



MAIN STREET IMPROVEMENTS

Structure | Sequencing | Governance

*City Council Study Session
February 10, 2026*

AGENDA

- 01 – Context & Guardrails
- 02 – Design Process
- 03 – Delivery Structure & Roles
- 04 – How It All Layers Together
- 05 – Part A Details
- 06 – Policy Integration & Engagement
- 07 – Council Role & Decision Points
- 08 – Closing



WHERE WE LEFT OFF

9/9/25 Study Session

- Long-term capital financing principles, including flexibility, preservation of capacity, and sound investment
- Overall readiness across the City's major project portfolio
- Main Street as a foundational, catalytic investment for downtown

Council Guidance

- Supported a measured funding strategy, including the use of Certificates of Participation, to advance priority projects
- Emphasized the importance of readiness, long-term economic value, and fiscal resilience
- Reinforced addressing critical deferred maintenance of downtown infrastructure to reduce risk and support long-term performance

Outcome

- To proceed with advancing Main Street into design within established financial controls

FROM VISION TO BASIS OF DESIGN

Adopted Vision as the Basis of Design

With adoption of the Project Downtown Concept Plan, City Council established the vision and direction that now serves as the basis of design for the Main Street Improvements project. The plan reflects years of community engagement, technical analysis, and Council guidance, and defines the intended character and function of the corridor.

The work now underway does not revisit that vision. Instead, it focuses on translating the adopted concept into an implementable design—testing constructability, phasing, feasibility, and cost—while remaining aligned with available funding, established financial guardrails, and Council-adopted priorities.



PHASE I: MAIN STREET IMPROVEMENTS

Infrastructure Performance

- Replace and modernize aging utilities and surface infrastructure
- Improve drainage, pavement structure, and system reliability
- Reduce long-term maintenance risk and lifecycle costs
- Support resilient infrastructure capable of serving downtown for decades

Downtown Function & Access

- Enhance safety and accessibility for all users, including pedestrians, cyclists, transit, and vehicles
- Maintain business access and throughout construction
- Improve curbside functionality
- Support a vibrant, active downtown environment for residents, visitors, and businesses

Delivery & Long-Term Value

- Deliver improvements within established financial guardrails
- Phase construction to minimize disruption and protect downtown operations
- Establish repeatable design standards and delivery practices for future phases
- Protect the City's long-term investment through disciplined governance and risk management

FROM BASIS OF DESIGN TO FINAL DESIGN



The design process translates the adopted Main Street vision into testable, buildable solutions through a series of intentional phases.

Early design evaluates how the adopted concept functions on the ground by testing up to three design refinements of the adopted Main Street Concept Plan. These iterations are used to reconcile the adopted vision with funding, constructability, and technical constraints, and are evaluated based on feasibility, cost, and long-term performance.

Once a preferred solution is identified, the project team advances that concept into approximately 30% schematic design. Final design then builds upon the preferred schematic solution—implementing the adopted vision while maintaining engineering integrity and financial discipline.



PROJECT DELIVERY MODEL

Why This Project Requires a Structured Delivery Model

Main Street is not a routine capital project. Its scale, setting, and complexity require a delivery approach that emphasizes early coordination, disciplined sequencing, and clear governance. A structured delivery model allows the City to:

- Coordinate design, cost, and constructability early
- Identify and manage risk before committing to construction
- Maintain clear decision points and Council oversight
- Preserve flexibility early and discipline as the project advances

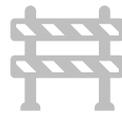
Key factors driving this approach include:



*Active Downtown
Environment*



*Aging &
Interconnected
Infrastructure*



*Constrained Right-
of-Way*



*Phasing & Access
Complexity*



*High Public
Visibility &
Stakeholder
Sensitivity*

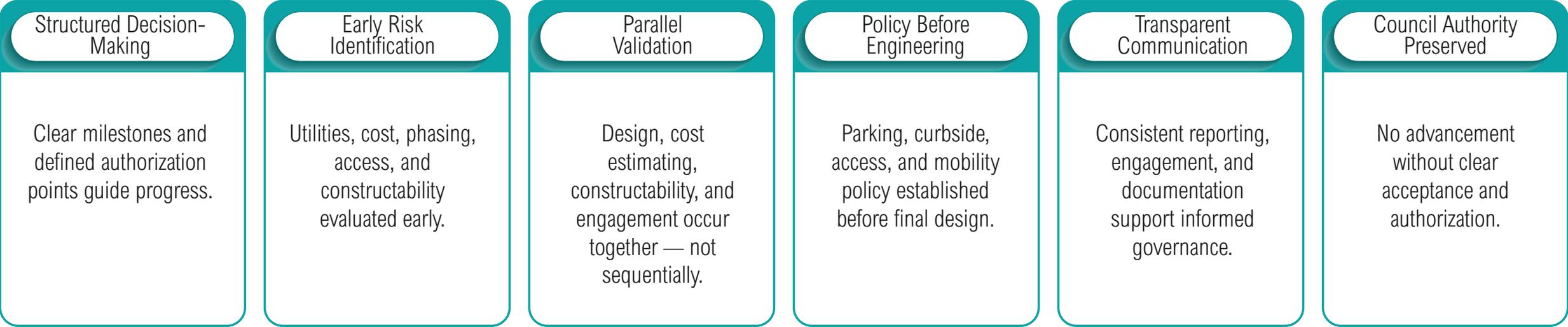


*Long-Term
Financial
Investment*

PROJECT MANAGEMENT PHILOSOPHY



APPROACH: A disciplined framework for delivering complex public infrastructure



OVERALL DESIGN PROCESS



COLLABORATE

IAP2 SPECTRUM OF PUBLIC PARTICIPATION

INFORM

*Higher Flexibility
Lower Cost Certainty*

*Lower Flexibility
Greater Cost Certainty*

2

Preliminary Design (Part A)

Existing conditions validation
Utility coordination & constraints
Up to three design refinements of the adopted concept
Parking & Curbside Management Strategy (district-wide)
Public and stakeholder engagement

4

Schematic Design Approval (~30%)

Preferred variation selected by Council
Design intent confirmed
Independent cost estimating
Lifecycle and durability trade-off analysis
Business Access & Continuity planning

6

Construction Authorization

Council approval required
*No construction proceeds without
Construction Agreed Price approval*

Adopted Vision & Policy Direction

Project Downtown Concept Plan
LDDA Plan of Development
Community vision and outcomes

Preconstruction & Cost Validation

CM/GC collaboration
Independent Cost Estimator review
Risk allocation and reconciliation
Development of Construction Agreed Price (CAP)

Final Design Authorization (Part B)

Detailed engineering (60–100%)
Constructability & value engineering
Permitting and phasing refinement
Integration of adopted parking & curbside policy

1

3

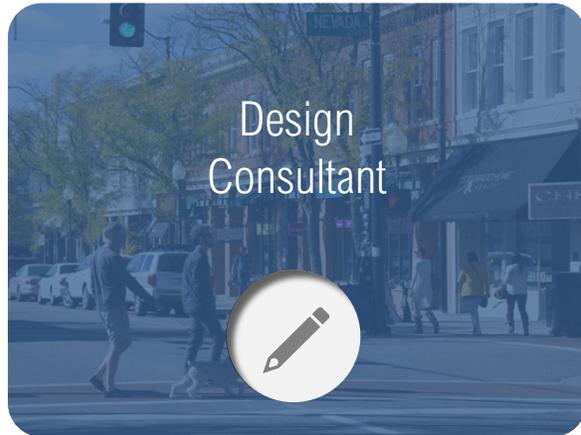
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TWO-PART FRAMEWORK

Advancement to final design occurs only after schematic design is reviewed and accepted by the City. Final design services are then authorized through a separate negotiation, with costs capped at a predefined not-to-exceed amount that aligns with the approved project budget.



THE FOUR SUPPORTING SOLICITATIONS



- *Role:* Lead designer responsible for technical design and professional liability



- *Role:* Augments City capacity for coordination, controls, and documentation

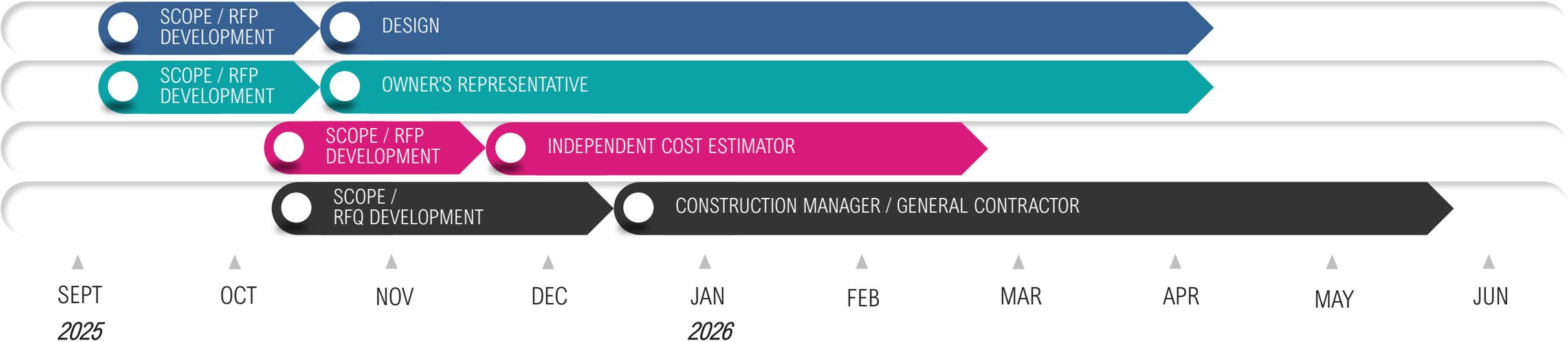


- *Role:* Provides independent cost validation



- *Role:* Preconstruction partner only at this stage

PROCUREMENT TIMELINES

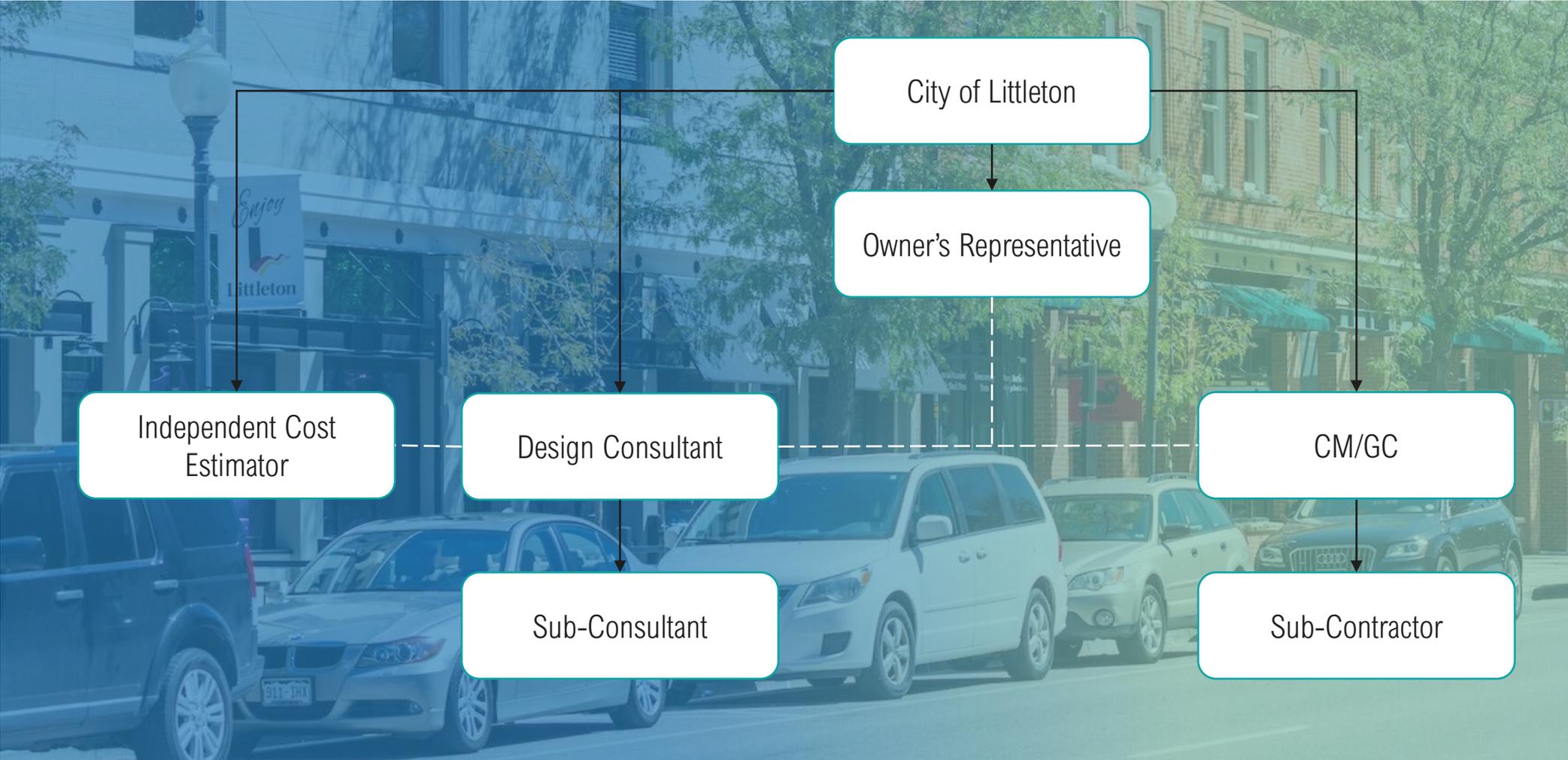


Design, Owner's Rep, and CM/GC are expected to have initial contract values over \$500K, requiring Council approval.

PROJECT TEAM STRUCTURE



The project delivery team is structured to provide predictability, transparency, and disciplined decision-making, while ensuring procurement and preconstruction efforts are clearly defined and time-bounded. Throughout the process, City Council is engaged at multiple, clearly defined decision points to support informed oversight, reduce risk, and protect the City's financial and schedule commitments while maintaining flexibility early and discipline as the project advances.



- Solid line indicate contractual relationships
- Dashed lines indicate coordination / oversight relationships

DESIGN ACCOUNTABILITY



Stakeholder Group	Primary Role	Key Responsibilities
City Council	Policy & governance	Establishes the project’s vision and policy direction, authorizes funding and contracts, approves the Construction Agreed Price (CAP), and provides oversight at defined milestones.
City of Littleton	Owner & fiduciary steward	Leads project delivery and manages scope, schedule, budget, and risk in accordance with Council-approved direction and public accountability requirements.
Owner’s Representative	Day-to-day project coordination	Coordinates the project team, manages controls and documentation, and elevates risks and decisions through the City’s governance structure.
Design Consultant (Engineer of Record)	Lead designer	Translates the adopted vision and policy direction into technically sound, permitted, and buildable design documents and carries professional liability for the design.
CM/GC (Preconstruction)	Construction advisor; builder after approval	Provides constructability, phasing, cost, and risk input during design and constructs the project only after Council approval of a Construction Agreed Price.

DESIGN ACCOUNTABILITY



Stakeholder Group	Primary Role	Key Responsibilities
Independent Cost Estimator	Independent cost validation	Independently validates design estimates and CM/GC pricing to support transparent, informed CAP decisions.
Supporting Technical & Engagement Specialists	Specialized technical support	Provide focused technical and communications expertise to support coordination, risk reduction, and transparency throughout project delivery.
Littleton Downtown Development Authority (LDDA)	Strategic partner	Provides strategic insight on downtown priorities, design impacts, and business considerations and serves as a conduit for downtown stakeholder input.
Technical Working Group (TWG)	Internal technical advisory	Provides cross-departmental technical input to identify operational, engineering, and utility considerations during design and preconstruction.
Stakeholder Working Group (Parking & Curbside)	External advisory	Advises the City on parking, curbside, and access needs to inform strategy development and implementation.

WHAT IS CM/GC DELIVERY?

What Is CM/GC Delivery?

CM/GC allows the City to engage a contractor early—during design—to support constructability, phasing, cost validation, and risk identification—without committing to construction.

Under CM/GC:

- The City retains control over design, scope, quality, and community outcomes
- The Design Consultant remains responsible for the design and professional liability
- The CM/GC provides preconstruction advisory services, including constructability, phasing, cost, and risk analysis
- Construction is not authorized unless and until City Council approves a Construction Agreed Price (CAP)



WHY CM/GC WAS SELECTED FOR MAIN STREET

CM/GC was selected because Main Street's downtown conditions require early risk management—before committing to construction—while preserving City and Council control.

Main Street Conditions:

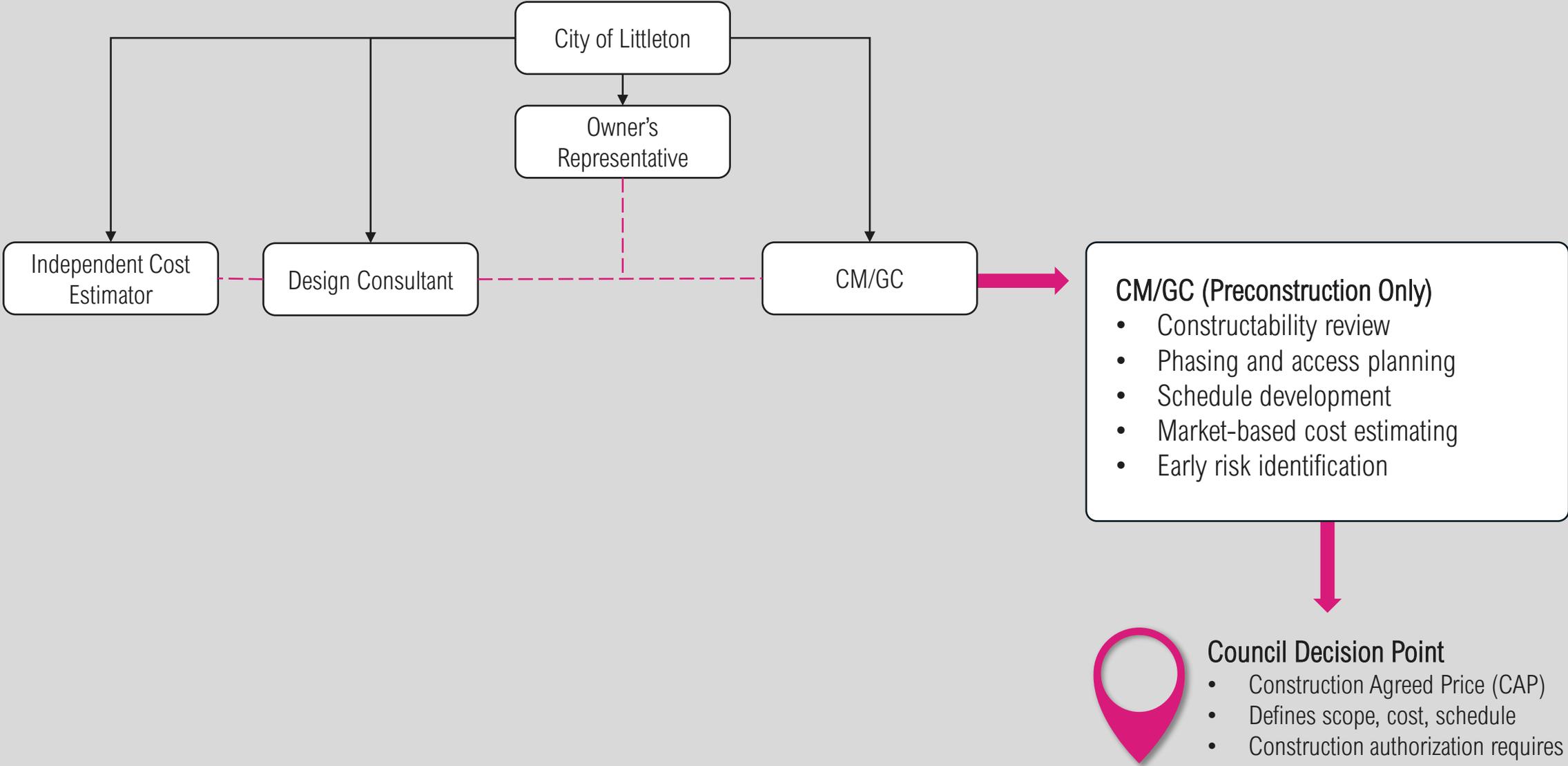
- Active businesses and residents
- Historic buildings and legacy utilities
- Constrained right-of-way
- Significant phasing and access constraints

This approach is consistent with regional best practice for complex downtown reconstruction projects.

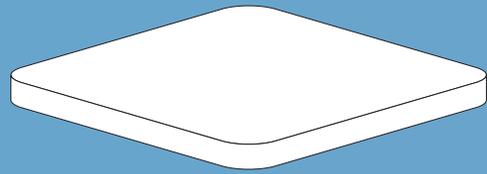
CM/GC allows the City to:

- Identify and manage construction risk early—during design
- Evaluate phasing and access strategies with downtown stakeholders
- Develop costs transparently through open-book estimating and independent validation
- Preserve Council authority to approve—or not approve—construction based on a fully informed price

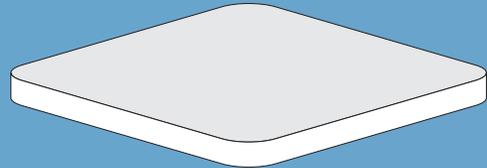
PRECONSTRUCTION SERVICES



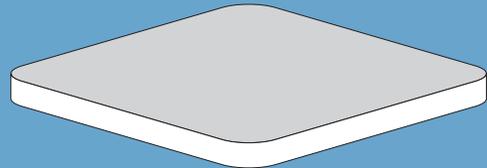
HOW THESE EFFORTS LAYER TOGETHER



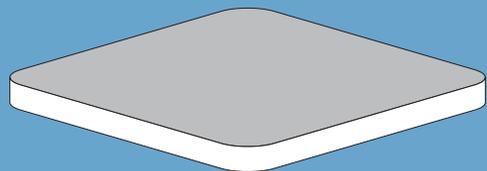
• **Governance**
City Council



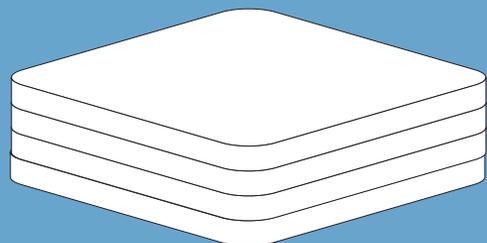
• **Core Project Delivery**
City of Littleton | Owner's Representative | Design Consultant | CM/GC | Independent Cost Estimator



• **Advisory**
LDDA | Technical Working Group | Stakeholder Working Group



• **Integrated Technical & Engagement Services**
Embedded discipline expertise across design and engagement



These layers operate in parallel—not in sequence—so expertise and input inform decisions early, while authority and accountability remain clearly defined throughout project delivery.

PART A: PRELIMINARY DESIGN

PURPOSE OF THIS PHASE: Translate the adopted vision into testable, realistic design options.

What Happens

- Up to three design variations are tested for feasibility, cost, and impacts through early design
- Key tradeoffs (space, access, utilities, streetscape) are evaluated
- Public feedback is gathered on concept iterations
- Refinement of a preferred schematic design (~30%).

What Council Can Expect

- Design options grounded in the adopted Concept Plan
- Summary of public input with technical analysis
- Information to support policy-level tradeoff decisions

What is NOT Happening

- Construction is not authorized
- Final design or bidding does not occur
- The adopted vision is not being reconsidered

PURPOSE OF THIS PHASE: Establish district-wide policy direction for parking and curbside operations that informs final design.

What Happens

- District-wide parking and curbside conditions are evaluated
- Operational and access scenarios are tested with stakeholders
- Policy tradeoffs between safety, access, activation, and circulation are assessed, and long-term program sustainability
- Evaluation of potential revenue and cost-recovery strategies.

What Council Can Expect

- A recommended parking and curbside policy framework for Main Street and the LDDA district
- Clear explanation of benefits, constraints, and tradeoffs
- Policy-level guidance that informs final design decisions

What is NOT Happening

- Block-by-block striping, signage, or enforcement decisions
- Construction sequencing or implementation for areas outside of Main Street

CURBSIDE STRATEGY INTEGRATION

PURPOSE OF THIS WORK: Ensure parking and curbside policy decisions inform final design — not follow it.

What Happens

- Preliminary design and parking & curbside strategy advance in parallel
- Public feedback informs both efforts
- Design testing clarifies real-world curbside impacts

What Council Can Expect

- Clear understanding of how curbside decisions affect Main Street design
- Integrated evaluation of access, operations, and user experience
- A coordinated outcome reflected in final design

What Is *Not* Happening

- Parking decisions made without design context
- Design advancing without parking awareness
- Final decisions before impacts are fully understood

PRELIMINARY DESIGN

Parallel Work



PARKING & CURBSIDE

Integrated Decision



FINAL DESIGN

Disciplined Convergence

Parking and curbside policy decisions and design testing advance together so impacts are understood before final decisions are made. These decisions directly affect curb width, utility placement, drainage, and streetscape geometry—making early alignment essential. Integrating policy and design reduces risk by ensuring parking and curbside decisions are not made in isolation.

COMMUNITY OUTREACH & ENGAGEMENT

Proactive communication supports transparency, trust & predictability in a sensitive downtown corridor.



WHY ENGAGEMENT MATTERS

- Main Street is a historic, active downtown corridor, not a closed construction site
- Businesses, residents, and visitors rely on predictability, access, and timely information
 - Proactive communication is essential to maintain trust and minimize disruption



FAIR NOTICE



ACCESS SOLUTIONS



CLEAR MESSAGING

HOW & WHEN ENGAGEMENT OCCURS

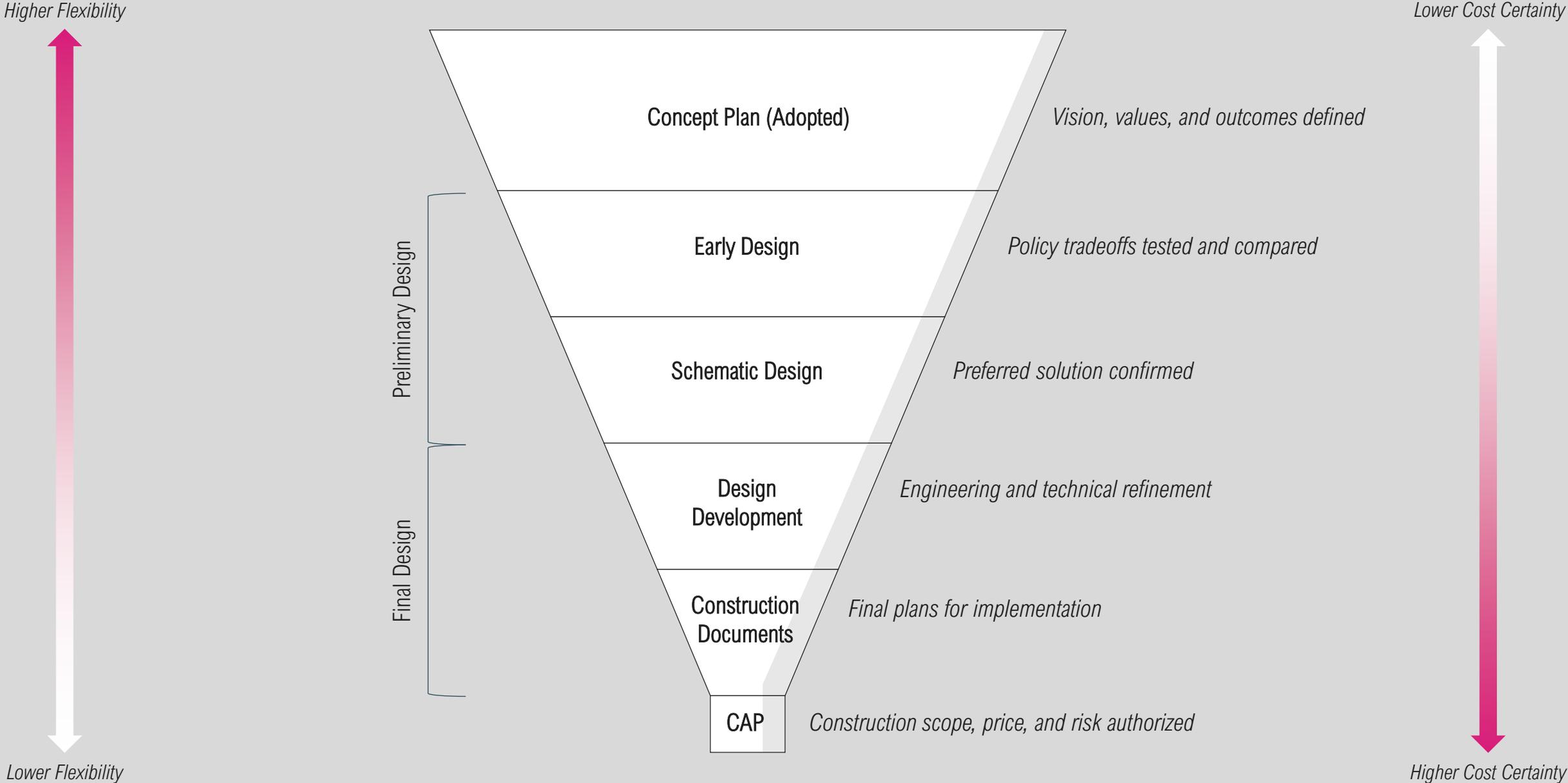
Public engagement for Main Street is structured, phased, and coordinated with design and policy decision-making—ensuring community input is timely, transparent, and meaningfully informs outcomes. Engagement is timed to decisions and integrated with project phases — not after them — ensuring feedback is meaningful, transparent, and actionable. Final recommendations will reflect a balance of community priorities, operational needs, and fiscal responsibility.



Tools include:

PMIS · EngagementHQ · Littleton Report · Online updates · Surveys · Open houses · Stakeholder working groups

DECISION SUMMARY



COUNCIL GOVERNANCE ROLE



The goal is to ensure City Council has meaningful influence when it has the greatest impact—and to protect schedule, budget, and quality once that direction is set. Council provides governance at each major decision point—setting vision, authorizing funding, approving contracts, and overseeing construction.

Project Downtown

- Established the long-term vision, design intent, and community outcomes that guide all future design and construction decisions.

Project Funding

- Authorizes the financing mechanism and sets funding parameters to support project delivery within adopted fiscal policy.

Contract Approval

- Approves design and CM/GC preconstruction contracts, authorizing work to proceed in defined stages.

CAP Approval

- Approves CAP(s) that define scope, price, schedule, and risk before construction is authorized.

Construction Approval

- Confirms final authorization to proceed with approved construction work through regular Council action.

POLICY & VISION LEADERSHIP

FINANCIAL & CONTRACT GOVERNANCE

ONGOING OVERSIGHT & ACCOUNTABILITY

PRECONSTRUCTION

CAP DEVELOPMENT

CAP

CONSTRUCTION

CONCEPTUAL DESIGN

EARLY + SCHEMATIC DESIGN

DESIGN DEVELOPMENT

CONSTRUCTION DOCUMENTS

COUNCIL GOVERNANCE ROLE



Council’s most influential role in shaping the project’s design occurs during the Preliminary Design Phase, when policy direction, community priorities, overall design intent, and the parking and curbside management strategy are established. Once Schematic Design is accepted, the project advances into Design Development and Construction Documentation, where the focus shifts to implementing the adopted vision—including the approved parking and curbside framework. At that stage, changes are evaluated primarily for risk, regulatory compliance, constructability, and cost impacts. Establishing clear design decision points is a core project management practice that helps protect the City’s investment and maintain schedule and budget certainty.



Tonight is about confirming structure, sequencing, and governance. Based on that:

- Are the decision approval points clearly defined from Council's perspective?
- Does this framework provide sufficient visibility into cost, schedule, and risk before any construction decision is brought forward?
- **Upcoming Council Discussions**
 - 2/17 Study Session - Capital Financing Certificates of Participation (COPs) Participation
 - 3/3 Regular Meeting – Reimbursement Resolution for COPs
 - 4/7 Regular Meeting – Main Street Improvements Design Services Contract
 - 4/7 Regular Meeting – Main Street Improvements Owner's Representative Services Contract
 - 5/19 Regular Meeting – Main Street Improvements Preconstruction Services Contract