City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Meeting Agenda - Final

City Council

Tuesday, September 8, 2026 | **6:30 PM** | **Council Chamber**

Study Session

1. Study Session Topics

a) ID# 26-171 Transportation & Mobility Board - Joint Study Session

Attachments: 1. TMB Memo to City Council_Sept. 2026
2. Presentation_TMB

Scheduled time: 45 minutes

b) ID# 26-172 Safer Streets Update

Attachments: 1. Presentation_Safer Streets Update

Scheduled time: 45 minutes

c) ID# 26-129 Economic Development Incentive Strategies

Attachments: 1. Economic Partnership Incentive Policy - Proposed Update_Draft
2. Presentation_Economic Development Strategies

Scheduled time: 60 minutes

2. Updates

a) Council Members

b) Mayor

c) City Manager

d) City Attorney

3. Adjournment

The public is invited to attend all regular meetings or study sessions of the city council or any city board, commission, or committee. Please call 303-795-3780 at least 48 hours prior to the meeting if you believe you will need special assistance or any reasonable accommodation in order to attend, or participate in, any such meeting. For any additional information concerning city meetings, please call the city clerk's office at the above referenced number.

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

File #: ID# 26-171, **Version:** 1

Agenda Date: 09/08/2026

Subject:
Transportation & Mobility Board - Joint Study Session

From:	James L. Becklenberg, City Manager
Prepared by:	Shane Roberts, Senior Transportation Planner Kenna Davis, Senior Transportation Planner
Presentations:	Brent Soderlin, Director of Public Works & Utilities Shane Roberts, Senior Transportation Planner Kenna Davis, Senior Transportation Planner

PURPOSE:
Board members from the Transportation & Mobility Board (TMB) will provide a presentation regarding the board's advised direction for how the city builds out sidewalk and walking infrastructure, provides localized transit service, and funding for both programs.

LONG-TERM OUTCOME(S) SERVED:
Safe Community; Sustainable Community with Natural Beauty; Robust and Resilient Economy; Vibrant Community with Rich Culture; High-Quality Governance

DISCUSSION:
The TMB has identified seven priority areas to focus their work on for 2026, including:
1. Transportation Master Plan
2. Public Engagement
3. Front Range Passenger Rail
4. Project Downtown / Blueprint Blvd
5. Sidewalks
6. Transit
7. Funding

The Joint-Study Session with City Council will focus specifically on sidewalks, transit and funding. Through public comment at TMB meetings, community engagement, presentations, and discussions with staff, TMB members identified the need to further study implementation options for building out the sidewalk network citywide and provide more localized transit service through a circulator route. TMB will present these ideas to City Council:
- Neighborhood Connector Trail System: a quick-build solution for shared use paths within existing right-of-way and pavement width that could accommodate non-motorized traffic.
- Circulator Transit System: replace the existing Omnibus service with both the recommended microtransit service proposed through the ArapaGO Transit Connections Study and pilot a circulator bus

in core areas.
- Funding: identify sustainable, dedicated funding for these programs.

Note that these recommendations will require more formal study and development of project plans in order to move forward with implementation.

BACKGROUND:
The Transportation and Mobility Board (TMB) was established by City Council ordinance in December 2018 and held its first meeting in April 2019. The seven-member advisory board provides recommendations to City Council on transportation, mobility, and multimodal issues affecting Littleton and the region.

The board's charter directs TMB to advise City Council on transportation planning, bicycle and pedestrian infrastructure, transit, accessibility, capital improvement programs, transportation funding, and public engagement. Its responsibilities also include reviewing how the city develops, finances, and implements its transportation system and identifying strategies to address future transportation needs.

The TMB has held one other joint study session with City Council in August of 2024. That study session focused on the TMB's recommendations regarding a Vision Zero program in Littleton.

<u>Prior Actions or Discussions</u>
The TMB previous recommendation to City Council was to focus on creating a future with zero traffic deaths or serious injuries but also recommended that there was a dedicated focus on neighborhood streets that tend to get overlooked in Vision Zero programs because of the relatively low number of traffic crashes.

FISCAL IMPACTS:
There are no immediate fiscal impacts associated with this discussion. City Council direction toward TMB's presentation will inform the Transportation Master Plan Update, where project and program costs will be developed and incorporated into future planning and budgeting.

STAFF RECOMMENDATION:
This presentation is intended to serve as a policy discussion regarding the TMB's recommendations to City council.

ALTERNATIVES:
N/A

To: Littleton City Council

From: Littleton Transportation and Mobility Board

Date: September 8, 2026

Subject: 2nd Yearly Memo to Council 2026: Transportation and Mobility Priorities

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Dear Mayor and Members of the City Council,

On behalf of the Transportation and Mobility Board (TMB), we write to bring forward three specific recommendations for Council action: a system of sidewalk solutions, a circulator/public transit system, and funding for these important subjects. This memo will serve as the basis for a comprehensive presentation to City Council at the September Study Session, where we will walk through these recommendations in detail and address any questions.

Recommendations for Council Action

1. Sidewalks

a. Neighborhood Connector Trail System

The City has identified the streets that serve as neighborhood connectors and those that are planned for this purpose. The Board recommends that the City move forward with dedicating a non-motorized path (commonly known as a multi-use or shared-use path) on these designated connector streets to serve both bicyclists and pedestrians.

Let's use this to help evolve the conversation from pilot project, to quick build, to permanent projects. Specifically, we recommend the path(s):

- Be located on one side of the street, carrying non-motorized traffic;
- Have a width of at least ten feet (10') or equivalent to the width of the motorized lanes;
- Be physically protected from vehicle traffic.

Branding matters. Littleton is known and loved for its miles and miles of trails, and this network should be branded and understood as an extension of that trail system, not a separate project. It should visually connect where people live to our existing trails, and connect those trails to the places people want to be: downtown, our unique events, and our library. Littleton Complete Streets is a city goal to see all streets meet this new vision. Having a fully functional trail and sidewalk system will be a major step in pursuit of this goal.

This is a major concern for our citizens, and the Board recommends that City Council commit to an incremental approach: near-term safety improvements that begin now and mature, over time and with real-world feedback, into each corridor's final permanent design. These projects should be identified on the City's Capital Improvement Plan (CIP) schedule, with a clear accountability timeline showing how each incremental advance in safety is expected to reach permanent completion.

b. A system of implementation of projects

This approach should follow one consistent philosophy: make incremental advances in safety now, and let each one mature toward its final, permanent form. This system would begin with pilot projects that deliver those incremental gains, evolve into quick-build projects as they are proven out, and ultimately enable effective permanent construction. Staff should be encouraged to try novel designs and materials, starting in the most critical locations still awaiting a permanent solution, with priority guided by community input on where residents need it most. Every project should also be identified on the City's Capital Improvement Plan (CIP) schedule, with a clear accountability timeline showing when its incremental advances are expected to reach permanent completion.

2. Transit

a. Pilot a Circulator/Public Transit System

We continue to hear from residents, and particularly from elderly, disabled, and vulnerable residents, that reliable transportation to commerce and appointments is a significant need. These citizens currently rely on a system that is either highly expensive, reliant on individuals and family, or limited public transit that is constrained in schedule. The City's current Omnibus service is difficult to use, is costly to operate, and is only able to serve very few citizens.

The Board recommends the City test a fixed-route circulator transit system using this same incremental, low-cost approach: deploying the service quickly, collecting ridership and usage data, expanding service where warranted, and using that data to shape a permanent solution. There are some regional solutions that have shown promise, such as the ArapaGO Transit Connections Study, which is looking to help with a fair bit of middle mile and last mile cross-community transit. ArapaGO is currently exploring an on-demand approach to the need for public transit. The Board would also desire to see novel approaches, such as partnerships with local organizations to serve needs such as school events, festivals, and even peak-demand service to areas like downtown Littleton. Another goal the Board desires to see specifically addressed with the mass transit option is how service to vulnerable populations will be accomplished.

This service should also be uniquely Littleton: bold, clearly branded, and unmistakably communicated as free and open to everyone in our community. While participating in a regional solution is preferred, a system should be solely owned by Littleton, as this will allow the city flexibility to continue service in the event that the regional solution is removed. If a permanent solution that spans our neighbors is feasible and effective, it should also be pursued, as these systems are very robust to erratic events. The Board notes that the City's prior "Shopping Cart" circulator struggled in large part because so few residents knew it existed. Visibility and identity cannot be an afterthought; they need to be designed in from the start, not added later. This system will also enable local businesses to benefit, and there should be an option for those businesses to contribute to this system as well. This system should also be flexible in being able to serve other needs of the City's citizens.

3. Funding

As these two main issues are brought forward, they should be completed and implemented. This will require funding to be allocated and yearly budgets adjusted, in order to make greater progress against large deficiencies in the city's infrastructure. Currently, the City's sidewalk program has only $100,000 allocated to it, and this is not effective at addressing the infrastructure deficiency currently in the city. There should be a dedicated fund to enable pilot project and quick-build solutions to quickly address current city infrastructure challenges. A sidewalk funding option, such as a fee or similar mechanism dedicated strictly to sidewalks, should be explored. Incidental funding and trusts can also be an option. Many other similar communities have also utilized a co-pay program to help encourage residents to upgrade their portions of sidewalks ahead of a typical replacement schedule. The public transit issue currently does not exist outside of regional solutions. The Board recommends that the city make a commitment and financial obligation on a yearly budget to support this community requirement. Novel funding solutions should also be used, and key programs should be given unique branding. Some suggestions include Strictly for Sidewalks, Trails and Trolleys, and Transport Littleton. There are also several current-day funding possibilities that are not currently addressed, or that rely on regional and state definitions. These can be items such as private citizen funding of projects, voluntary crowd-funding, and possibly exploring alternate payment mechanisms. Community involvement and recognition have also been very successful in other communities.

In Conclusion

In conclusion, we recommend to the City Council:

- Adopt, as policy, a commitment to address identified pedestrian, bicycle, and transit safety needs quickly through pilot projects, quick-build solutions, and eventually permanent projects;
- Prioritize pilot project and quick-build solutions to address current community infrastructure challenges first, and require that long-term capital projects be presented in the CIP forecast to address these issues;
- Direct staff to begin scoping quick-build implementation of the neighborhood connector trail system, including a Littleton-specific branding and design approach, with the underlying policy brought to the Council for a formal vote;
- Direct staff to begin scoping a circulator transit pilot project.

As your advisory board, we stand ready to support this effort through community outreach, technical review, and continued policy guidance.

Thank you for your attention to this important work and for your continued support of a more connected, accessible, and forward-thinking Littleton.

Sincerely,

Derrik Mills
Chair, Transportation and Mobility Board
City of Littleton

Josh Stewart
Vice Chair, Transportation and Mobility Board
City of Littleton

JOINT STUDY SESSION • SEPTEMBER 2026

Sidewalks, Transit, and How We Pay for Them

A follow up to the Board's memo to Council

The Board

Seven residents, appointed and volunteering.

Derrik Mills
Chair

Josh Stewart
Vice Chair

Andrew Allan

David Evans

Kelly Honecker

Katie McReynolds

Maureen Whalen

Seven Priority Areas

The Board is working all seven. Today we go deep on three.

1
Transportation Master Plan
Scope finalized, RFP moving

2
Public Engagement
Events, Elati Corridor Study, festivals

3
Front Range Passenger Rail
Board recommendation delivered

4
Project Downtown / Blueprint Blvd
Ongoing coordination

5
Sidewalks
On today's agenda

6
Transit
On today's agenda

7
Funding
On today's agenda

Shaded areas are the subject of this session. The other four are progress items only.

Sidewalks: Bridging the Gap

This is not a maintenance backlog. The network was never built to connect.

- Residents cannot get from where they live to the trail system, downtown, the library, or events without walking in the street
- Gaps concentrate where the street is widest and fastest, which is exactly where the risk is highest
- The network reflects an older Littleton, not the city that residents describe in engagement
- Full reconstruction of every deficient segment is a multi-decade, high-cost proposition

The trap

Every deficient corridor waits for a full rebuild. A full rebuild waits for capital funding. Capital funding waits for a plan.

Nothing gets safer while we wait.

To Be Clear: We Are Not Rebuilding Every Sidewalk

The proposal is a connector network of shared use paths, not a citywide sidewalk reconstruction.

Not this

Rebuild sidewalks on both sides of every deficient street

- Full reconstruction, curb, gutter, and drainage
- Capital budget scale, one corridor at a time
- Measured in decades

This

One continuous shared use path on designated connector streets

- A non motorized lane or path, one side of the street
- Streets already identified as connectors, plus those planned for it
- Can begin inside the existing right of way

Sidewalks: The Standard for a Connector

Three requirements, recommended by the Board for designated connector streets.

A

One side, continuous

A single uninterrupted path carrying non motorized traffic, rather than partial sidewalks on both sides

B

Ten feet or wider

At least ten feet, or as wide as the adjacent motorized travel lane

C

Physically protected

Separated from vehicle traffic by something real, not by paint alone

Brand it as an extension of our trails.

Littleton loves its trail system. A connector network is that system reaching the places people live, and reaching out to downtown, the library, and our events.

How We Build: Incremental Advances

One philosophy. Make gains in safety and convenience now and let each one mature toward its permanent form.

1

Pilot

A low-cost trial that delivers a real gain in safety and convenience, installed in weeks

2

Quick Build

Proven gains built out in durable interim materials while the permanent design is engineered

3

Permanent

Full construction of what the earlier stages already demonstrated works

Every project appears on the City's Capital Improvement Plan schedule, with an accountability timeline showing when its incremental advances are expected to reach permanent completion.

Priority guided by community input on where residents need it most.

Transit: What Residents Have Today

For a resident who cannot drive, these are the current options.

Omnibus Service

Difficult to use and expensive for the City to maintain. Only available to elderly and disabled

Pay for a ride

Reliable and immediate, and personally expensive

Existing public transit

Constrained in schedule and coverage, and able to serve very few residents

Our elderly, disabled, and vulnerable residents are the ones with the fewest options, and the most at stake.

Regional service is being scaled back. Waiting for a regional fix is a decision to leave these residents where they are.

Transit: It Has To Be Unmistakably Littleton

We have run this experiment before, and we learned something from it.

The lesson of the Shopping Cart

Littleton has already run a circulator service. It failed, and it did not fail because residents did not need it. It failed because its existence was almost a secret.

A service nobody can identify is a service nobody rides.

What that means for the next one

- Big, bold, and visible enough that residents recognize it without being told
- Obviously open to anyone
- Financially sustainable
- Clearly a part of Littleton, the way our trails are

Transit: Start Local, Stay Flexible

A circulator Littleton owns, designed from day one to adapt as the region changes.

- Local ownership means the service cannot be reduced or eliminated by a decision made outside Littleton
- A city circulator is the right first step, built with the same incremental approach as the connector network
- Built on local riders, local partners, and local buy in
- Designed to flex: if regional service shrinks further, the local system absorbs the gap rather than starting over
- Designed to serve trips and riders the old system never served, not just to duplicate a bus route

On the region

A permanent regional solution is still worth pursuing, and regional systems are more robust to disruption.

The ArapaGO Transit Connections Study is currently underway, exploring an on-demand microtransit.

Localized transit service should complement the region rather than wait on it.

Funding: Where We Are Today

Two numbers that explain why nothing moves.

$100,000

dedicated to sidewalks per year

Recent projects consumed that budget on critical fixes alone, which is the correct use of funds and also the reason the network does not grow.

$175,000

for Omnibus contract with Via Mobility Services

Current third-party system is expensive and serves very few of our residents

Several of our regional neighbors fund this work through a dedicated fee or tax.

Funding: What the Board Recommends

A dedicated source, a yearly commitment, and supplements that build support.

1	**A dedicated fund for incremental projects**	A recurring source specifically for pilot and quick build work, so safety gains do not compete with capital projects for the same dollars
2	**A yearly budget commitment**	An annual figure the city commits to, so the connector network and the circulator can be planned across years instead of budget to budget
3	**Supplemental sources**	Cost share programs, crowdfunding for neighborhood scale projects, and private or philanthropic contributions. These extend a dedicated fund, they should not be relied upon to replace a dedicated fund.

OUR ASK OF COUNCIL

1

Commit to incremental advances

Direct staff to deliver safety and convenience improvements through pilot projects, quick build solutions, and eventually permanent projects, with long term capital work presented in the CIP forecast

2

Bring the connector system to a vote

Direct that a neighborhood connector trail system, branded as an extension of Littleton's trail system, built as shared use paths on designated streets, be brought to Council at a policy level

3

Scope a local circulator

Direct staff to begin scoping a circulator transit pilot that Littleton owns

4

Fund it

Establish a dedicated, recurring source for this work and commit to a yearly figure in the budget

Thank you. We are glad to take questions on these or on any of the Board's other priority areas.

Littleton

City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Staff Communication

File #: ID# 26-172, **Version:** 1

Agenda Date: 09/08/2026

Subject:
Safer Streets Update

From:	James L. Becklenberg, City Manager
Prepared by:	Brent Soderlin, Director of Public Works & Utilities
	Kenna Davis, Senior Transportation Planner
Presentations:	Aaron Heumann, Transportation Engineering Manager
	Kenna Davis, Senior Transportation Planner
	Kyle Morris, Transportation Engineer
	Emily Kleinfelter, Senior Transportation Planner

PURPOSE:
This presentation will provide an update of the Safer Streets Littleton program and discuss the progress of 2026 actions.

LONG-TERM OUTCOME(S) SERVED:
Safe Community

DISCUSSION:
Safer Streets Littleton is how the city approaches safety systemically while implementing tangible actions. The program is led by the City's Transportation Team, which works collaboratively with other city departments, including the City Manager's Office, Community Development, Communications, the Littleton Police Department, and other disciplines in Public Works, to ensure a holistic approach to street safety. The program is guided by the following focus areas: Resources and Collaboration, Culture Change, Data-Driven Decision-Making, and People-First Streets. The purpose of this agenda item is to provide an update on the 2026 program work tasks, including:

- Resources and Collaboration: Implementation of the Strategic Plan, publication of the 2025 Report Card, integration into the City's project-management system, expanded communications, continued partnerships, and management of the 2026 program budget.
- Culture Change: Eleven free Learn to Ride and bicycle-safety classes, e-bike safety programming, Bike to Work Day, and Move to School Day activities.
- Data-Driven Decision-Making: Development of a standardized data-collection protocol, analysis of 2021-2025 crash data, development of reporting tools, and continued administration of the Neighborhood Traffic Calming Program. The program has received 436 requests, representing 166 eligible locations.
- People-First Streets: An 11-location traffic-calming pilot package, completion of the second phase of Euclid Avenue reconstruction, expansion of protected bicycle facilities, coordination with pavement and water-resources projects, and advancement of the Elati Street Corridor Study.

- 2027 Work Plan: Staff will also present the proposed 2027 work plan and explain how Safer Streets Littleton will transition into the Transportation Master Plan update.

BACKGROUND:
Safer Streets Littleton started in 2024 as a response to both a community tragedy and growing resident desire for mobility choice. The program focuses on increasing neighborhood safety and mobility, informed by both resident engagement and data analysis. Safer Streets Littleton takes a multifaceted approach to advancing safety through citywide planning, improvement installations, focused corridor studies, and education & outreach.

Throughout Safer Streets Littleton's first year, the program was refined and expanded to meet the needs of the community. This included the continuation of infrastructure projects, expanded communications and education campaigns, and focusing on safety culture change throughout the community. In 2025, City Council allocated $1.0 million to the second year of the program. During 2025, the Neighborhood Traffic Calming Program <https://www.littletonco.gov/Government/Departments/Public-Works-Engineering/Safer-Streets-Littleton/Neighborhood-Traffic-Calming-Program> was further standardized through the development of a data driven scoring process and public-facing dashboard. Additionally, staff acknowledged the need for a Strategic Plan to guide the program over the next two to five years, with the intent to support and outline a sustainable program. The Strategic Plan evolved throughout 2025 to accommodate staff workloads, City Council and strategic priorities, and program refinement through the planning process. The Strategic Plan <https://www.littletonco.gov/files/sharedassets/public/v/2/public-works/projects-docs-and-images/safer-streets/safer-streets-strategic-plan-2026.pdf> was refined to outline achievable workloads over the next two years (2026-2027) while Safer Streets is integrated into the Transportation Master Plan (TMP) update, underway in Fall 2026 with adoption in 2028. The TMP will guide the priorities and strategies to further the goals of the Safer Streets Littleton program for 2028 and beyond. More information about the work conducted in 2025 can be found in the 2025 Report Card <https://www.littletonco.gov/files/sharedassets/public/v/2/public-works/projects-docs-and-images/safer-streets/ssl_2025-report-card.pdf>.

Prior Actions or Discussions
Council adopted the Transportation Master Plan in 2019 and Public Works updated Council on Pedestrian and Bicycle plans November 28, 2023.

- Staff provided a presentation regarding Pedestrian and Bicycle Planning Update and Timeline Alternative Considerations on February 6, 2024.
- As a result of the February 6, 2024, study session, staff was directed to move forward with the recommended accelerated alternatives to include several bicycle and pedestrian safety improvements.
- Ordinance 05-2024 was approved on March 19, 2024, amending the 2024 Annual Budget to appropriate $2,300,000 from the 3A Sales Tax Capital Fund to fund the accelerated projects for 2024.
- A joint Council meeting with the Transportation Mobility Board was held on August 13, 2024, focused on vision zero mobility policies.
- On September 17, 2024, staff shared the draft school zone recommendations.
- The Safer Streets team presented an update on the overall progress related to Safer Streets Littleton to City Council on October 15, 2024.
- The Safer Streets team presented an update on the 2025 workplan related to Safer Streets Littleton to City Council on February 25, 2025 and August 12, 2025.
- Staff transmitted four important deliverables to City Council on April 28, 2026:
    - Safer Streets Littleton Strategic Plan
    - 2025 Report Card

- Road Safety Report, Crash Facts, and Annual Crash Snapshot
- Neighborhood Traffic Calming Program Brochure

FISCAL IMPACTS:
Safer Streets Littleton has a 2026 program budget of $1.0 million. Funding supports traffic-calming pilot projects, protected bicycle lanes, upgraded pavement markings, staffing, data-collection tools, consultant services, educational programming, and maintenance equipment and services. No additional appropriation is requested as part of this study session. Future work identified for 2027 remains subject to the upcoming budget approval, with an anticipated 2027 budget of $1.0 million.

STAFF RECOMMENDATION:
Staff recommend the continuation of the Safer Streets Littleton program that includes collaboration with partner agencies and providing the necessary resources for a sustainable program, efforts to infuse a culture change around safety, continuing to make data-driven decisions, and the implementation of people-first street infrastructure.

ALTERNATIVES:
N/A

Safer Streets Littleton

City Council Presentation | September 8, 2026

SAFER STREETS LITTLETON

Our Safety Team

Aaron Heumann, PE, PTOE
Transportation Engineering Manager

Tim Weaver
Traffic Operations Manager

Shane Roberts
Senior Transportation Planner

Kenna Davis
Senior Transportation Planner

Emily Kleinfelter, RSP$_1$
Senior Transportation Planner

Kyle Morris, PE, PTOE
Transportation Engineer

Matt Brown
Communications Strategist

Molly Rafferty
Transportation Planning Intern

Pedro Barrios
Transportation Engineering Intern

Agenda

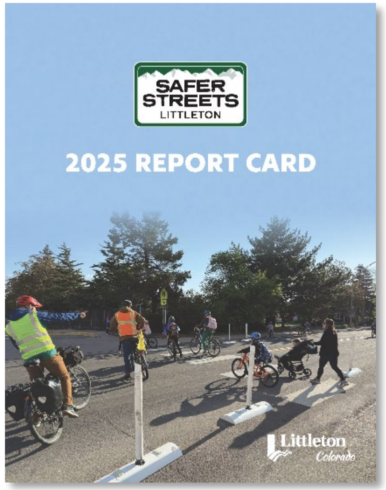
1. Resources & Collaboration
2. Culture Change
3. Data-Driven Decision-Making
4. People-First Streets
5. Looking Ahead

1 Resources & Collaboration

Safer Streets Overview

Strategic Plan

- Establishes a comprehensive framework to guide the program's direction over the next few years
- Outlines 29 actions across the four goal areas



2025 Report Card

- Reports progress of the program and key performance indicators developed as part of the Strategic Plan

smartsheet

Project Management Information System (PMIS)

Integration of Safer Streets into PMIS occurring throughout 2026

Communication & Promotion

Media interviews

Safer Streets Littleton Turns Planning Into Action

Published on June 26, 2026

Safer Streets Littleton is a program and guiding philosophy focused on creating a more accessible transportation system for all users — especially people walking, biking, and rolling. The initiative emphasizes data-driven decision-making, community engagement, and people-first street design.

Elati Street Corridor Study

The Elati Street Corridor Study is a key focus area within Safer Streets Littleton, examining safety and connectivity along an important neighborhood route. A recommended vision for Elati Street has been identified that focuses on improving safety and comfort for people walking, biking, and driving along the corridor. Thanks to the hundreds of people who took the time to attend the

Online Newsroom

littletongov

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Liked by highlinecanal and others

littletongov Help shape the future of Elati Street! You're invited to an open house for the final phase of the Elati Street Corridor Study!

When: Saturday, May 30, 10 a.m. – noon
Where: Euclid Middle School, 777 W. Euclid Ave.

Feedback gathered at the open house will help us better understand preferences and priorities as we consider options and determine the most appropriate path forward for the corridor.

Unable to attend? Visit the self-guided online meeting anytime between May 30 and June 22 at ElatiCorridorStudy.com.

May 22

Social media

Safer Streets: Practice Park Preview at the Audi Denver Littleton Twilight Criterium

Littleton families turned out in full force at the Audi Denver Littleton Twilight Criterium to explore the Safer Streets Pop-Up Practice Park on Nevada Street. The mini street course gave kids a fun, hands-on way to learn biking and walking safety skills -- and it was a big hit! More than 100 young riders came by to take a spin, practice turns, and navigate intersections in a safe, playful

Littleton Report Online

Euclid Avenue Multimodal Improvements Resume This Summer

Phase 2 of the Euclid Avenue Multimodal Improvements project begins construction in mid-July. The project will create a safer and more accessible route along the W. Euclid Avenue corridor between S. Elati Street and South Broadway and improve connectivity to Euclid Middle School, Options Secondary Program, High Line Canal Trail, and South Broadway.

As part of the Littleton Linkages Trail Study and Safer Streets Littleton, W. Euclid Avenue from S. Elati Street to Broadway was identified for upgrades which will support safer pedestrian and bicycle travel and promote traffic-calming measures for vehicular traffic. Additionally, portions of W. Euclid Avenue have been identified as having poor quality pavement in need of rehabilitation.

This project will also implement Littleton's first "complete street." Complete streets provide high-comfort bicycle and pedestrian facilities and create safer access to trails, schools, and amenities throughout the city.

For more information, visit the Euclid Avenue Multimodal Improvements project webpage.

Littleton Links

Attend the Upcoming Public Open House!

Saturday, May 30

10 a.m. – 12 p.m.

Euclid Middle School
777 W Euclid Ave, Littleton, CO 80120

Experience the Future of Elati Street

As the Elati Street Corridor Study enters its final phase, the City of Littleton invites you to participate in another great opportunity to share input on the path forward to transform Elati Street into a roadway that prioritizes safety and comfort for all users.

At the open house, you can:

- Experience life-size demonstrations of proposed improvements.
- Learn about the preferred alternative and priority locations.
- Share input on materials, design features, and implementation priorities.

If you are unable to attend the open house, the same information and input opportunity will be provided online from May 30 until Monday, June 22 at www.elaticorridorstudy.com

Post cards

City webpages: Safer Streets Littleton, Neighborhood Traffic Calming Program, Pilot Projects, Biking in Littleton, Safe Routes to School, Practice Park, and Euclid Ave Reconstruction

Partnerships and Collaboration

Internal coordination: Communications, LPD, CMO, TMB, and other groups in Public Works (Water resources, CIP, Asset Management, Operations, Grounds)

Partner districts: Meet monthly with LPS partners to coordinate events and projects, continued programming at the East Community Center (ECC), SSPRD

Community organizations: Bicycle Colorado and High Line Canal Conservancy

Regional and state agencies: Centennial, Englewood, Arapahoe County, Douglas County, CDOT, DRCOG, RTD

2026 Allocations & Expenditures

The Safer Streets Littleton budget goes towards:

- Traffic calming pilot projects
- Quick-build protected bike lanes
- Pavement management – upgraded striping
- Events and educational programming
- Transportation planning & engineering staffing
- Volume/speed software & equipment
- Consultant support
- Contracting for plowing/sweeping & equipment

2

Culture Change

Programming: Safer Streets Practice Park

- Continued partnership with Bicycle Colorado to offer 11 Learn to Ride and bike safety classes for youth and adults at no cost to residents
- Collaboration with the Littleton Police Department, South Metro Fire Department, and Bicycle Colorado for e-bike safety and education events
- Park is regularly visited by families and used for classes hosted by partners outside the city



Annual Events

Completed

Spring Move to School Day with LPS Nutrition Services (snowed out)

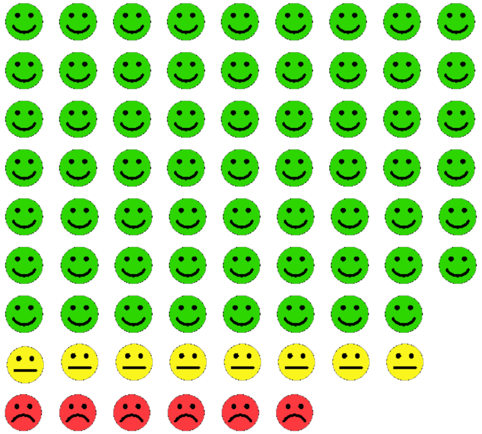
Bike to Work Day 2026 with Pedal Bike Shop, Advent Health, Littleton Social Cycle, and Kiln Coworking

Upcoming

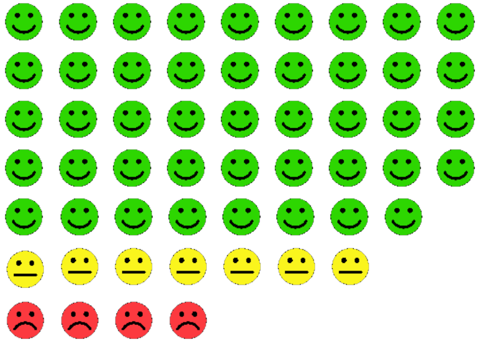
Fall Move to School Day with LPS Nutrition Services

Bike to Work Day: "Battle of the Barriers"

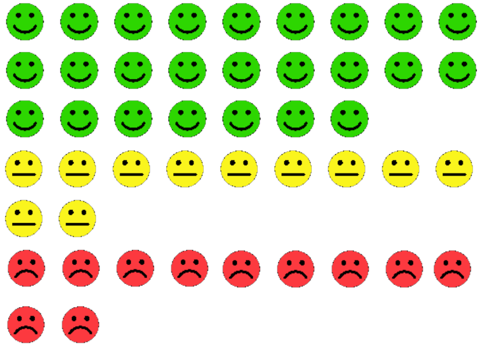
Safe-T Lane Divider



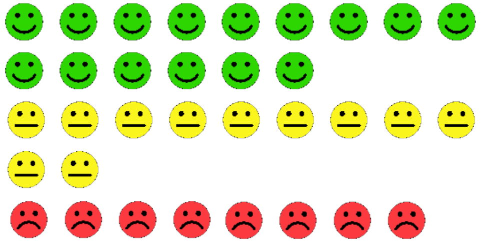
Orca Lane Separator



Zebras & Delineators (Angled)



Tuff Curb & Delineator



Do these barriers make you feel safe riding next to traffic?

I'd ride here confidently.

I'd ride here using caution.

I'd avoid riding here.

3 Data-Driven Decision-Making

Data Collection Protocol

- **Status**: In development, draft anticipated in fall 2026
- The protocol will focus on Traffic and Safety Data about crashes and vehicle speeds and volumes
- **Goals**: Internal document to help:
  - Standardize and strengthen data processes
  - Collect meaningful data
  - Build a culture of data-driven decision making
  - Identify gaps and leverage innovation

Crash Data Analysis

Littleton Road Safety Report (2021-2025)

Analysis of crash trends like frequency, severity, contributing factors, and more

Crash Data Dashboard

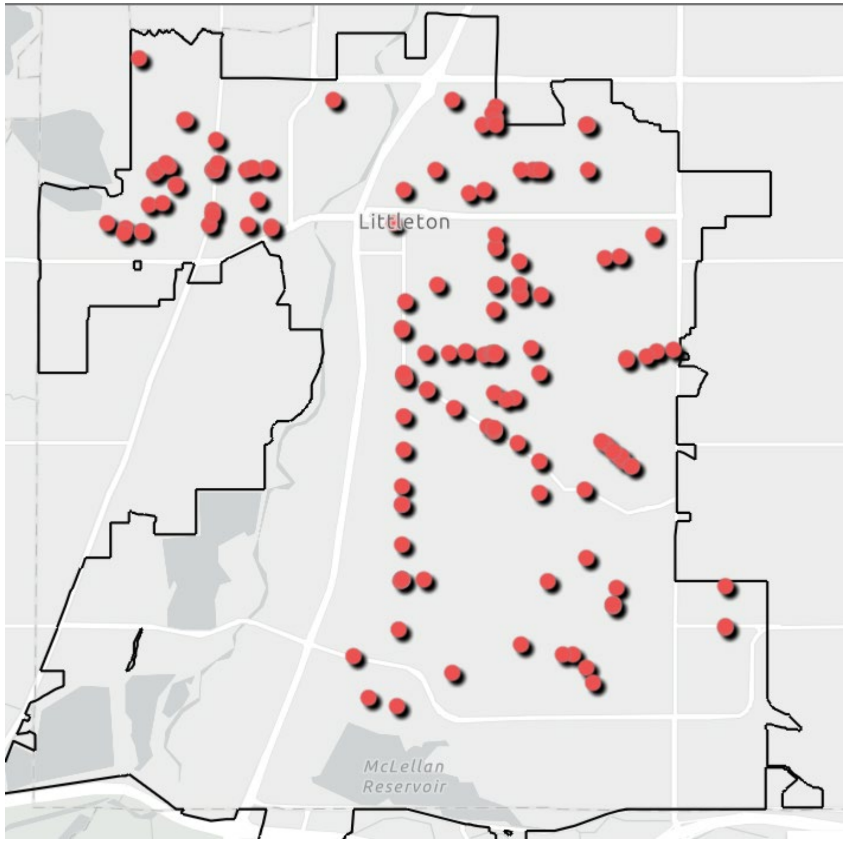
Interactive tool to visualize these crash trends

Annual & Quarterly Reports

Dashboard is utilized to fill in template report developed for the public

Neighborhood Traffic Calming Program

- Requests submitted after August 1 are evaluated in next year's review process.
- Total Requests: 436
  - 166 Eligible locations
  - Yard signs offered to residents for ineligible locations



REMINDER!

Please refer **ALL** resident traffic calming and safety concerns/requests for Local Streets and Neighborhood Connectors to the [NTCP Request Form] for tracking and data analysis.

4

People-First Streets

Traffic Calming Pilot Projects

- 2026 Project package: 11 locations
- 2027 Project package: improvements planned on Lowell Blvd, Berry Ave, and Windermere St

Gallup St. & High Line Canal curb extensions

Caley Ave. & Datura St. speed cushions

Caley Ave. & Datura St. curb extensions

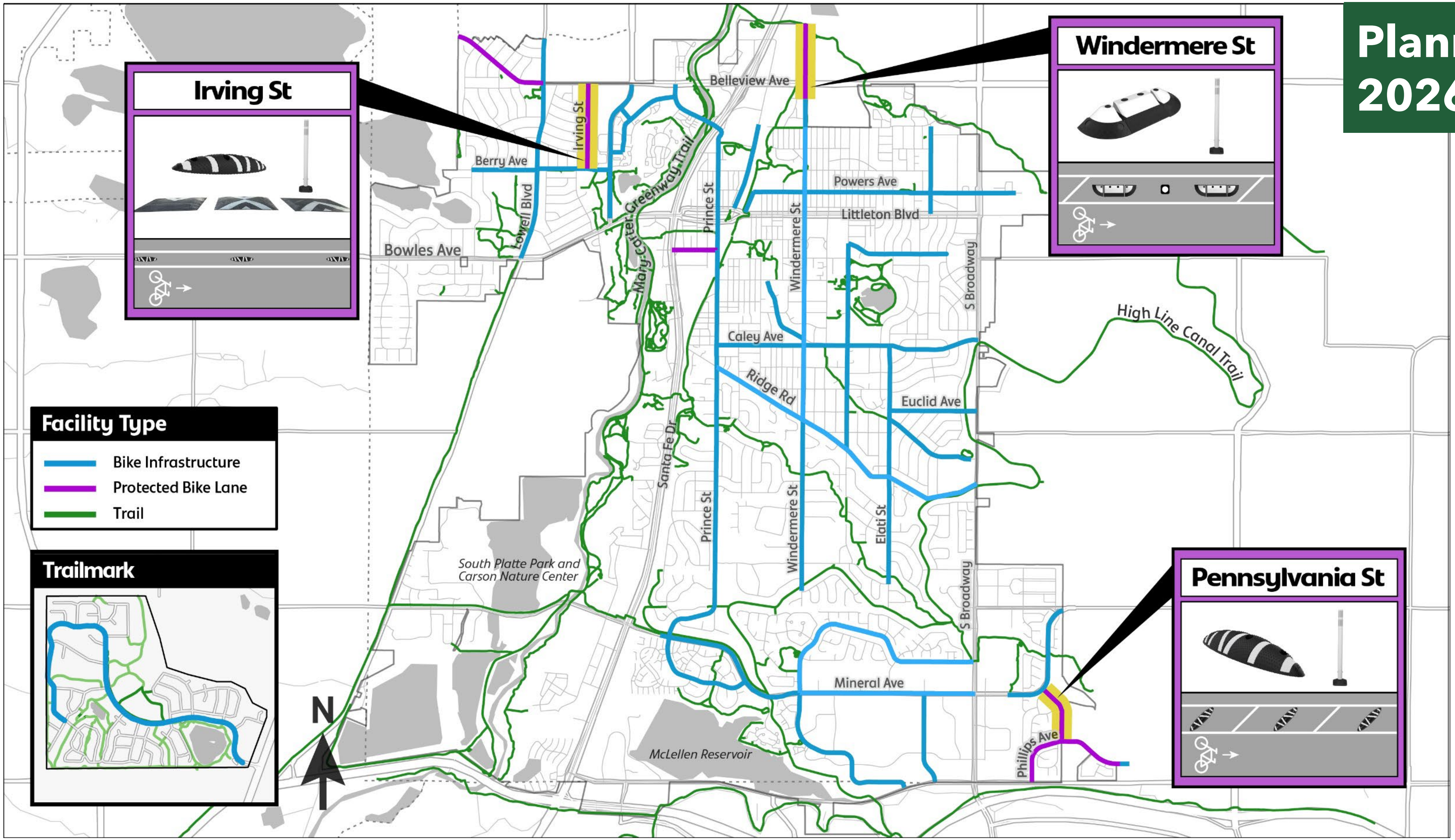
Datura St. curb extensions and speed cushions

Euclid Avenue Reconstruction

- Constructed Phase 1 in summer 2025, Phase 2 completion is anticipated September 2026
- Worked with Littleton Public Schools to coordinate street redesign with their 2025 bond project at Euclid Middle School
- Creates a Complete Streets design that can accommodate the needs of all modes, including:
  - Widening sidewalks on the south side
  - 12' wide shared use path on the north side to accommodate bikes and pedestrians
  - 3 raised crosswalks
  - Other traffic calming (curb extensions, speed cushions)
  - Balances on-street parking, residential access, school drop-off/pick-up, crossing improvements

Building the Bike Network

Planned 2026



Pavement Management & Water Resources

Coordination through:

- Aligning efforts with other capital projects
- Opportunity for improvements within existing street width
- Repaving (provides a blank canvas)
- Buffered and/or protected bike lanes
- Traffic calming pilot projects
- Right-sizing vehicle lane widths

People-First Streets

Elati Street Corridor Study

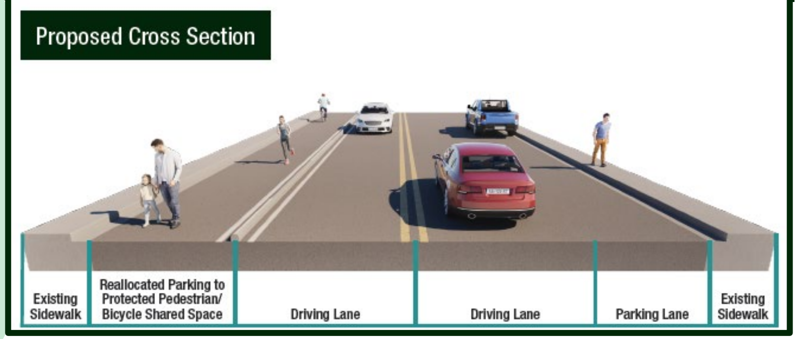
Implementation can be scaled and phased

Options:	A	B	C
Desire for quick action	✓	✓	
Long-term vision			✓
Improvements apply to full corridor	✓	✓	✓
Additional parking coordination		✓	✓

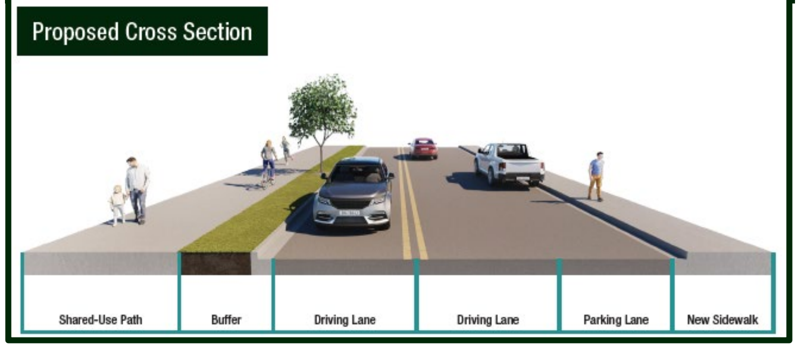
Approximately 70% of on-street parking along the east side could remain (B&C)

OPTION A: Traffic Calming Only

OPTION B: Traffic Calming + Retrofit



OPTION C: Reconstruct Corridor



5

Looking Ahead

What to expect in 2027

Follow www.littletonco.gov/saferstreets for updates

Resources & Collaboration

PMIS, continued partnerships with internal and external partners, and implementation of the Strategic Plan

Culture Change

Continued Practice Park classes, Bike to Work Day, Move to School Day

Data-Driven Decision Making

KPI tracking (Safer Streets Report Card), annual and quarterly crash reports, NTCP management

People-First Streets

New pilot projects, protected bike lanes, Prince Street corridor striping and bike lane improvements, Elati Street Design

→ **Transportation Master Plan**

Questions

Transportation Master Plan Update

City Council Presentation – September 8, 2026

Solicitation Timeline

Spring 2025
Staff began planning for the TMP Update

Summer 2025
Staff began developing the SOW for the TMP Update

Sept 2025
Staff sent a first draft of the SOW to other departments for feedback

Oct 2025
Staff worked to revise the SOW based on feedback

Dec 2025
Staff presented the revised SOW to PCG and began formal solicitation

Mar 2026
Presented SOW to City Council and release the solicitation

Jul 2026
City Staff held interviews for the TMP Update

Interviews & Selection

Who was interviewed?

+ 4 Teams were interviewed
+ Each team could have delivered a great project
+ Interview panel had unanimous agreement on selected team

What distinguished this team?

olsson

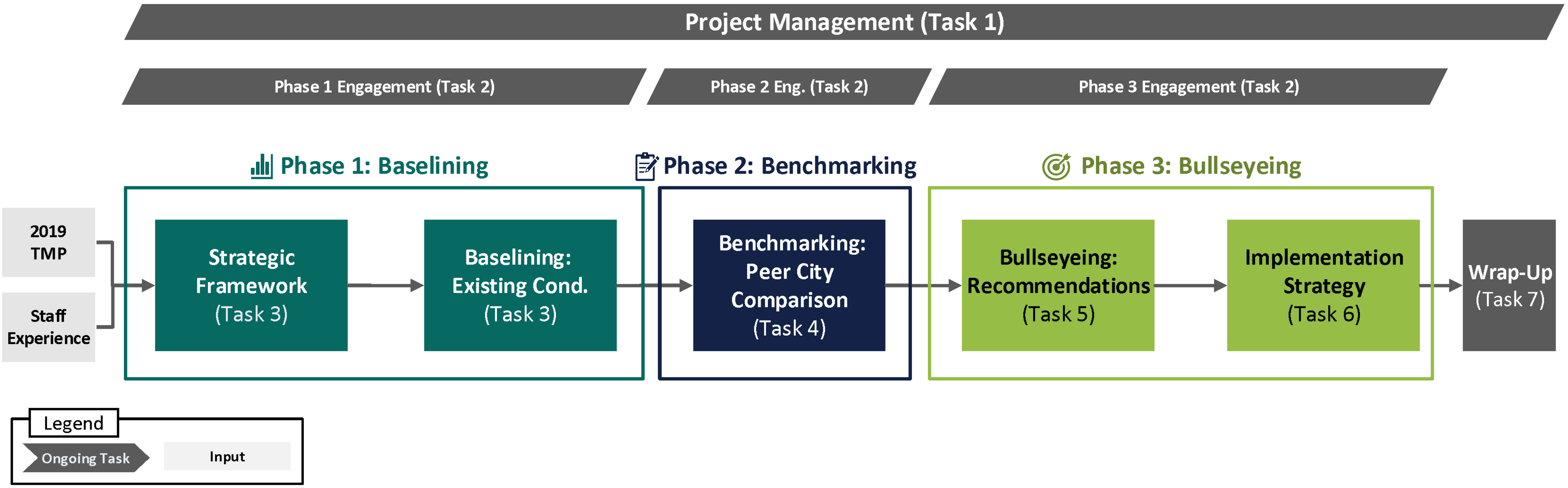
PE/PI Experience

- Complex Projects
- Contentious Project
- PE/PI Integration

Implementation

- Firsthand Experience
- Dynamic Tools
- Detailed Strategies

Project Scope of Work



Baselining: Where is our **transportation system** & **project process** at today?

Benchmarking: Where can we **realistically expect** it to be based on **existing examples**?

Bullseyeing: How do we create a **detailed** & **resource constrained strategy** to get where we want?

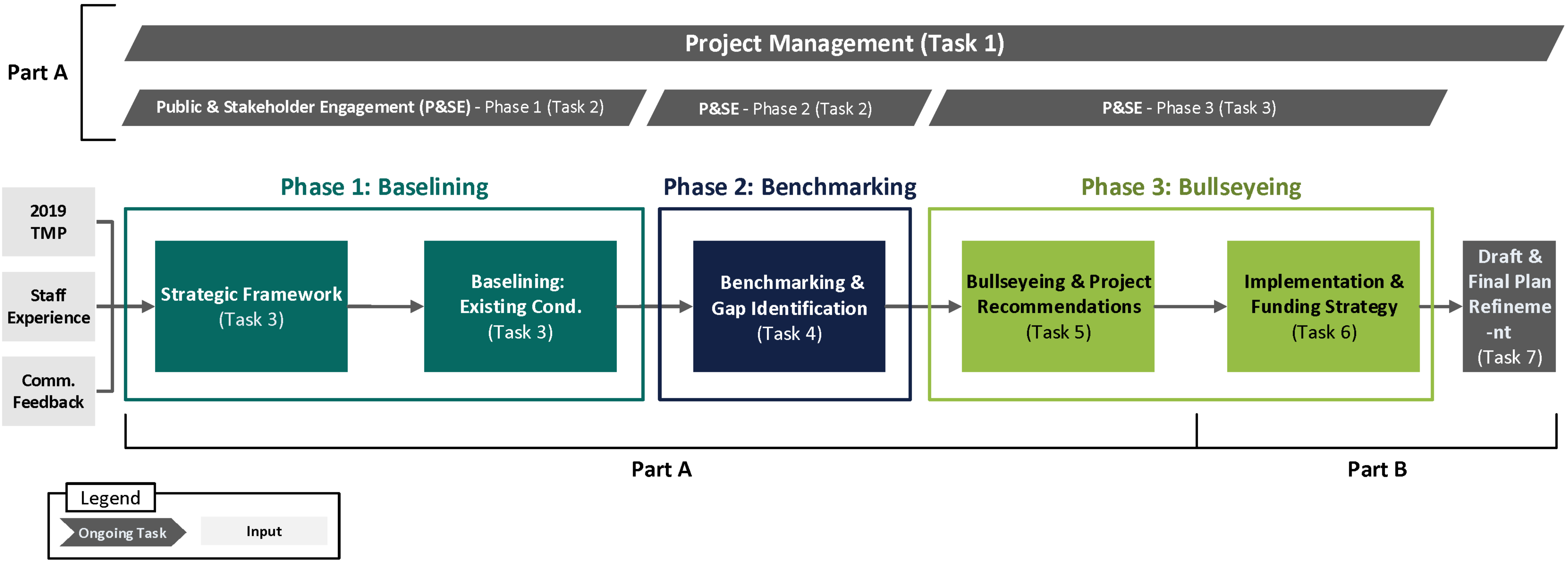
Contract Scope of Work

- Largely similar to scope of work developed by staff for the solicitation
- Revisions made during contract negotiations:
  - Statistically Valid Surveys: Reduced from 3 to 1
  - Implementation: Moved some tasks to earlier in the project
  - Open Houses & Online Meetings: Reduced from 6 to 3
- Value-add:
  - Project & Fiscal Health Audit
  - Fiscal & Project Funding Planning Workshop
  - City-Wide Speed Limit Study

Community Engagement

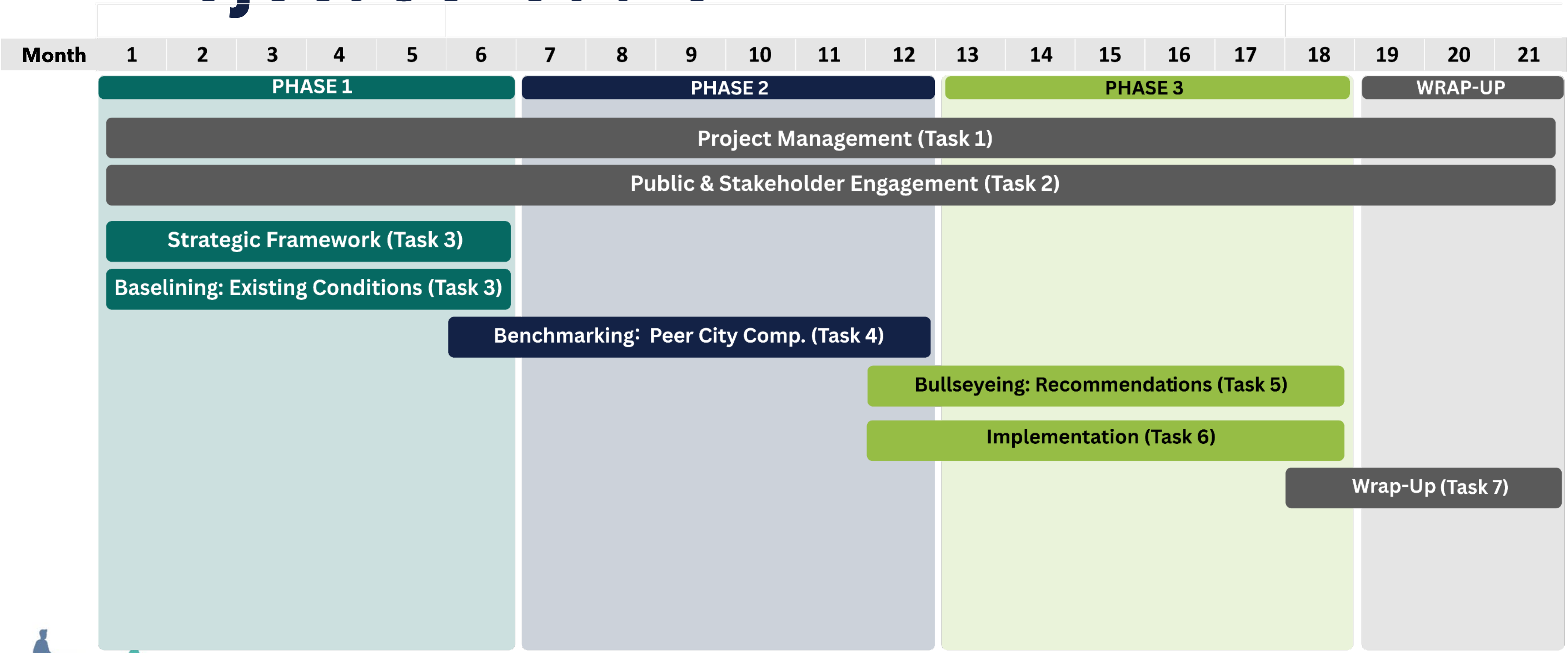
Stakeholder Groups	PHASE 1	PHASE 2	PHASE 3
Internal TAC	2 Meetings	2 Meetings	2 Meetings
Local Agency & Regional TAC	1 Meeting	1 Meeting	1 Meeting
Stakeholder Working Groups	2 Meetings	2 Meetings	2 Meetings
Focus Groups	Phase 1		
SME Panels	Phase 1		
General Public	1 Open House 1 Online Meeting 4 Pop-up Events	1 Open House 1 Online Meeting 4 Pop-up Events	1 Open House 1 Online Meeting 4 Pop-up Events

Contract Structure & Budget



- The City will provide NTP for Part A, and a not-to-exceed budget for **$1,300,000 for Parts A & B**
- **Part C is an <u>option</u>** to have Olsson prepare the bi-annual reports on progress in 2030 and 2032

Project Schedule



Questions & Discussion

Staff Communication

File #: ID# 26-129, **Version:** 1

Agenda Date: 09/08/2026

Subject:
Economic Development Incentive Strategies

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

PURPOSE:
To discuss economic development incentive strategies used by cities across large metro areas to attract and retain investment, with a focus on the range of incentive tools available. Also, this item reviews proposed clarifications to Littleton's current incentive policy, so that it functions as a flexible tool responsive to market needs rather than one that sets fixed parameters.

LONG-TERM OUTCOME(S) SERVED:
Vibrant Community with Rich Culture; Robust and Resilient Economy; High-Quality Governance

DISCUSSION:
Littleton's Landscape - Why Incentivizing Is Important
Cities in the 1st- and 2nd-ring suburbs of a large metro area compete for investment differently than either the core city or exurban, greenfield markets. Several pressures specific to this position shape the incentive conversation:

- Land scarcity and an infill/redevelopment-driven growth pattern, rather than greenfield development.
- Aging commercial corridors and first-generation retail or office stock that require repositioning to stay competitive.
- Fiscal exposure from property and sales tax base competition with neighboring suburbs.
- Regional labor and consumer markets shared with the core city that bleed out into the broader region - harder to differentiate borders and remain “unique,” with more risk of leakage.

Littleton-specific considerations

- Financial risk: the City relies heavily on sales tax - the most volatile municipal revenue source - as its primary base for the General Fund and the Capital Improvement Fund.
- Limited real property tax revenue is returned to the City from the county.
- Littleton does not have an Urban Renewal Authority, which addresses much more than “blight” in its historic, narrow connotation.
- Littleton's Downtown Development Authority is relatively new, with no recent downtown redevelopment projects and therefore limited TIF revenue.
- Littleton has not issued municipal bonds before.

<u>Competition</u>

- Cities across the metro area compete for similar projects, and each has developed incentive frameworks to be responsive and flexible to market demands.
- Littleton has unique amenities, but so do other cities, and Littleton carries additional constraints that projects must overcome.
- Cities with similar amenities, fewer constraints, and greater incentives will eventually “win out” on projects over the long term, putting more strain on the budget.

<u>Landscape of Incentive Types</u>

Reviewing incentive programs across the region surfaces a consistent set of mechanisms, which can be organized into five categories:

<u>Tax-based tools</u>

- Tax Increment Financing (TIF) via urban renewal authorities or downtown development authorities
- Public Improvement Fee (PIF) districts and Business Improvement Districts (BIDs)
- Sales or use tax rebates or reimbursement agreements, typically performance-based and project-specific
- Business personal property tax rebates
- Real property tax rebates
- Enterprise Zone tax credits

<u>Direct financial assistance</u>

- Cash incentive or performance agreements tied to job creation, wage thresholds, or capital investment
- Fee waivers or deferrals (building permit, plan review, tap fees)
- Land write-downs, land banking, or below-market land sales

<u>Financing and gap tools</u>

- Revolving loan funds and façade or tenant improvement grant programs
- Special districts (Metro Districts, General Improvement Districts) for infrastructure financing
- State and federal layering, including Opportunity Zones, historic tax credits, and CHFA/DOLA grant programs
- Municipal bonds for larger-scale projects and infrastructure financing

<u>Process-based incentives</u>

- Expedited or priority permitting review
- Pre-development technical assistance and site readiness support
- Zoning flexibility or planned unit development tools tied to a defined public benefit

<u>Large-scale projects or mixed-use development</u>

- Public-private partnerships - often involving a layering of several of the incentive types above

<u>Cross-Cutting Themes from Peer Cities</u>

Several patterns recur across the peer cities reviewed, independent of any single city's specific program design. First, no single “magic combination” of incentives exists - every city offers a different mix. Similarly, no peer city relies on a single tool. Each layers a few incentive types, often depending on project type and scale. This results in negotiated incentive deals for mixed-use developments or retailers looking different from small business support.

Additionally, several peer cities build negotiation flexibility and tiered approval thresholds directly into their policies rather than fixed formulas; others offer no detailed guidance on incentives at all and instead offer a collection of programs that support businesses or development in different ways. Cities often update their incentive policies periodically, where one exists, as market conditions and priorities shift. As an extension of this, to meet market needs, cities are becoming progressively more creative and diverse in how they incentivize deals and structure partnerships with developers. That said, a wide range of incentives has also been used historically across the region. Creativity is a trend, but not a replacement for the established toolkit.

Where Littleton's Current Policy Stands

Littleton's existing incentive policy has generally been applied with more flexibility than the document itself suggests. However, the current policy language reads as prescriptive - fixed incentive types with implied parameters - even though common practice has been more flexible.

This creates a practical risk: applicants and staff may treat the listed examples as the only available options, or as guaranteed terms, which narrows staff's negotiating position and slows deal structuring. Left uncorrected, this reduces the City's competitiveness against peer cities offering comparable amenities with fewer constraints and greater flexibility.

Proposed Policy Update

Staff proposes a clarifying update to the incentive policy. The core change is narrow and does not alter Council's role: it clarifies that the incentive types and parameters listed in the policy are illustrative, not exhaustive or fixed.

Specifically, staff proposes that the updated policy state that:

- The listed incentive types are examples of tools the City has used or may use - not a closed list
- The listed parameters (thresholds, percentages, caps) are reference points from past practice, not binding formulas
- Each proposal is evaluated on project-specific merits: public benefit, fiscal impact, market gap, and alignment with adopted plans

The changes provide staff a defensible basis to bring forward creative or blended incentive structures without a policy amendment for every new tool or project, that may be critical to securing a competitive project or deal to benefit the City. Conversely, what will not change is Council's approval authority, the existing public process and transparency requirements that's associated with that authority, and any statutory constraints; i.e. the flexibility applies to tool selection and deal terms, not to oversight. A draft of the proposed amended policy is attached.

BACKGROUND:

Council has raised questions in recent project discussions about the degree of flexibility available under Littleton's current incentive policy - specifically, whether the incentive types and parameters listed in the policy represent the only tools and terms available to staff, or whether they are meant to be flexible. Staff's intent has been the latter; however, the current policy language does not make that clear, and this ambiguity has begun to affect how both applicants and staff approach deal structuring.

Prior Actions or Discussions

N/A

FISCAL IMPACTS:
N/A

STAFF RECOMMENDATION:
N/A

ALTERNATIVES:
N/A

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).

The purpose of this Policy is to provide illustrative examples of incentive methods that the City of Littleton may use to support economic development activities. It is not meant to be prescriptive, exhaustive, or to limit the City Council's ability to consider and approve incentives or partnerships that best serve the interests of the City.

Table of Contents

INCENTIVE PROGRAMS

The following incentive programs are common examples of incentives that 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~~)~~), or
- Special Considerations

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~~a specified number of years of opening the facility or notice of payroll expansion, as appropriate within the industry, 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~~ that meets an established amount of new capital investment that results in a positive impact to the City's economy or strategic vision and goals.

Available Incentives:
- Use Tax Reimbursement
- Building/Construction Use Tax Reimbursement
- Land Development Impact Fee Credits or Waivers

Evaluation Criteria:
- Tier 2 (Criteria 1 – 8~~)~~), or
- Special Considerations

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~~)~~), or
- Special Considerations

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~~for this incentive ~~type~~ must ~~identify a financial gap and~~ demonstrate how a public partnership will ~~help~~enhance the project's feasibility ~~of~~and/or advance the ~~project~~public interest.

.

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.

Littleton

Building/Construction Use Tax Reimbursement
~~A partial to full~~A 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.

Littleton

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~~should 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:
  - How the project is compliant with the zoning and comprehensive plan and any other adopted plans or policies.
  - How the proposal is compliant with the incentive eligibility requirements.
  - 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:
    - Total private sector capital investment
    - Total jobs retained or created with wage and benefit information.
    - Total assumed new sales tax generated.
    - Real estate assets developed and/or public infrastructure improvement details and costs.
    - Net economic impact to the City.

- A well-developed site plan including project renderings, when relevant.

- A comprehensive financial pro-forma~~.~~, when necessary.

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~~As needed, requests requiring City Council consideration ~~may first be presented to City Council at a study session with~~on matters of policy (i.e. more extensive partnership agreements) will require 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~~(c) completion of identified project milestones; or
(d) 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.

2255 W. Berry Avenue
Littleton, CO 80120
303-734-8094
economicdev@littletongov.org

~~Approved by City Council via Resolution 84-2024 on August 6, 2024~~

Economic Development Incentive Strategies

Rachel King, Director of Economic Development

September 8, 2026

Littleton
Colorado

Why We're Here

1

Recent projects

Recent project discussions surfaced questions about how much flexibility exists under our current incentive policy.

2

Goals for today

Build shared vocabulary on incentive tools, review the regional landscape, and discuss policy updates needed.

3

Council guidance

Policy clarification to current incentive policy.

Littleton's Landscape

1st- and 2nd-ring suburbs compete for investment differently than the core city or exurban, greenfield markets.

1

Land scarcity

Growth is infill and redevelopment-driven, not greenfield. Loss of commercial properties to residential development.

2

Aging corridors

First- and second-generation retail and office stock needs repositioning to stay competitive.

3

Fiscal exposure

Property and sales tax base competes directly with neighboring suburbs.

4

Regional leakage

Labor and consumer markets bleed into the region — harder to stay "unique" and to avoid leakage.

Littleton’s Landscape

Sales tax

is the primary base for the General Fund and Capital Improvement Fund — and is the most volatile municipal revenue source.

That reliance increases the impact on every incentive opportunity.

1. Limited real property tax revenue is returned to the City from county partners.
2. Littleton has no Urban Renewal Authority.
3. Littleton's Downtown Development Authority is new, with no recent redevelopment projects and limited TIF revenue.
4. Littleton has not issued municipal bonds before.

The Competitive Reality

1

Every city is competing

Cities across the metro area and in other metro areas across the country pursue the same projects, and each has built incentive frameworks to be responsive to market demands.

2

We carry added constraints

Littleton has unique amenities — but so do other cities, and we have additional considerations projects must overcome.

3

Falling behind has a cost

Cities with similar amenities, fewer constraints, and greater incentives will eventually win projects over the long term — straining our budget.

Colorado's competitiveness as a state is slipping overall. Colorado fell to 25th in the nation from 11th last year.

What Are Incentives?

Tools for Business Attraction, Retention, and Expansion:

- Motivate businesses to come to Littleton, stay in Littleton, and grow in Littleton
- Help fill feasibility gaps, or allow us to compete for desirable projects/businesses
- Generate long-term impacts vs. short-term wins – prioritize value:
    - Strategic goals & vision
    - New sales tax
    - Higher property values
    - Construction activity
    - Jobs & wages
    - More business attraction
    - Infrastructure upgrades
    - Surrounding development

*Incentives = investment **into Littleton***
(it's a gain, not a give)

Using Tools for Littleton's Benefit

1

Retaining Littleton's Character

Incentivizing the projects that complement or enhance Littleton's character or that provide amenities that foster community use helps ensure development in Littleton is "the right fit."

2

Meeting strategic vision & goals, including high-quality governance

Incentives help target projects or businesses that directly serve Littleton's strategic vision and goals as set out in the Comprehensive Plan and Horizon 2027, including making Littleton fiscally responsible.

3

Partner with development instead of development happening to you

Market interest in Littleton is gaining. By partnership with developers to bring projects that best serve the needs of the community, the City helps control its own development, rather than being responsive to it.

Five Categories of Tools

1

Tax-based tools

TIF, PIF/BID districts, sales, use, property & business tax rebates, Enterprise Zone credits

2

Direct financial assistance

Cash incentives, fee waivers or deferrals, land write-downs and below-market sales

3

Financing & gap tools

Revolving loans, façade grants, special districts, Opportunity Zones, etc.

4

Process-based incentives

Expedited review, pre-development assistance, zoning flexibility

5

Large-scale & mixed-use

Public-private partnerships that layer several of the tools above

Tax-Based Tools

1. Tax Increment Financing (TIF) via urban renewal or downtown development authorities
2. Public Improvement Fee (PIF) districts and Business Improvement Districts (BIDs)
3. Sales or use tax rebates and reimbursement agreements
4. Business personal property tax rebates
5. Real property tax rebates
6. Enterprise Zone tax credits

Direct Financial Assistance

1. **Cash incentives / performance agreements**

   Tied to job creation, wage thresholds, or capital investment.

2. **Fee waivers or deferrals**

   Building permit, plan review, and tap fees.

3. **Land write-downs or below-market sales**

   Includes land banking to support priority sites.

Financing & Gap Tools

1. **Loans / Grants**

   Revolving loan funds and façade / tenant improvement grant programs.

2. **Districts**

   Special districts (Metro Districts, General Improvement Districts) for infrastructure.

3. **State / Federal Programs**

   State and federal layering: Opportunity Zones, historic tax credits, C-PACE, CHFA/DOLA grants.

Process-Based Incentives

1. **Expedited or priority permitting review**

   Faster timelines for qualifying projects at little to no direct cost.

2. **Pre-development technical assistance**

   Site readiness support before a project is even under contract.

3. **Zoning flexibility**

   Greater flexibility in zoning within key commercial corridors and districts.

Large-Scale and Mixed-Use

1. **Public-Private Partnerships (P3s)**

   Flexible partnership agreements designed to address a specific project’s unique needs or gaps.

2. **Infrastructure improvements**

   Assistance on improvements needed by the development, by sharing costs or work.

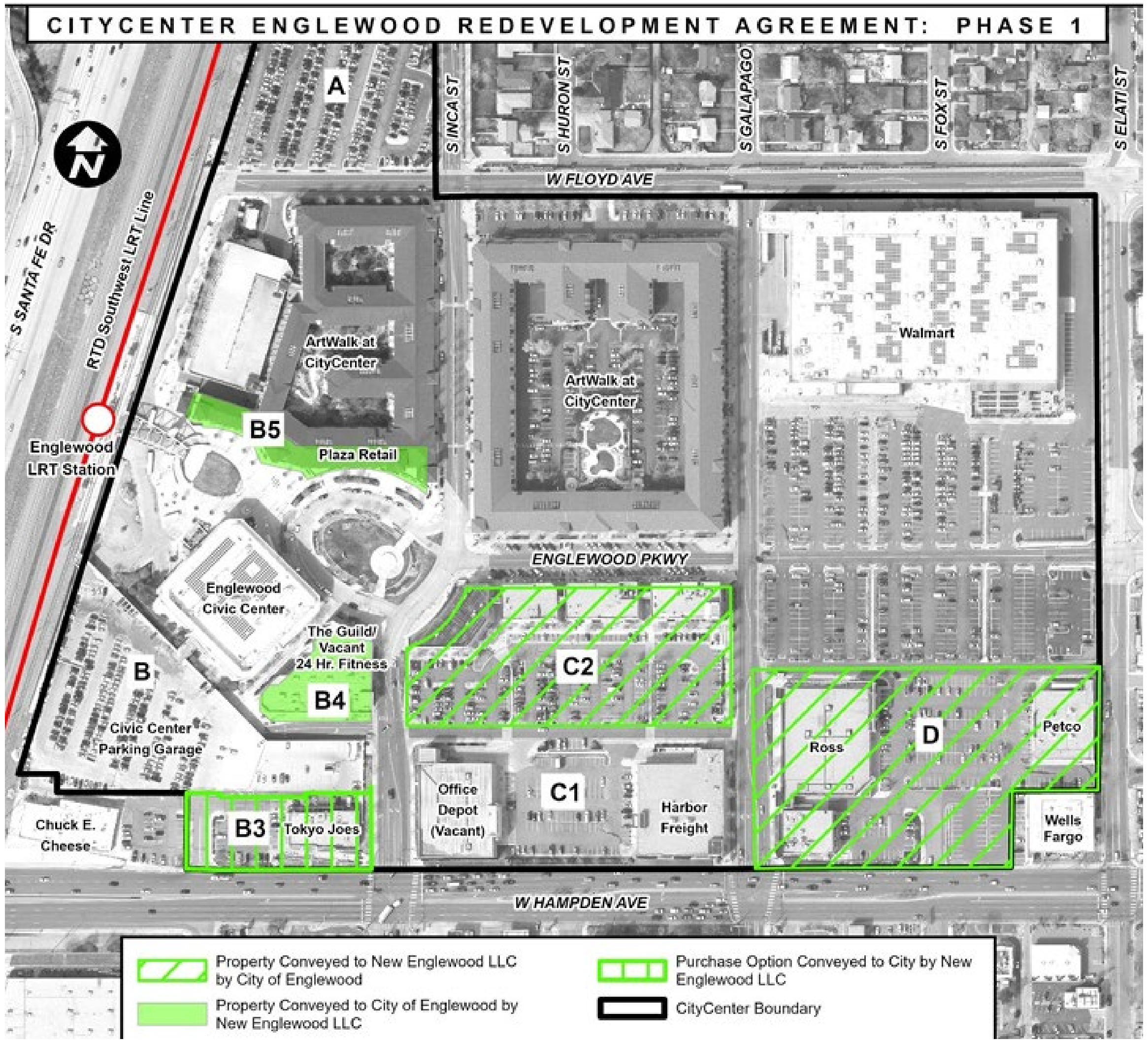
3. **Municipal Bonds**

   Typically reserved for very large projects to address significant needs shared by the developer and the City.

What We're Seeing Across the Region

1. No single "magic combination" exists — every city offers a different mix.
2. No city relies on one tool alone — each layers a few, often by project type and scale.
3. Some cities build in negotiation flexibility and tiered approval; others give no guidance at all.
4. Incentive policies are updated periodically as market conditions and priorities shift.
5. Cities are growing more creative in how they structure deals and developer partnerships – focusing on flexible solutions and speed to market.
6. Still, a wide range of incentives has been used historically across the region.

What We're Seeing Across the Region: Case Studies



Englewood – CityCenter Redevelopment

Tools: P3 with land swap and performance agreements

- City Council authorized a phased ground lease termination on property in Englewood CityCenter, and the phased transfer of title to a developer with the purpose of supporting future mixed-use development in the area.
- In return, the city will acquire the former 24 Hour Fitness building, the retail space in the west ArtWalk apartment building adjacent to the CityCenter Circle, and an option to purchase the parcel that includes Tokyo Joe's.
- After performance metrics with early phases are met by the developer, they will proceed with developing a "master plan" for the area redevelopment by using 2 initial concepts as a basis (one including the demolition of the Civic Center building).

What We're Seeing Across the Region: Case Studies

Denver – Downtown Target

Tools: Business Incentive Fund with cash incentive and performance agreement

- "Very significant catalytic project" to bring grocery and daily goods to downtown core for residents and daytime employment.
- City sought supplemental funding for their BIF program to support due to project importance.
- $4M in support via $2M advance incentive payment (to support increased tenant improvements) and $2M via quarterly sales tax repayments.

What We're Seeing Across the Region: Case Studies

Louisville – King Soopers

Tools: Tax share backs, fee reductions, and vacancy bonus

- City Council authorized a multi-tiered incentive package to attract King Soopers at a vacant Lowe's location off US-36

- The total incentive package equaled over $15,275,000 and included:
  - Sales tax share back - $15M
  - Use tax share back
  - Building permit and fee waiver
  - Sign permit fee share back
  - Vacancy bonus ($100K)

What We're Seeing Across the Region: Case Studies

Loveland – Costco at Centerra

Tools: Tax share back to cover bonds

- City Council authorized a 25-year/$25M sales tax share back incentive to developer Realberry to attract Costco and support other commercial development at Centerra

- The incentive package identified $25,000,000 in costs for the developer to bring Costco and other retail:
    - Infrastructure costs
    - Dry utilities
    - Development fees ($3M+)

- Share back percentage set at 1.25% for 25 years, or until the costs were paid in full ($25M)

What We're Seeing Across the Region: Case Studies

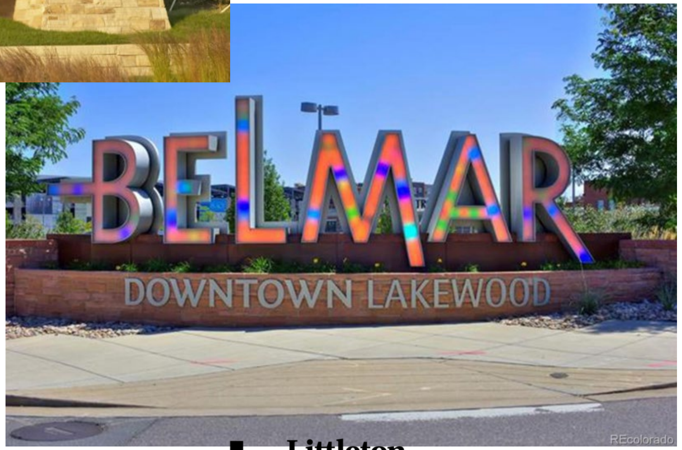
Multiple Cities – Retail and Mixed-Use Centers

Tools: Public Improvement Fees – 2 ways

- Traditional PIFs: adds a fee to sales receipts to help fund public improvements
    - Applied as a percentage "fee" – NOT another tax
    - Common in Metro Districts, BIDs, etc. to make projects feasible for a developer

- Credit PIFs: works in lieu of City's sales tax – reduces the City's sales tax on certain properties
    - Works to reduce the total tax applied to a sales receipt for a specific property/store
    - Can help incentivize specific businesses
    - Replaces a direct sales tax share back agreement
    - More of an administrative burden – 3rd party collector involved to manage

DENVER PREMIUM OUTLETS®
A SIMON CENTER



Littleton
Economic Development

What are we currently doing in Littleton?

1

Tax-based tools

Policy:

- Sales & use tax share backs
- Enterprise Zones

Practice:

- TIF or PIF

2

Direct financial assistance

Policy:

- Fee waivers
- Open Rewards

3

Financing & gap tools

Policy:

- Façade grants

Practice:

- LDDA creation
- Performance loan

4

Process-based incentives

Practice:

- Expedited review
- Pre-development assistance
- Zoning flexibility

5

Large-scale & mixed-use

Practice:

- P3 for community benefits agreement
- Infrastructure cost sharing

6

Special considerations

Policy/Practice:

- Projects that advance policy goals for the City
- Different criteria

Where Littleton's Policy Stands Today

In practice

- Staff has generally applied the current incentive policy with flexibility based on industry practice — treating listed tools and terms as a starting point, not a ceiling.
- Special considerations are treated separately – not in addition to other tiers.

On paper

- Language reads as prescriptive — finite number of incentive types with set parameters.
- Special considerations are unclear whether they apply together with other tiers or separately.

The risk

Applicants and staff may treat the listed examples as the only available options, or as guaranteed terms — narrowing staff's negotiating position and slowing deal structuring. Confusion can apply for projects that may meet the special considerations criteria. Left uncorrected, this reduces Littleton's competitiveness against peer cities offering comparable amenities with fewer constraints and greater flexibility.

Why Flexibility Matters

No Two Projects Are the Same:

- Financing gaps
- Infrastructure
- Job Creation
- Tax Generation
- Community Benefit
- Catalytic activity/activation
- Placemaking
- Housing, education, transportation, or other ancillary needs
- Historical significance

Rigid Policies Put Littleton at Risk:

- Lost employers/jobs
- Vacant or underutilized properties
- Delayed redevelopment
- Lost future tax revenues
- Other communities capture growth
- Development doesn't meet Littleton's character

Flexibility opens opportunities

Proposed Policy Update

Core change: the incentive types and parameters listed in the policy are illustrative — not exhaustive or fixed.

Stays fixed

- Council's approval authority
- Public process & transparency requirements
- Any statutory constraints
- Positive impact to the City's economy and/or its strategic vision and goals

Becomes flexible

- Which tools staff can bring forward
- Negotiated deal terms and parameters
- Thresholds, percentages, and caps established case-by-case, as appropriate for industry and project

Proposed Policy Updates

Standardized, pre-established incentive tools

"Tier X"; "Special Circumstances"

"X maximum" or "X minimum"

Requirements for written incentive requests and inclusions, plus costs to prepare analyses

Council process requirements unclear

→

Flexible, adaptive tools tailored to unique circumstances, needs, and public benefits

"Tier X, OR Special Circumstances"

Removal of max/min thresholds

Adjusting incentive request requirements to allow equitable opportunities

Clarifies council process

Discussion Questions

?

Are there specific incentive programs Littleton offers that Council wants to continue supporting, or other programs of interest that Council would like staff to explore further? Or to limit or avoid?

?

Are there incentives, tools, or partnership examples that Council wants further discussion regarding? E.g.:

- Land contributions
- Performance loans
- Cash incentives (e.g. job creation, wages, etc.)

?

Do the suggested adjustments to the current incentive policy sound reasonable?

Next Steps

1

Today

Council direction on incentive tools, and the proposed clarifications to our policy

→

2

Formal adoption

Policy changes presented to Council on Sept. 15 meeting

→

3

Additional discussion

Further discussion scheduled for follow-up on incentive tools

Questions & Discussion