

Date: 2025/8/18
To: Zareen Tasneem, AICP, Senior Planner, City of Littleton
From: Greg Adelberg, Senior Associate | Urban Design, Dig Studio
Paul Stewart, Principal, (PLA, ASLA, LEED AP), Dig Studio
Subject: Scope of Work for the *Littleton Boulevard Subarea Planning Services*

Dig Studio, Inc. (Dig) is pleased to provide the City of Littleton with this proposal for the *Littleton Boulevard Subarea Planning Services*. Dig will serve as the prime consultant for the project.

The following proposal assumes a design schedule of 24 months upon notice to proceed with an anticipated start of early October 2025. A detailed proposal for project management, land use and historic preservation, economic development and housing, transportation and mobility, and streetscape and green infrastructure services is outlined below.

Task 1: Project Management

Dig, led by Project Manager, Greg Adelberg, and Principal in Charge, Paul Stewart, will serve as the team project manager and planning, landscape architecture, green infrastructure, streetscape design, and public engagement leads.

Greg will manage monthly invoicing and communications between Dig, sub-consultants, and City of Littleton's project manager. Anticipated meetings including a Project Kickoff Meeting at the onset of the project to discuss the project vision, goals, and draft project timeline and schedule along with monthly Project Management Team (PMT) meetings and bi-weekly Planning Team (PT) meetings. Paul Stewart will provide QA/QC and technical design oversight.

Meetings:

- Project Kick-off Meeting (Up to 1 total, 1 hour meeting).
- Monthly Project Management Team (PMT) Meetings (Up to 24 total meetings, 1-hour per meeting) |
- Bi-Weekly Planning Team (PT) Meetings (Up to 48 total meetings, 1-hour per meeting)

Deliverables:

- Project Management and Work Plan Including Project Schedule and Decision Matrix (Up to 1 Draft and 1 Final, Refinement as Needed For An Anticipated 24 Month Project Schedule).
- Project Meeting Agendas and Notes.
- Monthly Progress Reports and Invoicing (Up to 24).

Task 2: Communications and Outreach

We understand that we should expect a highly engaged and invested local community when we begin our outreach process. We also understand how critical the public engagement process is to deliver a successful plan to the City of Littleton. Our approach to public engagement draws from the International Association for Public Participation's (IAP2) "Spectrum of Engagement" framework that directs different levels of engagement for different audiences, matched to interest level and capacity. We propose deep collaboration with the study area stakeholders through regular meetings with the Stakeholder Working Group (SWG), a focus group series, and an Urban Design Charrette.

With support from City staff, our team will lead outreach to involve the broader community with activities that are convenient to access and complete, such as citywide online surveys, attendance at other community events and festivals, and traditional community meetings and open houses. We will keep the entire community informed throughout the planning process by producing deliverables that can be posted to the project and city websites, and through public access to presentations developed for Council hearings.

Project Branding

Brand Discovery

ArtHouse will lead the client team through a series of discovery and branding exercises to guide and inform the design process. The information gained in these sessions provides insight into the client team's thinking for the project and its general brand position. ArtHouse will organize the data and information collected from these workshops and meetings and provide a summary of findings. This information will become the roadmap that will serve as the direction for the creation of the new brand.

Logo Design

ArtHouse will design and develop logo concepts based on the Brand Discovery phase of work. Several black and white logo concepts will be presented in the initial round of logo design. Three of the chosen logo concepts will be brought into the design development phase for further exploration. In this phase, logo colors will be introduced, along with additional logo lockups, and supporting marks. Design development revisions are limited to 3 rounds. Once the final design direction has been chosen, ArtHouse will create the final logo family and its associated branding assets such as brand colors, patterns, icons, and typefaces. Additionally, ArtHouse will provide logo files in various color profiles and file types for client use.

Marketing Collateral

ArtHouse will apply the brand to and design a series of promotional and collateral items for the project listed below. The primary content and copy will be provided by the client. Design revisions are limited to 2 rounds after the initial design presentation. (To Be Printed By Dig Team).

- Flyer
- Poster

- Yard Sign

Project Engagement Website

ArtHouse will coordinate with and support City staff in the development of the project engagement website. While the City is expected to lead the website development, Art house will provide graphics including the newly developed brand. This phase of work is for the front-end design only and does not include web-development, functionality, or implementation. Design revisions are limited to 2 rounds after the initial design presentation.

Stakeholder Engagement

Stakeholder Working Group (SWG)

At the outset of the project, the Dig Studio team will work with you to identify a diverse, representative set of stakeholders to serve on a working group. The team will facilitate meetings and present to the SWG at critical points throughout the project. We will also present informative case studies and best practices in historic and mid-century preservation, corridor planning, and other topical areas that are relevant to Littleton Boulevard. In our team's experience, the value of engaging deeply with key stakeholders extends well beyond their advisory role during planning. SWG members tend to become champions of the plan who recruit other proponents and partner organizations to participate in implementation.

Stakeholder Listening Sessions

We will facilitate focus group listening sessions with community champions and organized by topic area, to add depth and unique perspectives. These topic areas may include (but are not limited to): Arts and culture, Businesses and Development, and Residents, Transportation and Mobility, and Education.

City Council, Boards, and Commissions

Council and City Manager Interviews

We will conduct one-on-one interviews with each member of Littleton City Council, as well as the City Manager, to solicit input on the priorities for the corridor and study area. We have found this approach to be very helpful in past projects, such as the Olde Town Arvada Strategic Reinvestment Plan, for both prioritizing goals and for building trust among elected officials early in the project.

Milestone Presentations

In addition to one-on-one interviews, we will give presentations at key project milestones to the Historic Preservation Commission, the Planning Commission, and City Council Study Sessions.

Community-Wide Engagement

Our team's strategy for community-wide engagement will be heavily grounded in the IAP2 Spectrum of Public Participation and methodology. It is our intent to collaborate with the community to identify pros and cons, and possible solutions along the way. We propose two distinct phases of community engagement that utilize

a multi-pronged approach to gathering input. Phase 1, which will take place primarily within Tasks 3 and 4 of the project, will look closely to the citizens of and visitors to Littleton to identify assets and issues and explore what makes Littleton Boulevard unique including obtaining historic narratives and stories pertaining to the corridor's historic character both at larger events and through one on one interviews which may include Historic Littleton and the Historic Preservation Commission These will remain at a high-level to ensure the qualitative input provides general guidance for the development of the recommendations. In Phase 2, once our team has worked closely with the PT, PMT, and SWG to craft the vision, goals, and objectives, we will work with the stakeholders and community to formulate focus area recommendations and the necessary policy changes to achieve the vision.

Our team will provide on-call Spanish translation interpreter services for public engagement events to be determined on an as-needed basis. In addition, public materials will be translated into Spanish as needed.

Phase 1

In the initial phase of community engagement, we will ask important questions - What do you love about Littleton Boulevard? What do you not love? What is working? What is not? We will ask people to identify the special places on the corridor, and the qualities that make them special. We will use precedent imagery to explore what people would like the corridor to look like in the future, and we will employ several unique approaches to meet people where they are, be as inclusive as possible, and ensure we are hearing from the broadest cross-section of the community.

- **Online Location-Based and Visual Preference Survey:** We will work with the City to identify the preferred online survey using platform such as Social Pinpoint which can be embedded or linked in the city website or project page. This survey will ask people to mark places they love, concerns they have, and things they wish were different. This survey may also incorporate a visual preference exercise on "great streets" to help gather input that will drive the placemaking, streetscape, and design guidelines outcomes of the project.
- **Attendance At Community Events:** We will conduct initial fact-finding and information gathering at community events, particularly those near the study area such as the Littleton Twilight Criterium or other Downtown events.
- **Community Open House #1:** We will hold an initial open house within or near the study area to solicit broader input on community desires and concerns.
- **Pop-Up "Mini" Open Houses:** We will hold a series of pop-up "mini" open houses at various locations within the study area where people are already gathered. These may include popular local businesses, the recreation center, and Littleton High School, and could include additional tactical

urbanism-style components if appropriate. These “mini” open houses will help us to collect broader input during this initial phase of engagement with otherwise hard to reach groups such as students, senior citizens, and families with children, by meeting people where they are.

- **Materials:** Materials developed for the Community Events, Community Open House, and the “Mini” Open Houses will be the same, following a similar style and format as the online location-based survey, and will allow for both in-person and virtual participation – for instance using City developed QR codes on open house materials allows participation at leisure via the website.

Phase 2

After our completion of Tasks 3 and 4, and after the Urban Design Charrette in Task 5, once a draft Vision, Goals, Objectives, and initial concepts have been developed, we will go back to the community for a second phase of engagement. In this phase we will ask for feedback on the overall direction of the plan and these initial concepts, to ensure they align with community priorities. We will also summarize the input gathered previously using compelling infographics, telling the complete story of where we’ve been and what we’ve heard along the way. This process ensures complete transparency with the community and clarifies a defining feature of studies such as this - that this is the community’s plan, not ours.

- **Attendance At Community Events:** We will conduct initial fact-finding and information gathering at community events, particularly those near the study area such as the Littleton Twilight Criterium or other Downtown events.
- **Community Open House #2:** We will hold an initial open house within or near the study area to solicit broader input on community desires and concerns.

Meetings:

- Stakeholder Working Group (SWG) Meetings (Up to 8 total, 1-hour per meeting, virtual).
- Stakeholder Listening Sessions (Up to 6 total, 1-hour per meeting, in-person).
- City Council and City Manager One-On-One Interviews (Up to 8 total, 1-hour per meeting, in-person).
- Milestone Presentation To HPC, PC, and City Council Study Sessions Including A Joint Study Session At The Onset Of The Project (Up to 9 total, 1-hour per meeting, in-person).
- Community-Wide Engagement.
 - Phase 1
 - Online Location-Based and Visual Preference Survey (1 Draft and 1 Final).
 - Attendance At Community Events (Up to 4 total, 3-hours per event, in-person).
 - Community Open House (Up to 1 total, 4-hours per event, in-person).
 - Pop-Up “Mini” Open Houses (Up to 3 total, 3-hours per event, in-person).
 - Phase 2

- Attendance At Community Events (Up to 4 total, 3-hours per event, in-person).
- Community Open House (Up to 1 total, 4-hours per event, in-person).

Deliverables:

- Public Involvement Plan (Up to 1 Draft and 1 Final, Refinement as Needed For An Anticipated 24 Month Project Schedule).
- Content For Project and City Websites, Social Media Accounts, Littleton Report, and Other Platforms.
- Project Branding and Logo Options (Up to 3 total, 1 Draft and 1 Final).
- Project Boards For Community Engagement Events To Be Printed By Dig Team (1 Draft and 1 Final).
- Promotional Material Designs and Graphics Including Flyers, Posters, and Yard Signs (1 Draft and 1 Final).
- Meeting Agendas and Notes.
- Graphic Summary Of Communication and Outreach Process, Community Feedback, and Conclusions For Each Project Milestone (1 Draft and 1 Final).

Task 3: Planning Integration

We will thoroughly review relevant internal and external plans, studies, projects, programs, and other information that affects the Littleton Boulevard subarea. We will then produce a detailed Planning Synthesis Report organized thematically and utilizing the relevance outlined by the city in the RFP. This report will include necessary graphics and will tease out not only the points that are relevant to the current work, but also the overlapping themes, recommendations, or inconsistencies and gaps among previous efforts.

Deliverables:

- Planning Synthesis Report (Up to 1 Draft and 1 Final).

Task 4: Data Collection and Existing Conditions Analysis

Using data provided by the city, with additional information collected by the Dig Studio team, we will provide complete and visually appealing site analysis drawings illustrating opportunities and constraints, important and unique features, connections and networks, important views, and other relevant physical and cultural elements. This plan should create a grand vision of what is possible, but it should also be rooted in the practical capacity of the place.

Our analysis will also go in-depth into the four (4) project focus areas, providing more robust and detailed analysis in these areas including a review of existing studies and plans as well as planned improvements. These focus areas will act as “pillars” and will serve as a way of organizing the project and final recommendations. In addition, character areas and existing centers of activity will be identified based upon existing land use and historic preservation, economic development and housing, transportation and mobility, and streetscapes and green infrastructure patterns identified.

MIG will work closely with Dig Studio to provide advisory support to ensure that recommendations within each of the four theme areas are consistent, and that recommendations align with overall project goals and other citywide plans.

Land Use and Historic Preservation

Land Use and Zoning

Opticos will analyze existing conditions with a focus on land use, built form, and regulatory conditions. The analysis will document and analyze built character attributes such as building heights, widths, frontages and setback conditions in close coordination with the historic character analysis. It will also include a review of the Unified Land Use Code, to understand potential opportunities to reinforce the design vision, and to identify potential barriers to fostering a dynamic, mixed-use environment on Littleton Boulevard.

Historic Character

As part of Task 4, MIG's Cultural Places staff will analyze the City's historic resources along the corridor by reviewing inventories, designations, architectural styles, historic narrative, and existing regulations pertaining to these resources. This review will primarily center around a review of the 2018 study, and will also incorporate field verification as needed, to determine any changes in historic significance or integrity of each of the properties. The goal of this review will be to determine whether the tiers outlined in the 2018 study still remain true, or if properties may need to shift tiers based on changes in historic integrity or significance.

Up to four, one-hour meetings with project partners will also be held in this task to ensure community input on historic resources along the corridor is incorporated. This review will culminate in the identification of character-defining features of the corridor.

Economic Development and Housing

Demographic and Socioeconomic Data

EPS will provide a comprehensive Economic & Demographic Analysis of the corridor, providing a grounded understanding of the corridor's composition. The data will show trend analysis over the past ten years to identify the degree of change. More importantly, the data will be nested, showing the corridor in relationship to the City of Littleton, and relative to the seven-county metro area. Data sets to be addressed include population, households, household size, household income, presence of children, age cohorts, race cohorts, projected population growth, and change in population capture through 2050. The goal is to identify the attributes that make the City and the corridor unique, thus providing a basis for ways to leverage these attributes in the strategy to be developed.

In addition to providing the full range of demographic data, EPS will document economic conditions as well. EPS will show job growth by NAICS category, broken down by zip code for the City of Littleton and the study area. The focus will be on the dynamic nature of Littleton in the past decade, the degree of change by

employment sector, and ways to draw the strengths of the city and the downtown node into the historic Littleton Boulevard corridor.

Economic Development

EPS will provide a detailed evaluation of the market conditions for City of Littleton and Littleton Boulevard. The data will include conditions for single family, townhome, multifamily, retail, office, and live-work units (as data are available). The analysis will cover current costs, market activity, absorption rates, and vacancy rates. EPS will provide the analysis for the corridor, the City, and the southwest region of the Denver-Metro area to accentuate the market position of the corridor and the City relative to the larger market context. More importantly, EPS will break down the residential and commercial inventory, showing the new build product relative to the existing inventory. The critical question to be addressed involves quantifying the amount of new activity occurring in the region, the degree to which it can be captured in the corridor, and the steps the City of Littleton can take to attract the appropriate amount and type of development to the corridor.

Housing - Built Form

Opticos will assess existing housing in the corridor with a focus on built form. The assessment will identify existing housing typologies based on building form, footprint, placement and unit count. Opticos will also analyze existing parcel sizes and characteristics and will collect examples of recent residential and mixed-use development within the City of Littleton and surrounding communities, as appropriate, to inform the range of possible housing and mixed-use building types to be proposed as part of the design vision in later tasks.

Housing - Financing and Market Conditions

Building on EPS' analysis of residential inventory and market trends, MIG will conduct a high level scan of the existing naturally occurring affordable housing (NOAH) stock along Littleton Boulevard and the project study area. MIG's analysis will highlight areas that are experiencing pressure from redevelopment, rising rents, or expiring affordability. The analysis will also highlight where NOAH is concentrated, what typologies are most vulnerable, and where preservation should be prioritized based on location, conditions, and proximity to transit and amenities.

Transportation and Mobility

Our team will collect quantitative and qualitative data to understand and assess alternatives for developing the future of Littleton Boulevard transportation and mobility improvements. It will be used for model development, alternatives development, and alternatives evaluation. In addition, coordination with City Staff for the anticipated update to the Envision Littleton Transportation Master Plan (October 2019) will be conducted.

Data Collection

Conсор will collect turning movement counts (TMCs) at the following intersections:

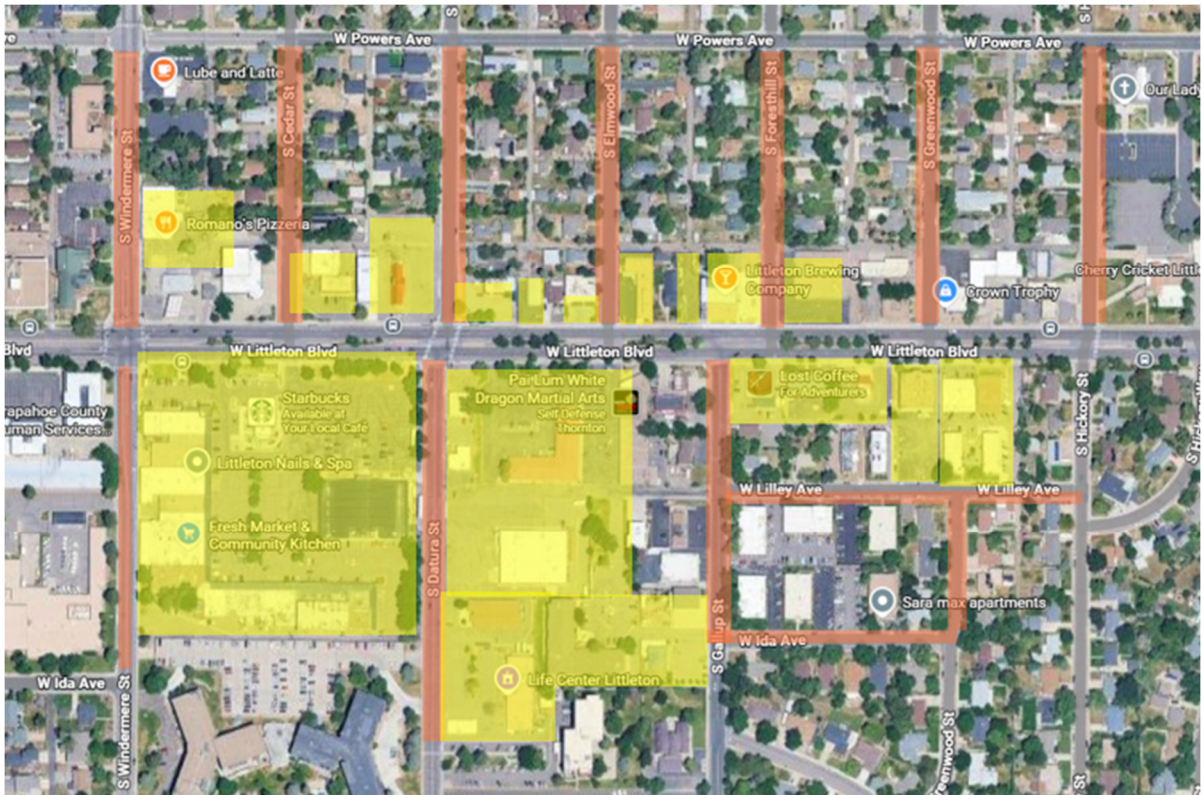
- Littleton Boulevard & Bemis Street.
- Littleton Boulevard & Crocker Street.

- Littleton Boulevard & Windermere Street.
- Littleton Boulevard & Datura Street.
- Littleton Boulevard & Gallup Street/Foresthill Street.
- Littleton Boulevard & Hickory Street.
- Littleton Boulevard & Fox Street.
- Littleton Boulevard & Bannock Street.
- W. Powers Avenue & Windermere Street.

TMCs will be collected for the AM and PM peak hours during the weekday and mid-day on Saturday. Consor will collect average daily traffic (ADTs) that will include volume, speed, and vehicle classification at up to nine (9) locations.

Existing Operational Assessment

- **Modal Use:** Understand how bicycles, pedestrians, vehicles, micromobility, and transit currently operate in the corridor during the week and on the weekend. Consor will collect and utilize existing GIS data from Littleton and DRCOG to map and analyze data related to modes of travel. Key takeaways will be provided for each mode to inform recommendations and alternative development.
- **Curb and Street Use:** Understand how parking, Transportation Network Companies (Uber/Lyft), emergency services, deliveries, and events utilize the right-of-way.
 - Parking Utilization Study
 - Consor will complete a parking utilization study that includes 15 on-street blocks (orange highlight) and multiple off-street parking lots (yellow highlight) generally bounded by S Windermere to the east, S Hickory St to the west, W Powers Ave to the north, and W Ida Ave to the south, as shown on the map below.



- The team will map the on-street curb lane and off-street parking lot restrictions and determine the total parking capacity for each block face, parking lot, and the overall study area. For each parking utilization study, a base curb lane use map will be created based on Google Streetview. The base curb lane uses identified will include but not be limited to on-street parking restrictions, bus stops, no parking/loading zones, driveways/access points, and ADA parking.
- The team will identify fronting homes along the corridor without off-street parking. The team will also identify land uses within the corridor study area that may be parking generators such as businesses, churches, or schools.
- The team will develop and conduct a survey with all businesses within the defined parking study area. The survey will inform business owners of the overall goals of the project and parking study and ask for information about when the business experiences peak customer parking demand, employee parking demand, and general perceptions about the availability and ease of parking in the study area. Consor will develop flyers with the survey information and distribute the flyers to commercial buildings in the study areas, as well as summarize the data.
- The team will perform five parking utilization counts determined based on the survey results defining the peak parking demand periods. The typical parking utilization count time periods are listed below for reference:
 - 5AM on a weekday – residential streets only to determine residential parking demand

- Noon on a weekday – residential streets and off-street lots
- Evening on a weekday – residential streets and off-street lots
- Noon on a weekend – residential streets and off-street lots
- Evening on a weekend – residential streets and off-street lots
- The team will input the parking occupancy information collected into a GIS database and calculate the overall capacity of each block, the number of parking spaces by type for each block, and the occupancy percentage for each block and off-street parking area for each time period occupancy data was collected. The database will also include overall occupancy and percent occupancy totals for the parking study area for each time period. The team will then create a GIS-based map that shows the parking utilization by location during each time period.
- The team will develop a short graphic summary of the survey and parking study results that can be shared with stakeholders and will be included in the final report.
- The team will identify recommendations to improve curbside and parking conditions. These recommendations could include shared parking agreements, residential parking permit programs, time limited or paid parking, enforcement, and daylighting. Updates to the UCLC will be completed as part of Task 7: Final Recommendations and Plan.
- **Transit Stops and Amenities:** Consor will complete an existing conditions evaluation of transit stops and amenities within the project study area. We will evaluate the conditions, accessibility, and comfort of the stops. We will identify opportunities for improvements that enhance rider experience.
- **Roadways and Sidewalks:** Consor will work with the City of Littleton to understand the current maintenance schedule for Littleton Boulevard, including when the last asphalt overlay was completed and when it is planned to be overlaid again. Our team will review the data from the City's ADA Transition Plan, after the review we will determine where additional data will need to be collected. We will collect data on the existing sidewalks and curb ramps. Using techniques that we are currently using with other clients, we will collect geolocated data where there are missing sidewalk gaps, sidewalks and curb ramps that are generally not compliant with Public Right-of-Way accessibility Guidelines (PROWAG).

Traffic Operational Analysis

Conсор will perform existing conditions intersection capacity analysis at the following intersections:

- Littleton Boulevard & Bemis Street.
- Littleton Boulevard & Crocker Street.
- Littleton Boulevard & Windermere Street.
- Littleton Boulevard & Datura Street.
- Littleton Boulevard & Gallup Street/Foresthill Street.

- Littleton Boulevard & Hickory Street.
- Littleton Boulevard & Fox Street.
- Littleton Boulevard & Bannock Street.
- Littleton Boulevard & South Broadway.
- W. Powers Avenue & Windermere Street.
- W. Powers Avenue & South Broadway.

The analysis will be conducted using Synchro. During this analysis, bicycle and pedestrian volumes and the placement of adjacent RTD bus stops will also be considered.

Safety Analysis

Conсор will review the most recent five years' worth of crash data in the project area to identify hot spots and historical crash trends at each location. Where relevant, potential countermeasures will be identified that would address an identified crash pattern.

Technology Review

Conсор will conduct research on existing and emerging technologies that may be useful to enhance pedestrian safety and optimize traffic operations for this corridor. The effort will include a review of current practices and technologies available to Littleton, as well as to identify the technologies other agencies employ to move people and traffic around major arterials and regional destinations.

Access Management Review

Conсор will analyze access control along the corridor at driveways and where left turns are permitted, including breaks in the center median to identify potential places to consolidate driveways or minimize the number of conflict points. Draft recommendations will be provided as part of this assessment.

Pedestrian/Bicycle Crossing Evaluation

Conсор will evaluate pedestrian and bicycle crossings on Littleton Blvd, including existing RRFB locations, crossing spacing and distance to the nearest marked crossing, existing signing and markings at each crossing, sight distances, and alignment of planned facilities.

Streetscapes and Green Infrastructure

Environment, Sustainability, Infrastructure, and Utilities

We recognize the efforts of the City, Littleton Downtown Development Authority, and local businesses in creating a distinct brand, "Mid Mod Mile," that highlights Little Boulevard's mid-century modern architecture. Our goal is to develop a community-led design that fosters ownership and enhances the historic culture as well as the sustainability of this commercial district.

Managing competition for space along Littleton Boulevard is essential for a successful vision. Our experience in streetscape planning and design equips us to assess the corridor's existing challenges and opportunities

thoroughly. We will conduct a comprehensive evaluation of the streetscape character and infrastructure, focusing on community identity, materiality, and architectural features to inform our recommendations for enhancing Littleton Boulevard's aesthetic and environmental quality. Our analysis, to be coordinated with potentially overlapping analysis conducted, will address the following categories:

- **Connections and Destinations:** City and neighborhood scale evaluation of civic assets, key landmarks, cultural heritage sites, schools, parks, open spaces, and multimodal connections.
- **Site History and Research (Coordination With Stakeholder and Community-Wide Engagement):** An in-depth historical analysis to understand the past, present, and future corridor character.
- **Building Form and Use (Coordination With Land Use and Zoning):** Defining urban form characteristics including building sizes, paved setback areas, ground floor uses and façade quality, primary entrances, surface parking
- **Pedestrian Experience (Coordination With Transportation & Mobility):** Sidewalk conditions, street space allocation, amenity zones, detached v. attached sidewalks, street enclosure ratios, driveways, and curb cuts.
- **Site Furnishings, Materiality, Public Art, And Architectural Character:** Block-by-block scan of site furnishings, pedestrian and roadway lighting, materiality, architectural character, civic assets, landmarks, public art murals, and signage.
- **Existing Tree Inventory and Analysis:** Dig Studio will conduct an Existing Tree Inventory and Analysis. This includes utilizing existing Forestry GIS data and a site walk to confirm existing street tree species, health (vigor and structure), and trunk diameter. Each tree will be given a ranking to determine overall health and viability and trees to protect in place. In addition, planting conditions and distance between trees will be conducted. A review of readily available existing utility information will be conducted to identify locations not viable for new trees.
- **Stormwater Infrastructure Patterns and Utilities:** Review of known flooding issues, drainage areas, inlets, readily available utility information, landscape clearance requirements, and planned upgrades to facilities. We will use GIS contour data as well as site visits to determine the topography of the study area. Mapping of the existing storm drainage system will be provided by the City of Littleton. Our team will develop smaller basins to understand opportunities to implement green infrastructure in the corridor. Survey of the existing drainage system is excluded.

Deliverables:

- Existing Conditions Summary, Databook, Review of Existing Studies and Plans, and Relevant Graphic and Supporting Materials (1 Draft and 1 Final).
 - **Land Use and Historic Preservation**
 - **Land Use and Zoning**
 - Draft and final existing conditions land use and zoning memorandum.
 - GIS mapping of land use and zoning
 - Analysis map(s) for building form, building placement (setbacks) and frontage conditions.
 - **Historic Character**
 - Draft and final memo analysis of historic integrity of properties along the corridor, primarily consisting of narrative, supported with annotated photos of properties, as needed
 - **Economic Development and Housing**
 - Economic Development
 - Economic and Demographic Framework
 - Market Analysis
 - Housing – Financing and Market Conditions
 - 3-5 page memo (Draft and Final)
 - Housing: Built Form
 - Draft and final housing memorandum, to include the following:
 - Inventory of housing typologies within the project area (single-family, duplex, multiplex, live/work etc.)
 - Analysis of existing parcels
 - Examples of other housing typologies beyond the project area – recent-build and historic
 - **Streetscapes and Green Infrastructure**
 - Draft and final Streetscape and Green Infrastructure Existing Conditions Inventory and Analysis Including Constraints and Opportunities Assessment Consisting of Maps and Images
 - Connections and Destinations
 - Site History and Research (Coordination With Stakeholder and Community-Wide Engagement)
 - Building Form and Use (Coordination With Land Use and Zoning)
 - Pedestrian Experience (Coordination With Transportation & Mobility)
 - Site Furnishings, Materiality, Public Art, And Architectural Character
 - Existing Tree Inventory and Analysis

- Stormwater Infrastructure Patterns and Readily Available Utility Information
- **Transportation and Mobility**
 - Draft and final existing conditions traffic operations analysis memorandum.
 - GIS mapping of sidewalks and ramps indicating missing sidewalk gaps and non-compliance with PROWAG.
 - Crash data summary and recommendations.
 - Technology review summary and recommendations.
 - Access management summary and recommendations.
 - Pedestrian/bicycle crossing summary and recommendations.
 - Transportation and mobility planning synthesis summary
 - Draft and Final Transit Stop Evaluation

Assumptions:

- **Land Use and Historic Preservation**
 - **Land Use and Zoning**
 - City of Littleton to provide relevant policy and regulatory documents for review.
 - City of Littleton to provide relevant GIS data.
 - Where GIS information required for analysis of built form characteristics such as building footprint, setback, etc. are not available Google Earth will be used to derive rough measurements.
 - Google Maps Street View may be used to acquire photo examples of specific sites/buildings where photos are not otherwise available.
 - **Historic Character**
 - City of Littleton to provide most recent historic resources survey data
 - City to provide historic context statements and other existing research about the corridor
- **Economic Development and Housing**
 - **Housing - Built Form**
 - City of Littleton to provide relevant GIS data.
 - Where GIS information required for analysis of built form characteristics such as building footprint, height, etc. are not available Google Earth will be used to derive rough measurements.
 - Where GIS information required for analysis of building and housing types is not available, other publicly-accessible online sources such as real estate platforms and assessor data will be used.
 - Google Maps Street View may be used to acquire photo examples of specific sites/buildings where photos are not otherwise available

- **Housing - Financing and Market Conditions**
 - City of Littleton or other agencies (e.g. DRCOG) will provide parcel and property level data, rent data, and an income-restricted or subsidized housing inventory.
- **Transportation and Mobility**
 - City of Littleton to provide traffic signal timing information.
 - City of Littleton to provide the most recent 5 years' worth of crash data.
 - Access management will be evaluated based on a methodology agreed upon with the City of Littleton.
 - Pedestrian/Bicycle crossings will be evaluated based on a methodology agreed upon with the City of Littleton.
 - TMCs will only be collected at intersections listed under the data collection task. City of Littleton to provide TMCs for the intersections of Littleton Boulevard & South Broadway and W. Powers Avenue & South Broadway.
 - Subsurface Utility engineering (SUE) is excluded.
 - ADA and RTD requirements will be field verified during the transit stop evaluation

Task 5: Visioning - Goals and Objectives

A transformative plan should be structured around a strong vision statement and a series of goals and objectives by which plan decisions are tested and confirmed. Before drafting the plan, our team will:

- Craft a vision statement and build goals and objectives that rely on the critical involvement of the community and a deep understanding of previous plans
- Continuously relate to the project vision and guiding principles as decisions are made and plans are developed.
- Create criteria for the evaluation of concept alternatives that will be used after results are compiled from community and stakeholder outreach to refine alternatives and provide a data-driven metric for moving forward.

The vision for the Littleton Boulevard subarea will align with the Comprehensive Plan, Transportation Master Plan, and other guiding documents, be reflective of community needs and desires, and organized using the plan “pillars”. In addition, our team will identify potential major activity nodes or “centers” within the study area and develop criteria for evaluating their relevance and hierarchy within the larger corridor and urban networks. Some criteria may include:

- Potential for development/redevelopment.
- Housing opportunities.
- Concentration of businesses and economic activity.
- Non-vehicular transportation networks.
- Roles for both the public and private sectors in advancing the vision for the corridor.
- Important cultural and community hubs.

Goals and objectives may be developed for both the entire corridor, as well as specific to individual “centers” within the study area. Targeted goals and strategies with each “center” will help create a context-sensitive and location-specific framework for recommendations, actions, and “quick wins”.

Urban Design Charrette

A core part of our design approach will be a multi-day design charrette. Crafted from extensive experience working with communities of sizes, and led by our team certified by the National Charrette Institute, the design charrette will be an opportunity for the design team to work with City Staff, the SWG and City Council over a 2-day period to articulate design and physical guidance that supports and implements the vision statement for Littleton Boulevard. The charrette will include “designing in place” with the team developing sketch concepts to be vetted by the charrette attendees and then refined over the two days. In addition, charrette activities could include an interactive visioning exercise. The desired outcome of the charrette is a design synthesis of key concepts for review and feedback, and a stepping stone to the work on the draft plan in Task 6. **An open-house style report out for the public will be provided. Proposed concepts and recommendations will be provided to the public.**

Opticos will test appropriate housing typologies for consistency with the plan vision, feasibility, and contextual appropriateness. Opticos will work iteratively with EPS and other team members as appropriate to develop a suite of feasible housing typologies, and will carry out site testing to identify infill opportunities to increase the supply of housing on and adjacent to the corridor. This work will be informed by housing market conditions and related analysis.

Meetings:

- Urban Design Charrette (Up to 8-hours per day, 2-days total).
 - Walking Tour Of The Site With City Council Members (Prior To One-On-One Interview)
 - Visioning Exercise With City Staff, SWG and City Council

Deliverables:

- Final Vision Report with defined Goals and Objectives.
- Focus Area “Centers” and Criteria for Evaluation.
- Initial Concepts for Public Engagement Highlighting Proposed Development Standards, Streetscape, and Mobility Recommendations.
 - Up to 1 Initial Corridor Concept Plan Including Focus Area “Centers”.
 - Up to 6 Sketch Corridor Renderings Including But Not Limited To Focus Area “Centers”.

Task 6: Focus Area Recommendations

Based upon community, city, and stakeholder input, and building upon the outcomes of the Urban Design Charrette in Task 5, our team will finalize a detailed list of the recommendations. These recommendations will be specific to each “center” (Focus Area) and will align with each of the 4 plan “pillars”. MIG will work closely

with Dig Studio to provide advisory support to ensure that recommendations within each of the four theme areas are consistent, and that recommendations align with overall project goals and other citywide plans.

Land Use and Historic Preservation

Based on the analysis conducted in Task 4 and the agreed-upon vision, goals, and objectives established in Task 5 by the City, residents, and stakeholders, our team will provide recommendations for land uses that enhance the historic character and assets along the corridor and support the 'Centers' identified in the Focus Area. While ultimately recommendations will marry best practices with actual products from the process, potential policy pathways may include the establishment of historic designations, overlay districts, or other mechanisms designed to celebrate and safeguard the area's rich historical heritage.

Our team will assess the appropriate degree of change for different parts of the corridor, and identify opportunities for preservation, adaptive reuse, and transformative redevelopment/regeneration. The full team will work together to synthesize the design vision and related streetscape and public realms with a focus on building form and scale, frontage conditions as well as transitions in scale and form.

MIG will provide input on Focus Area Recommendations to include various approaches to preserving the history and character of the corridor, including the preservation of existing affordable housing, while balancing other interests.

Economic Development and Housing

EPS will provide a strategy for economic development that focuses on clusters of activity for prime locations along the corridor. These clusters are expected to include both new development, adaptive reuse, as well as historic preservation opportunities, given the nature of Littleton Boulevard. The clusters of activity will be identified based on potential market opportunities and depth of market support, such that the recommended projects are financially viable. They will also incorporate community objectives to ensure that new development (or adaptive reuse) has the form and scale that is compatible with the historic nature of the corridor.

Commercial and Mixed Use Feasibility

EPS will construct a financial feasibility pro forma to address the commercial and market rate residential opportunities on the corridor. The purpose is to test a broad range of ideas and weave the economic development goals into the design themes. The economic development recommendations will address financial incentives in addition to land use incentives, such that the City has a full range of financial and policy-based tools to draw from.

EPS draws from a depth of experience with the City of Littleton regarding economic development strategies, having completed recent work related to City's retail strategy, a robust fiscal model, and a detailed evaluation of Littleton's Downtown economic conditions.

District Feasibility

The City can increase its implementation effectiveness, with the formation of a financing district. EPS will construct a financial model to test various prospective public financing districts. Factors that EPS will account for include absorption estimates of new developments, assessed valuation estimates, and annual sales estimates. These model inputs will be applied to various districts over a 10-year horizon to derive revenue generation estimates. To enable the City to evaluate the costs and benefits of various types of public financing tools, EPS will include an evaluation of the impact and benefit of each alternative. EPS has extensive experience identifying resources for implementation, has worked extensively with current senior City leadership, and will collaborate on the options to ensure the final recommendations have traction with both the market and the City.

Housing - Development Opportunities

Opticos will document infill and redevelopment opportunities, along with the potential for new housing types and adaptive reuse.

Housing - Financing and Market Conditions

MIG will build upon EPS' economic development and housing analyses to develop targeted NOAH preservation strategies that align with the City's goals for neighborhood revitalization. This will include evaluating a range of policy tools such as community land trusts, rehabilitation funds, and tax incentives. MIG will tailor recommendations to Littleton's context, emphasizing approaches that maintain affordability, stabilize vulnerable residents, and retain neighborhood character.

Transportation and Mobility

Using the information gathered from existing transportation and mobility conditions assessment, site tour, and outreach results, our team will support Dig Studio in the development of the subarea plan alternatives and recommendations. This will include transit stop upgrades, sidewalk improvements, and pedestrian and bicycle crossing enhancements to provide a new vision for Littleton Boulevard.

We will support the development of up to five (5) typical roadway cross sections for Littleton Boulevard & the study area. Consor will provide concept-level narrative for transportation and mobility recommendations to be incorporated into the focus area recommendations.

If funding is available and pilot projects are identified, we will help conceptualize concepts for two (2) pilot projects. Consor will work with the City of Littleton to develop conceptual-level designs for two pilot projects to test temporary treatments at select intersections or mid-block locations in the project area or main-line sections of the corridor. It is assumed that these will be spot improvements, not corridor-wide improvements.

Consor will evaluate up to 2 alternatives as they relate to traffic operations analysis, multimodal transportation and roadway design to determine the feasibility of the alternatives and support the recommendations to the cross sections of Littleton Boulevard and cross streets. Intersections to be evaluated as part of the alternatives analysis will be the same intersections evaluated under existing conditions.

Streetscapes and Green Infrastructure

Our streetscape and green infrastructure recommendations will create a vision for future investments along Littleton Boulevard, enhancing its character and promoting public life. We aim to gain support from business and property owners by offering inviting spaces that reflect community identity and include urban furnishings, trees, and stormwater systems. Placemaking tools may feature green infrastructure, drought-resistant plants, shade structures, public seating, bike parking, interactive art, and creative lighting.

Streetscape Design Guidelines

We will develop “Mid Mod Mile” streetscape design guidelines that will establish parameters for the design and use of the right-of-way, incorporating the corridor’s identity through various streetscape elements and amenities. These guidelines will include development standards for setbacks and frontages related to redevelopment, as well as recommendations for both existing and future projects.

The guidelines will detail street composition, including improvements to the amenity zone and sidewalks, and will provide a design palette for materials, planting, and green infrastructure. Illustrative street sections, plans, and renderings will visualize the reimaged Littleton Boulevard, highlighting the arrangement of design elements, dimensions, site materials, green infrastructure, tree spacing, readily available utility information, landscape clearance, and soil volume. Improvements in ownership and maintenance will also be outlined.

Green Infrastructure Solutions

Recommendations for managing, treating, and reducing stormwater runoff, pollutants, and flooding through varying levels of green stormwater infrastructure including shallow infiltrating landscapes, flow-through, and volume capturing control measures along Littleton Boulevard will be identified. Findings from our history and analysis of existing materiality and character including hardscape and architectural features can inform a unique design language and form of stormwater planters reinforcing the “Mid Mod Mile” identity.

Conсор will use the Project Downtown Green Toolkit (GI Toolkit), apply its principles and treatments to Littleton Boulevard. We will recommend use of different treatment types as defined in the GI Toolkit based on the opportunities and constraints along the corridor. These GI treatment types can be incorporated into GIS as part of the overall project deliverable.

Integrating educational components embedded in seating, structural walls, railings, inlets, and/or the surrounding paving can promote the physical, mental, social, environmental, community, and economic health benefits of green infrastructure and streetscape enhancements.

Urban Tree Canopy Expansion

Our team has extensive experience with urban forestry strategies, having worked with various

municipalities on the Front Range and completed Denver's Urban Forest Strategic Plan in 2024. The existing conditions analysis identifying readily available utility information, hottest street segments, and gaps in the urban tree canopy will inform potential planting strategies for expanding the urban tree canopy. Methods for improving existing tree health by reducing root ball compaction and increasing soil volumes include enlarging existing tree beds by removing surrounding concrete and replacing them with open soils or permeable paving. In addition, we will identify trees to be replaced and new trees.

In areas with limited space, methods to achieve the necessary soil volumes required to promote a healthy urban tree canopy can be provided through a variety of suspended paving methods including CU Structural Soil, Paver-Grates, and Soil Cells. Where appropriate, suspended paving methods can also be combined with permeable paving to treat and retain stormwater runoff.

Signage + Wayfinding Recommendations

ArtHouse will provide recommendations based on best practices for signage and wayfinding for identifying, providing directions, and other placemaking elements to create a cohesive, branded environment. These recommendations will be part of the Focus Area Recommendations and Final Recommendations Plan. This phase of work does not include the design or implementation of signage for the project.

Deliverables:

- Streetscape Design Guidelines (1 Draft and 1 Final).
- Green Infrastructure Opportunities.
- Urban Tree Canopy Expansion Recommendations.
- Signage + Wayfinding Recommendations.
- Redevelopment Recommendations.
- Focus Area Recommendations (1 Draft and 1 Final).
- Annotated Graphic Exhibits and Renderings Illustrating Plan Concepts and Frameworks to Support Public Engagement Efforts.
- Financial Feasibility Pro Forma (1 Draft and 1 Final).
- Draft Recommendations and Policies Report (1 Draft and 1 Final).
- Up to five (5) Typical Cross Sections For Littleton Boulevard & Study Area.
- Typical Transportation and Roadway Alternatives. Up to Two (2) Typical Locations.
- Traffic Operations Alternatives Analysis Memorandum (1 Draft and 1 Final).

Assumptions:

- Signal Timing and Coordination Plan Development is Excluded.
- A Corridor Roadway Design For The Entire Subarea Is Not Included.

Task 7: Final Recommendations and Plan

Finalize An Innovative and Creative Plan

The final Littleton Boulevard Subarea Plan will be informed and organized by the vision, goals, and objectives identified through the earlier phases of the project – particularly the existing conditions analysis and community and stakeholder engagement. Our team will deliver a robust and visually engaging plan document that encapsulates the entire effort and includes a clear, cohesive summary for each project milestone. We will work closely with the city team to establish a final plan that is concise, but complete, and approachable to the broader community.

In addition, our team will assist with the creation of necessary draft policy language for updating the ULUC to achieve the goals of the plan. This could include updates to existing zoning and land use language, as well as the addition of more robust architectural and landscape design guidance for development in the corridor. Our team is experienced in translating planning recommendations into the code updates needed to make the vision a reality.

Create A Phasing and Implementation Plan

We feel strongly that our plans should be both approachable and dynamic – we do not want them to sit on a shelf. Our team is experienced in creating engaging planning documents that include clear implementation goals. We will draft an implementation plan by working closely with City staff and stakeholders with a focus on specific strategies and actions through near-term, mid-term, and long-term goals, as well as the ownership and responsibility for these goals, funding strategies, partnership commitments, timeframes, and metrics.

“Quick Wins” and Early Action Items

As a part of the final plan, we will work with the City and stakeholders to develop a list of “quick wins” and early action items that can be undertaken for low cost to continue to enhance the identity, character, and sense of place along Littleton Boulevard while building momentum for future long-range improvements. These early ideas may include options for low-cost rapid implementation of safety and public space improvements, pop-ups, public art, branding and wayfinding, and other strategies to test ideas and build public support by illustrating to the community a dedication to implementing the future vision.

A unique approach to the Littleton Boulevard Subarea Plan is important and will ultimately yield a unique outcome - one that can be supported and achieved. The Plan we produce, with the help of the community, stakeholders, and City staff, will ultimately envision a great future for this unique corridor and for the entire Littleton community.

Draft Policy Language and Text Amendments for ULUC Updates

Following consultation with the City, Opticos will prepare text amendments – as new standards or as modifications to existing standards – to align ULUC regulations with plan vision and goals including shared parking, Historic Preservation, and landscape related updates. Based on the findings provided by MIG, Opticos will work with the City to confirm a preferred regulatory approach for historic preservation and will develop ULUC updates consistent with this approach. Taking into account parking demand findings from Consor and feasibility findings from EPS, Opticos will make recommendations to ULUC updates related to shared parking, especially as may impact walkability, development feasibility, and the overall vision for the built-form character of the subarea. While approach and applicability will be determined in consultation with the project team and City staff, it is anticipated that new standards will at a minimum introduce additional form-based controls, enable more housing options, and introduce more robust standards regulating transition of scale and use between the corridor and adjacent residential neighborhoods. Opticos will provide an initial draft for City review and comment, and refined draft based on that feedback as part of this deliverable.

Deliverables:

- Draft Recommendations and Policies Report (1 Draft and 1 Final).
- Draft Plan and Recommendations (1 Draft and 1 Final).
- Final Plan, including Recommendations and Implementation Strategies (1 Draft and 1 Final).
- Draft Policy Language and Text Amendments for ULUC Updates (1 Draft and 1 Final).

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