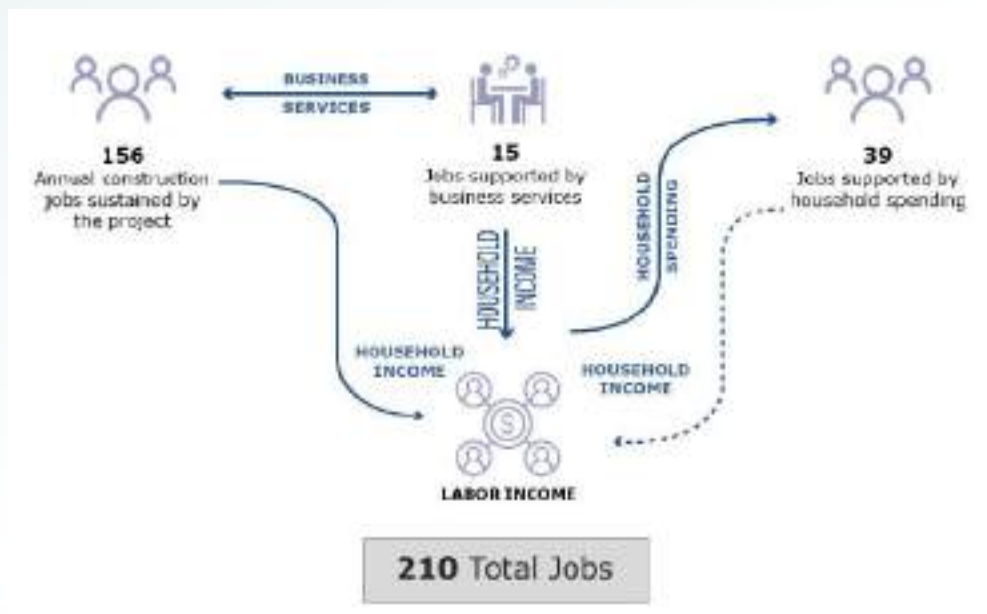
- **Sales Tax**: Annual sales tax revenues range from \$583,605 to nearly \$1.5 million over a 30-year period.
- **Property Tax**: Over a 30-year period, cumulative property tax revenues to the City are projected to total approximately \$580,631.
- **Use Tax**: Total use taxes are estimated at \$531,977. Use taxes are one-time revenues.
- **General Revenues**: The Project is projected to generate \$343,592 in general revenues over a 30-year period.
- **Lodger's Tax**: The Project is also anticipated to generate indirect revenues, partially in the form of lodger's tax revenue, which is conservatively estimated at \$250,000-\$500,000 annually depending on visitor and venue activity levels.

ECONOMIC IMPACT



Source: Economic & Planning Systems, Inc.

ECONOMIC IMPACT – ONE-TIME

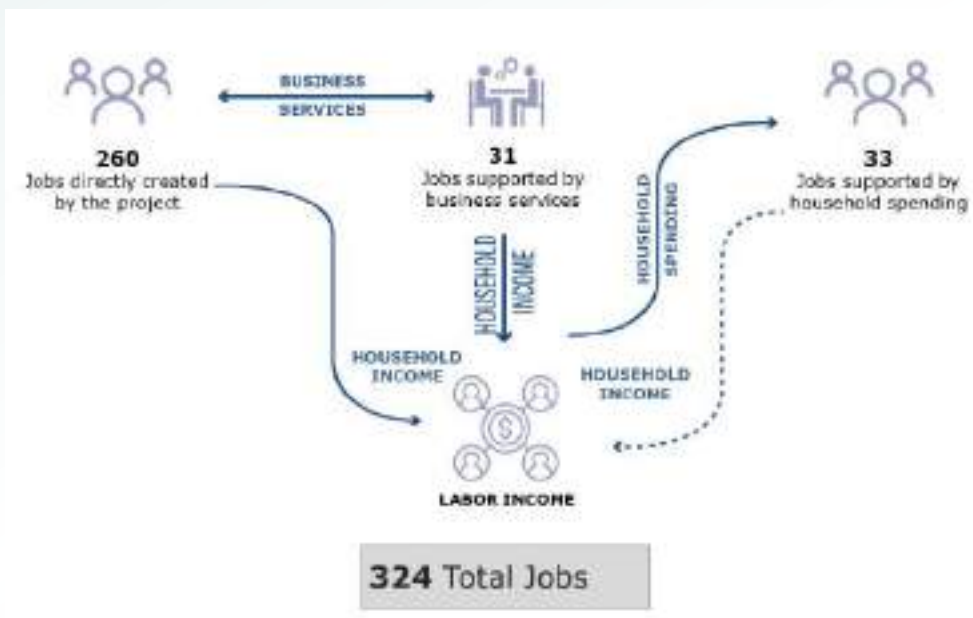


One-time Sustained Construction Employment

One-time Construction Impact



ECONOMIC IMPACT – ANNUAL



Annual Employment Impact

Average Annual Economic Impact



BASELINE DEVELOPMENT – SCENARIO 1

Current use: Vacant land

Future use: Residential

In the event 1st Street Farms cannot fund this project, Evergreen Development intends to utilize the site for residential townhomes.

An estimated 270 townhomes would generate the following revenues and incur the following expenditures:

- City will receive \$2.0 M in use tax
- City will receive approximately \$70,000 annually, from a combination of sales tax (including on-line sales), property tax, and general revenues
- City will spend approximately \$320,000 annually, which is representative of current service levels

Over a 30-year horizon, the City will be net negative \$5.4M (appx. -\$250K annually).

PARTNERSHIP REQUEST – SCENARIO 2

Developer Receives:

EPIP:

- 35% sales tax revenues generated Year 1 through Year 5
- ~\$663,761 in fee waivers

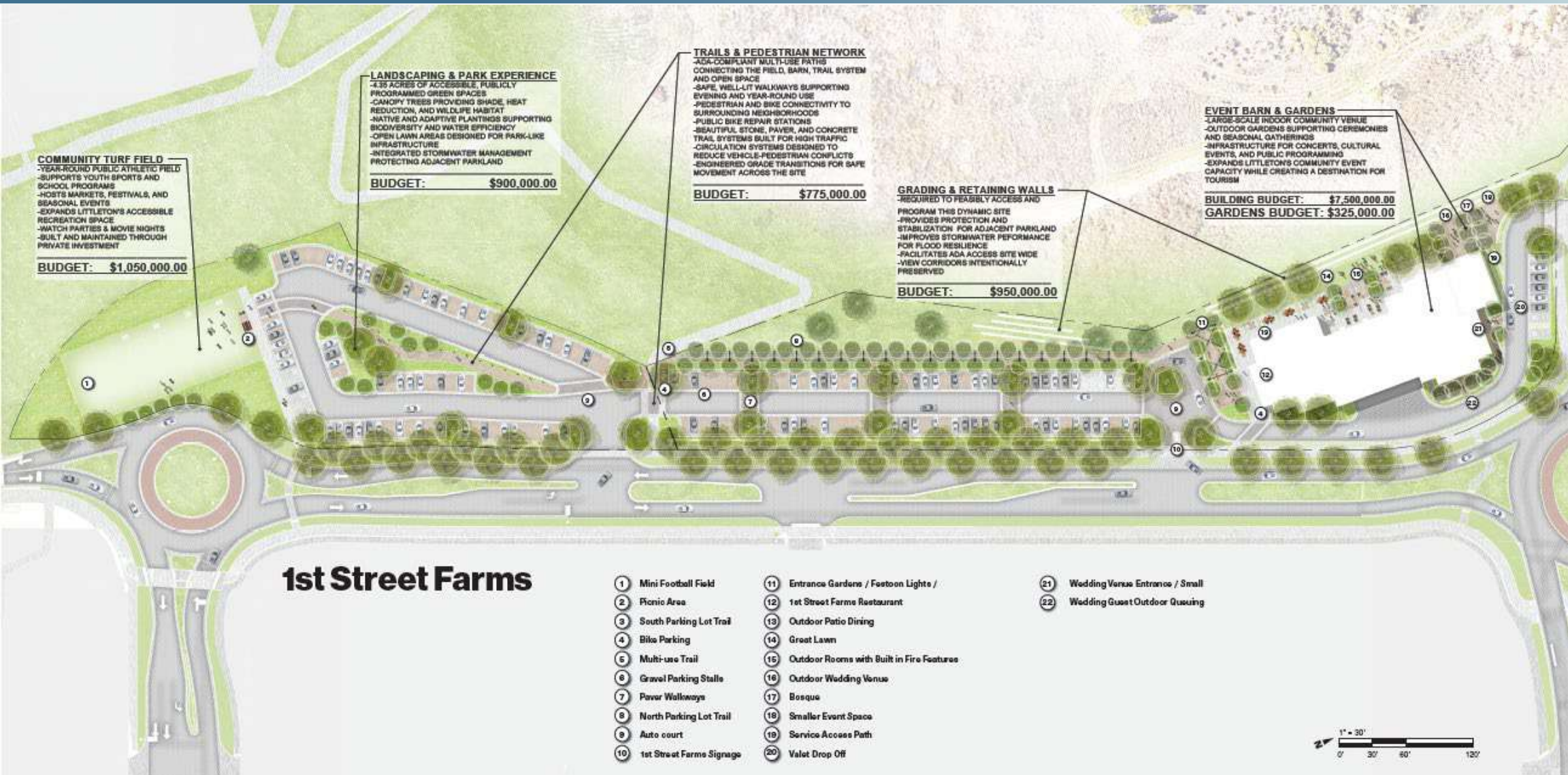
Community Benefits Agreement

- \$4.0M forgivable loan for public-access improvements (turf, trails, park space)

City Receives:

- 65% sales tax revenues Year 1 through Year 5
 - Net positive cashflow to City Y1-5
- 100% sales tax revenues Year 6+
 - Projected to be \$750,000+ per year
- \$4.0M loan is retired in Year 7; net positive revenues generated Year 8+
- **Net Fiscal Impact to city is \$27.4M over 30 years (or \$10.4M present value at 5% discount rate)**
- Use of event space at no charge to City and non-profit organizations
- Public-access trail connections to South Platte Park
- Public-access sports field

PUBLIC ACCESS BENEFITS



PUBLIC BENEFITS

<u>Public Improvements</u>	<u>Cost</u>
Community Turf Field • Year-round public athletic field • Supports youth sports and school programs • Hosts markets, festivals, and seasonal events • Maintained through private investment	\$1,050,000
Landscaping & Park • 4.35 acres of accessible, publicly programmed green spaces • Canopy trees providing shade, heat reduction, and wildlife habitat • Open lawn areas designed for park-like infrastructure	\$900,000
Trails & Pedestrian Network • Ada-compliant multi-use paths connecting the field, barn, trail system and open space • Safe, well-lit walkways supporting evening and year-round use • Pedestrian and bike connectivity to surrounding neighborhoods • Public bike repair stations	\$775,000

STAFF RECOMMENDATION – SCENARIO 3

Developer Receives:

EPIP:

- 100% sales tax revenues generated Year 1 through Year 5
- ~\$663,761 in fee waivers

Community Benefits Agreement:

- \$2.0M forgivable loan for public improvements (turf, trails, and park space)

City Receives:

- 0% sales tax revenues Year 1 through Year 5
- 100% sales tax revenues Year 6+
 - Projected to be \$750,000+ per year
- \$2.0M loan is retired in Year 7; net positive revenues generated Year 8+
- **Net Fiscal Impact to city is \$27.1M over 30 years (or \$10.4M present value at 5% discount rate)**
- Use of event space at no charge to City and non-profit organizations
- Public-access trail connections to South Platte Park
- Public-access sports field

PUBLIC-PRIVATE PARTNERSHIPS



Government Finance Officers Association on P3s:

- P3: “Complex arrangements that use public and private sector resources to accomplish a stated goal.”
- Historically focused on economic development projects proposed by developers looking for financial assistance from a jurisdiction that stands to benefit from the project
- Use of P3 for economic development or redevelopment purposes involves the use of public resources or financing capabilities to promote local economic development
- Public entity: provide some combination of tax incentives, public land or other assets, infrastructure investments or financing assistance
- Private entity: contribute capital investments, commit to provide jobs, contribute development expertise and should assume most of the financial risk for the ultimate project outcomes

CITY CONSIDERATIONS FOR FUNDING LOAN

Funding Source: Use tax

- Paid from unallocated Capital Projects Fund / Business Use Tax revenues
- Development paying for development
 - e.g., Mineral Place use taxes estimated at \$1.7M
- FSF Project will generate appx. \$531,977

No impact on:

- General Fund
- Reserves
- Existing capital projects
- Capital Sales Tax Fund (voter approved; formerly 3A)

LOAN PARAMETERS

Sample loan parameters could include provisions addressing:

- Use of proceeds restrictions (e.g. public-access improvements only)
- Gradual disbursement structure, based on project completion
- Conditions for disbursement
- Gradual forgiveness schedule and framework
- Repayment triggers and obligations
- Security and guarantees
- Defaults and claw backs
- Transfer and assignment restrictions
- Conditions precedent (i.e. what happens before funds disbursed)
- Community benefits assurances

ECONOMIC INCENTIVE

Economic Partnership Incentive Policy – Review Criteria

- Long-term commitment to city
- Positive fiscal and economic impact
- Beneficial impact on a particular area of the city
- Significant private-sector financial investment
- Compatible with the associated development plan
- Economic and employment benefits of the incentive accrues to the residents and taxpayers
- Positively impacts the diversification of the city's economy
- Potential for future expansion and additional job creation
- Benefits outweigh the direct public costs of infrastructure costs, utility, increased police, and other public expenses
- Project would not otherwise be established in the city if it were not for an incentive partnership
- The incentive intends to achieve significant economic growth and/or the creation of new jobs

SCENARIO COMPARISON

	Baseline	Request	Recommended Alternative
Investment	No city investment	• \$4M forgivable loan • \$663,761 fee waivers • 35% sales tax share back – 5 years	• \$2M forgivable loan • \$663,761 fee waivers • 100% sales tax share back – 5 years
Net Fiscal Impact	NFI -\$1.2M at year 15 (-\$250K net loss per year) NFI -\$5.4M at year 30	NFI \$8.3M at year 15 NFI \$26.3M at year 30	NFI \$8M at year 15 NFI \$26.3M at year 30
Net Gain/Loss	Net loss after year 1	Net gain after year 7	Net gain after year 7
Budget Policy Consideration	No investment & revenue loss > economic growth & public benefits	Sales tax revenues > capital reserves	Capital reserves > sales tax revenues



DISCUSSION/ DIRECTION REQUESTED

- Does Council support a partnership agreement for First Street Farms?
- Which scenario is preferred?
- Which aspects of agreement are most preferred?
- Questions/concerns for follow-up and further discussion



**PEYTON
MANNING**

**1ST STREET
FARMS**

**GASTAMO
GROUP**

LITTLETON, COLORADO

1ST STREET FARMS

SITE PLAN



A 5-acre community destination in the heart of Littleton.

Designed to serve Littleton every day — and shine as a destination for generations.

1st Street Farms is more than a destination — it's the place where life's most meaningful moments unfold. It's where families gather for Sunday dinners, where daughters are married in the Field House, where baby showers and reunions bring generations back together. As old as time itself, this is a landmark built for memories — a place everyone knows they can return to, again and again, and it will always feel like home:

- **1st Street Farms is a signature restaurant rooted in Southern hospitality**
- **The Field House at 1st Street Farms is an approachable, premier wedding and event venue**
- **A football field/park for community activations and clinics giving back to the city of Littleton in every way we can**
- **Multi-use trails for daily connection for the community**



THE FIELD HOUSE

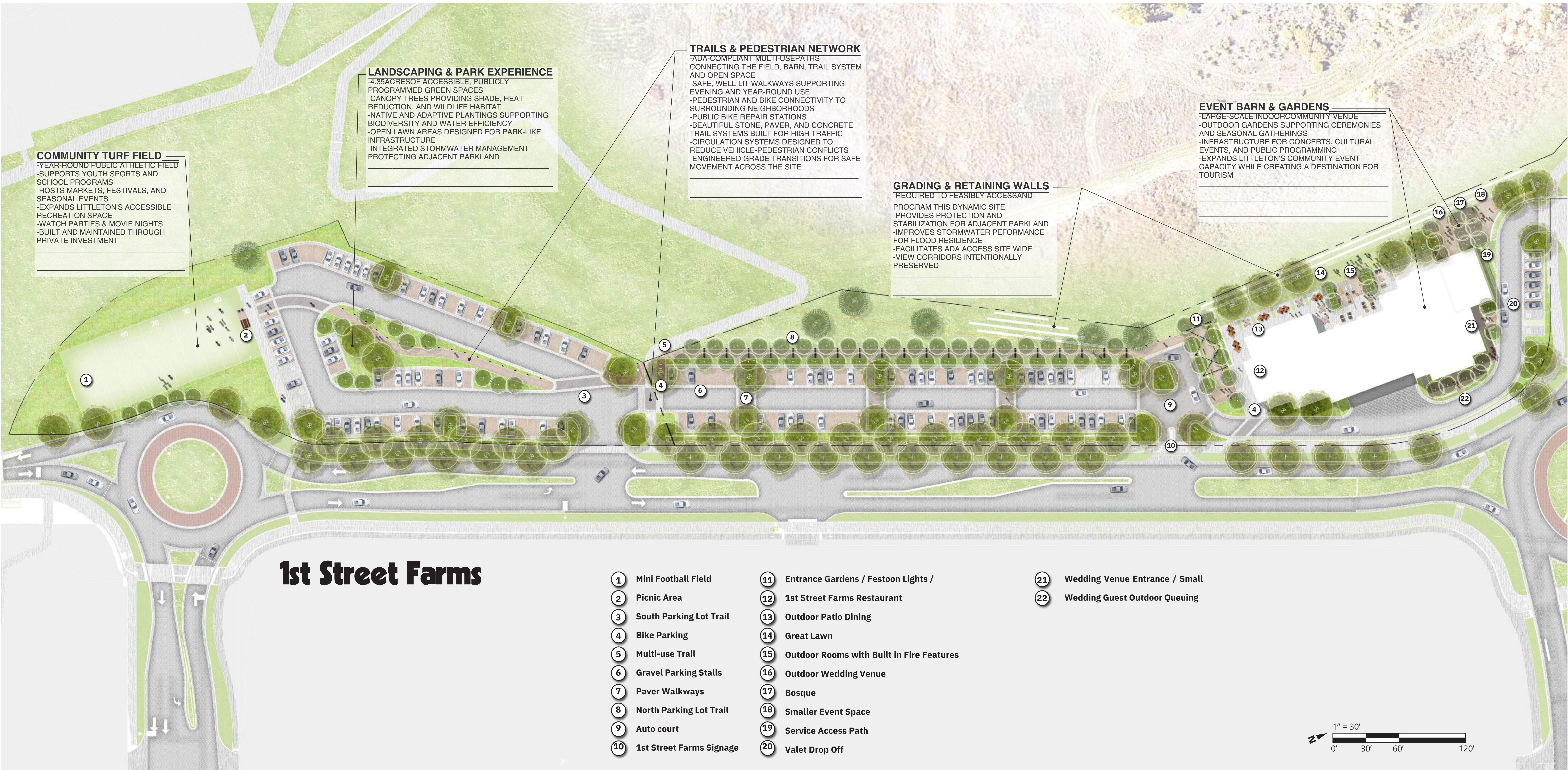
AT 1st STREET FARMS

1ST STREET FARMS

—
LOW
COUNTRY
CUISINE
—



—
FOOD THAT
NEVER LEAVES
THE FARM
—



COMMUNITY TURF FIELD

- YEAR-ROUND PUBLIC ATHLETIC FIELD
- SUPPORTS YOUTH SPORTS AND SCHOOL PROGRAMS
- HOSTS MARKETS, FESTIVALS, AND SEASONAL EVENTS
- EXPANDS LITTLETON'S ACCESSIBLE RECREATION SPACE
- WATCH PARTIES & MOVIE NIGHTS
- BUILT AND MAINTAINED THROUGH PRIVATE INVESTMENT

LANDSCAPING & PARK EXPERIENCE

- 4.35ACRES OF ACCESSIBLE, PUBLICLY PROGRAMMED GREEN SPACES
- CANOPY TREES PROVIDING SHADE, HEAT REDUCTION, AND WILDLIFE HABITAT
- NATIVE AND ADAPTIVE PLANTINGS SUPPORTING BIODIVERSITY AND WATER EFFICIENCY
- OPEN LAWN AREAS DESIGNED FOR PARK-LIKE INFRASTRUCTURE
- INTEGRATED STORMWATER MANAGEMENT PROTECTING ADJACENT PARKLAND

TRAILS & PEDESTRIAN NETWORK

- ADA-COMPLIANT MULTI-USE PATHS CONNECTING THE FIELD, BARN, TRAIL SYSTEM AND OPEN SPACE
- SAFE, WELL-LIT WALKWAYS SUPPORTING EVENING AND YEAR-ROUND USE
- PEDESTRIAN AND BIKE CONNECTIVITY TO SURROUNDING NEIGHBORHOODS
- PUBLIC BIKE REPAIR STATIONS
- BEAUTIFUL STONE, PAVER, AND CONCRETE TRAIL SYSTEMS BUILT FOR HIGH TRAFFIC
- CIRCULATION SYSTEMS DESIGNED TO REDUCE VEHICLE-PEDESTRIAN CONFLICTS
- ENGINEERED GRADE TRANSITIONS FOR SAFE MOVEMENT ACROSS THE SITE

GRADING & RETAINING WALLS

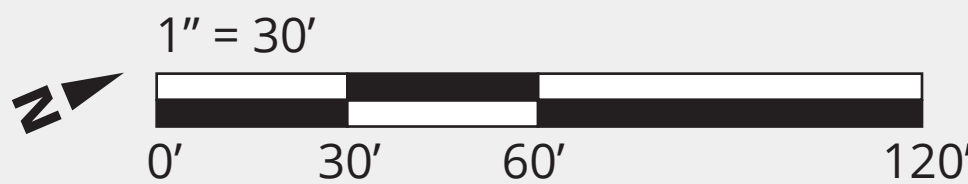
- REQUIRED TO FEASIBLY ACCESS AND PROGRAM THIS DYNAMIC SITE
- PROVIDES PROTECTION AND STABILIZATION FOR ADJACENT PARKLAND
- IMPROVES STORMWATER PERFORMANCE FOR FLOOD RESILIENCE
- FACILITATES ADA ACCESS SITE WIDE
- VIEW CORRIDORS INTENTIONALLY PRESERVED

EVENT BARN & GARDENS

- LARGE-SCALE INDOOR COMMUNITY VENUE
- OUTDOOR GARDENS SUPPORTING CEREMONIES AND SEASONAL GATHERINGS
- INFRASTRUCTURE FOR CONCERTS, CULTURAL EVENTS, AND PUBLIC PROGRAMMING
- EXPANDS LITTLETON'S COMMUNITY EVENT CAPACITY WHILE CREATING A DESTINATION FOR TOURISM

1st Street Farms

1 Mini Football Field	11 Entrance Gardens / Festoon Lights /	21 Wedding Venue Entrance / Small
2 Picnic Area	12 1st Street Farms Restaurant	22 Wedding Guest Outdoor Queuing
3 South Parking Lot Trail	13 Outdoor Patio Dining	
4 Bike Parking	14 Great Lawn	
5 Multi-use Trail	15 Outdoor Rooms with Built in Fire Features	
6 Gravel Parking Stalls	16 Outdoor Wedding Venue	
7 Paver Walkways	17 Bosque	
8 North Parking Lot Trail	18 Smaller Event Space	
9 Auto court	19 Service Access Path	
10 1st Street Farms Signage	20 Valet Drop Off	



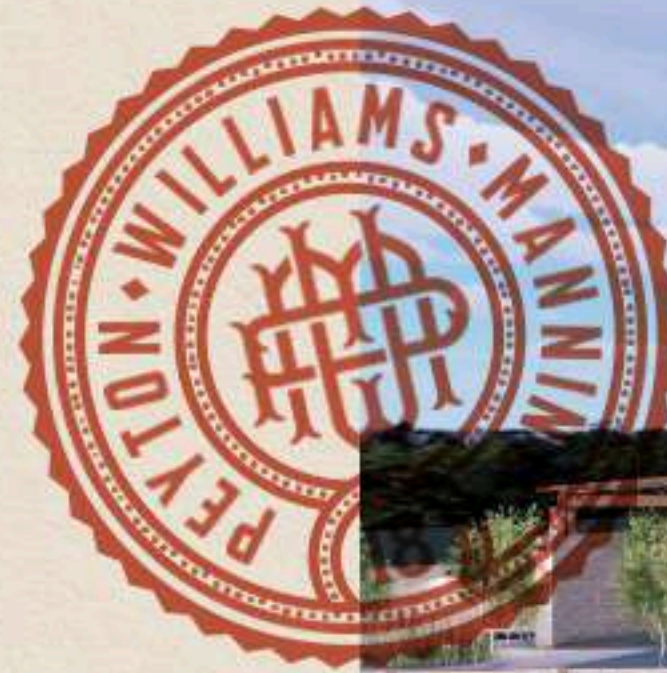
COMMUNITY BENEFITS

A PLACE THAT BELONGS TO LITTLETON

1st Street Farms isn't just about food and events — it's about giving back to the community every single day. Our vision is to create a destination that doubles as a public gathering space for families, friends, and neighbors.

- A multi-use turf field for pickup football, youth sports, and community festivals.
- Free concerts and seasonal events that bring music and culture to the heart of Littleton.
- Trail connections and green space that encourage daily visits, walking, biking, and play.
- Family-friendly traditions like Scouts of America selling pumpkins in the fall, farmers' markets, and holiday celebrations.

This is more than a venue — it's a community landmark that belongs to Littleton.















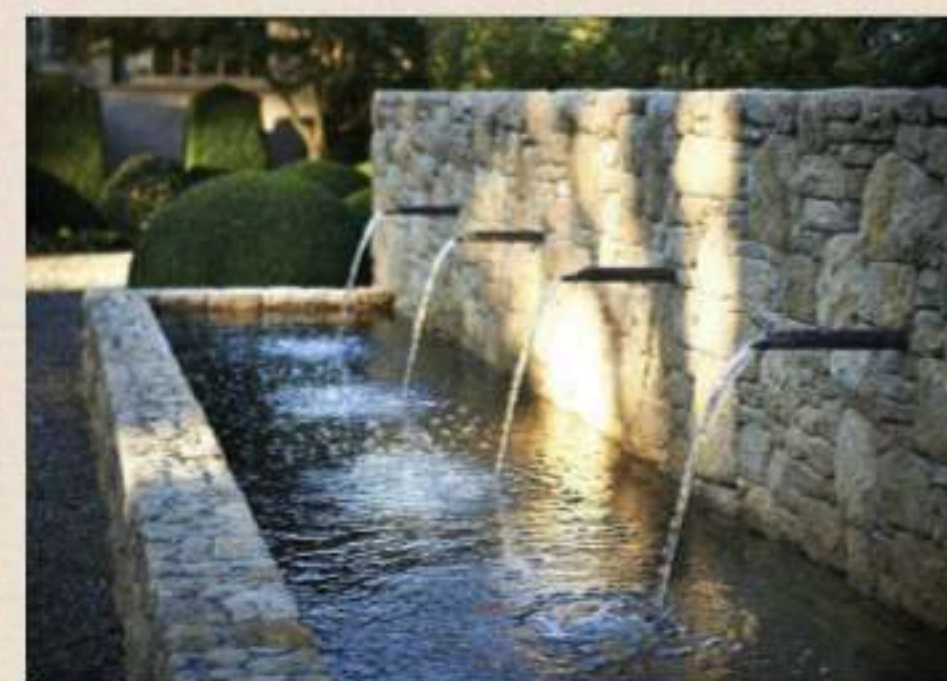
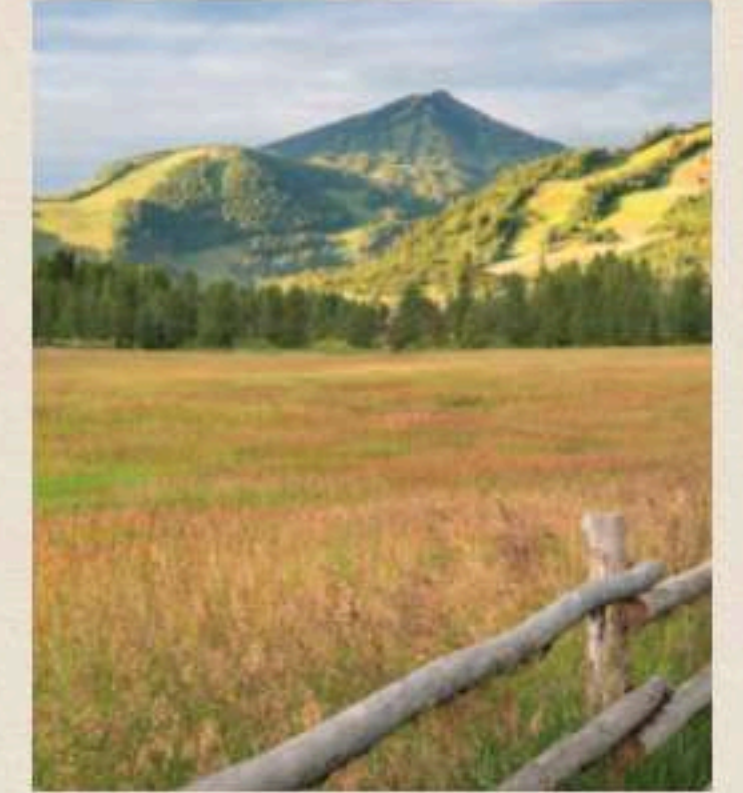






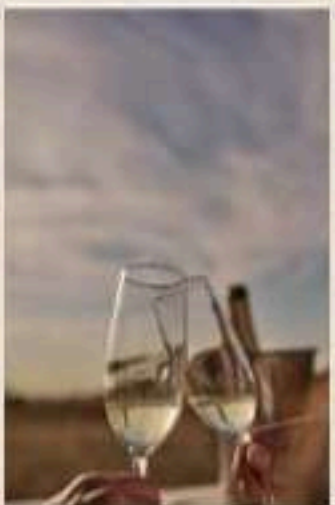
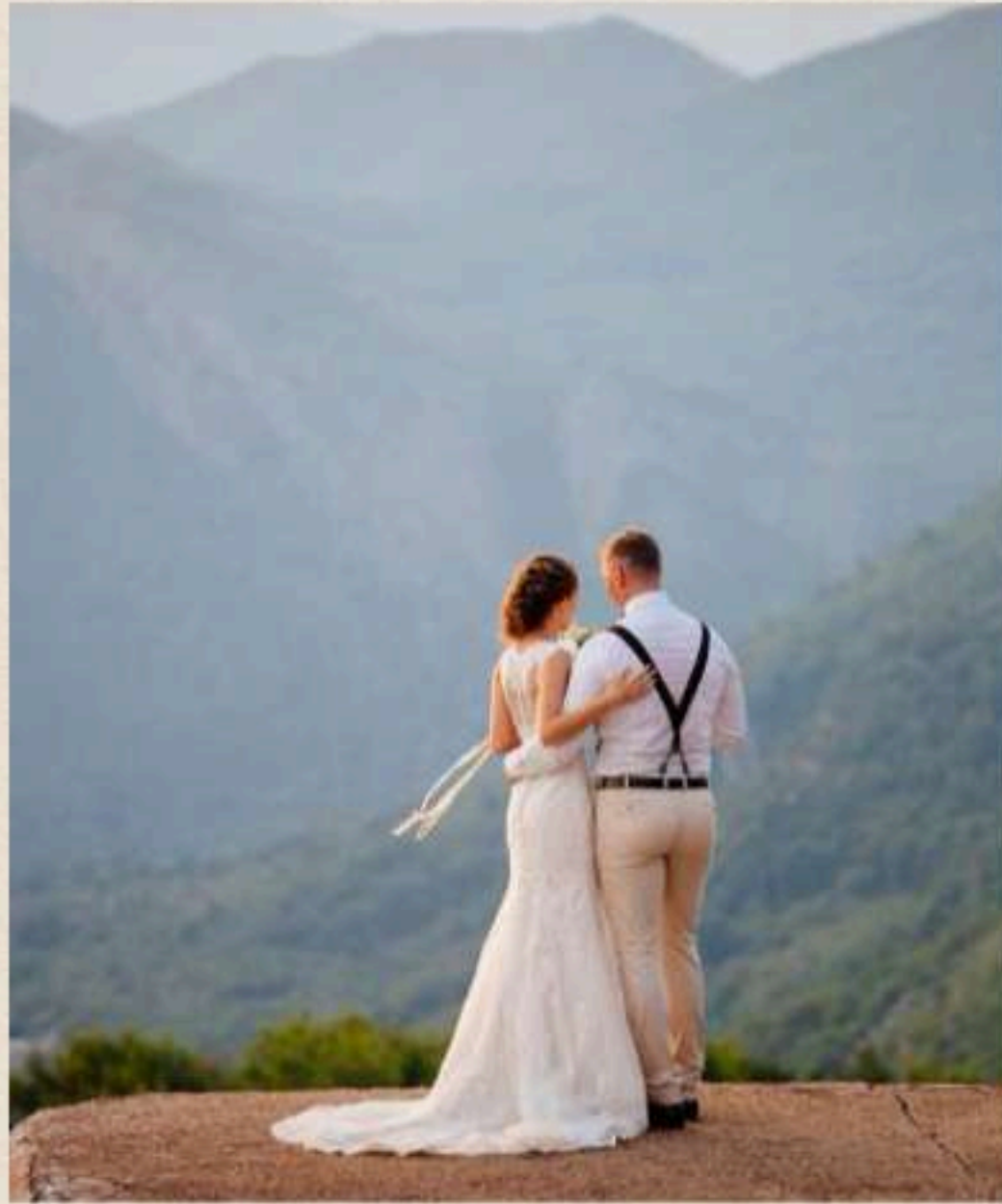
DESIGN CONCEPTS

Main Restaurant



DESIGN CONCEPTS

Event Barn





Gastamo Group

Gastamo Group is a locally owned multi-concept restaurant group based in Colorado, founded by chef-restaurateur Jean-Philippe Failyau with the launch of the original Park Burger in Denver's Platt Park neighborhood.

Over the years, Gastamo has grown into a family of five distinctive concepts — Park Burger, Homegrown Tap & Dough, Park & Co., Perdida, and Lady Nomada. Our focus remains entirely on Colorado because of our love for this state, its people, and the communities we serve. Staying close to home allows us to refine operations, support our teams, and be present in every restaurant — sometimes all in the same day. Gastamo was built for the people of Colorado, and we remain committed to growing only here, where we can execute with excellence and make an impact that lasts.

Recognized as one of the Top 25 Restaurant Groups in America by Nation's Restaurant News, Gastamo has established itself as a trusted operator with a proven track record of success. The name "Gastamo" comes from Esperanto, the universal language, and translates to hospitality — a value at the heart of everything we do. Our mission is simple: to build restaurants for the 99%, not the 1%, creating spaces where everyone feels welcome. As we like to say: All for food. Food for all.



LEADERSHIP



JEAN-PHILIPPE FAILYAU

FOUNDER OF GASTAMO GROUP

Jean-Philippe Failyau is the Founder of Gastamo Group, one of Denver's leading hospitality companies and a Top 25 Restaurant Group in America, as recognized by Nation's Restaurant News.

In 2009, Failyau launched Park Burger to meet a growing demand for high-quality, approachable dining in Denver. That single neighborhood concept laid the foundation for Gastamo Group, which now includes 13 company-owned restaurants—with three more in development—across five original concepts: Park Burger, Park & Co., Homegrown Tap & Dough, Perdida, and Lady Nomada.

Under his leadership, Gastamo has achieved sustained comp sales growth, expanded margin efficiency, and implemented scalable labor and operational models— all while navigating the industry's most volatile years.

Failyau's background blends culinary excellence with strategic entrepreneurship. Originally from Belgium, he trained at the French Culinary Institute in New York City and worked in acclaimed kitchens such as Daniel, JoJo, and Le Cirque 2000. After relocating to Denver, he was instrumental in opening Osteria Marco alongside restaurateur Frank Bonanno.

With over 20 years of hospitality experience, Failyau brings a chef's passion, an operator's precision, and a founder's vision to every concept he leads.



PETER NEWLIN

CEO OF GASTAMO GROUP

Peter John Newlin is the CEO and partner of Gastamo Group, the Denver-based hospitality and real estate company behind Park Burger, Homegrown Tap & Dough, Perdida - Mexican Kitchen, Park & Co, and Lady Nomada. A lifelong innovator, Peter created the Poncho custom POS platform for the Birdcall concept, which sparked Gastamo's early focus on complementary technology tools to elevate food quality while reducing prices.

Newlin's current frontier is AI-driven leadership. Colleagues say he, "makes AI click for operators who'd rather see labor costs drop than learn buzzwords," and turns data models into "real EBITDA." He distills predictive insights that cut costs, boost margins, and wow guests, and now speaks nationwide on preparing leaders for an AI-first future—believing the best way to learn is to teach.

A College of Charleston grad with an MBA from the University of Denver, Newlin co-founded the Denver Deluxe Music & Arts Festival and Fuel Hope Kitchen, which served 250k meals during the pandemic. He sits on the boards of Eat Denver and YPO Rocky Mountain and has been recognized as a Denver Business Journal 40 Under 40 honoree and a Titan 100 Colorado 2025 winner.

Away from work, you'll find Peter white-water rafting near Buena Vista with his family, mentoring emerging restaurant groups, and pursuing his vision to reinvent suburban casual dining—creating immersive, experiential dining concepts that transport guests beyond their day-to-day.



PEYTON MANNING

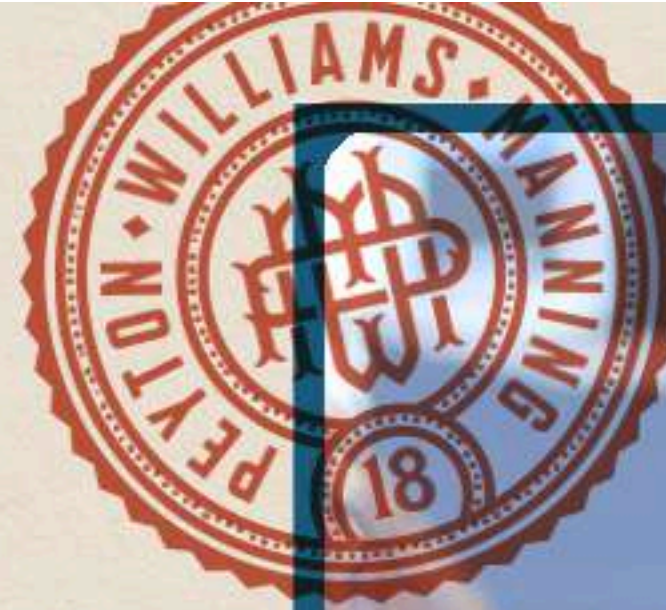
FOUNDER OF THE CONCEPT

A LEGACY ROOTED IN COLORADO

Peyton Manning is more than one of the greatest quarterbacks in NFL history — he is part of Colorado's fabric. As a leader of the Denver Broncos, he helped deliver a Super Bowl championship and became a symbol of grit, excellence, and community spirit.

At 1st Street Farms, Peyton brings that same vision and leadership to create a destination that reflects the values he has always stood for: family, teamwork, and giving back. This is not just a project with his name attached. It is a place inspired by his story — where his legacy of connection, inspiration, and community lives on.

Peyton's story is Colorado's story. At 1st Street Farms, that story has a home in Littleton.



1ST STREET FARMS

Peyton Manning and Gastamo Group are proud to bring 1st Street Farms to Littleton — a one-of-a-kind destination where Colorado's legacy meets its future.

Inspired by Peyton's journey from the Broncos' field to the heart of our communities, this project is designed as a home for everyone who calls Littleton and Colorado theirs.

At its core, 1st Street Farms is built to unite people from all walks of life — not just a select few, but the entire community of fans, families, and neighbors who share in this story. With a signature restaurant and the Field House event barn, we're creating a place that blends world-class hospitality with everyday accessibility — a landmark worthy of Littleton, rooted in connection, legacy, and belonging.



BEYOND THE RESTAURANT

13,000 sq ft event bar and glass wedding venue

15,000 sq ft restaurant featuring 5 private dining rooms that can facilitate any event size.

Community park featuring a turf football field

5 acres of beautiful landscaped gardens and paths winding through the unobstructed views of the mountains curated by world-renowned landscape architect Design Workshop.

WELCOME TO 1ST STREET FARMS

At the heart of 1st Street Farms is the restaurant — a place where Southern-inspired but Colorado-rooted cuisine comes to life. The menu nods to Peyton Manning's New Orleans heritage and Tennessee ties with dishes like shrimp & grits, oysters, and other Southern staples, reimagined with fresh, seasonal Colorado produce.

Alongside these, guests will also find classic Americana dishes — creating a menu that balances comfort and tradition with the bounty of the Rockies, delivering food that feels both familiar and entirely new.

But this is more than a restaurant — it's Littleton's table. Designed to be approachable for families and everyday dining, yet elevated through warm service, beautiful interiors, and sweeping views of the Front Range, it embodies the values that connect Peyton and this community: family, community, humility, and care for one another. First Street Farms is built on those values, making every guest feel like they're coming home.



THE FIELD HOUSE

AT 1ST STREET FARMS

The Field House at 1st Street Farms is Colorado's premier wedding destination — a place where romance and unforgettable memories take center stage. From the glass barn that seats 200 for breathtaking ceremonies to the main event hall that hosts 250 and can divide for intimate gatherings, every detail is crafted for joy. The Tack Room and bridal suites add personal touches, while the outdoor bar and sweeping lawns create the perfect backdrop for cocktail hour against the Front Range. Beyond weddings, the Field House is a flexible event hub hosting concerts, galas, fundraisers, and community activations that bring people together, weaving lasting experiences into Colorado's story.



FIELD HOUSE

NOUN [C] US

A building usually adjacent to an athletic field and equipped with changing rooms, lockers, showers, etc., for those using the athletic facility.

1ST STREET FARMS

SEATING CHART



Left Section (teal highlight)

Our restaurant welcomes up to 250 guests with southern-inspired dining and hospitality.

Middle Section (blue highlight)

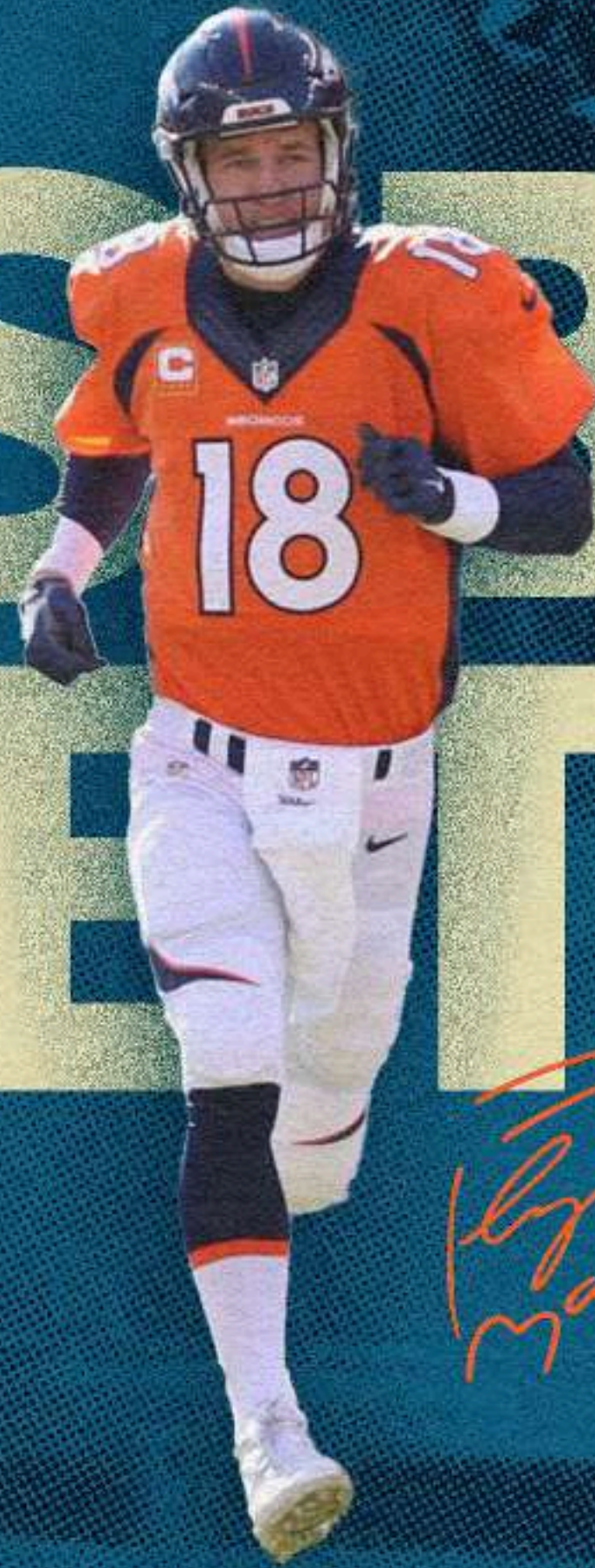
Five flexible private dining spaces designed for gatherings of every size.

Right Section (orange highlight)

A premier event barn and covered patio — hosting up to 450 guests (250 inside the barn + 200 on the patio).

Thank You

LET'S BUILD
TOGETHER



Peyton Manning

1ST STREET FARMS



Staff Communication

File #: ID# 26-069, Version: 1

Agenda Date: 04/14/2026

Subject:

Charter Review Committee (CRC) update and recommendations

From:	James L. Becklenberg, City Manager
Prepared by:	Colleen L. Norton, City Clerk
Presentations:	Jose Briones, CRC Chair
	Reid Betzing, City Attorney
	Mike Gent, Deputy City Manager
	Colleen L. Norton, City Clerk

PURPOSE:

To provide an update on the Charter Review Committee's (CRC's) final review and recommendations for potential council-initiated amendments to the city's charter.

LONG-TERM OUTCOME(S) SERVED:

High-Quality Governance

DISCUSSION:

The council-appointed CRC has met seven (7) times from August 2025 through March 2026. All fourteen members were provided with a full copy of the city's charter for comprehensive review and discussion. At all meetings, city staff from the city manager, city attorney, and city clerk offices were available to provide background and statutory substance to encourage and facilitate discussion.

Over the course of all meetings, and through robust discussion and consideration of each section, the CRC narrowed 39 sections for final council consideration, with the top 11 noted below. For most, if not all, of the sections recommended for consideration, specific language was not crafted. Rather a direction or concern was noted with the understanding that should council opt to place recommendations on a future ballot, the onus would be on staff to draft the ballot language so as to comply with statutory requirements, legal review, and council approval.

1. Sec. 8. Amending the Charter
2. Sec. 23. Qualifications of Council
3. Sec. 27. Council Meetings; Open and Executive Sessions
4. Sec. 34. Procedures (related to Recall)
5. Sec. 36. Ordinances, Resolutions, and Motions
6. Sec. 45. Initiative
7. Sec. 46. Submissions (related to Initiative and Referendum)
8. Sec. 47. Referendum

9. Sec. 65.5. Preservation of Neighborhood Land Use Restrictions
10. Sec. 70. Submission of the Budget
11. Sec. 89. General Obligation Bonds

BACKGROUND:

The Littleton City Charter, Sec. 124, directs that council shall periodically appoint/convene a Charter Review Committee to perform a comprehensive review of all charter sections and make recommendations to council for amendments and deletions. In 2014, the inaugural Charter Review Committee presented council with thirty recommendations to amend the city's charter. Of those, council referred ten (10) to the ballot with all but three (3) successful.

Prior Actions or Discussions

Council approved creation of the 2025/2026 CRC via resolution 39-2025 on April 15, 2025.

FISCAL IMPACTS:

Should council forward any of the CRC's recommendations or recommendations of their own to a ballot at a November election, there may be associated costs related to community outreach and education, as well as those costs associated with a coordinated election.

STAFF RECOMMENDATION:

Staff asks for council consideration of recommendations as presented and solicits direction on which CRC recommendations, if any, should be considered for drafting of potential ballot language.

ALTERNATIVES:

- Council may consider placement of all, some, or none of the committee's recommendations on an upcoming ballot, either in current or future years, and direct staff to draft language as appropriate, for potential ballot questions.
- Council may consider placement of council-initiated questions for inclusion on an upcoming ballot and direct staff to draft language to facilitate this process.
- Council may consider continuing the review by CRC to more narrowly focus recommendations related to potential charter amendments.

Charter Section - Existing Language	Questions/Discussion	CRC Recommendation	Staff Recommendation

<u>Prefatory Synopsis</u> The Charter Convention elected on 21 April 1953, presents to the voters of the City of Littleton, Colorado, this Charter for their approval. Two objectives of the members of the Charter Convention have been: First - That the Charter must reserve to the people of the City absolute right and power of a self-government under the home rule provisions of the Constitution of the State of Colorado; Second - That the Charter must ensure the orderly and economical management of the City government guided and controlled by the people through their elected representatives. To accomplish these objectives, the Charter provides for the council-manager form of City government. The policy-making, legislative, and budget making powers are vested in a Council composed of seven qualified electors, elected by popular vote, four from districts and three from the City at large. Provisions are made for the recall of elected officers, for control of legislation by the people through initiative and referendum, and for the amendment of the Charter by popular vote. The rights of the people with respect to franchises are carefully safeguarded. Power to create and control necessary boards and commissions is vested in the Council. The administrative officers of the City will be a City Manager, appointed by the Council on the basis of his administrative abilities. Provision is made in the Charter for the removal of the City Manager at the pleasure of the Council. The City Manager will prepare a budget, but final approval and adoption of such budget and all appropriations of City funds will remain in the hands of the Council. The acts of the City Manager will be subject to review by the Council. In order to preserve the independence of the judicial arm of government, provision is made that the municipal judge will be appointed by the Council for a term of two years, subject to removal at any time by unanimous vote of the entire Council. The first election under the Charter will be held on 3 November 1959. Provision is made for orderly change from the present form of government to that of a home rule City. The members of the Charter Convention believe that this Charter will provide the basic law upon which the citizens of Littleton may build a sound and progressive City government.			

<u>Preamble</u> We the people of the City of Littleton, Colorado, under the authority of the Constitution of the State of Colorado, do ordain, establish and adopt this Charter for our municipal government.			

ARTICLE I. GENERAL PROVISIONS

Sec. 1. Name; Boundaries.

The municipal corporation heretofore existing as a City of the second class in Arapahoe County, State of Colorado, and known as the City of Littleton, shall remain and continue as a body politic and corporate under this Charter, with the same name, seal, and boundaries until changed in a manner authorized by law. (July 28, 1959; Amended, Election of 11-3-2015)	Do we need definitions for "municipal corporation" and "City of the second class"?	Add both Douglas and Jefferson counties as reference. Replace reference to “city of the second class” with “Home Rule Municipality”.	

Sec. 2. Form of Government.

The municipal government provided by this Charter shall be the "council-manager" form of government, and shall not be changed except by Charter convention. Pursuant to the provisions of this Charter, and subject only to limitations imposed by the State Constitution, all powers of the City shall be vested in an elective council. (July 28, 1959; Amended, Election of 11-3-2015)		Add definition of "Home Rule" to Sec. 7. Definitions	

Sec. 3. Powers.

The City shall have all powers, functions, rights and privileges in the operation of a municipality, except those powers, functions, rights and privileges expressly forbidden to home rule municipal corporations and cities by the Constitution of the State of Colorado. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 4. Construction of Words.

Whenever such construction is applicable, words used in this Charter importing singular or plural number may be construed so that one number includes both; words importing masculine gender may be construed to apply to feminine gender as well; and the word person may extend to include persons, firms and corporations; provided that these rules of construction shall not apply to any part of this Charter containing express provisions excluding such construction or where subject matter or content is contrary thereto. (July 28, 1959)			

Sec. 5. Present Ordinances.

All ordinances of the City in force at the time this Charter becomes effective shall continue in force except insofar as they conflict with the provisions of this Charter, or until they shall be amended or repealed by ordinances enacted under authority of this Charter. (July 28, 1959)			

Sec. 6. Detachment From City.

Any newly annexed area or portion thereof may be detached by ordinance within ninety days after annexation by five affirmative votes of the Council. Thereafter, no tract or parcel of land within the boundary of the City shall be detached from the City by any owners, except upon majority vote of the registered electors voting. The question of detachment from the City shall be submitted to said vote upon deposit by said owners with the Finance Director of the expense of said municipal election as determined by the Finance Director. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)	Should we define "owners"?		
Sec. 7. Definitions.			
Agency. Any organizational unit of the City. Allotment. A portion of an appropriation made available for expenditure during a specified period. Appropriation. The authorized amount of funds set aside for expenditure during a specified time for a specific purpose. Candidate. A person seeking nomination or election to a City office. City. The City of Littleton, Colorado, a municipal corporation. Council. The Council of the City. Elector or Qualified Elector. Any person who is entitled to register to vote at a particular time. Emergency. An existing condition actually arising from unforeseen contingencies which immediately endangers public property, health, peace or safety. Emergency Ordinance. An ordinance, the immediate passage of which shall be necessary for the preservation or protection of public property, health, peace or safety. Employee. Any compensated person in municipal service who is not an officer. Franchise. A special privilege granted by the City permitting the continuing use of public property, such as City streets, and usually involving the elements of monopoly and regulation. Majority Vote. The greatest number of votes received by any candidate or issue. Officer. An elected member of the City government. Overlapping Terms. Terms of office are such that only a portion of the members will be appointed or elected at any one time, sometimes referred to as "staggered terms". Registered Elector. Any person who is registered to vote as required or prescribed by the statutes of the State of Colorado relating to municipal elections. Statutes. Applicable laws of the State of Colorado as they now exist and as they may be amended, changed, repealed or otherwise modified by legal procedure. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)		Add Mayor, Home Rule, Registered Elector, Meeting types (regular, study session, executive sessions), ordinances, resolutions, motions, public utility, public utility corporation.	<i>The first CRC recommended several changes to this section including adding Home Rule and Publication. Was not referred to a ballot. Language unchanged.</i>
Sec. 8. Amending the Charter.			

Amendments to this Charter may be framed and submitted to the registered electors through petitioning the Council, or framed and submitted to the registered electors by Council on its own initiative, in accordance with the provisions of Article XX of the Constitution of the State of Colorado. Nothing herein contained shall be construed to prevent the submission to the people of more than one Charter amendment at any one election. (Amended, Election of 11-5-1991)	Review thresholds set by other cities above that of statute (Boulder/Denver given as examples). Signature thresholds for amending the city's charter should not be less than that for other types of citizen-initiated actions. Tie ability to amend charter to Sec. 38 which could limit (?) subjects to be included in charter. Recommendation to require a supermajority vote to pass any charter amendment.	Propse that any charter amendment, whether citizen or council initiated, only be passed by a supermajority vote vs a simple majority of votes cast for that ballot question.	

Sec. 9. Constitutionality.

In the event any word, phrase, sentence, paragraph, section or article of this Charter shall at any time be found to be unconstitutional, such finding shall not affect the remainder thereof, and the remainder of this Charter shall remain in full force and effect. (July 28, 1959)			

ARTICLE II. ELECTIONS

Sec. 10. Generally.			
The Council shall provide by ordinance for the manner of holding City elections and such additional regulations in respect to elections not inconsistent with the provisions of this Charter or of the State Constitution, as may be necessary to accomplish the intent of this article. The Council by reference may adopt, with any modification, the Colorado municipal election law. (July 28, 1959; Amended, Election of 11-3-2015)			<i>The first CRC recommended to adopt title 31 to govern special elections and general municipal elections. Was not referred to a ballot. Language unchanged.</i>

Sec. 11. Election Commission.

There is hereby created an Election Commission consisting of the City Clerk who shall be the nonvoting chair, and five qualified electors of the City. Said electors, during their tenure in office, shall not be City officials or employees or candidates for elective office in City, County, State or Federal elections. Commission Member appointments shall be for staggered four year terms. The Election Commission shall establish additional precincts only after the Council has held a public hearing on the additional precincts requested, following which the Council can approve or disapprove the additional precincts. The Election Commission shall appoint the election judges and clerks for each precinct and have charge of all other activities and duties required of it by law or this Charter. In case of a tie vote the Election Commission shall determine by lot the person or persons who shall be elected. Where municipal election procedure is in doubt, the Election Commission shall prescribe the procedure to be followed. (Amended, Election of 11-3-2015)	What happens with a tie vote. <i>Determination of tie vote refers to a municipal candidate race only, i.e., elections conducted by the municipality. As the city does not generally run independent candidate elections (we coordinate whenever possible with the county/ies), breaking a tie vote is a non-issue. Tie votes are determined in statewide elections by the Board of Canvassers and occurs after an automatic recount. Determination is done by “lot draw”, however there is no definitive process for how that lot draw occurs.</i>		Remove requirement for an election commission from our charter and assign the remaining functions of the body, by ordinance to another council-appointed commission. Sections impacted in the charter are: 11. Election Commission, 16. Voting, 20. Districts, and 35. Implementation (related to Article IV: Recall)

Sec. 12. Municipal Elections.

A general municipal election shall be held on the first Tuesday in November in odd numbered years. Special municipal elections shall be held in accordance with the provisions of this Charter. City elections shall generally be conducted as mail ballot elections provided, however, the Council may determine, from time to time, to conduct required City elections at polling places. When polling place elections are conducted, polling places shall be open from seven A.M. to seven P.M. election days. (Amended, Election of 11-2-2004; Amended, Election of 11-3-2015)	Odd vs even year elections? Some members felt there is higher participation among all voters in even-year elections. <i>Municipal elections are non-partisan in nature whereas county/state/federal elections are partisan and are run in even numbered years. Running in even years would negate the opportunity for municipal elections to remain non-partisan.</i>		

Sec. 13. Registration.

Eligibility to vote and registration shall be as required or prescribed by the statutes of the State of Colorado relating to municipal elections. Qualified electors may register at the Office of the County Clerk and Recorder or at the Office of the City Clerk at such times and on such dates as may be provided by statute. The registration books or lists of the County Clerk and Recorder shall be the registration books or lists of the City. Qualified electors who are unable to register as provided above may register as provided by statute for absentee registration if eligible to do so. (Amended 1969; Amended, Election of 11-3-2015)			<i>The first CRC recommended to include minimum residency requirement to match statute. Was not referred to a ballot. Language unchanged in Charter.</i>

Sec. 14. Absentee Registration.

Any qualified elector who is unable to register under the provisions of this Charter because of serious illness, physical disability, or service in the armed forces, or as otherwise provided by Colorado municipal election laws, may file with the City Clerk a verified application for such registration up to and including the twentieth day before any municipal election. Forms for the purpose of making such application shall be furnished by the City Clerk upon the request of any qualified elector. (July 28, 1959; Amended, Election of 11-3-2015)	Doesn't "twentieth day before" conflict with current law? Yes. Colorado statute is 8 days prior to the election to make changes to their voter registration or to register to vote and still receive a mail ballot. Discussion was had that this section be removed or restated to adhere to statutory reference or the county/ies. Absentee registration is not handled by the city/city clerk's office. No recommendation made.		

Sec. 15. Nominations for Elective Municipal Office

Any qualified elector who is unable to register under the provisions of this Charter because of serious illness, physical disability, or service in the armed forces, or as otherwise provided by Colorado municipal election laws, may file with the City Clerk a verified application for such registration up to and including the twentieth day before any municipal election. Forms for the purpose of making such application shall be furnished by the City Clerk upon the request of any qualified elector. (July 28, 1959; Amended, Election of 11-3-2015)	Why 50 signatures? <i>Statute prescribes numbers for statutory towns and cities (10 for towns, 25 for cities), but not for Home Rule municipalities. Samples of other jurisdictions adopted signature requirements (Colorado Springs: at large = 100/district - 50; Cherry Hills Village: Mayoral = 25/district = 10; Fort Collins: Mayoral and district = 25; Boulder: Mayoral and district = not less than 25 and not more than 35.</i>		Should the CRC opt to recommend a change to this section, remove prescriptive number from charter and refer to a number/percentage adopted by ordinance and codified in the municipal code. This provides latitude for amendments if/when necessary.

Sec. 16. Voting.

The method of voting on all proposals and election of candidates shall be as the Election Commission directs. The names of the candidates nominated for public office shall be set up without party or other designation and shall be arranged by lot to be held by the City Clerk. (Amended, Election of 11-4-1997; Amended, Election of 11-3-2015)			<i>The first CRC recommended that method of voting, with exception of recall elections, be made by council. Manner of voting in a Recall election to be determined by the Election Commission. Was not referred to a ballot. Language unchanged in Charter.</i>

Sec. 17. Absentee Voting.

Provisions for absentee voting shall be in accordance with the Statutes of the State of Colorado relating to Municipal elections, and in accordance therewith an absentee voter must file with the City Clerk an application which may be in the form of a letter for an absentee voter's ballot which ballot shall be cast in the manner prescribed in State Election Laws. (Amended 1969; Amended, Election of 11-3-2015)			

Sec. 18. Electioneering Near Polls.

No person shall do any electioneering within one hundred feet of any polling place on Election Day. (July 28, 1959)			

ARTICLE III. LEGISLATIVE BODY

Sec. 19. The Council.

The legislative affairs of the City shall be vested in a Council consisting of seven Council Members, one to be elected from each of the four districts, two to be elected at large and the Mayor to be elected at large. (July 28, 1959; Amended, Election of 11-3-2015; Amended, Election of 11-3-2020)			

Sec. 20. Districts.

The four Council districts shall be contiguous, compact, as nearly rectangular as practicable and have approximately the same population. Every ten years following publication of the Federal decennial census, divisions, changes and consolidations shall be made by the Election Commission to carry out the intent of this article. Such redistricting shall be completed at least three months before the general Municipal election at which it is to become effective. (Amended, Election of 11-5-2013; Amended, Election of 11-3-2015)	Is redistricting "three months" before a municipal election feasible? <i>Yes, as this refers to the final act of redistricting, i.e., all districts have been reviewed and formally adopted as final. This allows for time to notify the county/ies of boundary changes and for the county/ies to upload up-to-date shape files to the SOS for updates to SCORE.</i>		

Sec. 21. Salaries.

The monthly salaries of the Council Members shall be set by ordinance, but shall not be increased during the current term of Council Members enacting such ordinance. (Amended, Election of 11-3-2015)			

Sec. 22. Term.

Terms of Council Members shall begin at eight P.M. on the second Tuesday following the election. General Municipal elections shall be held every two years with the Mayor and Council Members being elected for four-year terms, so that at each general Municipal election the voters shall elect a minimum of three members to serve on the Council. In elections when the Mayor is elected, a total of four council members shall be elected. Notwithstanding anything contained herein to the contrary, no Council Member including time served as Mayor shall be entitled to serve consecutive terms of office exceeding twelve years in duration unless said twelve year period expires during a term which said Mayor or Council Member is serving, in which case said Mayor or Council Member shall be entitled to serve out the remainder of his or her term. (Amended, Election of 11-3-2015; Amended, Election of 11-3-2020)	Committee question: Why do terms of Council Members begin at eight P.M. on the second Tuesday following the election? <i>Recommendation can be made to be less prescriptive to time, i.e., “terms of newly elected council members begin following the conclusion of old business on the second Tuesday following the election”. An argument can also be made that terms would not commence until after the canvass and certification of the election (deadline is not more than 22 days after the election).</i>		<i>The first CRC recommended that council members terms begin at the first regularly scheduled meeting in January following the election. Was not referred to a ballot. Language unchanged in Charter.</i>

No person shall be eligible for the office of Council member unless at the time of his or her election he or she is a citizen of the United States, at least twenty-one years of age, and shall have been for one year immediately preceding such election a qualified elector of the City. Council members elected by districts shall also be residents and qualified electors of their districts. No elected City official shall hold any other elective public office nor shall he or she be a paid employee of the City or any other municipality.	Committee question: why a requirement of 21 years of age? <i>At the time of adoption of this Charter, the legal voting age was 21.</i> Committee question: Do we need to ban all paid employees of any municipality? (If so, why doesn't the same logic apply to all county, state, or federal employees?) <i>Likely that the crafters of the charter wanted to limit undue influence from other neighboing municipla electeds from our dais; other municipal employees may not have been perceived to have the same level of influence.</i>		<i>The first CRC recommended to remove “... or any other municipality” from the last line. Was not referred to a ballot. Language unchanged in Charter.</i>

The voters shall elect the Mayor who will be the presiding officer and entitled to vote. He or she shall have no veto power. He or she shall be recognized as the head of the City government for all ceremonial purposes and shall execute and authenticate legal instruments requiring his or her signature as such official. If a seated council member with remaining years on their term wishes to run for the position of Mayor, that council member shall be required to provide written notice to the City Clerk by July 1st of that general municipal election year of his or her intent to step down from their current council seat and run for Mayor. That council member shall continue to serve in their elected capacity until their seat is filled at the next general municipal election. (July 28, 1959; Amended, Election of 11-3-2015; Amended, Election of 11-3-2020)		Remove the second paragraph and replace with: If a seated council member with remaining years on their term wishes to run for the position of mayor and wins, the new city council would appoint a replacement to fill the remaining two (2) years of their term. If a seated council member with remaining years on their term wishes to run for the position of mayor and loses, they will retain their seat on city council for the remainder of their term.	

Sec. 25. Mayor Pro Tem.

After each general Municipal election, the Council shall elect a Mayor Pro Tem who shall act as Mayor during the absence of the Mayor. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 26. Oath of Office.

Before entering upon the duties of his or her office, every officer and City employee shall take, subscribe before and file with the City Clerk an oath or affirmation that he or she will support the Constitution of the United States, the Constitution of the State of Colorado, this Charter and ordinances of the City, and will faithfully perform the duties of the office. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 27. Council Meetings; Open and Executive Sessions.

The Council shall meet regularly at the City Hall or at such other place as Council may direct at least once each month. The meeting shall be set at a day and hour to be fixed from time to time by the rules and procedures of each Council. The Council shall determine the rules of procedure governing meetings. All meetings for the transaction of business shall be open to the public. Special meetings of the Council may be called in the manner and at the time provided for by the rules of procedure of the Council, provided that local public media are notified of the meeting at the same time that the Council members are notified. Four members of the Council shall constitute a quorum. All meetings of the Council or subcommittees of the Council, meetings of all boards, commissions and other advisory bodies of the City and the subcommittees thereof shall comply with the requirements of C.R.S. 24-6-402 (2012) otherwise known as the Open Meeting Law. An executive session may be called in accordance with C.R.S. 24-6-402 for the following reasons and no other. An executive session under this section may only be held by a majority vote of a quorum present plus one vote. 1. To discuss matters required to be kept confidential by Federal and State laws or rules or regulations, including but not limited to specialized details of security arrangements or investigations, including defenses against terrorism or criminal acts, both foreign or domestic; and 2. To confer with an attorney regarding a legal action already filed in a court of law. The case name and number shall be cited for the public record. Any final settlement or final agreement shall be decided by a majority vote in a regular meeting of the Council. 3. The purchase, acquisition, lease, transfer or sale of any real or personal property. No executive session may be held for the purpose of concealing the fact that a member of the Council has a personal interest in such purchase, acquisition, lease, transfer or sale. All formal action on the agreements for such purchase, acquisition, lease, transfer or sale of any real or personal property must occur in an open session of the City Council. 4. Conference with the attorney(s) for the Council for the purpose of receiving legal advice on specific legal questions. The general substance of the legal question shall be part of the agenda for executive session. Mere presence or participation of the attorney(s) for the Council is not sufficient for an executive session under this subsection. No persons, other than members of the Council, the attorneys for the City, the City Manager and only any other person required in the judgment of the attorneys for the Council to provide factual information necessary for the formulation of the legal question may be present in the executive session. No formal action of the Council may be taken during an executive session held under this subsection. All formal action arising out of or resulting from an executive session held under this subsection must occur in an open session of the City Council. 5. Personnel matters are defined as the recruitment, evaluation, discipline, termination and employment of an employee that is appointed by the Council. The employee who is the subject of the executive session shall be given, in writing, no less than forty-eight hours' notice of the executive session. The employee may request, upon no less than twenty-four hours' notice, that the matter be held in an opening meeting session. All formal action arising out of or resulting from an executive session held under this subsection must occur in an open session of the City Council. The entire executive session shall be taped or digitally recorded in its entirety. The recording shall be maintained in the City Clerk's Office until those serving on the Council at the time of the recorded executive session are no longer serving on Council. (Ord. 25,		Strike #2 and replace with "Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators" or something similar.	CAO concurs <i>The first CRC recommended removing reference to City Hall and replace with Littleton Center. Was not referred to a ballot. Language unchanged in Charter.</i>

Sec. 28. Vacancies.

An elected officer shall continue to hold his or her office until his or her successor is duly qualified as provided in Sec. 23. An elective office shall become vacant whenever any officer becomes incapacitated, or if a Council member shall remove from or become a nonresident of the City or of the district in which he or she was elected, during the term of his or her office. In case of a vacancy, the remaining Council members shall choose, by majority vote and within thirty days after such vacancy occurs, a duly qualified person as provided in Sec. 23 to fill such vacancy. He or she shall serve until his or her successor, elected for the remainder of the term at the next ensuing general Municipal election, has been duly qualified. If three or more vacancies exist in the Council simultaneously, such vacancies shall be filled for the respective unexpired terms at a special election.			<i>The first CRC recommended removing reference to an elected officer and replace with Council Member. Was not referred to a ballot. Language unchanged in Charter.</i>

Sec. 29. Council Membership Rules.

Except as otherwise provided in this Charter, the Council shall be the judge of the election and qualifications of its own members, subject to judicial review.			

Sec. 30. Powers.

The Council shall have all Municipal legislative powers as conferred by general law, except as provided by this Charter and except those which may be exercised by the people through direct legislation. The Council shall have the power and authority, within constitutional limitations, to delegate by ordinance to boards and commissions such functions, powers or authority herein conferred upon the City as the Council shall deem proper and advisable within its discretion. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 31. Clerk of The Council.

The City Manager shall appoint, with the approval of the Council, a City Clerk who shall act as Clerk of the Council. The City Clerk shall keep a journal of council proceedings which shall be open to the public at all times, record all ordinances and resolutions in full authenticated by his or her signature and the seal of the City, and shall perform such other duties as required by this Charter or by the City Manager. (July 28, 1959; Amended, Election of 11-3-2015)			<i>The first CRC recommended removing reference to “with the approval of the Council”. Was not referred to a ballot. Language unchanged in Charter.</i>

Sec. 32. Council Not To Interfere With Administrative Service.

Except for purposes of inquiry, the Council and its members shall deal with the administrative service of the City solely through the City Manager, and neither the Council nor any member shall give orders to any subordinates of the City Manager either publicly or privately. (July 28, 1959; Amended, Election of 11-3-2015)	Consequences?	Recommendation to provide broader definition to include all of Council’s direct reports (City Manager, City Attorney, Municipal Judge).	

Sec. 33. Annual Independent Audit.

An independent audit shall be made annually of all City accounts and more frequent audits may be made if deemed necessary by the Council. Such audits shall be made by public, registered or certified public accountants selected by the Council, provided the same accountants shall not serve more than five consecutive years. (Sec. 33; amd. Ord. 25, Series of 1979; Amended, Election of 11-3-2015)		Remove verbiage: “...provided the same accountants shall not serve more than five consecutive years.”	

ARTICLE IV. RECALL.

Sec. 34. Procedures.

Any elected officer may be removed from office by the registered electors of the City after he or she has held office for one year. The procedure shall be as follows: One or more registered electors shall file with the City Clerk an affidavit of not more than three hundred words stating the reasons for the recall of the officer sought to be removed. The City Clerk shall, within forty-eight hours after the filing of said affidavit, mail a copy by registered mail to the officer sought to be recalled, who may file with the City Clerk a sworn statement in defense of the charges made against him or her. After the affidavit has been filed, a petition may be circulated and when signed by at least twenty-five percent of the registered voters in the last general municipal election in the area which he or she represents, it is to be filed with the City Clerk, who shall set a date for a recall election to be held within ninety days unless a general or special election will be held within one hundred and twenty days following the filing of the petition. The elected officer to be recalled may either resign or file with the City Clerk a notice of his or her intention to be a candidate in the recall election. Other candidates for the office held by the elected officer to be recalled will make their intentions known in the manner prescribed in this Charter. The candidate receiving the highest number of votes in the election shall be declared holder of the office in question. If the successful candidate is the elected officer whose recall is requested, he or she shall continue in office until the expiration of his or her term. If the successful candidate is someone other than the recalled officer, he or she shall fill out the unexpired term of the recalled officer. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)		Add number of days to circulate the petition in this section.	Number of days is 60

Sec. 35. Implementation.

The Election Commission shall make such additional rules and regulations as are necessary to implement the procedures in ARTICLE IV. (July 28, 1959; Amended, Election of 11-3-2015)			

ARTICLE V. ORDINANCES

Sec. 36. Ordinances, Resolutions and Motions.

The Council shall act only by ordinance, resolution or motion. All legislative enactments must be in the form of ordinances; all other procedures may be in the form of resolutions or motions. All ordinances and resolutions shall be confined to one subject, except in the case of repealing ordinances. Ordinances making appropriations shall be confined to the subject of appropriations. (July 28, 1959; Amended, Election of 11-3-2015)		Add definitions under Sec. 7 for all three: ordinance, resolution, motion	

Sec. 37. Voting.

The ayes and nays shall be taken upon the passage of all ordinances, resolutions and motions, and entered upon the journal of the Council proceedings. Every ordinance shall require the affirmative vote of the majority of the members present on first reading and a majority of the membership of the entire Council for final passage. Resolutions and motions shall require the affirmative vote of a majority of the quorum present. Every member, when present, must vote on ordinances, resolutions and motions, except he or she shall not vote on matters involving the consideration of his or her own official conduct or when his or her personal or financial interest is involved. Per C.R.S. 31-23-305 (2012) and C.R.S. 31-23-209 (2012) any zoning change shall not become effective except by the favorable vote of two-thirds of all the members of the Council if: 1. A protest is filed with the municipal clerk at least twenty four hours prior to the Council's vote on the change and is signed by the owners of twenty percent or more of the area of land which is subject to the proposed change or twenty percent or more of the area of land extending a radius of one hundred feet from the land which is subject to the proposed change, disregarding intervening public streets and alleys; or 2. The planning board has not recommended a favorable vote for the zoning change. (Amended, Election of 11-5-2013; Amended, Election of 11-3-2015)	Committee question: does this apply to a text amendment re: zoning change?		

Sec. 38. When Required.

In addition to such acts of the Council as are required by general statute or by other provisions of this Charter to be by ordinance, every act making an appropriation, authorizing borrowing money, levying tax, establishing any rule or regulation for the violations of which a penalty is imposed or placing any burden upon or limiting the use of private property, shall be by ordinance. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 39. Form.

Every ordinance shall be introduced in typewritten or printed form. The enacting clause of the ordinances shall be, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LITTLETON, COLORADO. Except as otherwise provided in this Charter, all ordinances shall take effect not less than seven days after publication following final passage.			

Sec. 40. Procedure for Passage of Ordinances.

The following procedure for enactment of ordinances shall be followed: a. The ordinance shall be introduced at any regular or special meeting of the Council by any member thereof. b. Except for an ordinance making a general codification of ordinances, or adopting a standard code, the ordinance shall be read in full, or in cases where copies of the ordinance are available to the Council, and to those in attendance at said Council meeting, said ordinance may be read by title only. In those cases where an ordinance is adopting a standard code or recodifying existing ordinances, copies of said code shall be available for inspection at the Office of the City Clerk. c. After the introduction of the ordinance, the same shall be approved or rejected by a vote of the Council. d. If the ordinance is approved on first introduction, it shall be published in full unless otherwise provided herein. The Council shall set a date, hour and place at which Council shall hold a public hearing on the ordinance and notice of said day, hour and place shall be included in the first publication. e. The ordinance shall be introduced at Council the second time, at a meeting not earlier than seven days after first publication for final approval, rejection or other action as may be taken by vote of the Council. This meeting may be the same meeting at which the public hearing on the ordinance is held. The ordinance may be amended before final approval by vote of the Council. f. Except as otherwise provided in this Charter, an ordinance, if amended in substance, shall be published in full after final passage, but if not amended in substance, it shall be published either by title or in full as the Council may determine. g. Whenever an ordinance shall be published by reference or by title, the publication shall contain a summary of the subject matter of said ordinance, and shall contain a notice to the public that copies of the proposed ordinance are available at the Office of the City Clerk. (Amended, Election of 11-4-1975)			

Sec. 41. Emergency Ordinances.

Emergency ordinances for the preservation of public property, health, peace or safety shall be approved only by a majority vote of a quorum present plus one vote. The facts showing such urgency and need shall be specifically stated in the measure itself. No ordinance making a grant of any special privilege, levying taxes, incurring indebtedness, authorizing borrowing money, or fixing rates charged by any City owned utility shall ever be passed as an emergency measure. An emergency ordinance shall take effect upon passage and shall be published within seven days thereof. An emergency ordinance shall be in effect for no more than ninety days after passage, and shall not again be passed as an emergency ordinance. (Sec. 41; amd. Ord. 26, Series of 1983; Amended, Election of 11-3-2015)			<i>The first CRC recommended removing “levying taxes, incurring indebtedness, authorizing borrowing money”. Was not referred to a ballot. Language unchanged in Charter.</i>

Sec. 42. Disposition.

A true copy of every ordinance, as adopted by the Council, shall be numbered and recorded, and adopting and publication shall be authenticated by the signature of the Mayor and the City Clerk and by affixing the seal of the City, and by the certificate of publication. A true copy of every ordinance as adopted by the vote of the registered electors of the City shall be separately numbered and recorded commencing with "Peoples' Ordinance No. 1". (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)			

Sec. 43. Codification.

A true copy of every ordinance, as adopted by the Council, shall be numbered and recorded, and adopting and publication shall be authenticated by the signature of the Mayor and the City Clerk and by affixing the seal of the City, and by the certificate of publication. A true copy of every ordinance as adopted by the vote of the registered electors of the City shall be separately numbered and recorded commencing with "Peoples' Ordinance No. 1". (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)			

Sec. 44. Codes Published.

Standard codes promulgated by the Federal government, the State of Colorado, or by any agency of either of them, or by recognized trade or professional organizations, or amendments or revisions thereof, may be adopted by reference following a public hearing, provided the publication of the bill or ordinance adopting any said code shall advise that copies thereof are available for inspection at the Office of the City Clerk, and provided that any penalty clause in said codes may be adopted only if set forth in full and published in the adopting ordinance. Primary codes thus adopted may in turn adopt secondary codes. (July 28, 1959)			

ARTICLE VI. INITIATIVE AND REFERENDUM

Sec. 45. Initiative.

Any proposed ordinance may be submitted to the Council by a petition signed by registered electors of the City equal in number to the percentage hereinafter required. (Amended, Election of 11-5-1991)	Broad discussion on inequities in this and following sections against Sec. 8 Amending the Charter.	Recommend referring to statute or city code vs prescriptive language in the charter for Sec. 45 through 47.	Sec. 45-47 were subject of citizen-initiated ballot question resulting in a 2023 special election. Ballot question: "Shall Section 45. Initiative of the Littleton City Charter be repealed and reenacted as Section 45. Initiative and Referendum, to require the adoption of Colorado Revised Statutes §31-11-103 through 118 and future modifications thereof, excepting 31-11-105(1) as related to municipal initiatives, referenda and referred measures, and repealing Sections 46 and 47, in order to provide consistency with state law, including setting the percentage of signatures required for a citizen initiative and referendum at 5% and requiring the city to follow the timeframes required by statute for the timing of elections?" <i>Failed 3/7/2023</i>

Sec. 46. Submissions.

If the petition accompanying the proposed ordinance is signed by at least fifteen percent of the number of registered electors registered to vote in the last general municipal election, and requests that such proposed ordinance be submitted to the vote of the people, the Council shall either pass said ordinance (subject to the referendum) without alteration of meaning or intent within thirty days after the petition is filed or call a special municipal election, unless a general or special municipal election is to occur within one hundred and twenty days thereafter. At such special or general municipal election the Council shall submit said proposed ordinance without alteration of meaning or intent to a vote of the registered electors of the City. If the petition is signed by at least five percent of the number of registered electors registered to vote in the last general municipal election, and is filed with the City Clerk at least ninety days before any general municipal election, the Council shall pass said proposed ordinance without alteration of meaning or intent within thirty days, or shall submit same to a vote of the registered electors at the next general municipal election. An initiated ordinance shall be published in the same manner as other proposed ordinances. The ballot upon which such proposed ordinance is submitted shall state briefly its nature and shall contain the words "For the Ordinance" and "Against the Ordinance". If a majority of the registered electors voting thereon shall vote in favor thereof the same shall immediately, without further publication, become an ordinance of the City. Any number of proposed ordinances may be submitted at the same election. Not more than one special election under this article shall be held in any twelve months. (Amended, Election of 11-5-1991; Election of 11-4-1997)			

Sec. 47. Referendum.

The referendum shall apply to all ordinances passed by the Council, except ordinances making the tax levy, the annual appropriation ordinance or the ordering of improvements initiated by petition and to be paid for by special assessments. If within thirty days after publication following the final passage of an ordinance to which the referendum is applicable, a petition, signed by registered electors equal in number to at least ten percent of the number registered to vote in the last general municipal election is presented to the Council, protesting any ordinance going into effect, it shall thereupon be suspended, and the Council shall reconsider such ordinance. If the ordinance is not entirely repealed, the Council shall submit it to a vote of the registered electors of the City, as provided in the initiative, at the next general municipal election or at a special election called therefor. Such ordinance shall then go into effect without further publication if a majority of the registered electors voting thereon vote in favor of it. The Council, on its own motion, shall have the power to submit any proposed ordinance to a vote of the people at a general or special election as provided in this Charter. If provisions of two or more proposed ordinances adopted or approved at the same election conflict, the ordinance receiving the highest affirmative vote shall become effective. (Amended, Election of 11-5-1991)			

Sec. 48. Amendments.

An ordinance, adopted or rejected by electoral vote under either the initiative or referendum, cannot be revised, repealed or amended except by electoral vote; but the Council shall have power to submit a proposal to revise, repeal or amend such ordinances without a petition therefor, provided that any question so submitted at a special election shall not again be submitted at a special election within two years thereafter. (July 28, 1959)			
ARTICLE VII. CITY MANAGER			
<u>Sec. 49. Appointment.</u>			
The Council shall employ a City Manager who shall be the administrative head of the municipal government under the direction and supervision of the Council and shall hold office during its pleasure. He or she shall be appointed without regard to any consideration other than his or her fitness and competency. No member of the Council shall be appointed City Manager or acting City Manager during the term for which elected. (July 28, 1959; Amended, Election of 11-3-2015)			
<u>Sec. 50. Absence.</u>			
The City Manager shall designate immediately on his or her appointment, a qualified City employee to perform his or her duties during his or her temporary absence or disability. Such designation shall be made by letter and filed with the City Clerk. If he or she fails to make such designation, the Council may by resolution appoint a qualified City employee to perform the duties of Manager until he or she shall return. In the event that the position of City Manager becomes vacant, the Council may appoint an acting City Manager for not more than one year. (July 28, 1959; Amended, Election of 11-3-2015)			<i>The first CRC recommended removal of “immediately on his or her appointment”. Was not referred to a ballot. Language unchanged in Charter.</i>
<u>Sec. 51. Removal; Severance Pay.</u>			
The Council shall appoint the City Manager for an indefinite term, and shall have power to remove him or her by majority vote of its members. Upon his or her removal, the City Manager shall be paid the balance of his or her salary for the current month and his or her salary for the next calendar month. (July 28, 1959; Amended, Election of 11-3-2015)	Concerns about severance structure creating limitations of future qulaified applicants. <i>Actual severance structure is addressed in employment contract and subsequent amendments.</i>		Repeal or amend. If amended, replace severance structure with reference to code (section not yet adopted). If repealed, reference severance clause in standard employment agreement/contract.
<u>Sec. 52. Powers and Duties.</u>			

The City Manager shall be the head of the administrative branch of the City government. He or she shall be responsible to the Council for the proper administration of all affairs of the City and to that end, subject to the personnel provisions of this Charter, he or she shall have power and shall be required to: A. Appoint and, when necessary for the good of the service, remove all officers and employees of the City except as otherwise provided by this Charter and except as he or she may authorize the head of a department or office to appoint and remove subordinates in such department or office; B. Prepare the budget annually, submit it to the Council, and be responsible for its administration after adoption; C. Prepare and submit to the Council, as of the end of the fiscal year, a complete report on the finances and administrative activities of the City for the preceding year; D. Keep the Council advised of the financial condition and future needs of the City and make such recommendations as may seem to him or her desirable; E. Be responsible for enforcement of the laws and ordinances of the City; F. Inform the public concerning plans and activities of the City administration; G. Establish a system of accounting and auditing for the City to conform with the uniform system of municipal accounting and auditing; show that legal provisions have been complied with and reflect the financial condition and financial operation of the City; establish cost accounting systems whenever practicable; H. Perform such other duties as may be prescribed by this Charter, or required of him or her by the Council not inconsistent with this Charter; I. Establish, implement and administer: personnel policies and procedures; administrative regulations; pay and position classification plans and procedures; and departmental goals and policies. (Section 52; amd. Ord. 26, Series 1983; Amended, Election of 11-3-2015)	Re: “F” – how is this being done? Is there a better way/best practice?		

ARTICLE VIII. BOARDS AND COMMISSIONS

Sec. 53. General Provisions.

Unless otherwise required by law or this Charter, all boards and commissions shall be appointed by the Council and have such powers and perform such duties as are required by this Charter or by ordinance. Initial appointments by the Council shall specify the term of office of each individual in order to achieve overlapping tenure. All members shall be subject to removal by the appointing authority. The Council shall make appointments to fill vacancies for unexpired terms. Except as otherwise provided in this Charter, each board and commission shall choose its own chairman and vice-chairman from citizens-at-large members and operate in accordance with the rules of procedure set forth by the appointing authority. All regular meetings shall be open to the public. Copies of all records and minutes of all meetings shall be kept and placed in the Office of the City Clerk for public inspection. Reports shall be made to the Council as the Council shall require. (July 28, 1959)			<i>The first CRC recommended inclusion of “and Authorities” to title as well as changing “appointing authority” to Council. Was not referred to a ballot. Language unchanged in Charter.</i>

ARTICLE IX. LEGAL DEPARTMENT

PART I. CITY ATTORNEY

Sec. 54. Appointment; Evalutation.

A. The Council shall appoint a City Attorney who shall be the legal representative of the City and who shall advise the Council and City officials in matters relating to their official powers and duties. The City Attorney shall be an attorney at law admitted to practice in Colorado and have a minimum of two years of legal experience. The Council may provide the City Attorney with such assistants as the Council may deem necessary. All attorneys who reside or maintain offices in the City shall be given first consideration for appointment. The Council shall establish compensation for the City Attorney, his or her assistants and special counsel. The City Attorney shall serve at the pleasure of the Council.		“The City Attorney shall have a minimum of 2 years of legal experience.” This should be increased to at least 5 years. “Attorneys maintaining an office in Littleton shall be given first consideration.” This should be removed because it is too limiting and does not provide the necessary experience and perspective warranted for the position.”	

Sec. 55. Duties.

The City Attorney shall: A. Represent the City in all legal proceedings; and B. Supervise the drafting of all ordinances and other legal documents. C. Settle claims against the City and may make appropriations therefor. D. When directed by the Council, the City Attorney shall institute or defend any suit, action or proceeding on behalf of the City or any of its agencies. He or she shall attend all Council meetings and shall perform all services required by the Council, this Charter or the ordinances of the City. The Council may authorize the City Attorney to settle claims against the City and may make appropriations therefor.			

Sec. 56. Suits.

When directed by the Council, the City Attorney shall institute or defend any suit, action or proceeding on behalf of the City of any of its agencies. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 57. Special Counsel.

The Council may also employ other counsel whose compensation shall be fixed by the Council at the time of employment.			

PART II. MUNICIPAL COURT

Sec. 58. Establishment; Appointment, Qualifications, Term, Etc., Of Judge.

A. There shall be a Municipal Court vested with exclusive original jurisdiction of all violations of the Charter and the ordinances of the City. The judge of the court shall be a person admitted to practice law in Colorado. The Judge shall be appointed by the Council for a term of two years from the date of appointment, and may be removed at any time by unanimous vote of the entire Council. The Judge shall receive such compensation as shall be fixed by the Council. Such compensation shall in no manner be contingent upon the amount of fees charged or collected. If, in the discretion of the Council, more than one judge is necessary, one or more additional judges may be appointed.		“Judge is appointed for a term of two years from the date of appointment.” This should be changed to 4 years as 2 years is too short to allow for continuity in the service of the needs of the City of Littleton.”	After discussion, neither staff nor the CRC wishes to move forward with this recommendation.

PART III. MISCELLANEOUS LEGAL PROVISIONS

Sec. 59. Contracts and Conveyances.

Except as otherwise provided by this Charter, all contracts in writing binding the City and all conveyances of an interest in land by the City shall be signed by the Mayor and attested by the City Clerk under the seal of the City. (Sec. 59; amd. Ord. 26, Series of 1983; Amended, Election of 11-3-2015)			

Sec. 60. Restrictions On Sale of Land And Water Rights.

Lands granted to, purchased, acquired by the City for use, or used by the City, for park or open space purposes, shall not be sold or conveyed without a majority vote of the people, except they may be sold or conveyed for other public use by ordinance adopted in regular procedure. No water rights granted to, purchased or acquired by the City shall be sold or conveyed without a majority vote of the people. Nothing in this provision, however, shall prevent the City from exchanging water rights without a vote of the people. Other real property of the City shall be sold only by ordinance adopted in regular procedure, not using the emergency provision. (Amended, Election of 11-3-2015)			

Sec. 61. Recovery Of Compensation.

(Amended, Election of 11-5-1991)		Change from “Amended” to “Repealed” for accuracy. Scrivener’s error

Sec. 62. Bonding.

Before permitting an employee or an officer handling City funds to enter upon the duties of his or her office, the Council shall obtain a fidelity bond from a bonding company authorized to do business in the state of Colorado, in sufficient amount to be fixed by the Council. (July 28, 1959; Amended, Election of 11-3-2015)	Committee question: How is this fixed by council? Does this need to be included in the Charter?		

Sec. 63. Previous Contracts.

Nothing in this Charter shall abridge the rights, duties or obligations heretofore obtained or incurred by contract or ordinance and legally entered into or passed by the City. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)			

Sec. 64. Right Of Eminent Domain.

The City shall have the right of eminent domain as provided by the statutes of the State of Colorado; provided, however, the Council cannot authorize the use of eminent domain and condemnation in an urban renewal plan except at the request of a property owner. (Amended, Election of 3-3-2015; Amended, Election of 11-3-2015)			

Sec. 64.5. Urban Renewal.

Any Council action approving or modifying an urban renewal plan pursuant to part 1 of the Colorado urban renewal law must be ratified by the registered electors of the City of Littleton if the approval or modification of the urban renewal plan proposes the use of or change to eminent domain, condemnation, tax increment financing, revenue sharing, or cost sharing. (Amended, Election of 3-3-2015; Amended, Election of 11-3-2015)			

Sec. 65. Right To Combine, Consolidate Or Merge.

The Council may combine, consolidate, or merge the City with any other contiguous municipality upon such terms and conditions as it shall deem necessary and expedient, subject to ratification by the registered electors at a special election called for that purpose. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)			

Sec. 65.5. Preservation Of Neighborhood Land Use Restrictions.

To preserve single-family residential land use and ensure that current and future owners of property in certain residential zoning districts may rely on restrictions on land uses that protect their properties. Accordingly, land uses of properties presently permitted under the Littleton Unified Land Use Code (ULUC) within zoning districts Small Lot Residential (SLR), Medium Lot Residential (MLR), Large Lot Residential (LLR), and Acreage Residential (ACR) are limited to uses specified therein as of January 1, 2025. Furthermore, any action by council to initiate any comprehensive rezoning and official zoning map amendments, including text changes, shall first require notification to all affected property owners by first class mail delivered by the United States Postal Service. Nothing herein shall prohibit or prevent a property owner from seeking rezoning of the owner’s property. (Added Election of 11-04-2025)		Suggestions to change effective date so as not to cause conflict with ADU ordinance; Suggestion to change class of mail from first class to ?	

Sec. 66. Authority to Levy Taxes.

The Council may levy such taxes and excises as may be necessary to obtain revenue for the operation of the City, subject to the right of referendum as in this Charter provided. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 67. Cooperative Contracts.

The Council, by resolution, may enter into contracts with other governmental bodies to furnish or receive governmental services, to make or pay charges for such services, and to enter into cooperative or other joint activities with other governmental bodies. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)	Does this need to be included in the charter?		

Sec. 68. Bequests, Gifts And Donations.

The Council, on behalf of the City, may receive bequests, gifts and donations of all kinds of property with power to manage, sell, lease or otherwise dispose of the same. (July 28, 1959; Amended, Election of 11-3-2015)	Does this need to be included in the charter?		

ARTICLE X. FINANCE ADMINISTRATION

PART I. BUDGET

Sec. 69. Fiscal Year.

The fiscal year of the City government shall begin January first and end December thirty-first each year. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 70. Submission Of The Budget.

Not later than September fifteenth of each year, the City Manager shall submit to the Council: A. An annual or current expense budget of all City funds, hereafter referred to as the "budget", which shall be a complete financial plan for the ensuing fiscal year, consisting of the budget proper and the budget message. B. A capital budget. (July 28, 1959; Amended, Election of 11-3-2015)		Budget to be adopted before seating of new council (refer back to Sec. 22. Term.)	Remove reference to 9/15 ; Range of dates?

Sec. 71. Scope Of Annual Budget.

The budget shall contain: A. An estimate of anticipated revenue from all sources other than the tax levy of the ensuing fiscal year. B. An estimate of the cash surplus in each fund at the end of the current fiscal year or of the deficits in each fund to be made up by appropriation. C. The estimated expenditures necessary for the operation of the several departments, offices and agencies of the City. D. Debt service requirements for the ensuing fiscal year. E. An estimate of the sum required to be raised by the tax levy for the ensuing fiscal year, and the rate of levy necessary to produce such sum, based on a percentage of collection not exceeding the lowest percentage of current levy collection experienced during the three preceding complete fiscal years. F. A balance between the total estimated expenditures and total anticipated revenue from all sources, taking into account the estimated cash surpluses or deficits in the various funds at the end of the current fiscal year. All estimates shall be in detail, showing revenues by sources and expenditures by organizational units, activities, character or object. The budget shall be arranged to show comparative figures for receipts and expenditures for at least two prior years and for the current year, and the City Manager's recommendations for the ensuing year. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 72. Budget Message.

The budget message shall contain the recommendations of the City Manager concerning the fiscal policy of the City, a description of the important features of the budget plan, an explanation of all major increases or decreases in budget recommendations as compared with prior years, and a summary of the proposed budget showing comparisons similar to those required in the budget proper, itemized by principal sources of revenue and the main items of expenditure. In a separate report attached thereto, the City Manager shall present a program of proposed capital projects with estimates of cost and sources of revenue. (July 28, 1959)			

Sec. 73. Public Record.

The proposed budget of the City Manager and the budget message shall be a public record in the Office of the City Clerk and shall be open to public inspection. Sufficient copies shall be made available by the City Manager for the use of the Council and the public simultaneously. (July 28, 1959)			

Sec. 74. Public Hearing.

Before its final adoption, a public hearing on the proposed budget shall be held at such time and place as the Council shall direct. Notice of such hearing shall be at least three column inches in size and published at least one week in advance of the hearing. (July 28, 1959)		Remove reference to “at least three column inches in size”.	Catch-all ordinance to clean up sections: 74, <i>Compile all references to outdated notification sizes and technology</i>

Sec. 75. Changes By Council.

After such public hearing, the Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure, except that no item of appropriation for debt service shall be reduced. If the Council shall decrease the total proposed expenditures, such decrease shall be reflected in full in the tax levy. If the Council shall increase the total proposed expenditures, such increase shall be reflected in the tax levy or by appropriate provision in other revenues. If the Council increases the total proposed expenditures by more than five percent, another public hearing shall be held as provided in this Charter. (July 28, 1959)			

Sec. 76. Certification Of Tax Levy.

Not later than October sixteenth, or such date as may be required by State law, the Council shall introduce a tax levy ordinance. Such ordinance shall establish a tax levy, in mills, upon each dollar of the assessed valuation of taxable property within the corporate limits of the City, and shall certify same as required by law. If the Council fails in any year to make such tax levy as above provided, the rate last fixed shall be the rate for the ensuing fiscal year, and such rate shall be certified by the City Manager. (Amended 1969)			

Sec. 77. Adoption Of Budget And Appropriation Ordinance.

Not less than thirty days prior to the first day of the next fiscal year, the Council shall adopt the budget and a bill for the appropriation ordinance, which ordinance shall become effective five days after final publication. (July 28, 1959)			

Sec. 78. Transfers Of Appropriations.

The City Manager with consent of Council may at any time transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within the same department, office or agency. At the request of the City Manager, the Council may by resolution, passed by five affirmative votes of Council, transfer any unencumbered appropriation balance or portion thereof from one department, office or agency to another. However, this section shall not be interpreted to permit the transfer of water or sewer or other utility funds to other departments or to the general fund, except that the funds generated by the sale of surplus real property of the City's old sewer plant (including personal property associated herewith) on West Belleview Avenue, which is hereby authorized, shall be transferred to the capital improvement fund. (Sec. 78; amd. Ord. 26, Series of 1983)			

Sec. 79. Additional Appropriations.

Appropriations in addition to those contained in the budget may be made to apply to the meeting of a public emergency caused by an act of God or public enemy, or some catastrophe, to satisfy an immediate public need when failure to do so would create a serious and substantial financial or other burden for the City, or to appropriate unanticipated revenues received by the City. If sufficient money is not available to meet the authorized excess expenditure, the Council may make a temporary loan through the issuance of registered warrants to provide for such excess expenditures. The total amount of such temporary loans shall not exceed the amount which can be raised by a two mill levy on the assessed valuation of the taxable property within the City. (Sec. 79; amd. Ord. 26, Series of 1983)	Is the figure for temporary loans and the amount of a 2-mill levy cap on assessed valuation still appropriate or should it be raised? Yes		

Sec. 80. Appropriations To Lapse.

Any annual appropriation or any portion thereof remaining unexpended and unencumbered at the close of the budget year shall lapse and revert to the general fund, or to a special fund, as the Council may direct, except that transfer of water, sewer or utility funds shall not be authorized except by approval of four-fifths of the Council present. (July 28, 1959)			

Sec. 81. Public Works Fund; Tax Levy For And Appropriations From Fund.

For the purpose of providing and accumulating funds for the construction of public buildings or additions thereto, or the acquisition of land for public purposes, or for permanent improvement of park, library or recreational facilities, the Council is authorized to create by ordinance a public works fund, setting forth in such ordinance the description and the location of the building or addition thereto, land or improvement, the estimated cost of the same, the annual tax levy required, and the number of years such a levy should be made, and fixing the time for a public hearing. If the amount needed does not require a tax levy for all such purposes in excess of two mills, the Council is authorized, after a public hearing, to make such a levy without putting the proposition to a vote of the registered electors. If a special levy in excess of two mills for all such purposes for any fiscal year is required, the Council may by ordinance submit to the registered electors the question of making such a special levy. The special election may be held on the same day as any other special or general election. In submitting the question to the voters, a ballot shall be printed giving the description and location of the proposed public building or addition thereto, lands or improvement, the estimated maximum amount to be expended for such a single purpose, and the maximum mill levy required for each specified year. The money derived from the special levy authorized shall be credited by the Finance Director to a special fund to be known as the public works fund. Such fund shall be used only for the public works authorized; however, the Council may by ordinance change the purpose for which the fund may be expended, after holding a public hearing; provided however, that if the fund originally was established by a vote of the registered electors, the recommended change must be submitted to a vote of the registered electors at a special or general election before such change can be made. Appropriations from the public works fund shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned. Any project shall be deemed to have been abandoned if five fiscal years elapse without any expenditure from the appropriation therefor. Any unappropriated balance in the public works fund shall be transferred by the Council for the payment of outstanding bonded indebtedness of the City. If no outstanding bonds exist, any unappropriated balance in the public works fund shall be transferred by the Council to the general fund. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)☐			

PART II. FINANCE DIRECTOR

Sec. 82. Appointment And Qualifications.

The Finance Director shall be appointed by the City Manager with approval of the Council. He or she shall have knowledge of municipal accounting and taxation, and shall have had experience in budgeting and financial control. The Finance Director and the City Clerk may be the same person. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 83. Powers And Duties.

The Finance Director, under jurisdiction of the City Manager, shall have charge of administration of the financial affairs of the City and to that end he or she shall have authority and shall be required to: A. Compile the expense estimates and capital estimates for the annual budgets; B. Disburse funds in a manner which will assure that budget appropriations are not exceeded and that payments are not illegally made; C. Examine and approve as correct all purchase contracts, orders and other documents by which the City incurs financial obligations, except petty cash transactions and field orders of limited amount, having previously ascertained that monies have been appropriated and allotted and will be available when the obligations become due and payable; and he or she shall audit, before payment, all bills, invoices, payrolls and other evidences of claim, demands or charges against the City; D. Maintain a general accounting system for the City and each of its offices, departments and agencies; E. Receive from the County Treasurer all funds due the City from taxes, special assessments and other items which are collected for the City by the County Treasurer. Collect such other taxes, special assessments, license fees, and other revenues of the City or for whose collection the City is responsible and receive all money receivable by the City from the State or Federal government, or from any court, or from any office, department or agency of the City, or any other agency, office or source which is not now in existence but which may, in the future, be created or provided for; F. Arrange for the preparation of tax maps and give such notice of taxes and special assessments as may be required; G. Have custody of all public funds belonging to or under the control of the City, or any office, department or agency of the City government, and deposit or invest all funds coming into his or her hands as shall be designated by resolution of the Council, subject to the requirements of law as to surety and payment of interest on deposits or investments. All interest shall be the property of the City and shall be accounted for and credited to the proper account; H. Have custody of all investments and invested funds of the City, or in possession of the City in a fiduciary capacity, and have the safekeeping of all bonds, notes and other evidences of indebtedness due the City and the receipt and delivery of City bonds and notes for transfer, registration or exchange; I. Compile periodic expense estimates as required by the City Manager; J. Submit to the Council, through the City Manager, a monthly report of all accounts or funds including trust and custodial funds, such report to show receipts and disbursements and remaining budget allotments sufficiently itemized in detail to show the exact financial condition of the City and make such report available for public inspection, and shall publish monthly all disbursements of five hundred dollars or over in a legal newspaper, listing the person, amount and purpose of each item;		Clean up publication requirements in sub-section J. Remove reference to legal newspaper.	Would be considered published under the first annual resolution of council noting where notices are to be posted and published, when required by our code or statute.

The Finance Director shall prepare a list of all employees and their respective annual gross salaries at the beginning of each year, which list shall be published in a legal newspaper and available for public inspection as listed in the following paragraph no later than January 15 of each year. In addition, the Finance Director shall submit to the Council, through the City Manager, a monthly report of all accounts or funds including trust and custodial funds, such report to show receipt and disbursements and remaining budget allotments sufficiently itemized in detail to show the exact condition of the City and make such report available for public inspection in the public library of the City, in the Office of the City Clerk, and in the Offices of the Finance Director of the City of Littleton; K. Prepare and make available for public inspection, by the end of the first quarter of each year, a complete annual financial statement and report of the City; L. Advise the Council, through the City Manager, of any financial irregularities in any department; M. Supervise all accounts, inventories and reconciliation of inventories. (Section 83; amd. Ord. 25, Series of 1979; Amended, Election of 11-3-2015)			

Sec. 84. Separate Utilities Account.

The accounts of each utility owned and operated by the City shall be kept separate and distinct from all other accounts of the City and in such manner as to show the true and complete financial result of such City ownership and operation including all assets, liabilities, revenues and expenses in accordance with a uniform classification of accounts and shall contain proportionate charges for all services performed by other departments for such utility, as well as proportionate credits for all services rendered. (July 28, 1959)			

Sec. 85. Responsibility For Funds.

All City funds, except petty cash, received by City employees shall be delivered to the Finance Director.			

Sec. 86. General Fund; Receipts And Expenditures.

There is hereby established a general fund which shall comprise all revenues of the City not specifically belonging to any other fund. All general functions of the City shall be financed by appropriations from the general fund. (July 28, 1959)			

Sec. 87. Special Funds.

Additional funds, which shall be known as special funds, may be created by ordinances that shall specify sources of receipts and purposes for which expenditures from the special fund shall be made. Special funds created by ordinance may be abolished by ordinance, subject to existing trusts, and the remaining assets may be transferred to other funds. The ordinances creating special funds may provide for annual, periodic or continuing appropriations from such funds. The ordinances providing for the issuance of revenue bonds may provide that they be issued in such form that principal and interest thereon may be payable out of special funds. Special funds derived from sources other than the proceeds of taxes may be used for making any public improvement. Fiscal and budgetary rules may exempt special funds from allotment procedure. All special funds shall be audited annually in accordance with the provisions of Sec. 33. (July 28, 1959)			

Sec. 88. Land Improvement Records.

The Finance Director shall institute and maintain a record, indexed by legal description, of all land and improvements in which the City has a record interest. Such record shall indicate the conveyance or other instrument by which the City acquired its interest and shall be referenced to the records in the Office of the County Recorder. (July 28, 1959; Amended, Election of 11-3-2015)			

PART III. BONDED INDEBTEDNESS

Sec. 89. General Obligation Bonds.

Indebtedness and obligations of the City shall be incurred and limited as provided in Article XI of the Constitution of the State of Colorado applicable to towns and cities except as otherwise provided in this Charter. The Council shall have power to issue general obligation bonds of the City for any public capital purpose upon majority vote of the registered electors of the City voting at any special or general election. However, water and/or sewer-extension and water and/or sewer improvement bonds may be issued without an election if the total of existing and proposed such bonds shall not exceed five percent of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. The total outstanding general obligation indebtedness of the City, other than for water and/or sewer bonds, shall not at any time exceed three and seven-tenths percent of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. Bonds of the City, other than water and/or sewer bonds, shall be payable in installments commencing not later than two years after the date of said bonds. Water and/or sewer bonds shall mature and be payable as provided by the ordinance authorizing the issuance of said bonds. (Amended, Election of 7-8-1986; Election of 11-5-1991)	Would it be better to tie the GO debt ceiling for the City to its economic capacity and revenue projections where there could be debt payments where there is a limited capacity to repay the debt if there are extenuating circumstances or significant and questionable project or obligations? Is there a debt service level and accompanying percentage of general revenue that should be looked at? Should a more complex and flexible formula be prepared and reviewed to make the appropriate determination about a balanced debt portfolio for the various enterprise funds with specific uses and repayment structures?	Recommendation that existing language is too prescriptive; recommend change (reference state limit?). Increase with staff/council direction. Recommend "plain language" ballot language and education.	

Sec. 90. Revenue Bonds.

The City may issue revenue bonds as now or hereafter provided by the statutes of the State of Colorado for municipalities of every class. (July 28, 1959)			

Sec. 91. Refunding Bonds.

The Council may authorize by ordinance, without an election, issuance of refunding bonds for the purpose of paying outstanding bonds of the City. (July 28, 1959)			

<u>Sec. 92. Special Or Local Improvement District Bonds - Issuance.</u>			
When all outstanding bonds have been paid in a public improvement district and any money remains to the credit of said district, it shall be transferred to a special surplus and deficiency fund. Whenever there is a deficiency in any improvement district to meet payment of outstanding bonds and interest due thereon, it shall be paid out of said fund. Whenever: A. A public improvement district has paid and canceled four-fifths of its outstanding bonds; and B. For any reason the remaining assessments are not paid in time to take up the final bonds of the district and interest due thereon; and C. There is not sufficient money in said special surplus and deficiency fund; then the City shall pay said bonds when due and interest due thereon and reimburse itself by collecting the unpaid assessments due said district. The provisions of this section shall not apply to any special improvement district created after January 1, 1999, unless the ordinance authorizing the issuance of the bonds provides that this section shall apply. (Amended, Election of 11-3-1998)	Does this conflict with state law? <i>Maybe - pending legal opinion</i>		
<u>Sec. 93. Same – Special Surplus And Deficiency Fund.</u>			
The City shall have power to construct or install special or local improvements of every character within designated districts in the City by: A. Order of the Council; or B. On a petition by the owners of more than fifty percent of the area of such territory who shall also comprise a majority of the landowners residing in the territory; subject, in either event, to protest by the owners of the frontage or area to be assessed. Right to protest and notice of public hearing shall be given as provided by the Council by ordinance. All protests shall be considered, but the Council shall have final decision. Such improvements shall confer special benefits to the real property within said district and general benefits to the City at large. The Council shall by ordinance prescribe the method of making such improvements, of assessing the cost thereof, and of issuing and paying bonds for costs of constructing or installing such improvements. (July 28, 1959)	How is this fixed by council? Does this need to be included in the Charter? Do we have any special districts formed before 1999? If not, recommend removal.	If no longer applies, or not required to be in the charter, recommend removal of this section.	
<u>Sec. 94. Bond Sales Limitations.</u>			
Unless Council determines by resolution that it can negotiate the sale of bonds consistent with the best interests of the City, the bonds shall be sold only after they have been advertised in a newspaper of general circulation in the State of Colorado or notices have been sent to at least five Colorado underwriters and at least five out of state municipal bond underwriters. The bonds shall be sold, after competitive bidding, to the highest and best bidder for cash, and to the best advantage of the City. Bonds may contain provisions for calling same at designated periods prior to the final due date. (Sec. 94; amd. Ord. 26, Series of 1983; Amended, Election of 11-3-2015)			

PART IV. PURCHASES AND SALES

Sec. 95. Purchases.

The City Manager shall be responsible for contracting for and purchasing all supplies, materials, equipment and service required by any department, office or agency of the City. The purchasing officer shall be the City Manager or such person as he or she may designate. It shall be cause for dismissal for any City employee to accept gratuities or gifts from a person or firm doing business with the City under this section. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 96. Powers And Duties.

It shall be the responsibility of the purchasing officer to purchase, receive, distribute and store supplies, materials and equipment required or used by departments and agencies of the City, including businesses and enterprises operated by the City. The purchasing officer shall have power and be required to establish and enforce specifications for supplies, materials and equipment; receive and inspect deliveries for quantity, quality and condition; and refuse delivery if the same fail to conform to specifications. (July 28, 1959)			

Sec. 97. Competitive Bidding.

City Council, by way of ordinance, and after a public hearing shall have the authority to establish competitive bidding thresholds. (Sec. 97; amd. Ord. 26, Series of 1983; Amended, Election of 11-3-2015; Amended, Election of 11-8-2022)			

Sec. 98. Local Purchases.

Whenever a product not subject to competitive bidding is available within the City and the price, specification, quantity, and quality are comparable with an outside supplier's product, the purchase shall be made from local sources. (July 28, 1959)			

Sec. 99. Property Identification.

Unless otherwise provided by ordinance, the purchasing officer shall require all nonexpendable City property to be marked with identification or number to prevent misuse thereof, and shall cause all automobiles, trucks and movable road and street machinery to be marked by conspicuous means with the term "City of Littleton". It shall be unlawful for any unauthorized person to have City property in his or her possession at any time; the use of City property for unauthorized private purposes is hereby prohibited. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 100. Capital Improvements.

City Council, by way of ordinance, shall have the authority to establish the limits and methods to award capital improvement projects. (Sec. 100; amd. Ord. 25, Series of 1979; Amended, Election of 11-8-2022)	Redundant w/103		

Sec. 101. Sales.

The purchasing officer shall advertise for bids to dispose of any surplus, junk or articles of value no longer of use to the City. If the bids are disadvantageous to the City, the purchasing officer may reject any or all bids. If no bids are received for said articles, he or she may dispose of them to the best advantage of the City. (July 28, 1959; Amended, Election of 11-3-2015)			

Sec. 102. Emergency Procurements.

In case of emergency affecting the public property, health, peace or safety, the Council may waive all provisions for competitive bidding and direct the purchasing officer to procure necessary supplies or services in the open market at not more than commercial prices. (July 28, 1959)			

Sec. 103. Contracts For Service.

City Council, by way of ordinance, shall have the authority to establish the limits, term limits, and methods to award capital improvement projects. (July 28, 1959; Amended, Election of 11-8-2022)	Redundant w/100	Removal of either Sec. 100 or Sec. 103	

ARTICLE XI. FIRE, POLICE AND HEALTH SERVICES

Sec. 104. Provision for Services.

The Council shall provide by ordinance fire, police and health services for the preservation of the rights of persons and for the preservation of public and private property, health, peace and safety. These functions shall include the enforcement of the laws of the State and the ordinances of the City, the prevention of crime and the apprehension of criminals. In a separate ordinance, the Council shall, for so long as it deems necessary, provide for the formation and operation of a volunteer fire department. Such ordinance shall clearly define the authorities, duties and responsibilities of the department; provided however, that such ordinance shall not in any manner restrict the authority of the City Manager over any paid employees or property of the City. (July 28, 1959)	Remove reference to volunteer fire department. Are health services referred to/included in agreement with SMFR?		Ballot Question 2P: <i>"Shall Section 104 of the Littleton City Charter be amended to delete the requirements that the City provide health services and a volunteer fire department?"</i> Failed 11/3/2015

ARTICLE XII. PARKS AND RECREATION

Sec. 105. Services Provided.

The Council may provide by ordinance for the planning, establishment and supervision of a community recreation program and for equipping and maintaining City owned or controlled parks, recreational areas and facilities, in and outside the City, which functions shall be under the direction of the City Manager. The City may cooperate with other public authorities, organizations or individuals in or outside the City to implement the operations of this program. (July 28, 1959)			

ARTICLE XIII. CITY OWNED UTILITIES

Sec. 106. Authority And Powers.

The City shall have and exercise with regard to City owned utilities, including water and water rights and the acquisition thereof and bonded indebtedness in connection therewith, all of the authority and powers provided by the statutes of the State of Colorado, including those hereinafter established by act of the legislature. In addition, the City shall have the power to exchange water rights owned by it for other water rights owned by other persons, associations, corporations, municipalities, or quasi-municipal bodies. No water rights or physical assets of the waterworks and distribution system or sewer plant and collection system shall be sold or otherwise disposed of without a vote of the registered electors of the City. The provisions of this section shall not apply to the sale or exchange of any equipment which may be worn out or useless, or which could with advantage to the service be replaced by new or improved machinery or equipment. The Council shall have the power to approve and authorize by resolution the entry into a contract or contracts with the Denver board of water commissioners under the terms of which water customers of Littleton shall receive water service from the Denver board of water commissioners, and Littleton shall sell, transfer, assign and convey to the Denver board of water commissioners its water rights, real estate, personal property, rights under contracts and other physical assets of the water utility. (Amended 1969; Election of 11-5-1991; Amended, Election of 11-3-2015)			

Sec. 107. Administration.

Except as otherwise provided by ordinance, the City Manager shall have administrative charge over the collection and distribution facilities of the water and sewer systems and all physical properties in connection therewith. Such duties shall consist of: Operating the municipal waterworks, sewer systems and other City owned utilities; Meter reading, billing and collecting of charges for water, sewer and other services; Keeping all records in connection with all such physical facilities; Designing and supervising construction, maintenance, repair and replacement of all such physical facilities; and Enforcing all rules and regulations in connection with such services. (July 28, 1959)			

Sec. 108. Rates.

The Council shall have the power and duty by ordinance to establish rates for connection fees and services provided by City owned utilities in and outside the City. (July 28, 1959)			

Sec. 109. Sale Of Water Or Water Services.

The Council shall have the power to enter into temporary contracts for sale of water or water services in and outside the City whenever it determines that the available water supply exceeds that necessary for the present needs of the inhabitants of the City. Said contracts for water and water services shall be for periods not exceeding one year and subject to the present and future needs and requirements of the City and its inhabitants. (July 28, 1959)			Recommend removing section from charter; no longer relevant. Ballot Question 2T: Shall Section 109 of the Littleton City Charter, concerning the sale of water or water services, be deleted in its entirety?" Failed 11/3/2015

Sec. 110. Sale Of Sewer Service.

The Council shall have the power to enter into temporary contracts for sale of sewer services in and outside the City. Contracts for sewer services shall be subject to periodic renegotiation upon terms and conditions that assure the capacity of the sewage treatment plant for the use of the inhabitants of the City. (July 28, 1959)			

ARTICLE XIV. FRANCHISES AND PUBLIC UTILITIES

Sec. 111. Generally.

The term "public utility" or "public utility corporation" in this Charter shall mean any person, firm or corporation operating gas or electric light systems, telephone, telegraph or other communication systems, pay television systems, water, sewer or heating systems or transportation systems, serving or supplying the public. The term shall not include: Any person, firm or corporation owning or operating side tracks or switches for the accommodation of manufacturing plants and business houses; Private telephone lines; and Municipally owned utilities. (July 28, 1959)		Move definitions to Article I. Sec. 7 “Defiitions”.	

Sec. 112. Present Franchise.

All franchise ordinances of the City in effect at the time this Charter is adopted shall remain in full force and effect according to the terms of said franchise ordinances until the expiration dates provided therein. (July 28, 1959)			

Sec. 113. Franchises Granted By Ordinance.

No franchise shall be granted except by ordinance. No exclusive franchise shall ever be granted. (Amended 1987)			

Sec. 113. Franchises Granted By Ordinance.

No franchise shall be granted except by ordinance. No exclusive franchise shall ever be granted. (Amended 1987)			

Sec. 114 Book Of Record.

The Council shall cause to be kept in the Office of the City Clerk an indexed franchise record containing copies of all public utility franchises heretofore or hereafter granted. The index shall give the name of the grantee and any assignees. The record shall be a complete history, which shall be open to the public, of all such franchises and shall include a comprehensive and convenient reference to all legal actions affecting the same, and copies of all annual and inspection reports and such other matters of information and public interest as the Council may require. (July 28, 1959)			

Sec. 115. Term; Compensation; Restrictions.

No franchise shall be granted for a period longer than twenty-five years. No franchise shall be granted without reserving to the City such fair fee arising from the use thereof as shall be fixed in the grant of said franchise. This compensation shall not exempt the grantee or his or her assignees from any lawful assessment upon his or her property or from any other tax not related to the franchise privilege or pertaining to the physical operation thereof, but shall exempt the grantee or his or her assignees from any occupancy tax, license tax, or similar tax on the privilege of doing business or in connection with the physical operation thereof as shall be fixed in the grant of any franchise. The franchise fee established by ordinance shall be paid as provided and be subject to mutual periodic renegotiation. Failure to pay such fee shall result in forfeiture of franchise at the option of the Council.	How many franchises does the city currently have?		

Sec. 116. Railroad Tracks And Crossings.

Subject to arbitration, the Council may require, by ordinance and by fair apportionment of the cost, any railroad or other transportation system to raise or lower any of its right of way or tracks running over, under, along or across any public thoroughfare, and to construct and maintain all street crossings, bridges, viaducts or other conveniences in good condition with proper approaches and safety devices. (July 28, 1959)			Recommend removing section from charter; no longer relevant. Ballot Question 2R: "Shall Sections 116 and 117 of the Littleton City Charter, concerning railroad tracks, crossings and switches along or across public thoroughfares, be deleted in their entirety?" Failed 11/3/2015

Sec. 117. Revocable Licenses.

A. The Council by ordinance may grant a license, revocable for cause, to lay side tracks and switches along or across any public thoroughfare when the application therefor is accompanied by the assent in writing of the owners of two-thirds of the frontage on each side of the public thoroughfare or part thereof. B. The Council may grant permits for the temporary use or occupation of any street, alley or public place. Such permits are revocable by the Council whether the right is expressly reserved in the permit or not.			

Sec. 118. Revocable Permits.

The Council may grant permits for the temporary use or occupation of any street, alley or public place. Such permits are revocable by the Council whether the right is expressly reserved in the permit or not.			

Sec. 119. Extension Of Territory.

The Council may by ordinance extend the area or include streets, alleys, public places and property, not embraced in such franchise, when public convenience and necessity require, subject to all of the terms and conditions of such original franchise and coextensive with the terms thereof, without a vote of the registered electors. (Amended, Election of 11-5-1991)			

Sec. 120. Condemnation Of Purchase.

The right of the City to construct, purchase or condemn any public utility, work or way as provided by the Constitution of the State of Colorado and applicable State Statutes, is expressly reserved. (July 28, 1959)			

Sec. 121. Assignment.

Assignment or leasing of a franchise shall be considered a forfeiture unless application therefor is made to the City and consent given by the Council by ordinance with such change of conditions or terms as it deems necessary. The Council reserves the right to deny any assignment or leasing of franchise. (July 28, 1959)			

ARTICLE XV. COMMITTEES

Sec. 124. Charter Review Committee			
The Council shall periodically appoint a Charter Review Committee for the purpose of performing a comprehensive review of the Charter, making recommendations to the Council for amendments, deletions or other changes to the Charter and submitting such recommendations in writing to the Council. The committee shall consist of at least fourteen registered electors of the City, or such greater number as the Council deems appropriate. (Election of 11-3-2015)		Replace periodically w/not to exceed 10 years.	

ARTICLE XVI. TRANSITIONAL PROVISIONS			

(Amended, Election of 11-5-1991)			Change from “Amended” to “Repealed” for accuracy. Scrivener’s error

CHARTER REVIEW COMMITTEE RECOMMENDATIONS

Jose Briones, CRC Chair
Colleen L. Norton, City Clerk
Reid Betzing, City Attorney
Mike Gent, Deputy City Manager

APRIL 14, 2026



LITTLETON, CO – CHARTER

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CHARTER REVIEW COMMITTEE (CRC) OVERVIEW

In April of 2025, Council passed Resolution 39-2025 directing a CRC be formed to conduct a comprehensive overview of the City's Charter.

This 14-member council-appointed committee met seven times between August 2025 and March 2026, reviewing all sections of the Charter, narrowing recommendations as noted in the agenda item attachment, with the top 11 included in this presentation.

CRC REVIEW PROCESS

- First four meetings of CRC: All sections reviewed and discussed.
- Meetings five and six: Recap of all sections reviewed and initial sections to be recommended to council
- All members provided a recap of section discussions and asked to submit top 10 for further discussion and recommendation.
- Top 10 compiled and discussed at the last meeting of the CRC.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 8. Amending the Charter.

Charter language: Amendments to this Charter may be framed and submitted to the registered electors through petitioning the Council, or framed and submitted to the registered electors by Council on its own initiative, in accordance with the provisions of Article XX of the Constitution of the State of Colorado. Nothing herein contained shall be construed to prevent the submission to the people of more than one Charter amendment at any one election. (Amended, Election of 11-5-1991)

Recommendation: Create equity between the effort/ability to amend the City's Charter with that required to submit a successful initiative or referendum petition by raising the threshold for number of signatures required and/or requiring a super-majority vote or other percentage vote for passage of any Charter Amendment referred to the electorate.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 23. Qualifications of Council.

Charter language: No person shall be eligible for the office of Council member unless at the time of his or her election he or she is a citizen of the United States, at least twenty-one years of age, and shall have been for one year immediately preceding such election a qualified elector of the City. Council members elected by districts shall also be residents and qualified electors of their districts. No elected City official shall hold any other elective public office nor shall he or she be a paid employee of the City or any other municipality.

Recommendation: While no direct recommendation was made for this section, questions were posed regarding whether the minimum age of candidates should be changed and whether there was a need to be more prescriptive in who would not qualify related to municipal employees, i.e., should this extend to *all* paid employees and should county/state/federal employees be excluded as well.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 27. Council Meetings; Open and Executive Sessions. (Specific to 27.2)

Charter language: To confer with an attorney regarding a legal action already filed in a court of law. The case name and number shall be cited for the public record. Any final settlement or final agreement shall be decided by a majority vote in a regular meeting of the Council.

Recommendation: Replace with “Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators” or something similar thereby allowing the City Attorney to discuss *all* potential legal action, regardless of whether action has been filed.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 34. Procedures. (related to Recall)

Charter language: Any elected officer may be removed from office by the registered electors of the City after he or she has held office for one year. The procedure shall be as follows: One or more registered electors shall file with the City Clerk an affidavit of not more than three hundred words stating the reasons for the recall of the officer sought to be removed. The City Clerk shall, within forty-eight hours after the filing of said affidavit, mail a copy by registered mail to the officer sought to be recalled, who may file with the City Clerk a sworn statement in defense of the charges made against him or her. After the affidavit has been filed, a petition may be circulated and when signed by at least twenty-five percent of the registered voters in the last general municipal election in the area which he or she represents, it is to be filed with the City Clerk, who shall set a date for a recall election to be held within ninety days unless a general or special election will be held within one hundred and twenty days following the filing of the petition. The elected officer to be recalled may either resign or file with the City Clerk a notice of his or her intention to be a candidate in the recall election. Other candidates for the office held by the elected officer to be recalled will make their intentions known in the manner prescribed in this Charter. The candidate receiving the highest number of votes in the election shall be declared holder of the office in question. If the successful candidate is the elected officer whose recall is requested, he or she shall continue in office until the expiration of his or her term. If the successful candidate is someone other than the recalled officer, he or she shall fill out the unexpired term of the recalled officer. (Amended, Election of 11-5-1991; Amended, Election of 11-3-2015)

Recommendation: Add number of days (60) to circulate the recall petition.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 36. Ordinances, Resolutions, and Motions.

Charter language: The Council shall act only by ordinance, resolution or motion. All legislative enactments must be in the form of ordinances; all other procedures may be in the form of resolutions or motions. All ordinances and resolutions shall be confined to one subject, except in the case of repealing ordinances. Ordinances making appropriations shall be confined to the subject of appropriations. (July 28, 1959; Amended, Election of 11-3-2015)

Recommendation: Add definitions for all three to Sec. 7. Definitions.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 45. Initiative.

Charter language: Any proposed ordinance may be submitted to the Council by a petition signed by registered electors of the City equal in number to the percentage hereinafter required. (Amended, Election of 11-5-1991)

Recommendation: Refer to statute, or city code, regarding signature numbers.

Citizen-Initiated Ballot Question (2023): "Shall Section 45. Initiative of the Littleton City Charter be repealed and reenacted as Section 45. Initiative and Referendum, to require the adoption of Colorado Revised Statutes §31-11-103 through 118 and future modifications thereof, excepting 31-11-105(1) as related to municipal initiatives, referenda and referred measures, and repealing Sections 46 and 47, in order to provide consistency with state law, including setting the percentage of signatures required for a citizen initiative and referendum at 5% and requiring the city to follow the timeframes required by statute for the timing of elections?" Failed 3/7/2023

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 46. Submissions. (related to Initiative and Referendum)

Charter language: If the petition accompanying the proposed ordinance is signed by at least fifteen percent of the number of registered electors registered to vote in the last general municipal election, and requests that such proposed ordinance be submitted to the vote of the people, the Council shall either pass said ordinance (subject to the referendum) without alteration of meaning or intent within thirty days after the petition is filed or call a special municipal election, unless a general or special municipal election is to occur within one hundred and twenty days thereafter. At such special or general municipal election the Council shall submit said proposed ordinance without alteration of meaning or intent to a vote of the registered electors of the City. If the petition is signed by at least five percent of the number of registered electors registered to vote in the last general municipal election, and is filed with the City Clerk at least ninety days before any general municipal election, the Council shall pass said proposed ordinance without alteration of meaning or intent within thirty days, or shall submit same to a vote of the registered electors at the next general municipal election. An initiated ordinance shall be published in the same manner as other proposed ordinances. The ballot upon which such proposed ordinance is submitted shall state briefly its nature and shall contain the words "For the Ordinance" and "Against the Ordinance". If a majority of the registered electors voting thereon shall vote in favor thereof the same shall immediately, without further publication, become an ordinance of the City. Any number of proposed ordinances may be submitted at the same election. Not more than one special election under this article shall be held in any twelve months. (Amended, Election of 11-5-1991; Election of 11-4-1997)

Recommendation: Broad discussion related to Sec. 45-47. Direction for less prescriptive language in the Charter, moving procedures to the Municipal Code.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 47. Referendum

Charter language: The referendum shall apply to all ordinances passed by the Council, except ordinances making the tax levy, the annual appropriation ordinance or the ordering of improvements initiated by petition and to be paid for by special assessments. If within thirty days after publication following the final passage of an ordinance to which the referendum is applicable, a petition, signed by registered electors equal in number to at least ten percent of the number registered to vote in the last general municipal election is presented to the Council, protesting any ordinance going into effect, it shall thereupon be suspended, and the Council shall reconsider such ordinance. If the ordinance is not entirely repealed, the Council shall submit it to a vote of the registered electors of the City, as provided in the initiative, at the next general municipal election or at a special election called therefor. Such ordinance shall then go into effect without further publication if a majority of the registered electors voting thereon vote in favor of it. The Council, on its own motion, shall have the power to submit any proposed ordinance to a vote of the people at a general or special election as provided in this Charter. If provisions of two or more proposed ordinances adopted or approved at the same election conflict, the ordinance receiving the highest affirmative vote shall become effective. (Amended, Election of 11-5-1991)

Recommendation: Broad discussion related to Sec. 45-47. Direction for less prescriptive language in the Charter, moving procedures to the Municipal Code.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 65.5. Preservation of Neighborhood Land Use Restrictions.

Charter language: To preserve single-family residential land use and ensure that current and future owners of property in certain residential zoning districts may rely on restrictions on land uses that protect their properties. Accordingly, land uses of properties presently permitted under the Littleton Unified Land Use Code (ULUC) within zoning districts Small Lot Residential (SLR), Medium Lot Residential (MLR), Large Lot Residential (LLR), and Acreage Residential (ACR) are limited to uses specified therein as of January 1, 2025. Furthermore, any action by council to initiate any comprehensive rezoning and official zoning map amendments, including text changes, shall first require notification to all affected property owners by first class mail delivered by the United States Postal Service. Nothing herein shall prohibit or prevent a property owner from seeking rezoning of the owner's property. (Added Election of 11-04-2025)

Recommendation: Change effective date so as not to cause conflict with ADU ordinance. Change class of mail from first class to ?

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 70. Submission of the Budget.

Charter language: Not later than September fifteenth of each year, the City Manager shall submit to the Council:

A. An annual or current expense budget of all City funds, hereafter referred to as the "budget", which shall be a complete financial plan for the ensuing fiscal year, consisting of the budget proper and the budget message.

B. A capital budget. (July 28, 1959; Amended, Election of 11-3-2015)

Recommendation: Budget should be adopted prior to seating of new council. Remove reference to 9/15 and replace with a range of dates.

TOP 11 CHARTER SECTIONS RECOMMENDED FOR AMENDMENT

- Sec. 89. General Obligation Bonds.

Charter language: Indebtedness and obligations of the City shall be incurred and limited as provided in Article XI of the Constitution of the State of Colorado applicable to towns and cities except as otherwise provided in this Charter. The Council shall have power to issue general obligation bonds of the City for any public capital purpose upon majority vote of the registered electors of the City voting at any special or general election. However, water and/or sewer-extension and water and/or sewer improvement bonds may be issued without an election if the total of existing and proposed such bonds shall not exceed five percent of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. The total outstanding general obligation indebtedness of the City, other than for water and/or sewer bonds, shall not at any time exceed three and seven-tenths percent of the assessed valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. Bonds of the City, other than water and/or sewer bonds, shall be payable in installments commencing not later than two years after the date of said bonds. Water and/or sewer bonds shall mature and be payable as provided by the ordinance authorizing the issuance of said bonds. (Amended, Election of 7-8-1986; Election of 11-5-1991)

Recommendation: Existing language is too prescriptive. Committee suggested referencing state statutory limit/not to exceed. Increase with staff/council direction. Use "plain language" language for ballot and provide adequate outreach and education.



Questions