



City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Meeting Agenda - Final City Council

Tuesday, September 9, 2025

6:30 PM

Council Chamber

Study Session

1. Study Session Topics

- a) [ID# 25-201](#) Consideration and discussion of South Suburban Parks and Recreation District's proposed Jackass Hill Park site plan revision

Scheduled time: 20 minutes

- b) [ID# 25-202](#) Presentation and discussion of South Suburban Parks and Recreation District's Hudson Gardens Vision Plan

Scheduled time: 20 minutes

- c) [ID# 25-196](#) Communications Update

Attachments: [1. Presentation Communications Update](#)

Scheduled time: 20 minutes

- d) [ID# 25-190](#) Long-Term Capital Financing discussion

Attachments: [1. Presentation Long-Term Capital Financing](#)

Scheduled time: 90 minutes

2. Updates

a) Council Members

b) Mayor

d) City Attorney

c) City Manager

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.



Staff Communication

File #: ID# 25-201, **Version:** 2

Agenda Date: 09/09/2025

Subject:

Consideration and discussion of South Suburban Parks and Recreation District's proposed Jackass Hill Park site plan revision

From:	James L. Becklenberg, City Manager
Prepared by:	Mike Gent, Deputy City Manager
Presentations:	Melissa Reese-Thacker, South Suburban Parks and Recreation, Director of Planning

PURPOSE:

The site plan for Jackass Hill Park has been revised based on community and city council feedback, reducing the overall planned improvements for the park, while enhancing accessibility, mitigating erosion, and buffering the sightlines of adjacent private properties from the park.

LONG-TERM OUTCOME(S) SERVED:

Sustainable Community with Natural Beauty, High-Quality Governance

DISCUSSION:

The Arapahoe County Board of Commissioners agreed to fund a portion of the project with the understanding that Littleton will submit a revised site plan to Arapahoe County Open Spaces (ACOS) that addresses many of the concerns shared by park adjacent neighbors. South Suburban Parks and Recreation District (SSPRD) held stakeholder meetings, a new public comment process, and a public meeting with its Board of Directors regarding potential site plan changes.

BACKGROUND:

The project is funded through an interagency partnership between City of Littleton, SSPRD, and Arapahoe County. During the ACOS grant evaluation process, continuing concerns from some community members helped influence the county's Open Space and Trails Advisory Board to not recommend funding this project. Littleton city council directed staff to explore a site plan revision with SSPRD that could be presented for council consideration and eventual resubmittal to ACOS for reconsideration and concurrence.

Prior Actions or Discussions

- March 2023 - city council approval of site plan
- October 2024 - city council reviewed a revised concept plan that incorporated council's requested modifications
- April 2025 - city council approved an ACOS grant application
- August 2025 - city council approved accepting an ACOS grant for this project with the understanding that a revised site plan be developed and presented for council consideration.

FISCAL IMPACTS:

All funds for this project have been previously budgeted and approved.

STAFF RECOMMENDATION:

Recommend approval of revised site plan.

ALTERNATIVES:

Littleton could choose to decline ACOS grant funds and proceed with previously approved site plan, although stakeholders have invested significant time and resources in preparing this proposed revision; or could choose to leave the park in its current condition without mitigating the erosion, accessibility, and neighborhood privacy concerns.



JACKASS HILL PARK SITE PLAN AMENDMENT

Melissa Reese-Thacker, Interim Director of Planning
September 9 & 10, 2025



Background and History

Jackass Hill Park is a 17-acre, undeveloped park established in 1994.

Two Parcels:

- **10-acre south parcel owned by Littleton acquired through the Sunset Subdivision developer's land dedication**
- **7-acre north parcel owned by SSPRD and purchased through an agreement between a citizen-led group and the developer, resulting in a reduction of 12 homes**

1994 Plan for Future Development:

- **No funds for development**
- **Use to be determined through public input process**
- **Citizen disagreement on how to develop the park**
 - **Active park**
 - **Passive park**
 - **Half active and half passive**

Background and History Continued

Rec district expands future J'Hill park

South Suburban spending \$365,000 for eight acres

By Greg Griffin
Independent Staff Writer

The future park atop Jackson Hill nearly doubled in size last week as the South Suburban Parks and Recreation District agreed to purchase eight acres of land planned for residential development in 1995.

The district will buy the land for approximately \$365,000, depending on how soon the district can strike a deal with the property's owner, Continental Homes.

Jim Ryan, chairman of the district's Board of Directors, called the acquisition "a heck of a deal," and said the property will cost less per acre than the district paid for its Regional

Park site at West Bellvue Avenue and South Windemere

“I don't see us having any money to develop it for a long time.”
David Lorenz, South Suburban executive director

The purchase will bring the size of the future park to 17 acres. District Executive Director David Lorenz said the district will seek public input on how the park should be developed once money becomes available for development.

"I don't see us having any money to develop it for some time," Lorenz said. "When we do, we'll start the public planning process."

Lorenz said he hopes the district can close on the land within the next several weeks. Money for the purchase will come from a \$3 million land acquisition fund, part of a 1990 district bond issue, Lorenz said.

The park was created last summer through a compromise between the residents and MDT Limited, former owner of 48 acres of vacant land west of Jackson Hill Road at West Mineral Avenue.

MDT donated nine acres directly west of Jackson Hill Road for a park and gave the residents until September 1995 to raise \$400,000 to raise an additional eight acres. Continental Homes bought the remainder of the property and plans to build 95 homes.

Littleton Public Works Director

Charles Blotzen said Continental's development plan, which received preliminary approval from City Council last August, is under review and could go to the council for final approval by May.

Continental discounted the park land price based on a 6.5 percent interest rate between now and September 1995, said Steve Mueller, a member of the Jackson Hill Foundation, a group of residents who negotiated the sale.

Foundation members Steve Clark, Wynne Kacze and Doug Koff participated in the negotiations.

South Suburban originally looked at several options for developing the park, including building up to nine soccer and baseball fields on the entire 17-acre site, Lorenz said.

But many nearby residents objected to a heavily recreational park and the negotiations stalled, Clark said. A break came during the last several weeks, when district officials agreed to postpone planning for the park until after the purchase, Clark said.

During the planning process, several public hearings and neighborhood meetings will be held before the board approves a plan, Lorenz said.

"We're going with a clean slate," Lorenz said. "We don't know what that site will be."

Residents of the surrounding communities of Goldenwest Park and Shadycroft, who worked together to create the park, do not all agree on how to should be developed.

Mueller said he would like to see ball fields for children in the area, but Racine said she wants the area preserved as a natural open space park. The groups have unofficially agreed on a compromise of two ball fields, Racine said.

"If there's talk of any more than that during the planning process, you're going to have a problem," Racine said during the Jackson Hill process with the city, Racine said. "It's a volatile subject."

Nurse negligence possible in Littleton Hospital death

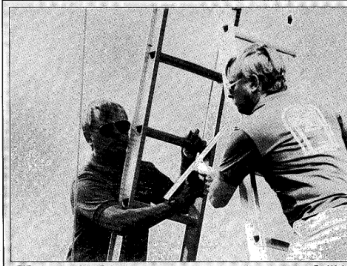
By Greg Griffin
Independent Staff Writer

A state investigation found four Littleton Hospital nurses may have been negligent in their care of 29-year-old Tina Kneel before her death in 1992. Kneel, an aerobic instructor and computer analyst who lived in Highlands Ranch, died after childbirth complications.

from HELLP syndrome, a rare hypertension condition that normally afflicts women before childbirth but is rarely fatal. The Colorado Board of Nursing's investigation found the nurses may have failed to respond to Kneel's high blood pressure, a primary symptom of HELLP, said Karen Brunley, program administrator for the board.

The board has recommended disciplinary sanctions against four nurses who took care of Kneel before her death, Brunley said. Kneel's physician, Dr. Terry Downing, was not investigated by the board. The State Board of Medical Examiners, which licenses doctors in Colorado, also is investigating Downing.

See KNOX, page 5



Mike Gray, "Mike the Window Cleaner," works on a building at 2 Dry Creek Circle March 11. Business picks up during this time of year, according to Gray.

Council passes tree ordinance

By Greg Griffin
Independent Staff Writer

Littleton City Council Tuesday approved a "Tree Ordinance" that will give the city broad powers to regulate tree removal and ban planting of certain tree species on public or private property.

Russian olives, female crows, wood, silver poplars, Chinese and Siberian elms and box elders are no longer legal to plant in Littleton.

The species is symbolic and will not be enforced vigorously. Councilwoman Rebecca Clark tried to have that part of the ordinance removed, but only Councilman Charley Emley agreed with her.

"It just seems to me that what we want to do is educate. I don't want to see a situation where someone sees their neighbor planting one of those species and calls the city," Kani said. "I think we may be getting into some problems with this."

Littleton residents Carol and Alan Moore attended the public hearing Tuesday night but left before the 2 1/2-hour debate ended. "I really don't think I need to

Littleton Independent, March 17, 1994 - Page 3

Rec district expands future J'Hill park

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File: City of Littleton, March 17, 1994

Background and History Continued

In 2021, South Suburban initiated the public input process based on neighbors' concerns about undesired park use.

Past Meetings and Actions:

- September 30, 2021 – Public Input Open House
- May 6 through May 27, 2022 – Community Survey
- June 16, 2022 – Public Input Open House
- September 29, 2022 – Concept Plan Public Input Meeting
- September 29 through October 16, 2022 – Concept Design Review comment period
- October 12, 2022 – SSPRD Board reviewed the Jackass Hill Park Concept Plan
- February 28, 2023 – Littleton Council reviewed the Jackass Hill Park Concept Plan
- March 21, 2023 – Littleton Council endorsed the Jackass Hill Park Site Plan
- June 28, 2023 – SSPRD Board approved the Jackass Hill Park Site Plan
- October 2024 – Public comment period on the Design Development Drawings
- March 2024 – First submittal to Littleton Community Development
- April 2025 – Arapahoe County Open Spaces grant application

2023 Final Site Plan



Proposed Final Site Plan

JACKASS HILL PARK - LITTLETON, COLORADO

Board of Directors Presentation June 28, 2023

February 1, 2023



2025 Site Plan Amendment

Intended to preserve key elements of the 2023 Site Plan while addressing concerns from adjacent neighbors.

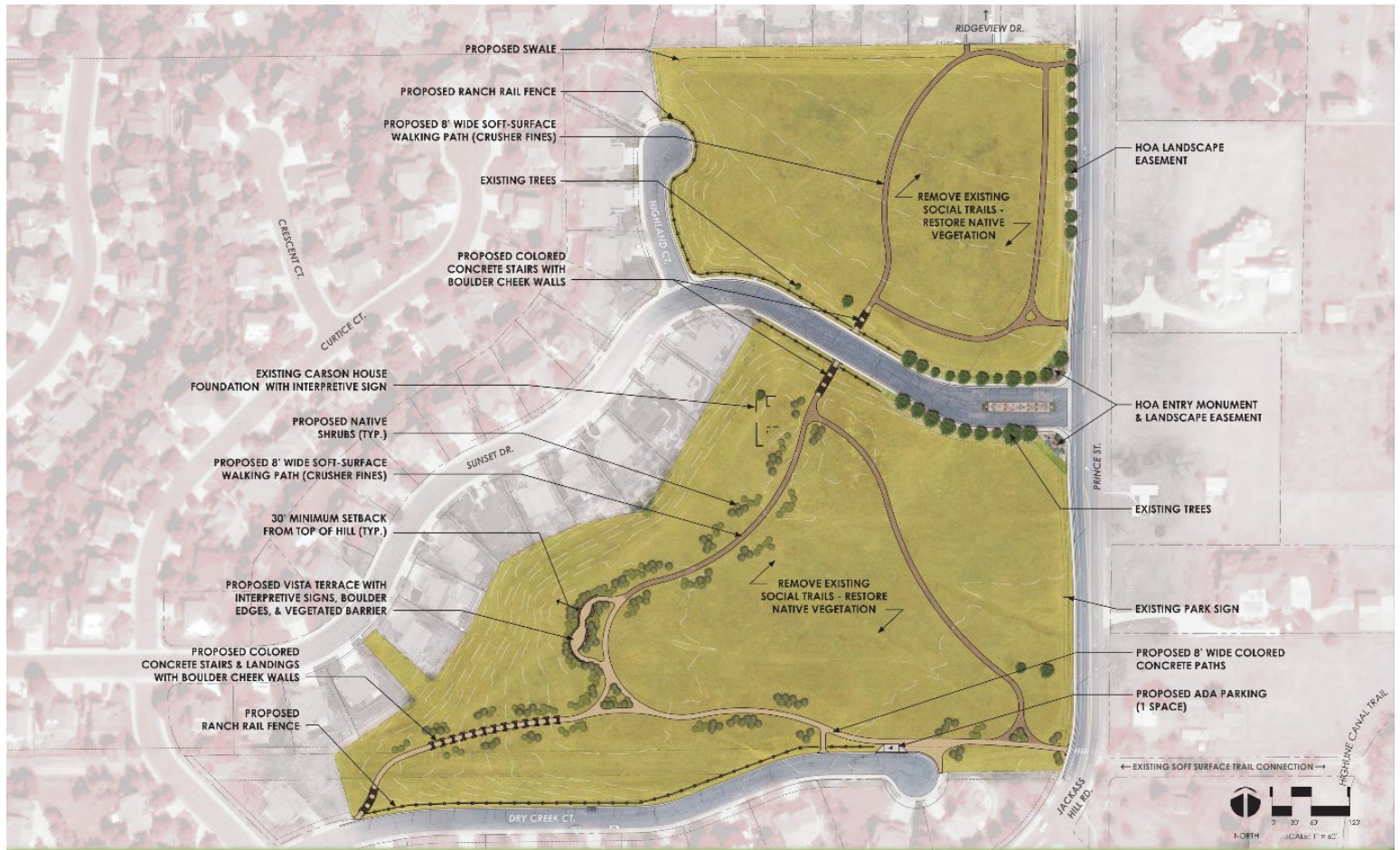
Concerns:

- Extent of concrete surfaces
- Limiting future social trails
- Restoration of native vegetation
- Vegetation height and placement
- New park activities:
 - Nature playground
 - Discovery paths
 - North overlook area
 - Parking spaces on Sunset Dr.

Plan Adjustments:

- Reduced concrete paths and converted most to soft surface
- Maintained an accessible route to the overlook from the accessible parking
- Limited concrete use to steep slopes, stairs, and accessible routes
- Remove social trails and restore native vegetation
- Adjusted placement of new shrubs and removed new trees
- Removed new activities

2025 Preliminary Site Plan 1st Amendment



PRELIMINARY SITE PLAN, FIRST AMENDMENT
JACKASS HILL PARK - LITTLETON, COLORADO

AUGUST 13TH, 2025



Public Input

52 public comments received August 20 - September 3.

Overall support:

- Reduced concrete paths
- Preservation of the natural character

Common themes:

- Limit fencing, especially near sledding hill
- Extend loop trail on north parcel to the overlook area
- Add note indicating the planned vegetative swale at Vista Terrace

Mixed opinions:

- Support to remove nature play and nature exploration to maintain natural feel
- Request to reinstate nature play area due to the lack of nearby playgrounds

Public Input Continued

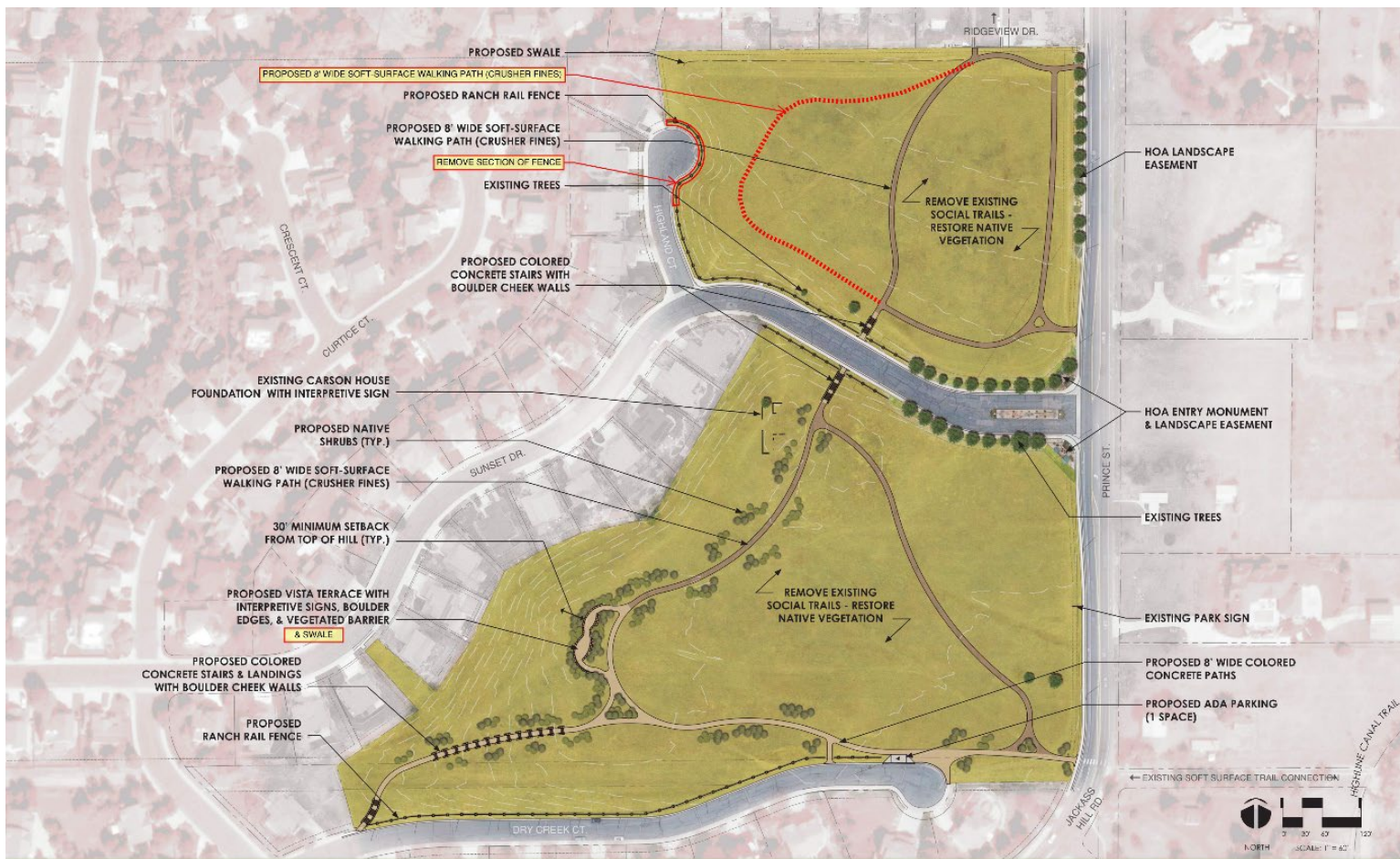
Additional comments:

- **Parking**
- **Safety/maintenance access**
- **Trail alignment**
- **Interpretive signage**
- **Keep the park undeveloped**
- **Stair materials**

Key Finding:

There is broad support for a naturalistic design with debate over balancing open space preservation vs. community amenities.

Proposed Revisions

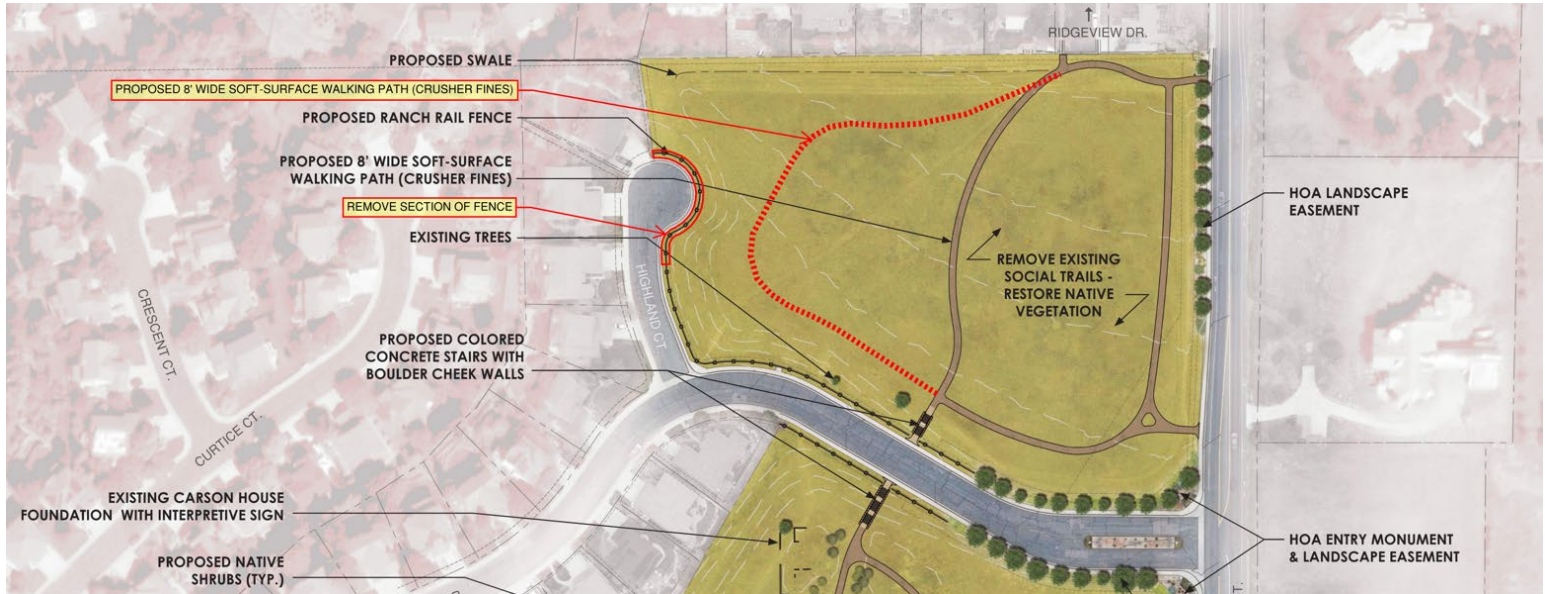


PROPOSED REVISIONS - PRELIMINARY SITE PLAN - FIRST AMENDMENT
 JACKASS HILL PARK - LITTLETON, COLORADO

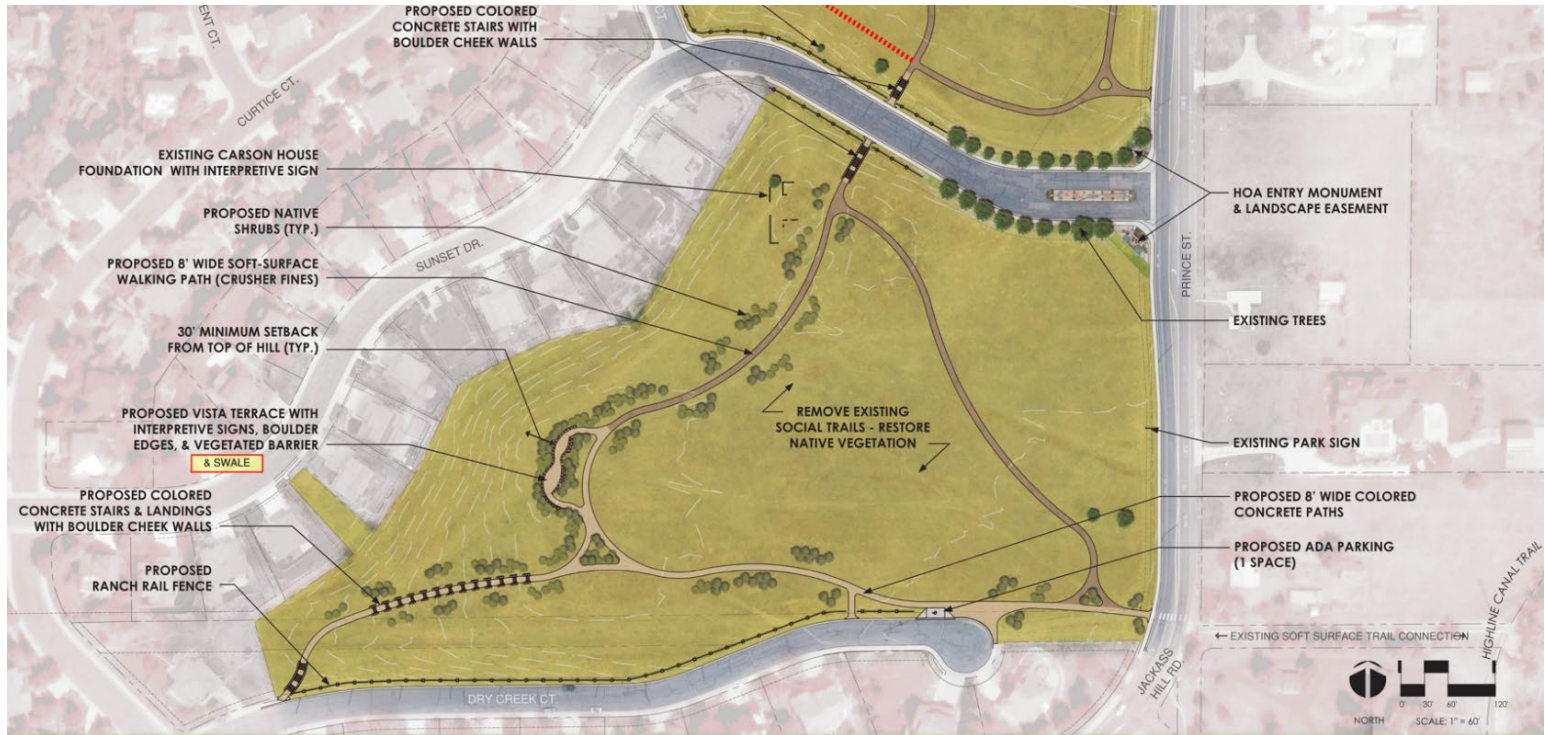
SEPTEMBER 10TH, 2025



North Enlargement



South Enlargement



Tentative Next Steps

Plan Approval:

- Review and discuss the preliminary plan with City Council on Sept 9.
- Share City Council's and public comments with the SSPRD Board during study session on Sept 10.
- Prepare and present the Proposed Final Site Plan, 1st Amendment to the SSPRD Board of Directors during a future business meeting, and following an opportunity for public comments, request the Board approve the plan.

ACOS Grant:

- Prepare a grant modification request for Arapahoe County's approval.

Project Completion:

- Revise the construction drawings and submit to the City of Littleton for approval.
- Construction potentially planned for Spring-Summer 2026.



Questions?





Staff Communication

File #: ID# 25-202, **Version:** 1

Agenda Date: 09/09/2025

Subject:

Presentation and discussion of South Suburban Parks and Recreation District's Hudson Gardens Vision Plan

From:	James L. Becklenberg, City Manager
Prepared by:	Mike Gent, Deputy City Manager
Presentations:	Nicole Stehlik, South Suburban Parks and Recreation District, Director of Recreation

PURPOSE:

With South Suburban Parks and Recreation District (SSPRD) assuming operational responsibilities for Hudson Gardens in 2023, it became critical to evaluate the Gardens' current condition, community aspirations, and future opportunities. This Comprehensive Vision, Strategic, and Facility Plan (Vision Plan) represents a collaborative effort to align Hudson Gardens' operations, infrastructure, and offerings with the community's vision and SSPRD's Master Plan and Strategic goals, ensuring long-term sustainability and relevance.

LONG-TERM OUTCOME(S) SERVED:

Vibrant Community with Rich Culture, Sustainable Community with Natural Beauty

DISCUSSION:

Hudson Gardens has experienced decades of growth, the evolution of amenities and programs, and heightened use and community expectation. This visioning process provides an opportunity to pause and assess the impact to the facilities and grounds, listen to the desires of the community, and strategize for the future. At the heart of this Vision Plan is extensive community input gathered through surveys, interviews, public meetings, and interactive events.

BACKGROUND:

The feedback from visitors, volunteers, and neighbors is clear: Hudson Gardens is deeply valued as both a peaceful retreat and an active community gathering space. The community desires a balanced approach, honoring tradition and natural beauty while thoughtfully enhancing events, amenities, and experiences. A shared vision for the future of Hudson Gardens emerged from extensive community input, volunteer and staff observations, and expert analysis through the planning process. It is not a vision of dramatic change, but of sustainable, incremental improvements that are responsive to the desires of the community, honor the history of the site, and respect the peace and natural beauty that Hudson Gardens affords.

Prior Actions or Discussions

N/A

FISCAL IMPACTS:

N/A

STAFF RECOMMENDATION:

N/A

ALTERNATIVES:

N/A



The Hudson Gardens & Event Center

Comprehensive Vision,
Strategic, and Facility Plan



JULY 2025

Presented By:

Melissa Reese Thacker, Interim Director of Planning

Nicole Stehlik, Director of Recreation

Consultant: BerryDunn



Why This Plan, Why Now

- Listening & Learning from the Community
- Understanding the Site
- Evaluating Operations
- Identify Opportunities
- Provide Historical and Operational Context

A Balanced Path Forward

Hudson Gardens aspires to be a vibrant community destination where nature, culture, and connection come together. With beautiful gardens, engaging events, and elegant spaces for gatherings, it offers something for everyone; from peaceful retreats to lively celebrations. Modern infrastructure and sustainable funding support free access and diverse experiences, ensuring the Gardens remain welcoming and accessible for generations to come.

Guided by community input, the Vision Plan prioritizes the following focus areas to ensure Hudson Gardens' continued success:

- ✓ **KEEP CURRENT BREADTH OF SERVICES AND OFFERINGS, BUT SEEK ENHANCEMENTS.**
- ✓ **IMPROVE THE CORE INFRASTRUCTURE, BEFORE ADDING NEW AMENITIES.**
- ✓ **INVEST IN SECURITY, ACCESSIBILITY, AND VISITOR EXPERIENCE.**
- ✓ **CONTINUE EMBRACING FLEXIBILITY WHILE DEFINING CLEARER VISITOR PATHWAYS.**
- ✓ **STRENGTHEN PARTNERSHIPS AND FUNDING TO SUSTAIN DIVERSE OFFERINGS.**
- ✓ **ALIGN WITH SOUTH SUBURBAN GUIDING PRINCIPLES.**

Moving Forward Together

This Vision Plan sets a clear and balanced roadmap for Hudson Gardens; one that honors its heritage, reflects community aspirations, and strategically positions it for sustainable growth. Together, these recommendations will ensure Hudson Gardens remains a vibrant, welcoming place that enriches lives, connects people, and celebrates the natural world for generations to come.

Community Engagement

- Stakeholder Interviews & Focus Groups
- Digital Engagement
 - 2,317 visits to landing page
 - 556 actively engaged
- Public Input Sessions
 - 8 pop up events
 - 27 local businesses
- 518 Survey Responses
 - 234 comments

Summary of Findings

Through the engagement process, it became clear that Hudson Gardens holds a special place in the hearts of its visitors, volunteers, and staff. People see it as both a peaceful retreat and a vibrant gathering place, a space where quiet reflection and lively celebration can coexist.

Participants consistently highlighted the value of open green spaces, the sense of calm the Gardens provide, and the importance of free daily access. At the same

time, there was strong enthusiasm for seasonal events, live performances, and new programming that can bring even more life to the space.

A common theme emerged: the desire to balance conservation with activity, education with entertainment, and tradition with growth. People want Hudson Gardens to remain a welcoming, inclusive, and inspiring destination that evolves with the community while staying true to its unique character.

The following themes were consistently observed throughout the engagement:

- ▶ **Strong Interest in Reviving Life Performances and Events:** Community members repeatedly called for the return of live music, with broad support for a range of public events that celebrate arts, culture, and seasonal traditions.
- ▶ **Preservation of the Gardens' Experience:** While residents support more activity, they remain protective of the Gardens' natural beauty, emphasizing the importance of minimal disruption to existing landscapes.
- ▶ **Facility and Infrastructure Needs:** Upgrades to bathrooms, the greenhouse, railroad garden, pathway lighting, and signage were frequently cited as essential improvements.
- ▶ **Educational and Interpretive Programming:** There is clear enthusiasm for expanding educational offerings, hands-on workshops, and interpretive signage that enhances visitor learning and engagement.

- ▶ **Volunteer and Staff Support:** Sustaining the volunteer program, addressing staff workload, and clarifying internal processes were common priorities shared by both staff and volunteers.
- ▶ **Improved Visibility and Marketing:** Many residents were unaware of existing offerings, pointing to the need for stronger outreach, signage, and promotion—especially highlighting free access and community value.
- ▶ **Event Access and Affordability:** Participants value both free and ticketed experiences, with an emphasis on affordability, resident pricing, and transparency around operations and funding.

As Hudson Gardens plans for the future, these insights underscore the need for an intentional, balanced approach that honors its botanical and community roots while creating space for new ideas and varied activities.

Needs & Opportunities

- Facility & Site Assessment
- Demographics
- Service Assessment
- Financial Analysis
- Program-Specific Insights
- Market Analysis

Prioritization Criteria

Every decision made at Hudson Gardens shapes the experiences of its visitors and the future of its landscapes. To ensure investments reflect the needs of the community, a clear set of criteria will guide capital and operational priorities. These principles align with Hudson Gardens' vision, the South Suburban Master Plan, and the voices of the community, creating a thoughtful roadmap for growth and improvement.

✓ ALIGNMENT WITH HUDSON GARDENS' VISION AND SOUTH SUBURBAN PRIORITIES

▶ SUPPORTS: Quality First, Connect Community

Projects should reinforce Hudson Gardens' role as a multi-use destination for gardens, private events, education, and recreation, aligning with the SSPRD Master Plan and Strategic Plan for regional consistency and long-term success.

✓ INFRASTRUCTURE RESILIENCE AND LONG-TERM VIABILITY

▶ SUPPORTS: Quality First, Fiscal Responsibility

Prioritize repairs and upgrades to existing infrastructure (e.g., utilities, pathways, lighting, restrooms) to ensure long-term durability, reliability, and cost-effectiveness before considering expansion.

✓ ACCESSIBILITY, SECURITY, AND VISITOR EXPERIENCE ENHANCEMENTS

▶ SUPPORTS: Quality First, Connect Community, Enrich Wellness

Focus on improvements that enhance safety, comfort, and accessibility, including better lighting, ADA compliance, clear wayfinding, and access control.

✓ COMMUNITY BENEFIT AND DEMAND-DRIVEN DEVELOPMENT

▶ SUPPORTS: Connect Community, Enrich Wellness

Invest in projects that respond to high community demand, fill service gaps, and expand engagement ensuring the Gardens remain relevant and responsive to changing visitor needs.

✓ SUSTAINABILITY & ENVIRONMENTAL STEWARDSHIP

▶ SUPPORTS: Stewards of Nature and Sustainability, Fiscal Responsibility

Focus on protecting natural ecosystems, improving resource efficiency, and building resilient landscapes to promote long-term environmental health.

✓ FINANCIAL RESPONSIBILITY & FUNDING POTENTIAL

▶ SUPPORTS: Fiscal Responsibility, Quality First

Ensure projects are financially sustainable, balancing costs and benefits, with consideration for long-term affordability, operational efficiency, and opportunities for outside funding through grants, sponsorships, or partnerships.

The Path Forward

- Vision for the Future
- Live Performances
- Capital Recommendations

Services Recommendations

To ensure Hudson Gardens remains a cherished destination for generations to come, the focus must be on preserving the breadth of its offerings while making thoughtful improvements that support long-term sustainability.

This means finding the right balance between gardens, events, and educational programs, while enhancing visitor support, strengthening operational flexibility, and reintroducing live performances in a way that respects the Gardens' unique character. It also involves expanding partnerships, securing new funding sources, and aligning closed with South Suburban's Guiding Principles.

Together these strategies will help Hudson Gardens continue to grow:

✓ **IMPROVE THE CORE INFRASTRUCTURE, BEFORE ADDING NEW AMENITIES.**

Prioritize repairing and upgrading existing facilities, utilities, pathways, lighting, restrooms, and other infrastructure before adding new amenities or refining services. This ensures that current operations are stable, functional, and meet community needs before considering new investments.

✓ **KEEP CURRENT BREADTH OF SERVICES AND OFFERINGS, BUT SEEK ENHANCEMENTS.**

Maintain Hudson Gardens' wide range of services—including gardens, performances, private events, and education—while making targeted improvements to enhance quality, accessibility, and visitor engagement. This means refining rather than reducing offerings, ensuring each component is well-supported and sustainable.

✓ **INVEST IN SECURITY, ACCESSIBILITY, AND VISITOR EXPERIENCE.**

Improve safety measures, lighting, wayfinding, accessibility, and emergency preparedness to create a more secure and welcoming environment for all visitors and staff. This includes better signage, controlled entry points, ADA compliance, and proactive maintenance to enhance both safety and the overall guest experience.

✓ **CONTINUE EMBRACING FLEXIBILITY WHILE DEFINING CLEARER VISITOR PATHWAYS.**

Maintain spaces that can accommodate diverse programming (e.g., live performances, nature walks, private events), while ensuring better organization of traffic flow and visitor movement. This includes wayfinding signage, designated areas for events, and better integration between gardens, pathways, and facilities to create a seamless and intuitive experience.

✓ **STRENGTHEN PARTNERSHIPS AND FUNDING TO SUSTAIN DIVERSE OFFERINGS.**

Build and reinforce relationships with community partners, businesses, and grant providers to secure funding and operational support. This includes leveraging sponsorships, memberships, and collaborations to sustain Hudson Gardens' mix of free and paid experiences.

✓ **ALIGN WITH SOUTH SUBURBAN GUIDING PRINCIPLES.**

Ensure Hudson Gardens complements and integrates with the broader South Suburban system by aligning offerings with district-wide initiatives and strategic goals. Leverage partnerships, shared resources, and coordinated programming to maximize impact while maintaining Hudson Gardens' unique identity. Future development and services should reference the South Suburban's Master Plan and Strategic Plan to enhance regional cohesion and avoid duplication of efforts.

Short Term Recommendations

Focusing on projects that can be implemented within the next few years, these short-term improvements all address immediate needs, enhance visitor experiences, and set the foundation for long-term growth:

✓ BOTANICAL GARDEN MASTER PLAN

Estimated cost: \$165,000 - \$180,000

Develop a comprehensive master plan for the gardens, including public and stakeholder input, site plan, priority projects, and cost estimates.

✓ BRANDING AND WAYFINDING

Estimated cost: \$55,000 - \$70,000 (design only)

Establish a cohesive brand identity with updated website, wayfinding, interpretive signage, and visitor orientation systems to enhance the overall experience.

✓ CAFÉ AND RESTROOMS

Estimated cost: \$1,100,000 - \$1,400,000

Modernize the café to expand menu options and improve vendor operations, while updating adjacent restroom facilities for better accessibility and guest comfort.

✓ PATHWAYS AND ACCESSIBLE ROUTES

Estimated cost: \$830,000 - \$980,000

Upgrade pathways to ensure ADA compliance, improve drainage, and provide accessible routes, and wayfinding signage to key areas like the Bloom Room, Inn, and other programmed spaces.

✓ SITE SECURITY

Estimated cost: \$780,000 - \$920,000

Install perimeter fencing, lockable gates, and upgraded locks to enhance security while maintaining a welcoming atmosphere.

✓ WELCOME FACILITY AND GARDEN ENTRANCE

Estimated cost: \$10,700,000 - \$12,600,000

Reimagine the main entrance to include a new welcome center, gift shop, administrative offices, wayfinding and visitor orientation signage, and flexible event spaces to better serve visitors and staff.

Welcome Facility and Garden Entrance



Look and feel images of new garden entry.

Mid to Long Term Recommendations

These projects focus on transformative improvements that will expand Hudson Gardens' capacity, enhance its educational offerings, and strengthen connections to the surrounding community:

✓ BOTANICAL GARDEN ENHANCEMENTS

Estimated cost: Dependent on the Botanical Garden Master Plan and the Branding and Wayfinding standards.

Implement the Botanical Garden Master Plan, including new themed gardens, expanded planting areas, wayfinding and interpretive signage, and upgraded pathways to improve the visitor experience.

✓ EDUCATION CENTER

Estimated cost: Dependent on the Welcome Facility program and design.

Convert the existing Administration Building to a flexible indoor-outdoor education center to support classes, workshops, field trips, and community programming, reinforcing Hudson Gardens' mission as a hub for learning and discovery.

✓ LIVE PERFORMANCE SPACE

Estimated cost: \$12,000,000 - \$14,000,000

Develop a permanent structure with infrastructure and amenities to support various types of live performances and events.

Live Performance Space



Look and feel images of potential new live performance space.

✓ MAINTENANCE BARN

Estimated cost: Dependent on the Welcome Facility program and design.

Enhance to provide a modern maintenance facility with secure indoor and outdoor storage, office space, and utilities to support long-term operations and staff needs.

✓ NORTH RESTROOM

Estimated cost: \$1,900,000 - \$2,500,000

Replace the aging north restroom with a larger, fully accessible facility to better support the Bloom Room, Rose Garden, and nearby event spaces.

✓ PARKING IMPROVEMENTS

Estimated cost: \$950,000 - \$1,100,000

Upgrade parking lots with improved paving, wayfinding, lighting, drainage, and landscaping to enhance visitor safety and capacity during peak events.

✓ RIVER INTEGRATION PROJECT

Estimated cost: \$1,900,000 - \$2,300,000

Strengthen connections to the Mary Carter Greenway, enhancing access points, creating new garden entrances, and integrating landscape improvements along the South Platte River.

River Integration Project



View looking north with pollinator gardens and a re-aligned Mary Carter Greenway Trail.

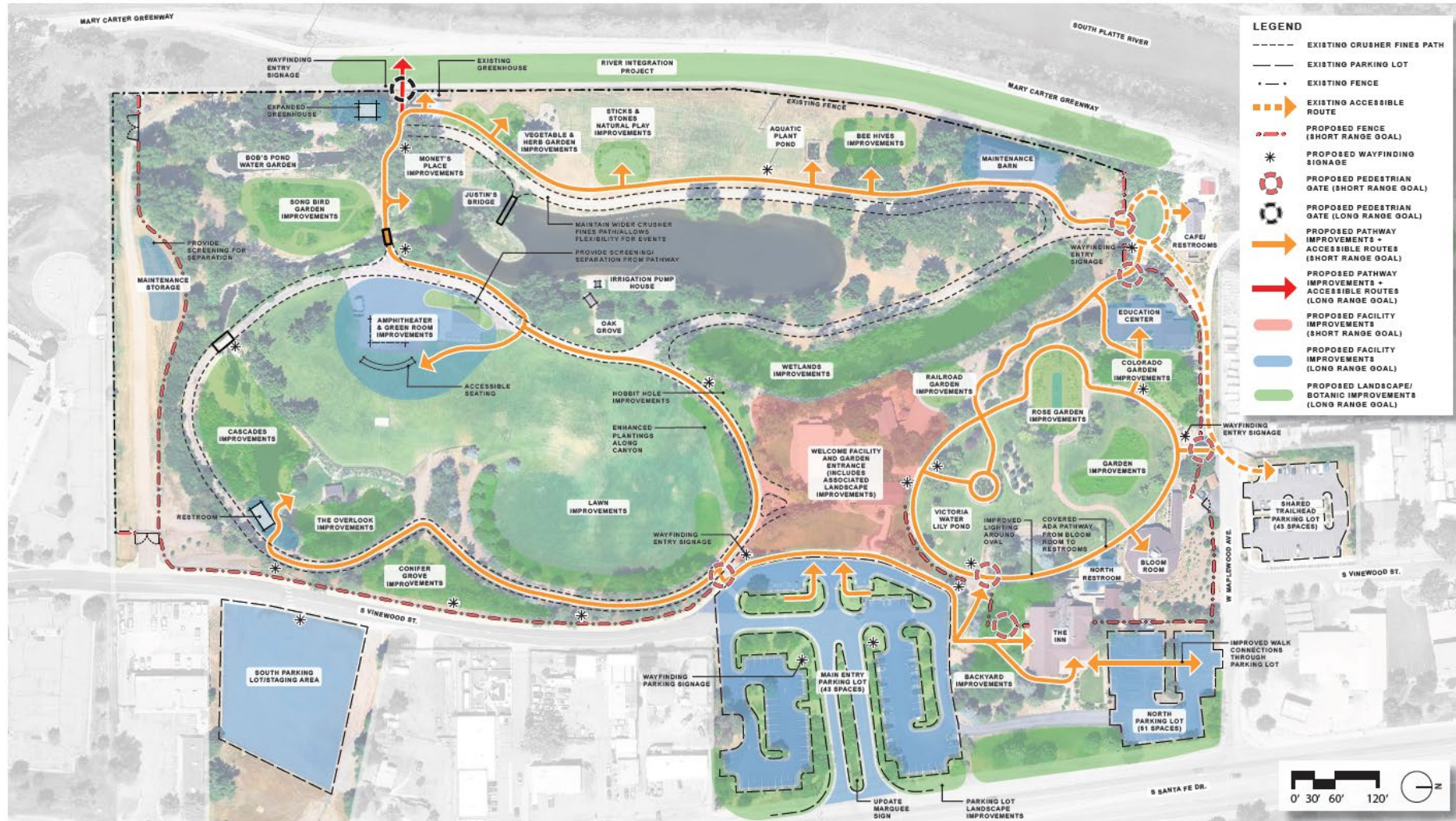


View looking southeast toward possible Health and Wellness Garden along Mary Carter Greenway.

✓ THE OVERLOOK RESTROOM

Estimated cost: \$930,000 - \$1,100,000

Add a restroom facility and catering/bar station to the Overlook Pavilion, expanding its functionality for programming and rental events.



OVERALL GOALS
HUDSON GARDENS
 LITTLETON, COLORADO
 JUNE 2025

Thank you!



Acknowledgements

Special recognition is given to the Hudson Gardens volunteers that contribute more than 4,700 hours each year to sustain the beauty and growth of the Gardens. The ongoing support from our patrons and community members allows Hudson Gardens to thrive as a cultural hub and keep the treasured landscape free and open to the public.

South Suburban Board of Directors

Pam Eller, Chair
Pete Barrett
Cathie Frazzini
Keith Gardner
Ken Lucas
Luke Lorenz
Elizabeth Watson

South Suburban Staff

Rob Schoeber, Interim Executive Director
Eileen Matheson, Deputy Executive Director
Nicole Stehlik, Director of Recreation
Melissa Reese-Thacker, Director of Planning
Tatianna Langjahr, Manager of Hudson Gardens
Becky Grubb, Manager of Communications
Mindy Albert, Strategic Initiatives Manager
Olivia Olson, Marketing Specialist
Joe Ott, Planning Analyst

City of Littleton

Mike Gent, Deputy City Manager
JD McCrumb, Chair, Arts and Culture Board

Focus Groups

Hudson Garden Volunteers
Littleton Art & Culture Board
Nature, Grounds, and Environmental Community Group
Public Events and Performances Community Group
South Suburban Staff at Hudson Gardens

Consultants

BerryDunn
Studiotope Collective
DHM Design



Funded in part by a City of Littleton Arts and Culture Grant



Staff Communication

File #: ID# 25-196, **Version:** 1

Agenda Date: 09/09/2025

Subject:
Communications Update

From:	James L. Becklenberg, City Manager
Prepared by:	Jessica Bixenman, Director of Communications & Marketing
Presentations:	Jessica Bixenman, Director of Communications & Marketing

PURPOSE:

Staff update and overview of the current Communications, Marketing and Event department. A look at the current program and future opportunities to remain positioned to meet the evolving needs of the community.

LONG-TERM OUTCOME(S) SERVED:

Vibrant Community with a Rich Culture; High-Quality Governance; Robust and Resilient Economy

DISCUSSION:

The Communications Department is critical to serving the community and supporting the organization's broader mission and strategic goals. Over the past 6 months, staff has strengthened collaboration across teams, improved efficiency in daily operations, and introduced new initiatives to enhance both internal and external services. This is a high-level overview of where the Communications department is today and a look ahead at the vision for the future.

BACKGROUND:

The Communications Department plays a vital role in advancing council's priorities by ensuring clear, consistent, and accessible information for the community. Through strategic messaging, public engagement, and transparent storytelling, staff connects residents with council initiatives and foster trust in the decision-making process. These efforts support council's vision by promoting understanding, encouraging participation, and highlighting the positive impact of city programs and services.

FISCAL IMPACTS:

N/A

STAFF RECOMMENDATION:

N/A

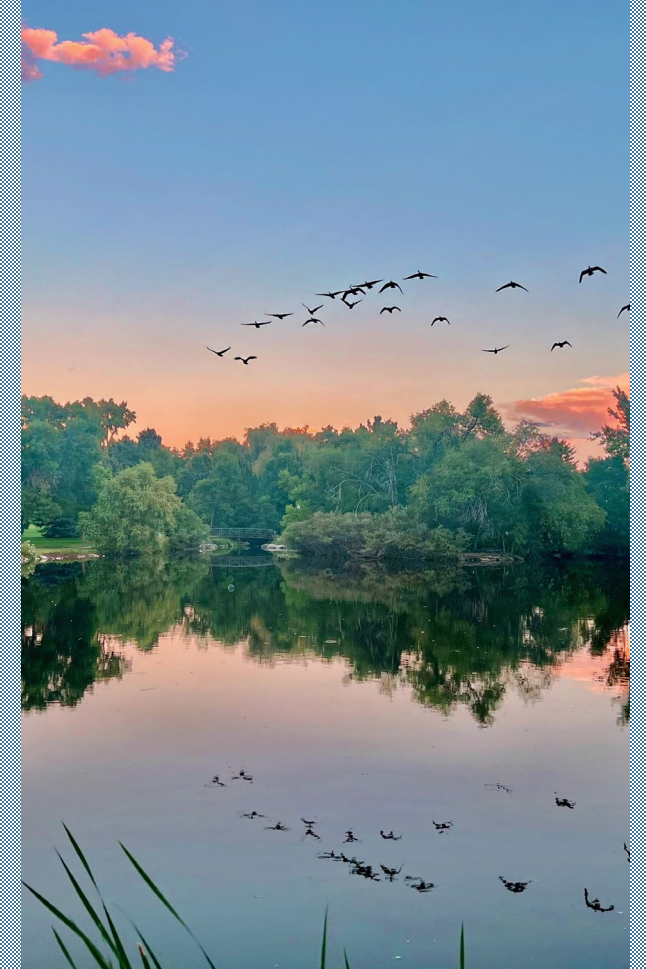
ALTERNATIVES:

N/A

COMMUNICATIONS, MARKETING AND EVENTS PROGRAM OVERVIEW

Jessica Bixenman

SEPTEMBER 2025



TODAY'S OBJECTIVES

- Effective Municipal Communication
- Review the Current State of the Communications Department
- Future Visioning
- 2026 Workplan and Priorities

VISION AND MISSION STATEMENT

“The mission of the Communications Department is to support the goals of City Council by creating and maintaining a comprehensive communications program that contributes to an exceptional level of understanding and trust between the City of Littleton and the numerous constituencies it serves.”

EFFECTIVE PUBLIC SERVICE COMMUNICATIONS

What do we really mean when we talk about communications?

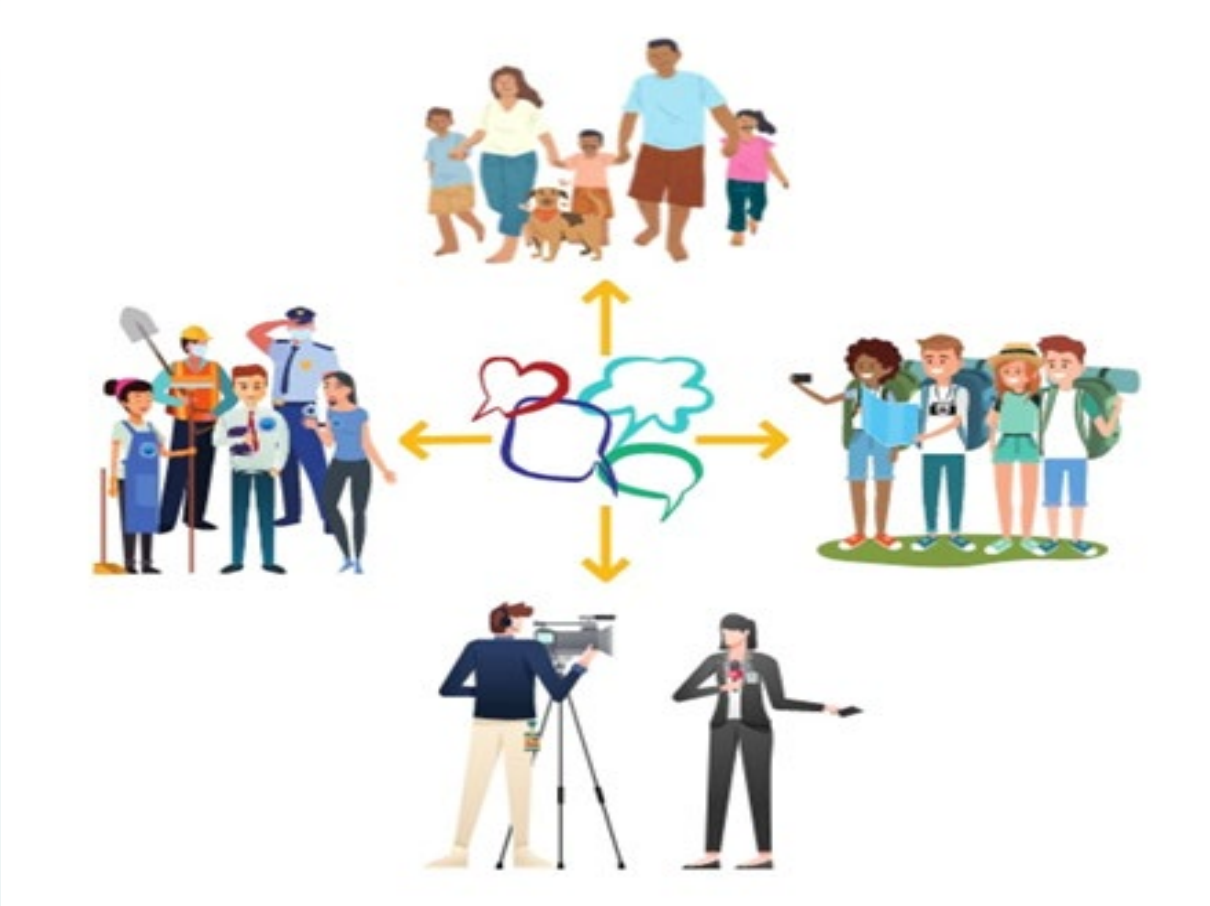
Audience

Community

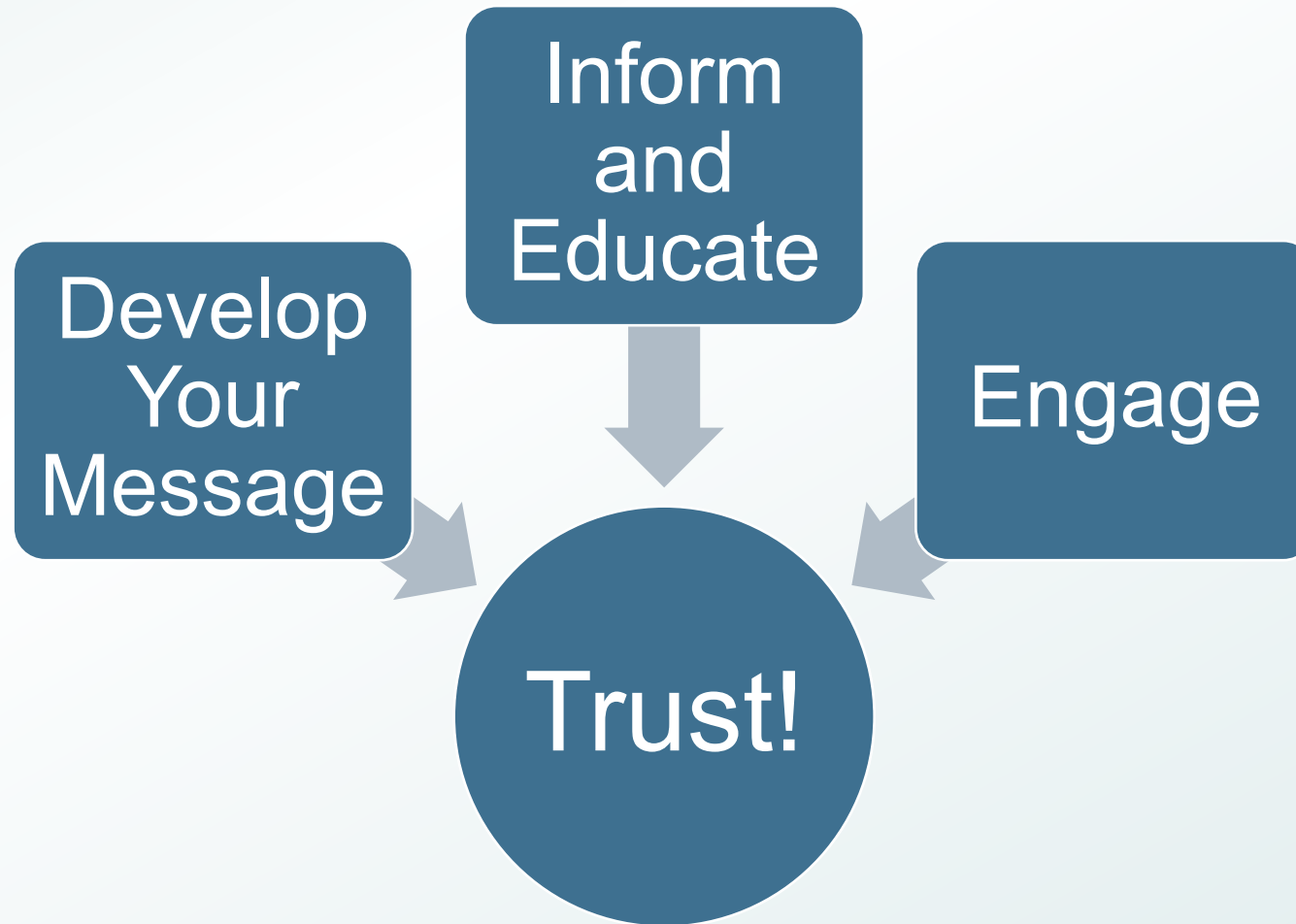
Visitors

Staff

Media



EFFECTIVE COMMUNICATION STRATEGY



EFFECTIVE COMMUNICATION STRATEGY



Develop Your Message



Inform and Educate



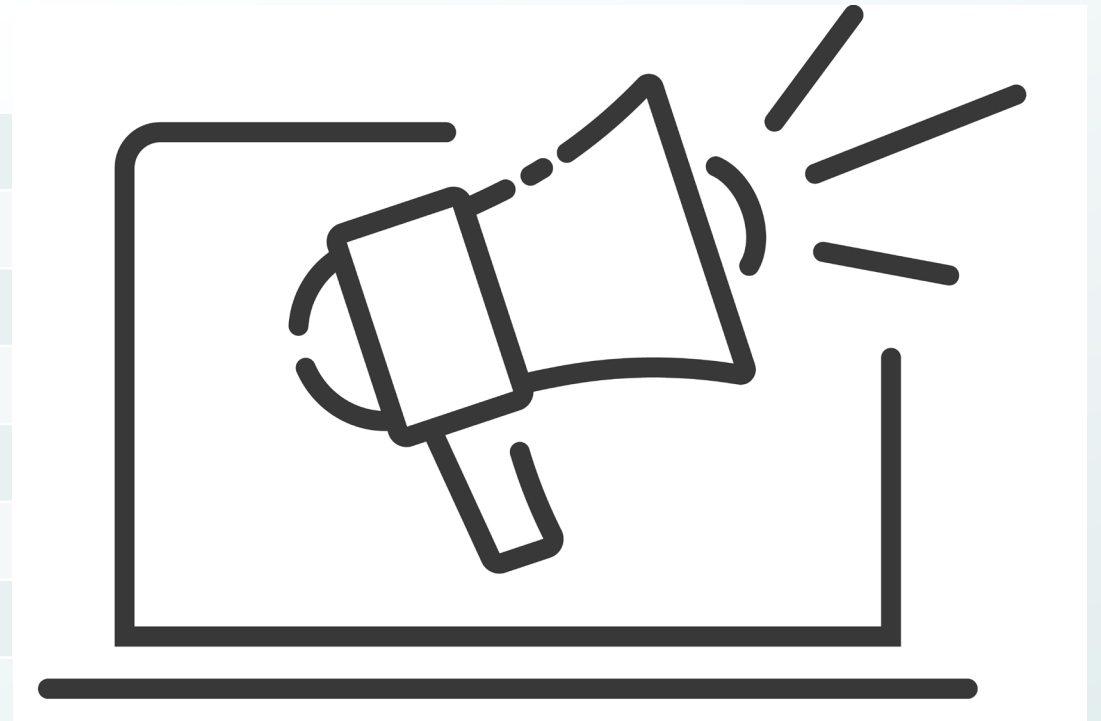
Engage

“The two words ‘information’ and ‘communication’ are often used interchangeably, but they signify quite different things. *Information* is giving out; *Communication* is getting through.”

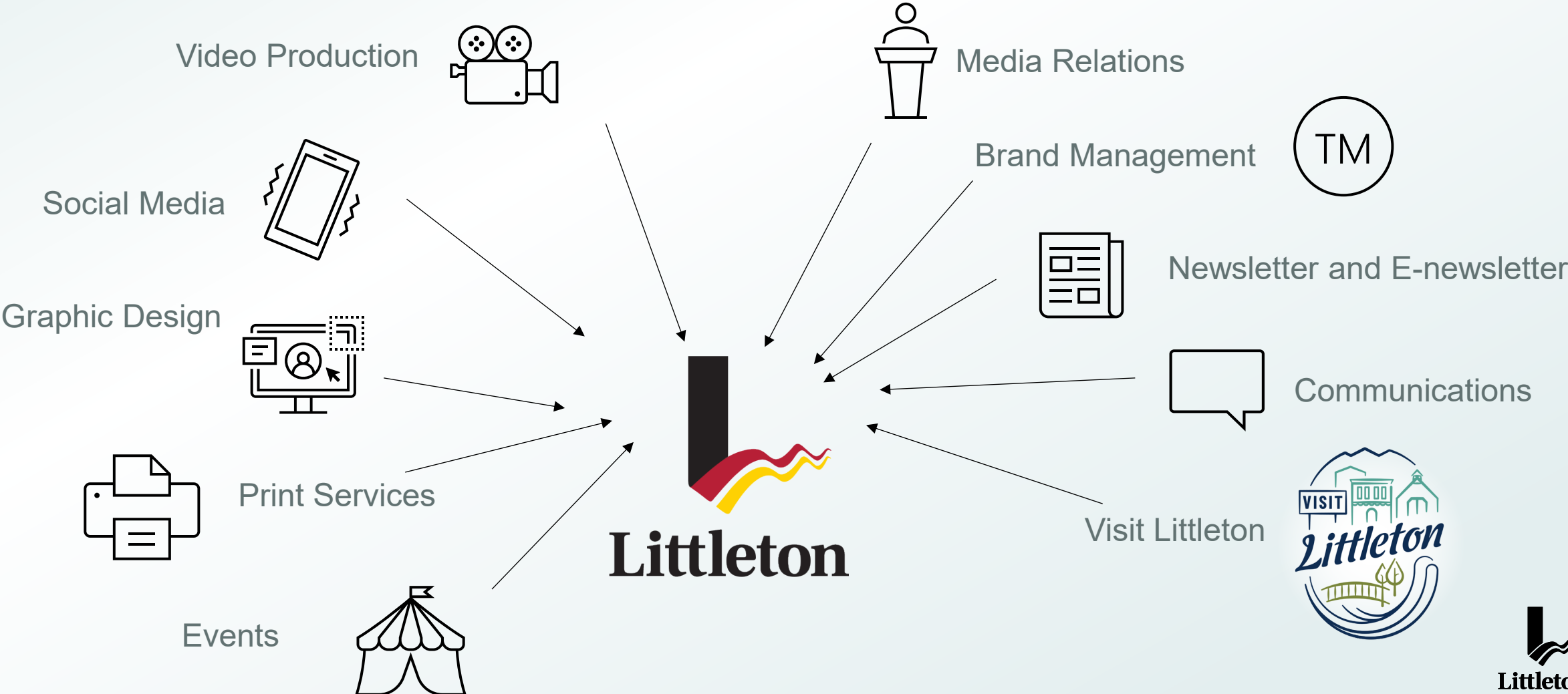
Sydney J. Harris, Journalist and Author

EFFECTIVE COMMUNICATION GOALS

1	Transparent
2	Accountable
3	Authentic
4	Strategic, Not Reactive
5	Consistent
6	Collaborative
7	Inclusive

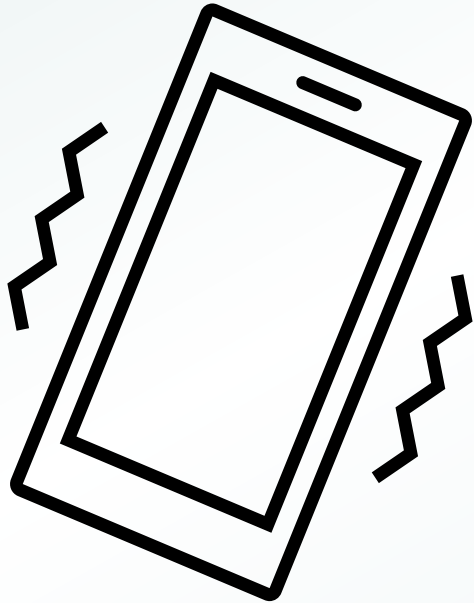


COMMUNICATIONS DEPARTMENT TODAY



SOCIAL MEDIA PRESENCE

Total followers across all platforms: 32,179



Facebook: 11,675



X: 11,394



Instagram: 5,911



LinkedIn: 3,119



Littleton, CO - Government
LG [Aug 09, 15:00](#)

👑 We're only one week away from the Western Welcome Week Grand Parade and Festival on Saturday, August 16! The parade down Littleton Boulevard and Main Street begins at 10 a.m. and features marching bands, floats, equestrians, and

84,098 reach
2.57 % engagement rate



Littleton, CO - Government
LG [Aug 14, 15:07](#)

THROWBACK THURSDAY: Did you know this year is the 97th anniversary of Littleton's annual Western Welcome Week celebration? Soon after Houston Waring became editor of the Littleton Independent, he began looking for ways

15,150 reach
5.19 % engagement rate

VIDEO PRODUCTION & STREAMING



- 72 videos and reels published
- 136,164 views
- 53,749 reach

LittletonGov YouTube

- 217,000 views
- 12,000 impressions
- 420 new subscribers (1,791 total subscribers)

Channel 8 YouTube

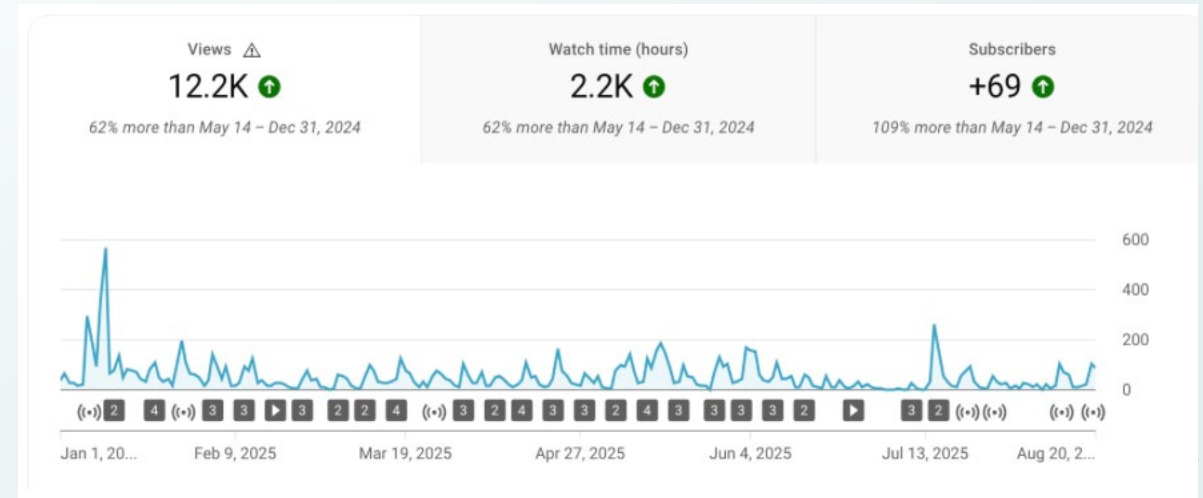
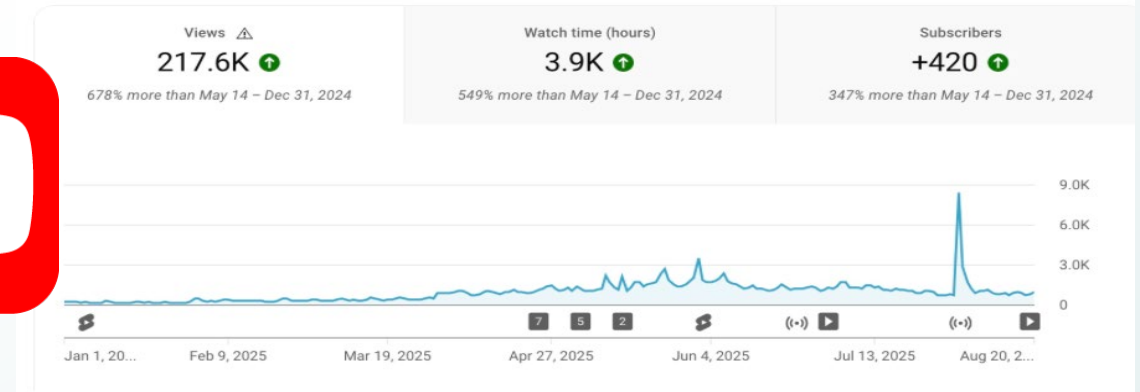
- 12,000 views
- 69 new subscribers

LittletonGov Facebook stats from last 90 days:

- Video views: 63,818
- Video reach: 63,086
- Reel views: 23,142
- Reel reach: 22,375



Your videos got 217,622 views in 2025



NEWSLETTERS

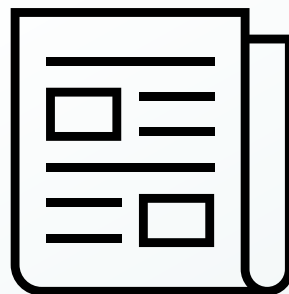
Littleton Report Print

- 6 issues mailed to 22,550 addresses

Littleton Report Online

- 3,779 subscribers + 14% from 2024

Littleton at Work



What's Inside

All meetings, programs, and events listed in this issue are subject to change or cancellation.



Friday, August 22, 2025

This e-newsletter is designed to provide information regarding city programs and services, and those of its agency partners. The Littleton City Council and staff encourage supporting Littleton businesses and community programs.

In this issue...

- [Tri-Cities Mayors Accept Climate Protection Award](#)
- [Charter Review Committee Gets to Work](#)
- [Work Begins on Broadway at Lee Gulch Culvert Repair](#)
- [Littleton's First 'Complete Street' Opens on Euclid Avenue](#)
- [Business Owners: Check Out Building Electrification Workshop](#)
- [Feedback Sought on Jackass Hill Park Plans](#)



Littleton at Work - 8/14/25

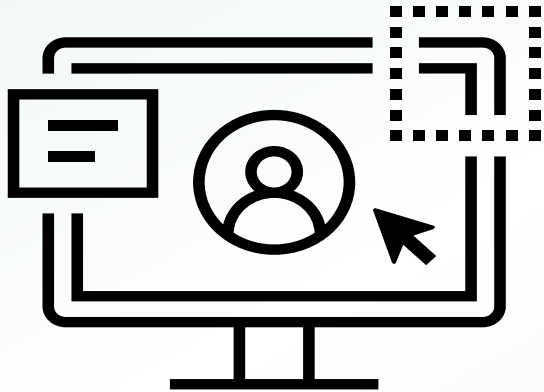
 **Matt Ristaino**
Media Strategist

Engagement Pulse Survey to Launch Later This Month

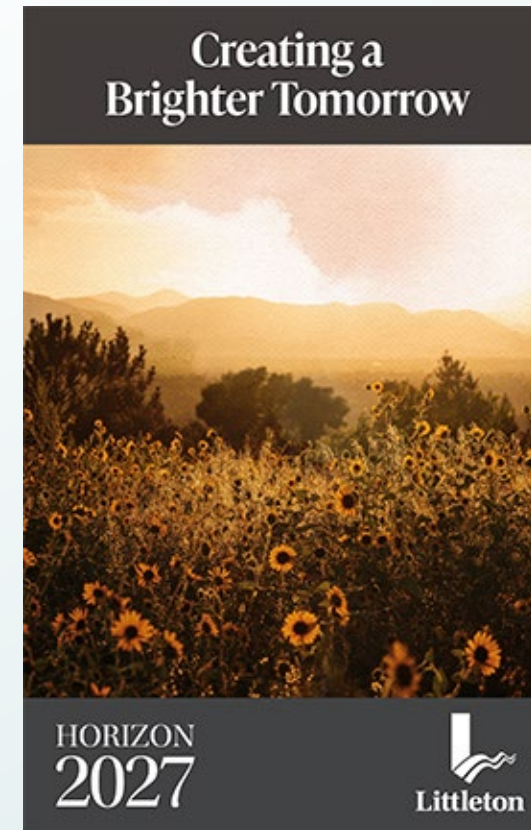
The second annual Engagement Pulse Survey will be available beginning August 25!

The purpose of this survey is to get a better understanding of morale and satisfaction with our workplace so that we can measure our progress as an organization in the future. The short and confidential survey consists of 20 questions, rated on a one-to-five scale, and should only take you a few minutes to complete.

GRAPHIC DESIGN AND PRINT SERVICES



- LRO and LRP design and production
- *Littleton Calendar and Annual Report*
- Inter-departmental design, consulting and application
- Brand awareness, development and application
- Print management



EVENTS

Community Events (Community engagement, education or connection vs large-scale entertainment)

Festival (Celebration or entertainment often with vendors, performances and multiple attractions)

Boards & Commissions Dinner



LITTLETON BUSINESS CHAMBER'S

State of the City

2025 BREAKFAST AND AWARDS



VISIT LITTLETON



Manage and market the Visit Littleton brand across the platforms below to increase awareness for events and businesses in Littleton

- Website and Social Media
- Paid Advertising
- Marketing Campaigns

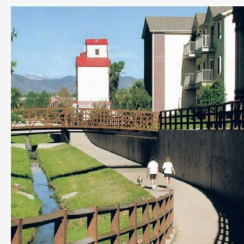
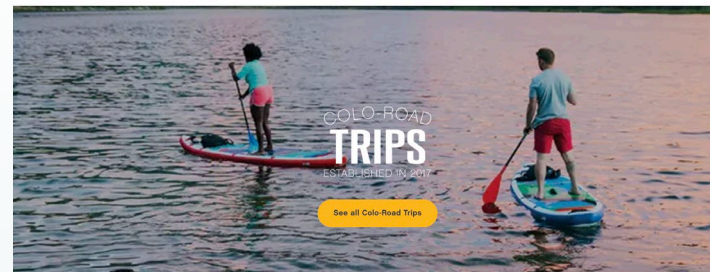
Littleton

Not every **Denver** suburb has such a distinctive history separate from the city proper, but Littleton definitely has its own story.

Browse

Accommodations | Adventure Sports | Arts & Culture | Attractions & Entertainment

A fall wagon ride down Main Street in downtown Littleton with trees lining the right side of the street. In the distance the town hall looks over a banner and cars on the road.



3 Days A Summer Tour of Littleton

Enjoy this small town with a big personality. You'll stroll through a charming historic district, stop in shops and enjoy fine dining. Littleton is the ideal spot for a long weekend getaway.

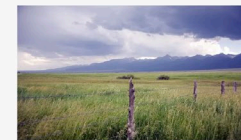
Cities & Towns

Colorado is the eighth-largest state in the U.S. and offers over 100,000 square miles to explore. Navigate the map to discover new places, or search for a specific city to start your journey.

Explore Buena Vista...

Explore cities by experiences

- Airports
- Certified Creative District
- Hot Springs
- Michelin Stars
- Train Trips
- Welcome Centers



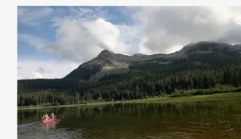
Silver Cliff



Black Hawk



Rico



Paonia



Bow Mar



Florence



Littleton



Lafayette



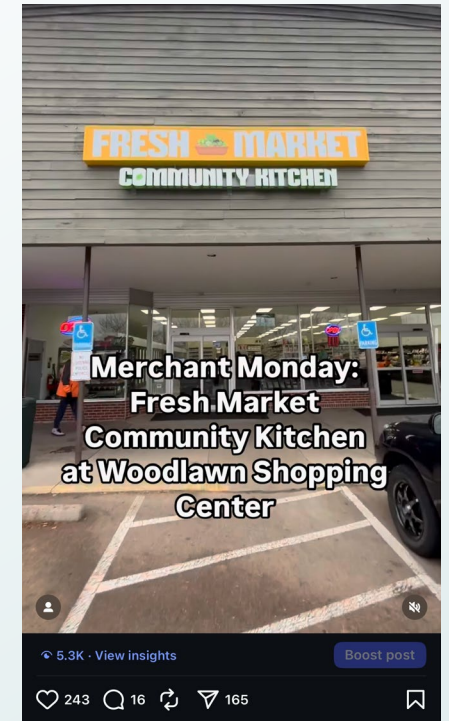
Saguache



VISIT LITTLETON



- *City Lifestyle Littleton* magazine
- Open Rewards
- Social media growth
- Website growth



COMMUNICATIONS

Informing and Connecting

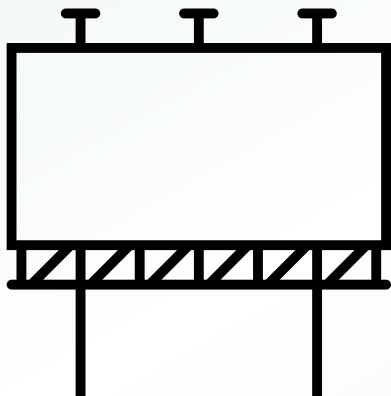


- Public relations and media relations
- Facilitate a network of local PIOs and communicators to collaborate
- Public information campaigns
- Emergency and crisis communications
- Internal communication (staff updates, newsletters, intranet)
- Speechwriting

Traffic Alert: Lane Closure On Broadway Beginning Monday
“Starting Monday, September 15 traffic on Broadway will be reduced to one lane for resurfacing.”

MARKETING

Promoting and Persuading



- Advertising (digital, print, outdoor etc.)
- Branding and design
- Market research and analytics
- Social media marketing and paid campaigns
- Influencer marketing
- Website design/SEO
- Events and materials

Smoother Roads Ahead: Broadway Upgrades Begin Monday

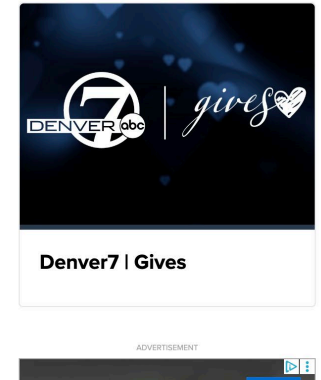
“We’re investing in better, safer streets for our community. Beginning Monday September 15 crews will be resurfacing to extend the life of the roadway and improve your daily drive.”

MEDIA RELATIONS



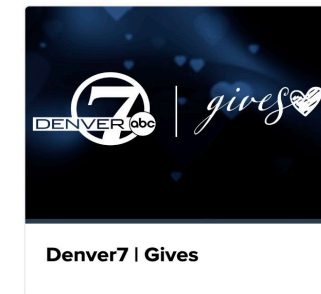
- Press Releases
- Pitching Stories
- Talking Points
- Facilitative Interviews
- Responding to Inquiries

'Once in a lifetime': City of Littleton to build trail underpass below busy Broadway



City of Littleton breaks ground on first affordable housing development funded through ordinance

The Inclusionary Housing Ordinance requires new developments with five or more units to designate at least five percent of those as affordable units. Developers can also pay a fee-in-lieu.



DISCOVERY ANALYSIS

Strengths

- Teamwork
- Adaptability
- Dedicated and passionate
- Positive collaborative relationships
- Engaged community

Weaknesses

- Limited resources
- Quantity of initiatives
- Internal communication
- Lack of process and policy
- Brand consistency

Opportunities

- Re-tool to be able to support and prioritize core services
- Engagement
- Marketing and advertising
- New technology
- Website

THE VISION: HOW DO WE...?

Become more strategic and less reactive?

Create unified messaging?

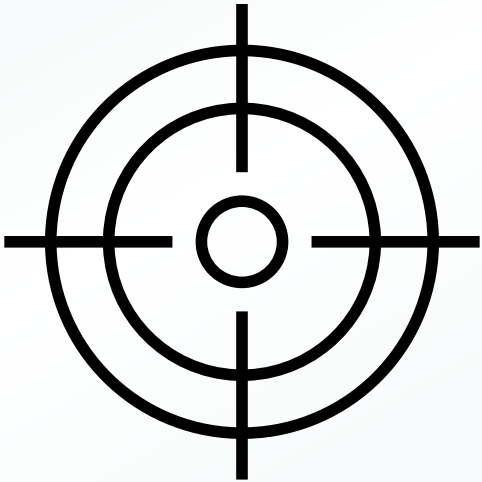
Engage audiences more deeply?

Leverage technology to bring documentation and processes up to date?



FUTURE OF COMMUNICATIONS DIVISION

Strategy Development



Building Capacity

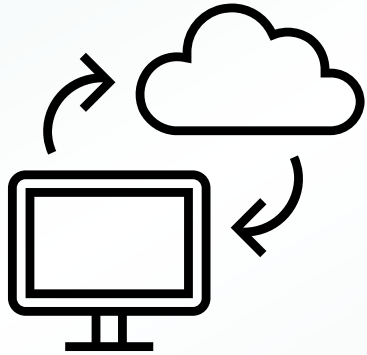
Processes

Policies

Resources

FUTURE OF COMMUNICATIONS DIVISION

Collaboration and Technology



Collaboration

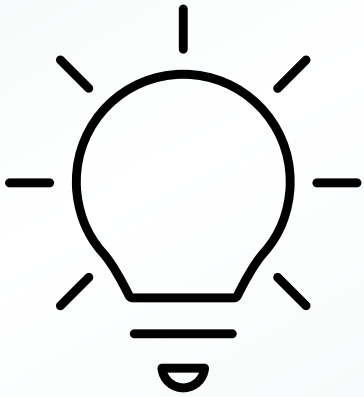
Streamline

Consistent Messaging

Leverage Technology

FUTURE OF COMMUNICATIONS DIVISION

Exploration and Innovation



Exploration

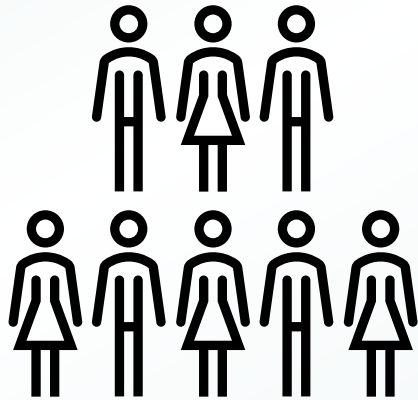
Culture Shift

Diverse Perspectives

Foster Growth

FUTURE OF COMMUNICATIONS DIVISION

Community Engagement



Engagement

Framework

Toolkit

Training

FUTURE OF COMMUNICATIONS DIVISION

Visit Littleton



Attract Visitors

Image

Awareness

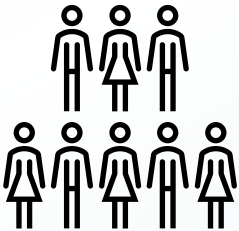
Experiences

COMMUNICATIONS DEPARTMENT TODAY



FUTURE OF COMMUNICATIONS DEPARTMENT

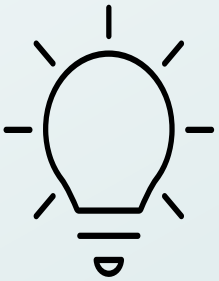
Community Engagement



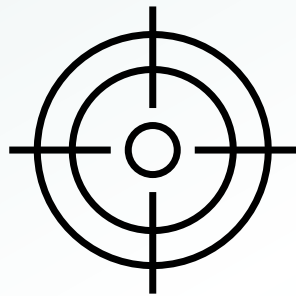
Visit Littleton



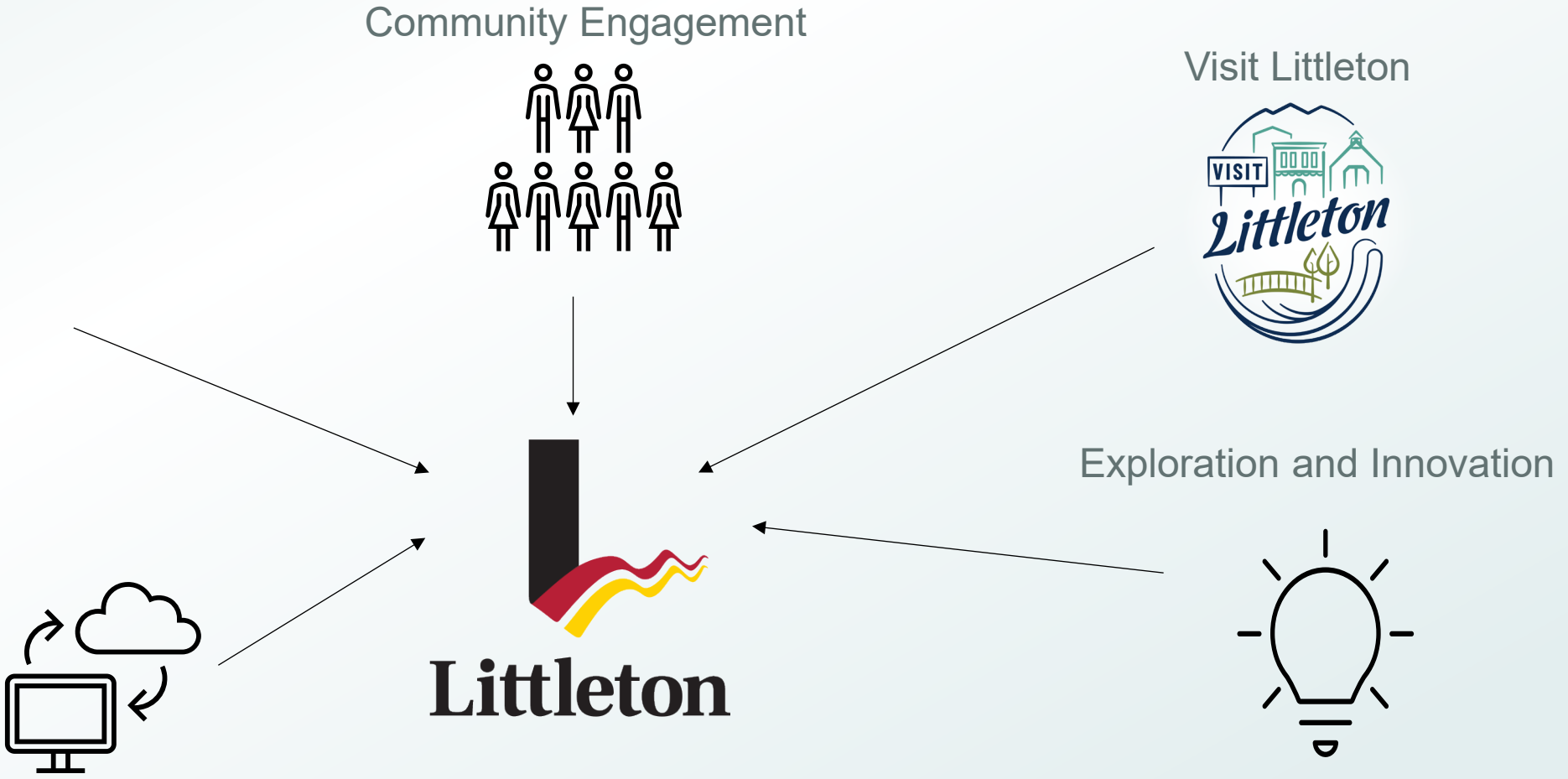
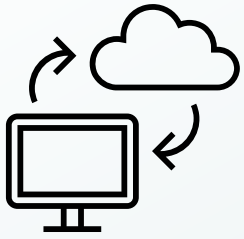
Exploration and Innovation



Strategy Development



Collaboration and Technology



Littleton



2026 WORKPLAN AND PRIORITIES

- Communication and engagement training
- Community engagement (Engagement HQ)
- Website refresh
- Refresh/rebrand of *Littleton Report Online*
- Policy updates and development
- Visit Littleton marketing
- 150/250 SesquiSemiQuinCentennial campaign



Robust and
Resilient Economy

2 - 3 Year Initiatives + Major Projects / Programs

15

Create and implement a plan to market Littleton's unique character and increase tourism, sales tax revenue, and support Littleton businesses.

Maintain and market Visit Littleton website to increase regional and state-wide profile as a destination for business and leisure travel.

“If communication is not your top priority, all your other priorities are at risk.”

Bob Aronson — Communications Consultant



Staff Communication

File #: ID# 25-190, **Version:** 1

Agenda Date: 09/09/2025

Subject:
Long-Term Capital Financing discussion

From:	James L. Becklenberg, City Manager
Prepared by:	Adrienne Burton, Director of Major Projects
Presentations:	Adrienne Burton, Director of Major Projects Brent Soderlin, Director of Public Works & Utilities Rachel King, Director of Economic Development

PURPOSE:

To provide City Council with updates on major projects, illustrate the City’s financing capacity, and introduce a long-term capital planning framework. This discussion is intended to guide Council’s consideration of how best to balance immediate project needs with strategic, long-term planning, fiscal responsibility, and community priorities.

LONG-TERM OUTCOME(S) SERVED:

High-Quality Governance; Fiscal Sustainability; Vibrant Community and Economic Vitality

DISCUSSION:

Council guidance to date emphasizes:

- Flexibility: Caution with debt service to preserve future capacity.
- Sound Investment: Prioritize readiness and long-term economic potential.
- Preservation: Maintain a healthy, sustainable 3A fund to endure downturns.

Major Project Updates

The City has identified several high-priority capital projects because they represent critical opportunities to invest in the City’s future while addressing immediate operational and community needs. Together, these projects illustrate how strategic investments can balance core service delivery, economic vitality, and community identity-while also serving as near-term examples of how financing choices and prioritization shape the City’s long-term capital roadmap.

- **Bellevue Service Center** (Buildings 2 & 3): The Bellevue Service Center is a crucial hub for municipal operations, supporting essential services such as public works, fleet maintenance, and infrastructure management. Buildings 2 and 3 are beyond their useful life and have been identified for replacement. The City is proceeding with issuing a Request for Proposal (RFP) for a Basis of Design to establish the building requirements. The Basis of Design will be completed in 2026 and will inform the scope of a future RFP for full design services, which is anticipated for release in late 2026 or early 2027. This phased approach ensures the City is well-positioned to pursue a thoughtful and efficient facility replacement that supports long-term operational sustainability.

Approximate cost: \$30M - \$35M
Annual debt service impact: \$2.1M - \$2.4M
Why it Matters? Operational Impact

- **Santa Fe & Mineral** (Quad Road Improvements): The improvements at Santa Fe Drive and Mineral Avenue are aimed at easing congestion and improving safety at one of Littleton’s busiest intersections. The bid opening occurred in early August

2025, and award is pending with anticipated City Council concurrence in early fall 2025. Project costs are covered within existing funds, and certificates of participation (COPs) are no longer required to supplement funding. Construction is anticipated to begin in late 2025 with completion by Spring of 2027.

Total Cost: \$22.5M

Why it Matters? Operational Impact

- **Town Hall Arts Center Improvements:** The Town Hall Arts Center is a beloved cultural hub that has long served as a venue for live theater, music, and community events. Town Hall Arts Center city has outlined a capital improvements plan aimed at modernizing key aspects of the building while preserving its historic charm, and as part of this work, the City of Littleton has committed to providing supplemental funding. 50% design has been completed.

Approximate cost: \$3M - \$6M

Annual debt service impact: \$210K - 420K

Why it Matters? Cultural and Economic Impact

- **Project Downtown (Main Street Improvements):** Project Downtown is the guide for the city's long-term investment decisions to improve mobility, connectivity, parking, pedestrian safety, wayfinding, and streetscape enhancements (i.e., lighting, trees, and wider sidewalks) in Downtown Littleton. Phase I of Project Downtown focuses on Main Street improvements—roadway, sidewalks, utilities, lighting, and streetscape elements.

Deferred maintenance, downtown deficiencies, escalating construction costs, and an ongoing Economic Impact Study (EIS) underscore the need for targeted reinvestment. The EIS findings will further inform the fiscal and community benefits of downtown reinvestment, and this study would be a key element for any further community outreach to reconnect the concept plan with next steps.

Staff has proposed two schedule alternatives for Council's consideration. Option 1 schedule denotes COPs as the funding source and features an expedited schedule. Approximate timeline details design occurring in Q2 2026 through Q2 2027 with construction following in Q2 2027 through Q3 2028. Each design phase is planned to be longer than originally anticipated to account for additional public engagement due to the gap in the planning and design phase.

Approximate cost: \$27.5M - \$30M

Annual debt service impact: \$1.9M - \$2.1M

Why it Matters? Cultural, Economic, and Operational Impact

Option 2 schedule denotes a General Obligation (GO) Bond funding source (assuming a successful ballot measure in 2027) and anticipates design occurring between Q2 2027 and Q2 2028 with construction following in Q2 2028 through Q3 2029. Each approach has implications for timing, engagement, and capacity, and the city is prepared to support either at the direction of City Council.

Approximate cost: \$27.5M - \$30M

Annual debt service impact: \$1.8M - \$2.4M

Why it Matters? Cultural, Economic, and Operational Impact

Capital Planning Framework

Beyond near-term decisions, staff recommends the development of a long-term framework to guide future capital planning. The City's needs go beyond the major projects discussed as part of this presentation, and a roadmap ensures the City is proactively sequencing projects across time and funding sources. The City must explore all financial levers rather than defaulting to a single method. Each potential funding approach comes with its own trade-offs, timelines, and transparency requirements. By building a clear, thoughtful framework now, the City can be better prepared to prioritize what matters most, leverage funding opportunities, and engage residents in shaping the future of their public infrastructure. To manage this, staff is building a framework that:

- Assess Needs (systematic facility & infrastructure evaluations)
- Prioritize Strategically (condition, risk, impact, alignment with goals)
- Evaluate Funding Tools (grants, fees, assessments, COPs, GO Bonds—each with trade-offs)
- Engage the Community (transparent, values-based, trust-building)
- Create Alignment (Council goals, departmental priorities, fiscal responsibility)

The list of potential program and project needs is broad - facilities like the library or City Center, downtown projects, parks and open space, ADA improvements, transportation, and public safety infrastructure - and that is why prioritization and sequencing are so important. The City is proposing how major program and project needs could fit into a debt-issuance cycle. It's not a schedule, but it's a diagram for how the City could structure financing over decades.

Financing Capacity

General Obligation (GO) Bonds require approval by the voter, and the earliest ballot measure the City could pursue would be in November of 2026. GO bonds typically results in lower interest rates when compared to COPs; however, they are paid for through a dedicated property tax mill level increase. The voter approval process allows for strong community validation, but this process requires extensive consultant support for engagement and polling to prepare. For a \$30M bond this would require approximately 1.4 mills and will cost about \$1.8M - \$2.4M in annual debt service.

Financial models illustrate that with current 3A sales tax revenues and certificates of participation (COPs), the City can advance Main Street, the Service Center, and Town Hall Arts Center while preserving approximately two-thirds of annual 3A revenues for other priorities or reserves. Adding the new facility at the Belleview Service Center also increases the City's secured building value, which directly improves the capacity for COP financing (increase from \$78M to \$97M).

BACKGROUND:

The City faces a widening gap between its growing list of capital needs and available pay-as-you-go funding. The March 2025 City Council Retreat surfaced shared priorities around fiscal stewardship, project readiness, transparency in engagement, and maximizing the impact of infrastructure investments. Major project decisions, including Project Downtown, originate from the voter-approved 3A sales tax measure in 2021, intended to support transformational, multi-generational capital investments. Council's direction on financing strategy will help shape the City's approach to balancing immediate project needs with sustainable long-term planning.

Prior Actions or Discussions

City Council Retreat - March 2025

Council Retreat Update - May 2025

FISCAL IMPACTS

Preliminary models indicate that advancing Main Street Improvements, the Service Center, and the Town Hall Arts Center with COP financing would commit approximately one-third of projected 3A sales tax revenues to debt service. Alternatively, pursuing a GO Bond approach for Main Street would have a similar fiscal impact but would be paid through a dedicated property tax mill levy. Both approaches preserve a majority of 3A revenues for grant matching, ongoing maintenance, staffing, and other needs. The trade-offs between the options center on timing, transparency, and voter approval, while the ultimate fiscal impacts will depend on Council's direction regarding financing approach and project prioritization.

STAFF RECOMMENDATION:

Staff requests Council guidance on project priorities and financing approaches to inform the development of a long-term financing framework.

ALTERNATIVES

Advance selected projects individually rather than as a coordinated financing package.

LONG-TERM CAPITAL FINANCING

Aligning Capital Priorities, Financial Strategy, and Community Voice

September 09, 2025



AGENDA



Recap

Council Considerations
Council Guidance
Linking Funding Tools

Major Projects

Bellevue Service Center – Buildings 2 & 3
Santa Fe & Mineral Operational Improvements (Quad Road)
Town Hall Arts Center Improvements

Project Downtown

Revisit Phase I
Public Works Infrastructure Assessment
Infrastructure Dependencies
Economic Impact Study Methodology
Schedule Options

Long-Term Financing

Major Projects Summary
Capital Planning Roadmap

COUNCIL CONSIDERATIONS

- Further discussion regarding Project Downtown Main Street Improvements.
- Frame broader opportunities through lens of Downtown Infrastructure Assessment and Economic Impact Study (currently underway).
- Outline a long-term capital planning roadmap that integrates community voice, board and commission input, and strategic prioritization as well as optimize additional funding levers.

COUNCIL GUIDANCE



FLEXIBILITY



SOUND INVESTMENT



PRESERVATION

LINKING PRIMARY FUNDING TOOLS



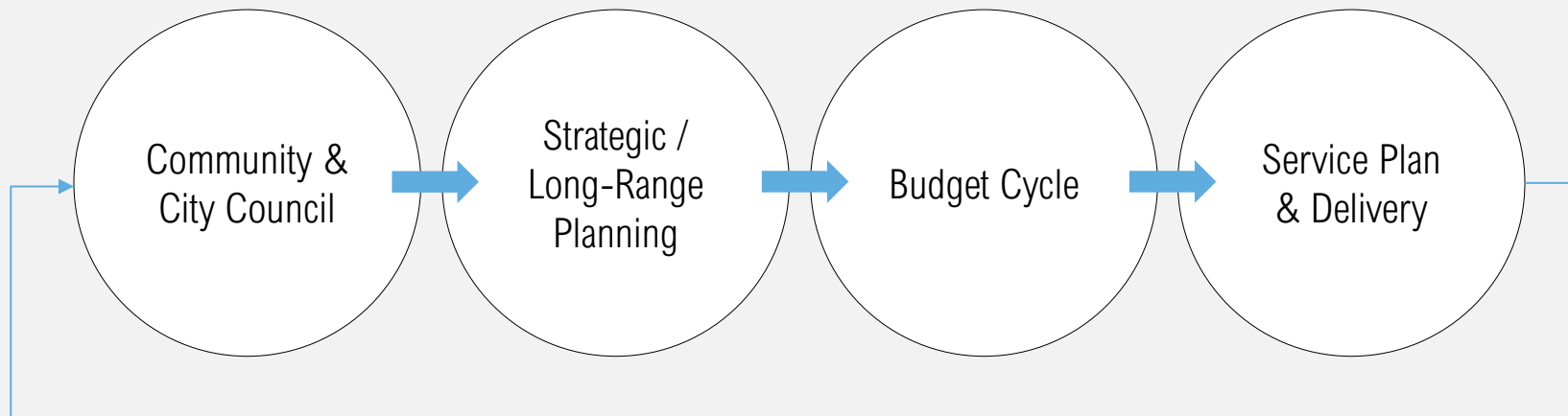
Project Type	Definition	Certificates of Participation (COPs)	General Obligation (GO) Bond	Capital Funds (Pay-Go)	Key Considerations	Aligned Project Examples
Time-Sensitive Projects	Projects that are urgent, already well-defined, have grant deadlines, and / or some level of project-readiness.				Readiness, deadlines	Bellevue Service Center (BSC) – Buildings 2 & 3 Replacement; Santa Fe & Mineral Operational Improvements (Quad Road); Town Hall Arts Center (THAC) Mechanical Systems Improvements
Transformational Projects	Large-scale or high-profile projects that carry long-term economic, cultural, placemaking, or other significance.				Council priorities, Community alignment	Project Downtown; Santa Fe & Mineral Operational Improvements; Bellevue Service Center (BSC) – Buildings 2 & 3 Replacement; Major Programs (sidewalk replacements, facilities improvements)
Emerging Needs	A placeholder category for projects not fully defined today but anticipated to arise based on condition assessment results, future growth or regulatory requirements, and / or unforeseen infrastructure failures or safety concerns.		Depends on urgency and fit		Unpredictable timing	Facility Conditions Assessment Results / Major City Facilities; Parks / Open Spaces; Emergent Capital Needs; Strategic Flex Space

WHY THESE MAJOR PROJECTS?

Because large-scale initiatives require significant resources and coordination, this process often takes multiple iterations, revisiting and refining the scope as conditions evolve.

Realizing a major project is not a single-year effort; rather, it is a **multi-cycle journey** that balances vision, financial stewardship, and adaptability to ensure long-term community benefits.

These projects are large, discrete, multi-generational projects in which debt could accelerate the implementation, reduce the overall project costs, and share costs across generations. These projects also originate as part of the impetus for the 3A ballot measure in 2021.



MAJOR PROJECTS



Belleview Service Center Buildings 2 & 3 Replacement

To initiate the next phase of this project, the City is procuring consultant services to develop a **Basis of Design**. This foundational step will establish clear design criteria—such as operational needs, space requirements, and site constraints—that will guide the future development of the facility.

Staff will continue to provide updates as this effort progresses toward design and, ultimately, construction.

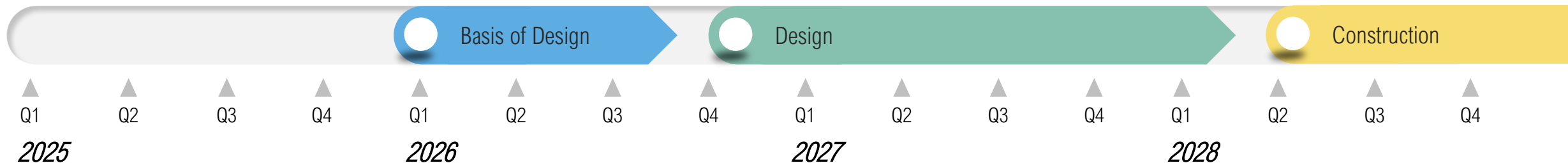
Approximate Cost: \$30M - \$35M*

Annual Debt Service Impact: \$2.1M - \$2.4M

Project Readiness: Basis of Design in Procurement

Why it Matters? Operational Impact

**As the basis of design develops, estimates will continue to be refined.*



MAJOR PROJECTS



Santa Fe & Mineral Operational Improvements (Quad Road)

The Quad Road improvements at Santa Fe Drive and Mineral Avenue in Littleton, Colorado, are a critical infrastructure project aimed at easing congestion and improving safety at one of the city's busiest intersections.

The bid opening for the Quad Road project was August 07, 2025, and award concurrence is still pending. An anticipated City Council award is planned for September 16, 2025, and construction is expected to begin this fall with an approximate completion date in spring of 2027.

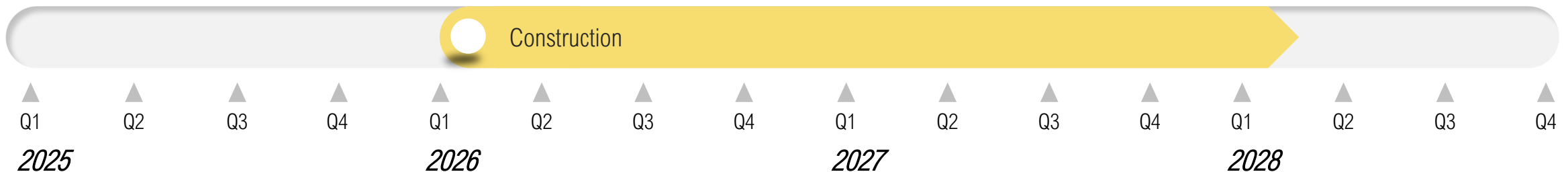
Based on current project costs and available funding, the city is no longer requiring additional funding through COPs to cover any gaps for the Quad Road project.

Total Project Cost: \$22.5M

Annual Debt Service Impact: \$0

Project Readiness: Construction award under review

Why it Matters? Operational Impact



MAJOR PROJECTS

Town Hall Arts Center Improvements

The Town Hall Arts Center (THAC) in Littleton, Colorado, is a beloved cultural hub that has long served as a venue for live theater, music, and community events. THAC has outlined a capital improvements plan aimed at modernizing key aspects of the building while preserving its historic charm. As part of this work, the City of Littleton has committed to providing supplemental funding to a THAC-led effort. Investing in these improvements will not only enhance the experience for audiences and performers but also support the long-term sustainability of this city-owned building. Schedule dependent upon availability of funding, but THAC anticipates an 18-month construction duration and plans to utilize an alternate site for performances during the renovation.

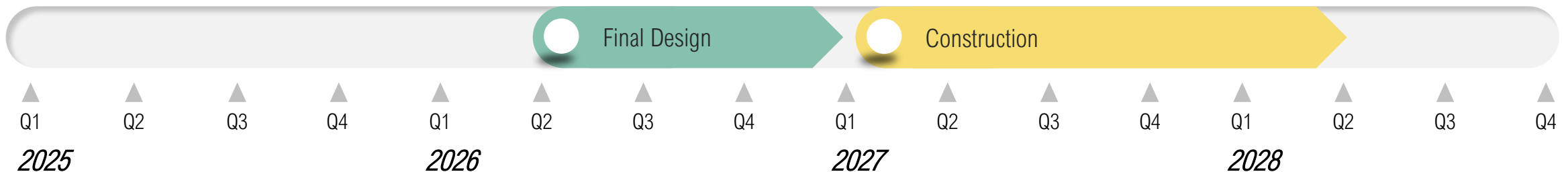
Approximate Cost: \$3M - \$6M*

Annual Debt Service Impact: \$210K - \$420K

Project Readiness: Design scope under development

Why it Matters? Cultural & Economic Impact

**As the design continues to develop, estimates will be refined.*



MAIN STREET IMPROVEMENTS

Project Downtown Phase I recommendations prioritize infrastructure upgrades along Main Street—Downtown Littleton’s most iconic and heavily utilized corridor. Improvements include:

- Rebuilding the roadway and sidewalks to improve safety, accessibility, and pedestrian comfort
- Enhancing streetscape elements such as lighting, street furniture, and landscaping
- Supporting multimodal access

These improvements are intended to be a foundational investment that addresses decades of deferred maintenance while catalyzing future phases of downtown reinvestment.



NEW DEVELOPMENTS



An analysis of downtown infrastructure conditions and interdependencies has highlighted the importance of coordinated reinvestment in utilities, streets, and ADA improvements.

An Economic Impact Study is also underway, with preliminary findings expected to inform the fiscal and community benefits of investment.

The City has submitted a TIP (Transportation Improvement Program) application to position key thoroughfares for regional funding eligibility, enhancing the project's financial leverage.

MAIN STREET *Existing Conditions Assessment*

Public Works recently completed an assessment comparing the condition of assets on Main Street and greater city where data is available. While many downtown assets track closely with citywide averages, **crosswalks, trees, event power connections, and the overhead-wired traffic signal system** represent clear downtown weaknesses. Roadways and sidewalks are serviceable but heavily used, while storm sewers are stable. Citywide needs may take priority in some categories, but **downtown has specific, highly visible deficiencies that warrant targeted reinvestment.**

Pavement - roadway

1

Pavement - sidewalk / curb & gutter

2

Pavement markings - crosswalks

3

Traffic signals, poles, & overhead wires

4

Underground utilities - storm sewer

5

Trees

6

Underground utilities - fiber

7

Above ground utilities - electrical

8



MAIN STREET CURRENT CONDITIONS



MAIN STREET CURRENT CONDITIONS



PROPOSED IMPROVEMENTS *Infrastructure Dependencies*



WHY INVEST?



Rising Costs and Time Sensitivity

- *Construction costs are escalating*
- *Delays = diminishing value for the same dollars*
- *Downtown infrastructure is actively deteriorating*



Opportunity to Leverage Regional Funding and Internal Alignment

- *Regional funding can significantly offset local costs*
- *Aligns with regional mobility goals*
- *Downtown can serve as a model for future capital coordination*



Strong Foundation + Community Value = Ready for Action

- *Project Downtown has been years in the making*
- *We're ready to deliver*
- *Actions build credibility*



Protect and Expand a Core Revenue Stream

- *Downtown directly contributes to the City's financial health*
- *Infrastructure can drive economic performance*
- *To stay competitive, the City must keep reinvesting*

MAIN STREET *Past Iterations, Future Opportunities*



We have the opportunity to learn from past design decisions and invest in solutions that not only preserve downtown’s visual character but also strengthen its resilience, comfort, and long-term vitality. By combining best practices in urban forestry and infrastructure with respect for our historic fabric, we can ensure that downtown remains both timeless in character and adaptive to the needs of a vibrant, inclusive community.



STUDYING COMPARATIVE CASES *Economic Impact Study*

Identify & analyze comparable downtowns that successfully leveraged public investment to catalyze private development & long-term vitality

Curate Case Studies with Shared Traits:

- Historic downtown cores
- Adjacency to major metro areas
- Recent success through infrastructure and public realm reinvestment

Preliminary Case Studies:

- Denver's RiNo District
- Fort Collins
- Castle Rock
- Golden
- Longmont
- Asheville, NC
- Greenville, SC
- Ann Arbor, MI
- Bend, OR

Comparative Framework Matrix

- Public improvements
- Private market response
- Return on investment
- Lessons for Littleton



When cities finance street beautification, parks, or mobility—the private sector responds!



Fort Collins – Historic Downtown

- The Projects:
 - Downtown Development Authority (TIF) funded Old Town Square renovation
 - Downtown GID funds for streetscape improvements and beautification
 - City delivered Linden “convertible street”
- Funding Types:
 - TIF + Debt (DDA) + Special Assessment (GID) + City capital
- Outcomes
 - Revitalized Plaza + Event Programming
 - Continuous storefront reinvestment by providing facade grants resulted in stronger pedestrian activity



Lancaster, CA – The BLVD

- The Projects:
 - City spent \$11.5M on a nine-block road diet/streetscape
- Outcomes
 - Within 4 years \$130M private investment followed, that generated \$273M of economic output, doubling downtown revenues.

COMPARATIVE CASE: RiNo Art District

Lessons for Littleton:

- Intentional & comprehensive approach yields best results
- Leverage and enhance existing transit infrastructure & green spaces

Public Investment:

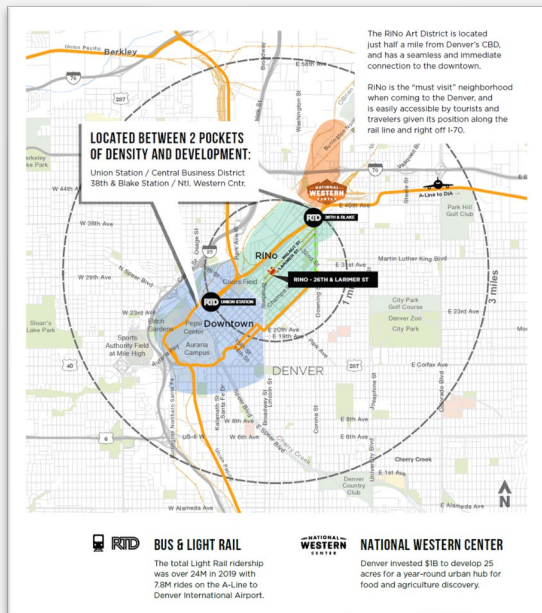
- Brighton Boulevard streetscape enhancements (~\$30M)
 - \$25M Excise Tax Revenue Bonds (Lodgers Tax)
 - \$5M General Fund Supplement
- RiNo Art Park and green space along Platte River (~\$12M)
 - Elevate Denver GO Bonds
- Pedestrian bridge at 38th & Blake (~\$6M)
 - Public Private Partnership and a combination of GO Bonds, private development contributions, and non-profits
- Walnut Street two-way conversion, stop signs, and crosswalks (~\$250K)

Planning/Policy Initiatives:

- Formation of art district, BID, GID, and opportunity zone
- Multiple Metropolitan taxing districts
- Height Incentive Overlay District for affordable housing at 38th & Blake Train Station

Private Market Response:

- \$850M invested through 2019 in private development
- Estimated ~\$2B+ total of development



COMPARATIVE CASE: Cherry Creek North

Lessons for Littleton:

- Collaborative approach garners business support
- Financing options should benefit all affected stakeholders

Public Investment:

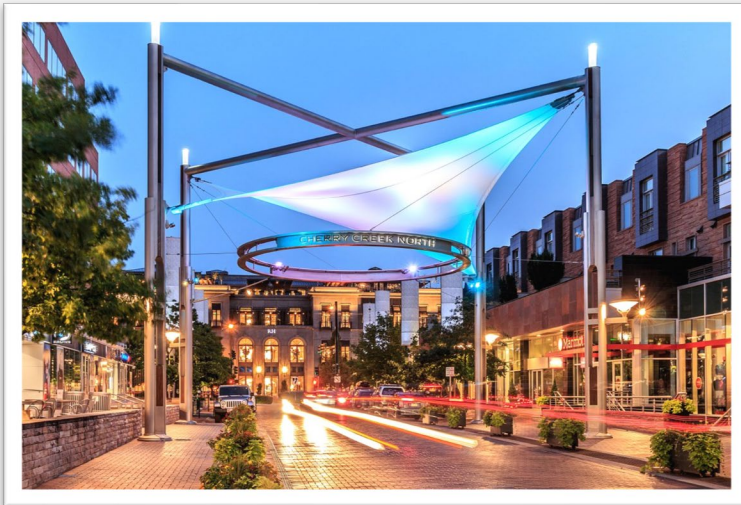
- “The New North” streetscape overhaul (\$18.5M)
 - BID Bonds
- Sidewalk & landscape improvements
- Fillmore Plaza
- Cohesive area plan accommodates development

Planning/Policy Initiatives:

- Formation BID
- GID is currently being explored

Private Market Response:

- Private Investment: ~\$1BN
- Key Projects: Moxy Hotel, 200 Clayton, Halcyon Hotel, Clayton Hotel, 210 University, Fillmore @ Third, 201 Fillmore
- 16 major site projects in various stages of development



COMPARATIVE CASE: Downtown Castle Rock

Lessons for Littleton:

- **Castle Rock's Downtown Development Authority is "Focusing on beautification, community amenities, adaptive reuse of space, facade renovations and redevelopment projects"**

Public Investment:

- Redevelopment of the **Festival Park** turned an underused space into the downtown living room (amphitheater, splash pad, market plaza, bridges)
- A **\$6-7M investment** financed by city and DDA
 - DDA Tax Increment Financing
 - City General Fund
- With amphitheater/pavilion, splash pad, bridges, plaza, lighting, stormwater + creek improvements—explicitly positioned to be a downtown centerpiece and event engine

Private Market Response: ~\$200M+ private (2016-2022)

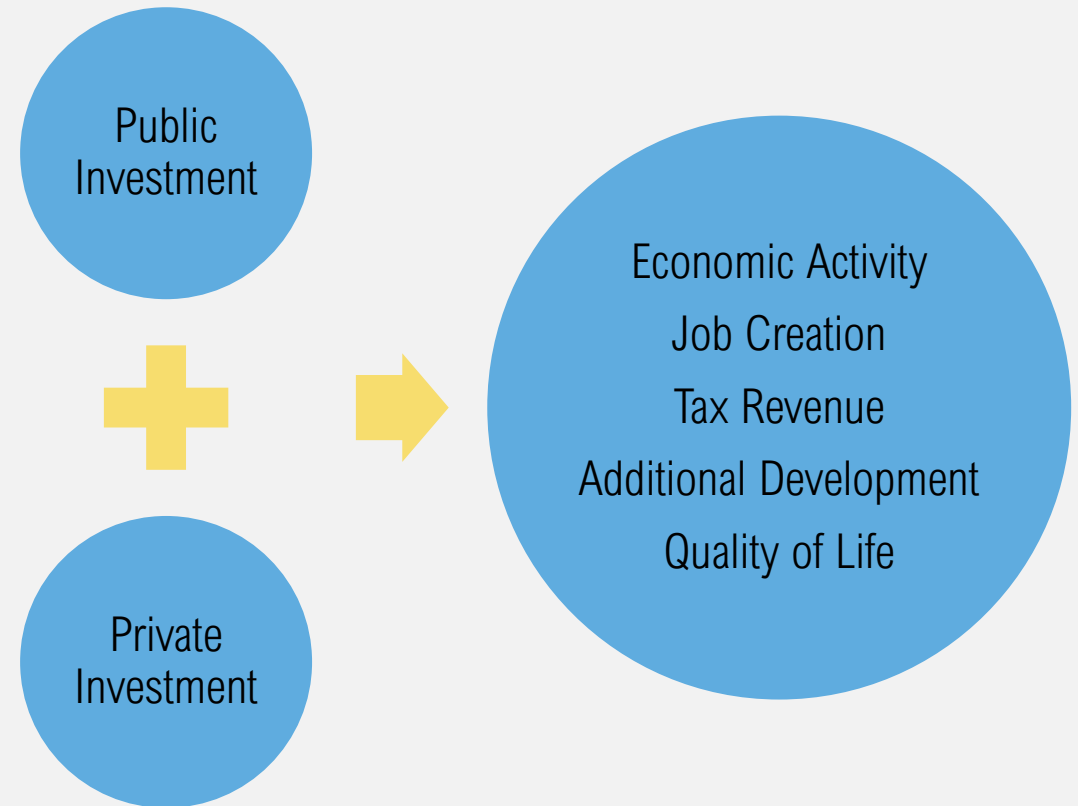
- **Riverwalk (Confluence):** 228 apartments | 30k sf office | 10-16k sf retail | **\$60M**
- **Encore (Confluence):** 124 condos | ~29k sf commercial | 600-space garage (300 public) | **\$72-73M**
- **Mercantile Commons:** ~29k sf mixed-use | First new downtown residential project (2016) **\$6M**
- **The View (PPP):** 221 apartments | 14.5k sf office | 5k sf retail | 399-432 parking (part public) **~\$70M**
- **Riverwalk Luxe:** 28 luxury apts | ~21k sf commercial | (2022 start) **\$15-20M**
- **The Corner:** 10k sf retail | 27k sf office | 12 residential units | infill Wilcox spine **\$10-15M**



ANALYZING ECONOMIC IMPACT

Estimate impacts of downtown improvements to encourage public and private investment

- Define baseline, moderate, and full build-out scenarios
- Calculate relevant input data, including projected costs, square footage, and improvement types
- Estimate direct, indirect, and induced economic and fiscal benefits, including impact on GRP, jobs, incomes, and tax revenues
- Assess qualitative impacts
- Integrate plausible development scenarios



METHODOLOGY & ADDED VALUE

The Team's Methodology ensures that the City, City Council, and Stakeholders not only see the numbers but also understand the place-based implications of reinvestment:

Lancaster Boulevard
BEFORE



Lancaster Boulevard
AFTER



- **Comparative Benchmarks** such as Castle Rock's \$6M investment in their Festival Park sparked \$200M in private development
- **Quick Wins vs. Big Moves** framework to help prioritize near-term, mid-term, and long-term investments
- **Visual Storytelling Tools** (before/after case study photos, scenario renderings, opportunity maps) to make impacts tangible
- **Policy and incentive Roadmaps** tied to each recommendation (overlay zoning, facade improvement programs, parking districts)
- **Layered Strategies Matter:** Successful cities rarely achieved transformation through a single project—it's the combination of physical upgrades (parks, streets, plazas), supportive policy and zoning, and consistent programming/management that together create sustained private confidence and reinvestment.

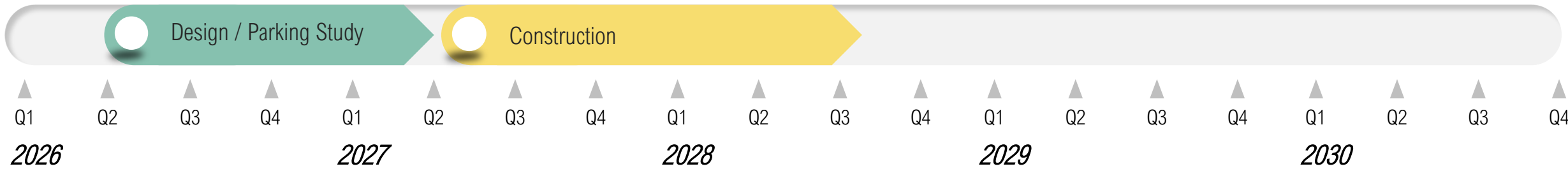
MAIN STREET IMPROVEMENTS *Schedule Options*



1

Option 1 Schedule: COPs (Expedited Path)
 Approximate Cost: \$27.5M - \$30M
 Annual Debt Service Impact: \$1.9M - \$2.1M
Why it Matters? Cultural, Operational, and Economic Impact

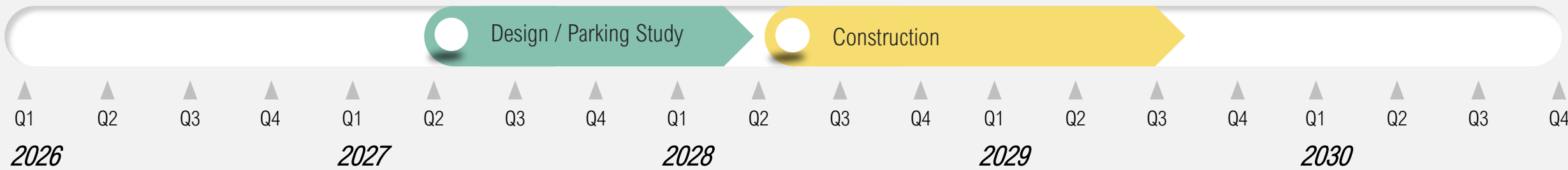
Each approach has implications for risk, timing, engagement, and capacity. The City is prepared to support either direction at Council's discretion.
Risk: Uses debt capacity; less direct community validation
Benefit: Faster delivery; avoids continued escalation



2

Option 2 Schedule: 2026 GO Bond
 Approximate Cost: \$27.5M - \$30M
 Annual Debt Service Impact: \$1.8 - \$2.4M
Why it Matters? Cultural, Operational, and Economic Impact

Risk: Voter approval uncertain; longer delay = inflation exposure
Benefit: Community validation, stronger oversight, lower interest rates



MAJOR PROJECTS SUMMARY



Major Project	Total Project Cost	Annual Debt Service Impact	Project Phase	Impact Area	Planned Start Date	Planned End Date
Belleview Service Center – Buildings 2 & 3 Replacement	\$30M - \$35M	\$2.1M - \$2.4M	Pre-Design	Operational	Q1 2026	Q2 2030
Santa Fe & Mineral Operational Improvements (Quad Road)	\$22.5M	\$0M	Construction	Operational	Q1 2026	Q1 2028
Town Hall Arts Center Improvements	\$3M - \$6M	\$210K - \$420K	Pre-Design	Cultural and Economic	Q2 2026	Q3 2028
Project Downtown (COPs)	\$27.5M - \$30M	\$1.9M - \$2.1M	Pre-Design	Cultural, Operational, and Economic	Q2 2026	Q3 2028
Project Downtown (2026 GO Bond)	\$27.5M - \$30M	\$1.8 - \$2.4M	Pre-Design	Cultural, Operational, and Economic	Q2 2027	Q3 2029

LONG-TERM CAPITAL PLANNING

How do we move from addressing individual project needs to building a comprehensive, long-term capital planning roadmap? This roadmap is not just about funding what's in front of us—it's about creating a transparent, intentional process that prioritizes across departments, timelines, and funding tools.

Main Street is a potential near-term investment, but the larger opportunity is shaping a framework that aligns with community values, fiscal responsibility, and the City's strategic goals.



CAPITAL NEEDS



The City of Littleton is facing a growing—and increasingly complex—list of capital needs. These range from long-deferred maintenance of aging facilities and infrastructure to new investments in mobility, accessibility, and civic spaces that support a vibrant, inclusive community.

While individual projects are being evaluated and advanced, we need a coordinated, citywide approach that looks holistically across systems, timeframes, and community priorities. The result is a widening gap between the total capital needs and the funding available through current pay-as-you-go methods.

Capital Portfolio Snapshot	
Facilities	\$19M
Utilities	\$38M
Transportation	\$80M
Total Known Capital Needs	≈\$460M (2025 – 2029 CIP Document)
Current Pay-As-You-Go Capacity	\$23 - \$27M / Year

CAPITAL NEEDS

We are at an inflection point—where strategic long-term planning, financial foresight, and community trust must come together. To meet the moment, we must explore all available financial levers, not default to a single method. Each potential funding approach—grants, user fees, certificates of participation, or general obligation bonds—comes with its own trade-offs, timelines, and transparency requirements.

By building a clear, thoughtful framework now, the City can be better prepared to prioritize what matters most, leverage funding opportunities, and engage residents in shaping the future of their public infrastructure and facilities.

Common Capital Funding Levers:

- *Grants / Matching Funds*
- *Certificates of Participation (COPs)*
- *General Obligation (GO) Bonds*
- *User fees or special assessments*
- *Strategic partnerships*
- *Reprioritization of existing funding*

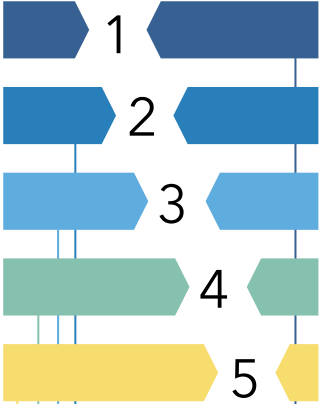
COMMUNITY VOICE

Long-term capital planning is more than a financial exercise—it's a chance to align our investments with the values, priorities, and future vision of our community. While infrastructure needs may be the catalyst, the process itself provides an opportunity to build trust, strengthen transparency, and create alignment between residents, staff, and City Council.

By engaging the community early and often, we can better understand which improvements matter most, how residents define value, and what expectations they have for the future of Littleton. These conversations will inform not just what we invest in, but how we prioritize, phase, and fund those investments.



CAPITAL PLANNING ROADMAP



By building a roadmap now, the City ensures transparent prioritization, community alignment, and readiness for future funding opportunities.

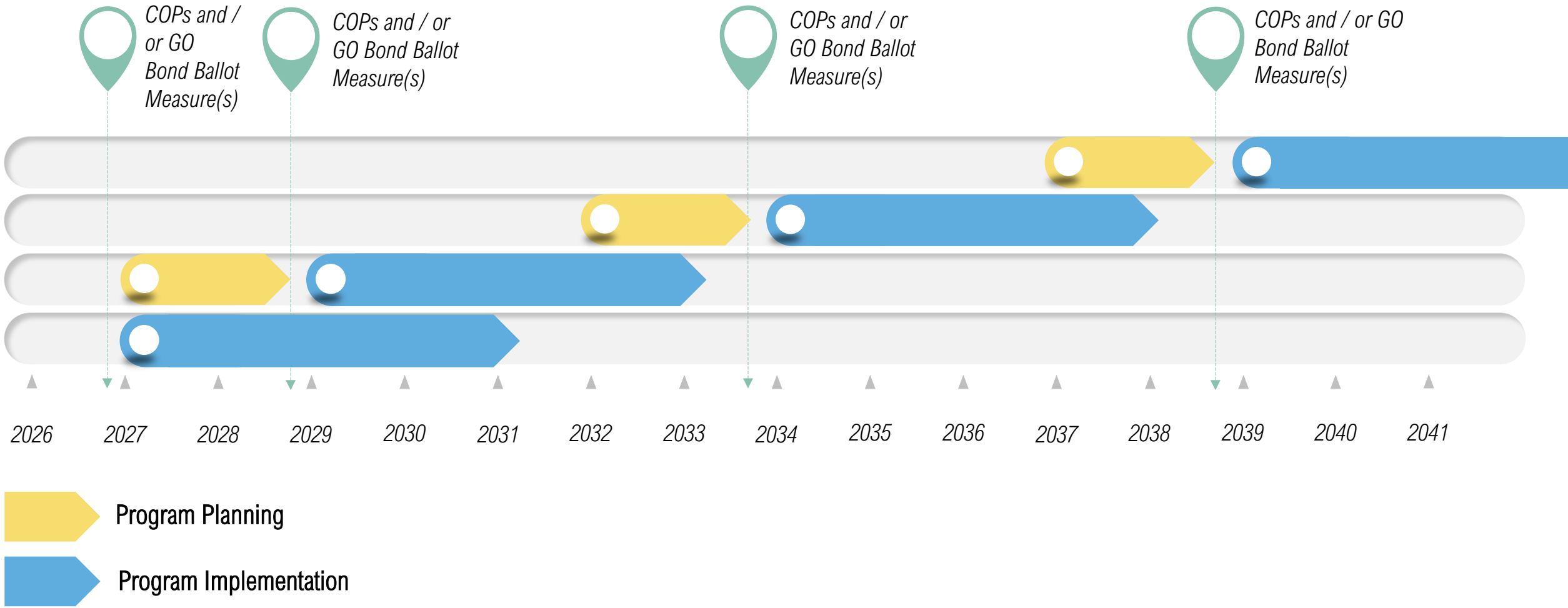
- Understand the Need *Complete assessments, master plans, priorities*
- Prioritize Strategically *Define criteria (risk, condition, impact, coordination, etc.)*
- Evaluate Financing Options *Understand capacity and constraints through financial modeling*
- Engage the Community *Through planning efforts and future outreach*
- Create Alignment *With council goals, community needs, departmental priorities, and fiscal responsibility*

POTENTIAL PROGRAM AND PROJECT NEEDS



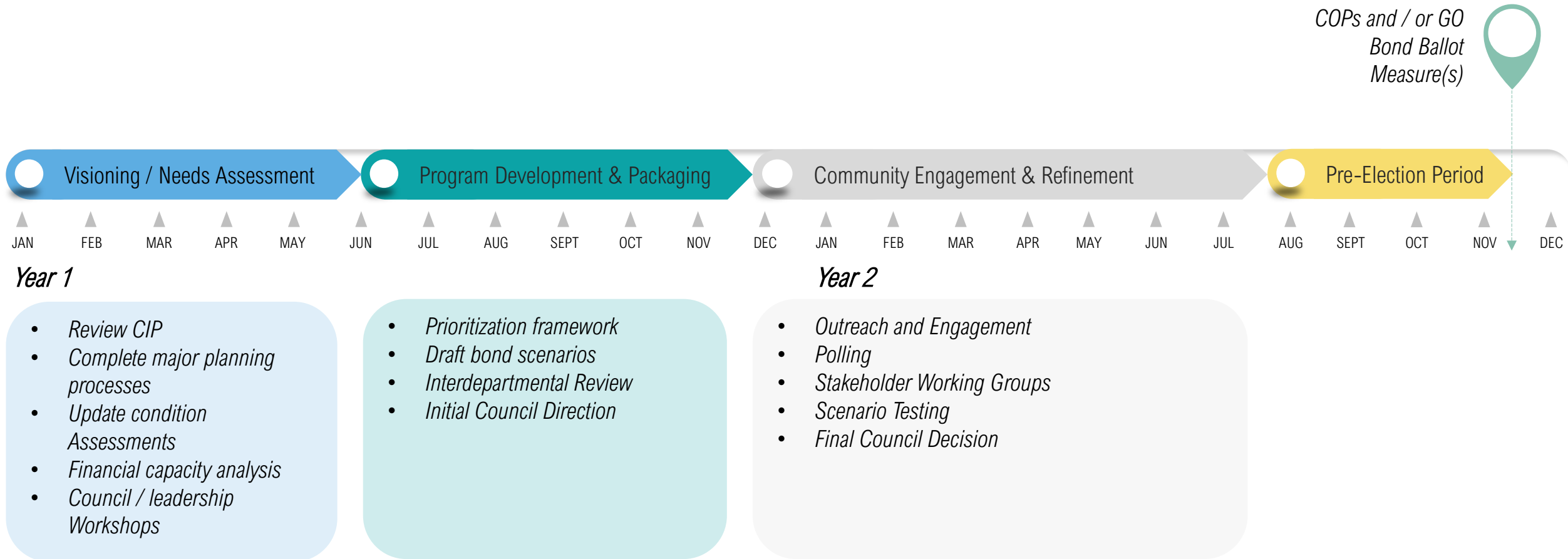
Project	Project Type	Outcome	Potential Funding Tool	Priority?
Ketring & Gallup Park Improvements	Parks, recreation, and open space	Sustainable Community with Natural Beauty	GO Bond, grants / partnerships	
Project Downtown (future phases)	Core infrastructure + economic vitality & placemaking	Vibrant Community with a Rich Culture	COPs, GO Bond, grants / partnerships	
Littleton Center	Cultural & community facility + economic vitality & placemaking	Vibrant Community with a Rich Culture	COPs, GO Bond, partnerships	
Bemis Public Library	Cultural & community facility	Vibrant Community with a Rich Culture	COPs, GO Bond	
ADA Improvements	Core infrastructure	Safe Community	COPs, GO Bond	
Pedestrian Underpasses	Core infrastructure	Safe Community	COPS, GO Bond, TIP funding, grants	
Sidewalk Replacement Program	Core infrastructure	Safe Community	COPs, GO Bond	
TMP-Identified Projects	Core infrastructure	Safe Community	COPs, GO Bond, TIP funding, grants	
Facility Deferred Maintenance	Essential service facilities	High Quality Governance	COPs, GO Bond	
Geneva Village	Cultural & community facility + economic vitality & placemaking	Vibrant Community with a Rich Culture	COPs, GO Bond, partnerships	

LONG-TERM TIMELINE FOR ACTION*



*For discussion purposes only, intent is to show how the city could structure long-term financing to address major program and project needs

PROGRAM PLANNING SCHEDULE*



*For discussion purposes only, intent is to show how the city could structure program planning period for a GO bond

2026 GO BOND SNAPSHOT

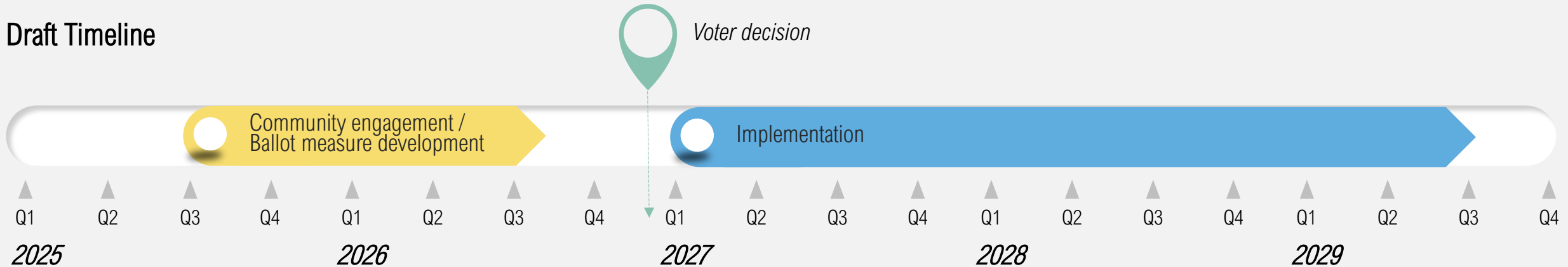
General Obligation (GO) Bonds

- Requires voter approval at the ballot (earliest: November 2026).
- Backed by the City's full faith and credit, typically resulting in lower interest rates compared to COPs.
- Paid for through a dedicated property tax mill levy increase.
- Provides strong community validation and can include citizen oversight for accountability.
- Requires consultant support to lead engagement and polling

Estimated Mill Levy Impact

\$30M bond (Main Street Improvements) → ~1.4 mills (estimated).
This equals an annual debt service of approximately \$1.8M to \$2.4M.

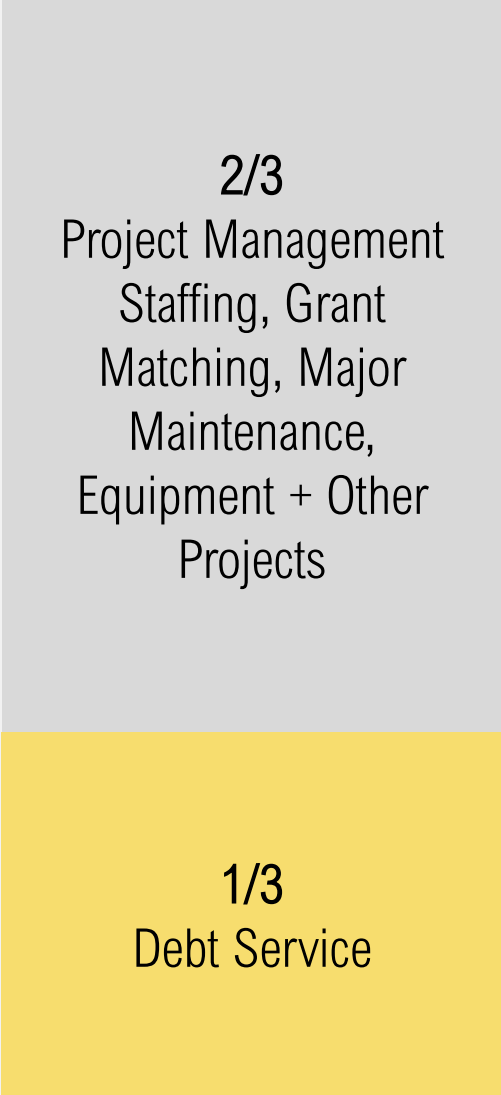
Draft Timeline



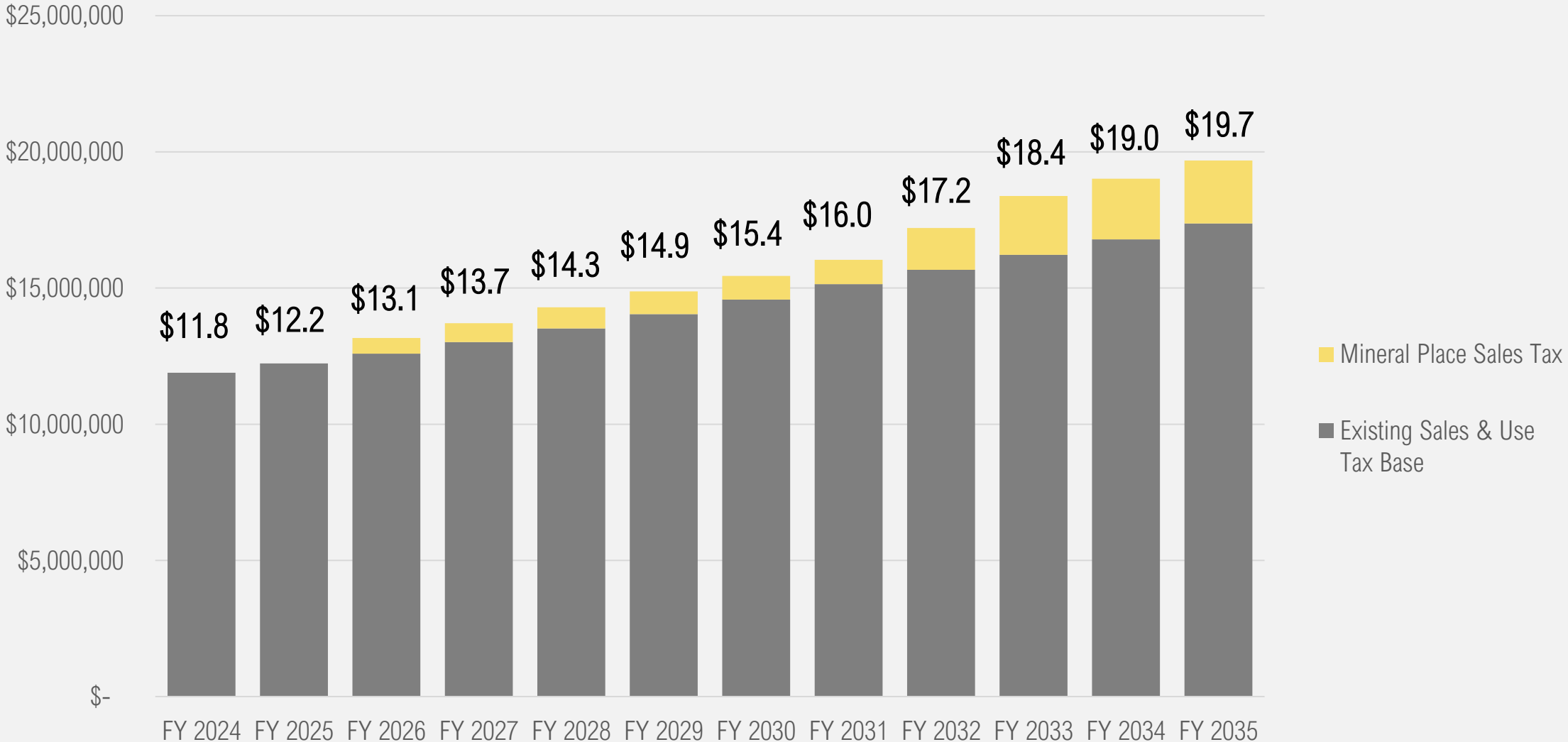
Risk Voter rejection, time required

Reward Lower cost of borrowing (typically), validation

3A & DEBT SERVICE GENERAL GUIDANCE



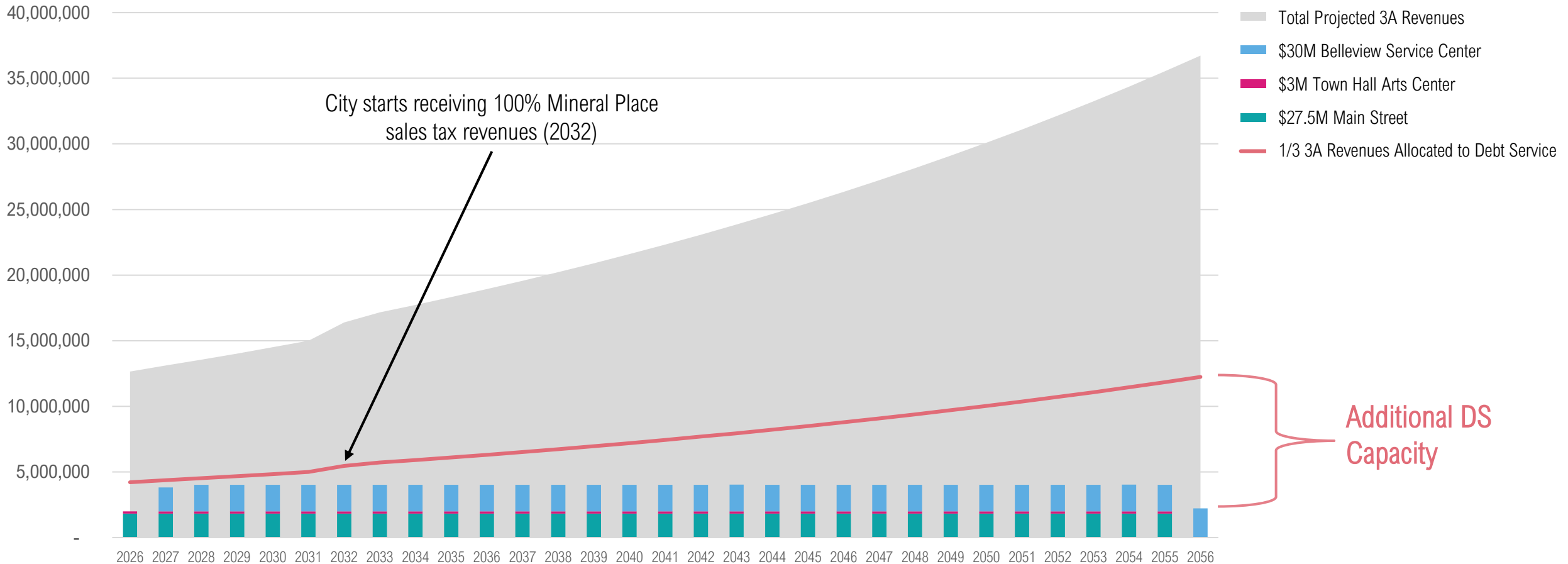
3A CAPITAL PROJECTS FUND SALES TAX REVENUE



COPS & LONG-TERM AFFORDABILITY



Projected 3A revenues far exceed estimated annual debt service requirements for currently planned major projects, demonstrating that the City can fund these improvements while maintaining substantial revenue capacity for future needs.

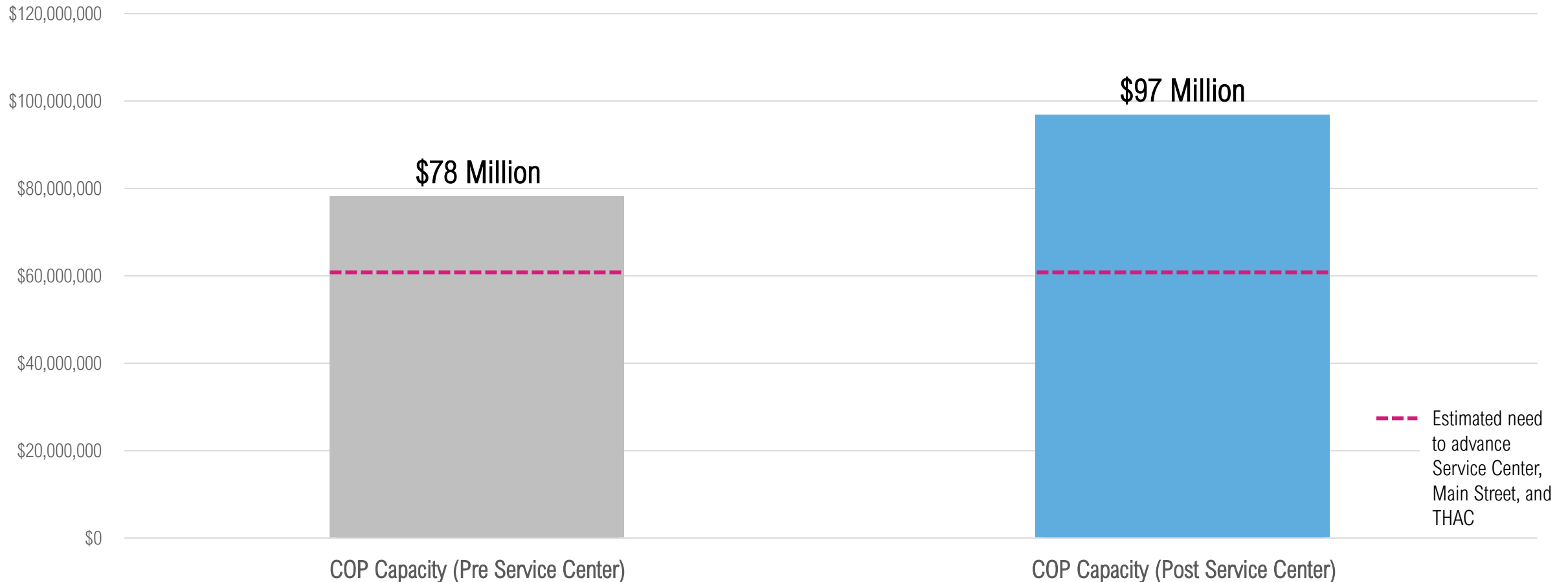


Source: City & EPS Revenue Projections and Internal UMB Data. Current market rates as of 8/22/2025. Preliminary and subject to change.

COP CAPACITY





With the addition of a new Belleview Service Center, the City secures approximately an additional \$19M of building value. With COP capacity (secured by essential service assets) projected at ~\$97M, the City will have about \$38M in additional COP capacity backed by essential service assets for other future projects without increasing the tax burden.



FUNDING TRADE-OFFS

Both COPs and GO Bonds come with clear advantages and trade-offs. COPs allow the City to move quickly on urgent needs but can limit future debt capacity. GO Bonds typically offer stronger community validation through a vote but require more time and carry the risk of voter rejection.

Considerations	 COPs	 GO Bond
Acceleration / Timing	Accelerates project delivery	Longer lead time
Community Voice / Transparency	Limited direct community input	Allows for formal community consent
Flexibility / Control	More flexible in structuring projects	Tied to ballot language; less flexible once approved
Financial Impact / Cost of Funds	Slightly higher borrowing costs; does not increase taxes; subject to annual appropriation; lower cost of issuance	Lower interest rates typically; simpler structure; higher cost of issuance
Risk / Certainty of Delivery	Council approval; no ballot required; uses essential assets as collateral	Risk of voter rejection; requires Nov 2026 ballot; higher tax burden
Debt Capacity / Long-Term Implications	Not subject to statutory debt capacity; reduces future capacity	Uses statutory debt capacity; dedicated mill levy; preserves other revenues for maintenance

Staff requests Council's policy guidance on the following:

- Does Council support supplementing the THAC-led capital improvements?
- Does Council see Main Street as a near-term priority to accelerate, or as part of a broader bond package that positions multiple projects for community endorsement?
- Would Council like staff to begin positioning other projects and programs for a potential bond package in the coming years, recognizing that success depends on clear alignment and transparency?

QUESTIONS?