

APPROVED: SEPTEMBER 20, 2011
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RENEWAL AUTHORITY



DOWNTOWN

THE VISION

a presentation by
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+ TerreMark +
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20, SEPTEMBER 2011



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Purpose...



Old Town Lafayette is going to realize its maximum potential. This Vision Plan identifies the heart and soul of this valued asset. It will provide community leaders with a well-defined vision and an executable strategy that will drive the incremental moves the city can make to energize Old Town Lafayette. The foundation of a successful Old Town Lafayette is a clear Vision that the public can understand and connect with emotionally. The Vision will be easily understood and championed by the residents, business owners, city staff and the evolving elected government.

The Vision Plan is a document that sets forth policies for the future of downtown. The Plan is advisory and serves as a guide for public decisions related to development within the downtown area.

The Vision Plan process explored four core areas. All four areas were studied simultaneously in order to better create an executable strategy that could be supported by the community, the market and realistic financial information. The four areas that make up the Vision Plan are:

Engaging the community.

The consultant team engaged the community in a series of focus group meetings, presentations, events and interviews designed to solicit the input of residents and stakeholders and translate their ideas into the Vision for Old Town Lafayette. This Vision Plan will help the community communicate their message about who they are, how they talk about themselves, what needs to be done and how they intend to do it.

Determining Old Town Lafayette's market niche.

The consultant team studied neighboring communities in Boulder County to determine what other areas are lacking in them that could become Old Town's market niche. Identifying and developing a market niche that will draw in outside visitors and help enhance and improve the current offerings on Public Road is a key component of the Plan.

Developing the Old Town identity.

The consultant team has articulated a narrative that captures the essence of Old Town Lafayette - the "Brand". "The narrative establishes Old Town's identity through overall character and district identification strategies that will 'play to the street' and enhance Old Town's creative, eclectic and diverse makeup."

Creating economic, policy and financial strategies to implement the plan.

The consultant team studied the existing Urban Renewal Plan, Development and Zoning Code and all past efforts to revitalize Old Town Lafayette. This information combined with an understanding of the market and desired vision was used to prepare financing and organizational strategies for the Plan.

What we have heard...



The Vision Plan is intended to provide the City and stakeholders with a guiding document that provides recommendations and strategies for an improved, revitalized Old Town that is based on market reality, community desires and economic feasibility. The public engagement process allowed the consultant team to involve the community in the visioning process, listen to stakeholders' concerns and ideas, provide and receive information, and obtain support for implementing the Old Town Vision. The process involved integrating what was heard from the greater community with what we observed about Lafayette and surrounding communities and to inform strategies that can continually be tested.

Although the consultant team met with and interviewed a wide variety of stakeholders with differing perspectives, there were several areas of agreement identified through the public engagement process. All of these key findings played a role in developing the vision for Old Town Lafayette. The following key findings represent thoughts that were heard consistently throughout the visioning process. For a full description of all of the public outreach events, surveys and outcomes, please see Appendix D.

Lafayette is a small town with roots.

Lafayette is a small town, which one of the primary reasons that people have chosen to live here. Residents enjoy knowing their neighbors, spending time on Public Road and visiting the businesses that are located there. The continued integration of the residents into Old Town will be crucial in order for the vision to succeed. An important aspect of its small town character is embodied in the history of Old Town, Public Road and Simpson Street. The history of the Lafayette should be celebrated through the Vision Plan.

Most people like the eclectic nature of Old Town. They like the variety of buildings and spaces, and the unique character that exists in some areas of Public Road. It is important for the Vision Plan to enhance these characteristics and improve the overall continuity of Public Road, rather than prescribe homogenous solutions.

The length of Public Road and lack of continuity along the street is an issue.

The length of Public Road is a challenge as reflected in the lack of continuity. Most people agreed that looking at "pods" or "nodes" along Public Road and Simpson Street could be beneficial and essential. Although some stakeholders do not like the low income housing, pawn shop and other dilapidated properties that add to the "lack of continuity", most agreed that these issues could be largely resolved with aesthetic improvements. The look of these properties is perhaps more unappealing than the uses themselves. Developing a Vision Plan that identifies nodes and "connects the dots" will be critical for success.

The positive reputation of Lafayette public schools is key to Public Road success.

The school system is reflective of the cultural and ethnic diversity that exists within Lafayette. The schools and Public Road both stand to benefit from an improved downtown area. The public schools are already a successful component to the reason why families love Lafayette. Improving the downtown district will enhance the positive reputation of the area by attracting more families and giving them a wonderful place to be together.



cont'd...



The cultural arts community is active and vibrant in Lafayette.

The Vision Plan should continue to build on the momentum that the arts have created in Old Town to date: sculpture walk, pARTiculars art gallery, Art Night Out, Music in Festival Plaza, Museums, Mary Miller Theater, etc. There is an opportunity in Old Town to become a true “community of the arts” that will attract visitors from outside the City. There are many cultural assets in Old Town that are not connected to Public Road, and an effort should be made to improve connections. The WOW Museum and Rocky Mountain Center for Musical Arts (RM-CMA) are fabulous cultural facilities that are not connected well to Public Road at this time.

Old Town needs a critical mass.

When discussing the types of businesses people would like to see in Old Town, most stakeholders agree on one thing – more. There is a demand for both retail and additional restaurants that are open all days of the week and for additional hours. Diverse, kid-friendly, and value-oriented shops and restaurants were often mentioned and are desired by many residents. In addition, developing programs and year-round interest would benefit business owners on Public Road.

What about Simpson Street?

There was concern expressed regarding the future of Simpson Street. Simpson Street was the first “Main Street” in Old Town Lafayette. The area within the Urban Renewal Boundary is characterized by unique commercial buildings, quaint residential bungalows and a few dilapidated structures. The historical shift from Simpson Street to Public Road occurred with the alignment of US Highway 287 on Public Road, and since that time it has never recovered its “Main Street” status. The consultant team presented the concept that Simpson, going forward, should continue to be a cultural hub while adding new multi-family residential and boutique office, rather than focusing on additional retail, restaurant and services. The team emphasized that in order for Old Town to be successful, Public Road needs to be enhanced and focused on first. While it is possible that some retail and service oriented uses will be located on Simpson, the team does not agree that it will be the commercial core of Old Town at this time. There are some successful businesses on the street at this time, and the Vision Plan presents ideas to stimulate additional redevelopment in the area.

Old Town hasn't succeeded because of organizational and management issues.

The importance of a business organization that has authority and leadership to facilitate improvements and provide assistance and education to businesses in Old Town is an important issue to address through this process. The Vision Plan will identify the organization that should be the “keepers of the Vision Plan” and be advocates for implementing the Vision.

See Appendix D for details regarding the entire public outreach effort.

Market Summary...

Downtown Lafayette is focused on Public Road, stretching from Baseline Road to the north to South Boulder Road to the south – a 0.9 mile stretch of road. Prior to the relocation of U.S. 287, Public Road was the major north - south arterial traversing Lafayette. Public Road is supplemented by the “old” downtown centered on Simpson Road.

Existing businesses are a mix of restaurants, specialty stores and associated service and civic uses have tended to group together along sections of Public Road. The redevelopment program builds on these groupings.

Accordingly, five economic based groupings are proposed:

- General merchandise/eclectic
- Food and beverage
- Artistic/creative
- Service
- Civic

BUSINESS GENERATORS

Downtown Lafayette is expected to draw business from two primary sources:

- The resident population
- The visitor market

RESIDENTIAL TRADE AREA

An accompanying map illustrates the extent of the residential trade area, which is defined as a ten-minute drive time area. The trade area extends roughly 5.5 miles to the north, 8.0 miles to the east, 6.0 miles to the south, and 6.0 miles to the west of Downtown Lafayette.

See Appendix A page 45 for Residential Trade Area Map

- The residential trade area’s 2010 population was estimated at 94,800 persons and contained an estimated 31,000 households.
- In 2010, the residential trade area’s estimated per capita income was \$35,371 and the trade area’s estimated average household income was \$95,555. Nationally in 2010, per capita income was estimated at \$27,851 and average household income at \$72,075.
- According to Claritas, high incidences of households in the residential trade area are found in four PRIZM groups: Second City Society (22.4 percent of total households), City Centers (25.9 percent), Middleburbs (11.8 percent), and Elite Suburbs (8.8 percent). In addition to the above groups, higher incidences than average are found in the Landed Gentry and Micro City Blues groups.
- *GAFO expenditure potential in the residential trade area grew from \$247.3 million in 2000 to \$382.7 million in 2010, an average annual growth rate of 4.5 percent.

VISITOR MARKET

A study prepared by Dean Runyan Associates for the Colorado Tourism Office in quantifies the economic impact of overnight tourism on Boulder County:

- Spending in 2009 was \$374.6 million, down from a peak of \$411.1 million in 2008.
- Tourism supported 5,370 jobs in 2009 and provided \$128.9 million in earnings.
- Tourists paid \$13.0 million in local taxes and \$10.6 million in state taxes.

SALES POTENTIAL

Based upon the preceding assessment of specialty retail and food and beverage market potential, Market Analysis And Research prepared the sales support and square footage estimates for Downtown Lafayette. Sales support estimates were not evaluated for the service or civic commercial areas.

*GAFO- General Merchandise, Apparel and Accessories, Furniture and Other Sales (retail sales categories)

cont'd...

In summary:

Downtown Lafayette Sales Estimates

	SQUARE FEET	2012		2014		2016	
		(\$ Mil.) (Prod.)		(\$ Mil.) (Prod.)		(\$ Mil.) (Prod.)	
1. Status Quo							
General Merchandise	150,500	\$8.6	\$57	\$9.1	\$61	\$9.7	\$65
Food & Beverage	50,000	\$6.5	\$130	\$6.9	\$138	\$7.3	\$146
TOTAL	200,500	\$15.1	\$76	\$16.0	\$80	\$17.0	\$85
2. Redeveloped							
General Merchandise	150,500	\$19.2	\$127	\$20.3	\$135	\$21.6	\$143
Food & Beverage	65,000	\$13.8	\$212	\$14.6	\$225	\$15.5	\$239
Galleries / Studios	20,000	\$3.4	\$170	\$3.6	\$180	\$3.8	\$191
TOTAL	235,500	\$36.3	\$154	\$38.6	\$164	\$40.9	\$174

Retail Redevelopment Program

MERCHANT MIX	SQUARE FEET
Apparel & Accessories	30,000
Home	24,000
Specialty Retail	20,000
Food & Beverage	35,000
Spa/Health Club - 2nd Level	15,000
TOTAL	129,000
Street Level	114,000

Source: Market Analysis And Research, Inc.
 TerreMark Partners
 City of Lafayette, CO

Overall, it is anticipated that the specialty tenants will capture approximately 3.4 percent of the residential trade area GAFO expenditure potential and food and beverage tenants 3.9 percent of food and beverage potential.

PROS AND CONS OF DOWNTOWN LAFAYETTE

PROS

- Affluent trade area
- Growing trade area

CONS

- No direct freeway/U.S. highway access
- Strong competitive environment

CONCLUSIONS

The commercial redevelopment of downtown Lafayette faces certain challenges:

- The competitive retail environment and major highway network, precludes attracting national retail tenants to Public Road.
- The length of Public Road precludes redeveloping the entire street at one time.

However, a phased approach focusing on selective food and beverage operators that will diversify the current offerings will help anchor the redevelopment. This will also assist in upgrading the performance at existing and evolving general merchandise stores. Finally, providing an environment for artists and art studios and galleries will help provide Lafayette with a unique identity in the region.

See Appendix A for the entire Market Report and Recommendations by TerreMark Partners.

Retail Strategy...

An experience in a streetscape environment can be an invigorating walk, a romantic stroll, a time to collect one's thoughts. A person can have a different experience nearly every time he or she takes to the streets. Walkable urbanity starts with urban entertainment, restaurants and retail spaces that are within walking distance of one another.

Local shops and service retailers provide the atmosphere and experience that make neighborhoods and places attractive to the consumer. Successful districts provide a broad array of experiential venues. Subtle clues to the connection of a district with the community include the presence of local, indigenous retailers. The popularity of public markets epitomizes sensory retail as an experiential activity.

CREATING AN AUTHENTIC STREET EXPERIENCE IS A KEY RETAIL STRATEGY FOR LAFAYETTE'S PUBLIC ROAD. THE MERCHANDISING STRATEGY IS BUILT UPON A FOUNDATION OF LOCAL ARTISTS AND RETAILERS EMBELLISHED WITH DISTINCTIVE, NEW TO THE MARKET FOOD & BEVERAGE.

The retail merchandising strategy is developed to play to the strengths of existing neighborhoods and available niches in the market. This merchandising strategy also recommends temporary tenants, push carts, retail merchandising units and inline stores to assist in an incubation program primarily focused on the arts. Merchandising will focus on this richly diverse market with food & beverage which is a proven common denominator and cultural bridge, along with specialty retail and various services. Coffee houses, galleries, neighborhood cafes and established restaurants will add to the cultural street experience.

MERCHANDISING STRATEGY/TENANT MIX

Careful consideration has been given to the effects of the development and its impact on the community. Consumer needs as well as future needs and trends should be adjusted accordingly throughout the project's lifecycle. We propose you activate all corners on Public Road as much as possible with retail that creates walkability and shopping synergy. Our merchandising strategy has created three themed and phased districts that will cater to specific uses and tenanting strategies:

NORTH PUBLIC ROAD / ARTS DISTRICT

The arts represents an integral part of the essence of Old Town Lafayette. The retail strategy includes the integration of approximately 18,000 square feet of arts, crafts, and food &

beverage all with outdoor café seating specifically programmed to take advantage of the street scene, people watching and intimate dining spaces. We will layer in traditional retail uses such as galleries, unique gifts, home décor and a variety of distinctive fashion and accessories.

SOUTH PUBLIC ROAD

The remaining retail shop square footage on South Public Road will build on an art theme anchoring the opposite end of North Public Road with additional artists' lofts, food & beverage and other uses such as a juice bar, and eco-conscious specialty and apparel stores. This new emerging retail trend is on target with the consumer base.

MID BLOCK PUBLIC ROAD / FESTIVAL PLAZA

The Festival Plaza area of the retail expansion strategy will be market driven. It is designed to grow holistically with uses such as yoga studios, martial arts studios, herb and vitamin retailers, and active wear apparel focused on exercise, sports and active lifestyle, with additional food & beverage.

THE RETAIL PROGRAM

Current existing street retail is approximately 150,500 square feet (not including vacancy). Current existing food & beverage is approximately 49,750 square feet (not including vacancy). The proposed Retail Development Program category targets (all phases) 235,500. We assumed work begins in 2012 with stabilization in 2015.

CATEGORY	GLA
Specialty Retail (small shop)	20,000 (new)
Specialty Retail (small shop existing)	150, 500
Food & Beverage (existing)	49,750
Food & Beverage	15,250 (new)
Incubator Program (carts & kiosks)	2,000

Specialty Retail. Specialty stores - as defined by apparel stores, art galleries, unique home decor and gifts - attract a diverse client base.

Food & Beverage. The Food & Beverage program includes an affordable "white-cloth" restaurant, local restaurants and meal take-out. Outdoor "cafe" seating will be encouraged directly adjoining open spaces and activated walkways.

cont'd...

Service: A full-service health spa operating on a second level will provide direct access to the residential units and parking. Additional services include daily needs such as dry cleaners, postal service and tailors.

Specialty Food: Juice bars, desert/bakery, coffee, food for off premises consumption such as wine and cheese, a deli and the existing groceries. Incubator program (carts and kiosks). Short-term agreements for local entrepreneurs who ordinarily would not have the opportunity to showcase in a retail environment will be encouraged. The retail incubation program will provide local retailers the opportunity to become a permanent tenant based on success. In addition, these rotating retail concepts keep the project "fresh" with a constant flow of unique merchandise. Typical uses would be:

- Art and crafts featuring work product from local artisans
- Seasonal and local event-related merchandise
- Unique products benefitting from exposure for test marketing

PHASING STRATEGY - MARKET/OPPORTUNITY DRIVEN

We recommend a total retail program consisting of 225,250 square feet of ground floor retail with 50,000 square feet repositioned in the 3 areas to be implemented as follows:

- North Public Road offers 24,000 square feet of retail GLA anchored by art galleries and food & beverage.
- South Public Road offers repositions approximately 14,000 - square feet with new uses.
- Festival Plaza area offers an additional 12,000 square feet of retail space.

It is conceivable that the retail planning could grow as a result of exceptional market acceptance. The retail development plan allows for both immediate and future expansion of retail space.

LEASING & MARKETING

To encourage "word of mouth" in the local and regional tenant market and stimulate interest, marketing to prospective tenants should be strategically planned to accomplish the project's merchandising strategy. A typical plan includes: national publicity, support for local publicity, trade shows, advertising in trade publications, press conferences and announcements in the local market, and electronic and/or print sales materials and internet presence. In addition, meetings should be initiated with the local broker community. Special events at local food & beverage ven-

ues will provide the retail community a "touch and feel" experience, demonstrate the quality level of the operators sought and allow brokers to hear from the operators directly regarding their commitment to the project. The project should be featured at national industry events including Urban Land Institute, International Council of Shopping Centers and local chapter events of each.

As positive local publicity is essential to the leasing effort, the Lafayette market presents a unique opportunity to create anticipation as well as involve the consumer early in the process via an interactive web site. Consumer shopping and entertainment requests can be recorded for internal use, and consumers can stay informed regarding the status of the project. As well, the site provides a source of basic information for news media. Press releases indicating the time frame of the development are targeted to both local and national media. Tenant announcements should begin almost immediately to create the sense of urgency to commit to space.

SUMMARY OF STRATEGY

The retail strategy will support the Community's vision and help establish Public Road's dominance in the marketplace, meeting consumer needs and preferences. The street will provide an exceptional opportunity for new and established artisans to sell product as well as create a sustainable tax base for future growth.

STRATEGY

1. An authentic street experience augmented by three themed districts.
2. A foundation of key local retailers with focus on the arts and Food & Beverage.
3. Environmentally friendly local and regional retailers.
4. A retail development plan consisting of three phases.

See Appendix A for the entire Market Report and Recommendations by TerreMark Partners.

Lafayette is...



diverse

*ethnic
socioeconomic
culture
lifestyle*



creative

*art
music
sculpture
visual art
textiles
literature
crafts
theater*

eclectic

*architectural style
community & business
people
art
signage
language*



What we are going to do is... play to the street

a non-contrived, energy-driven, pedestrian-friendly, horizontally-walkable mixed-use environment

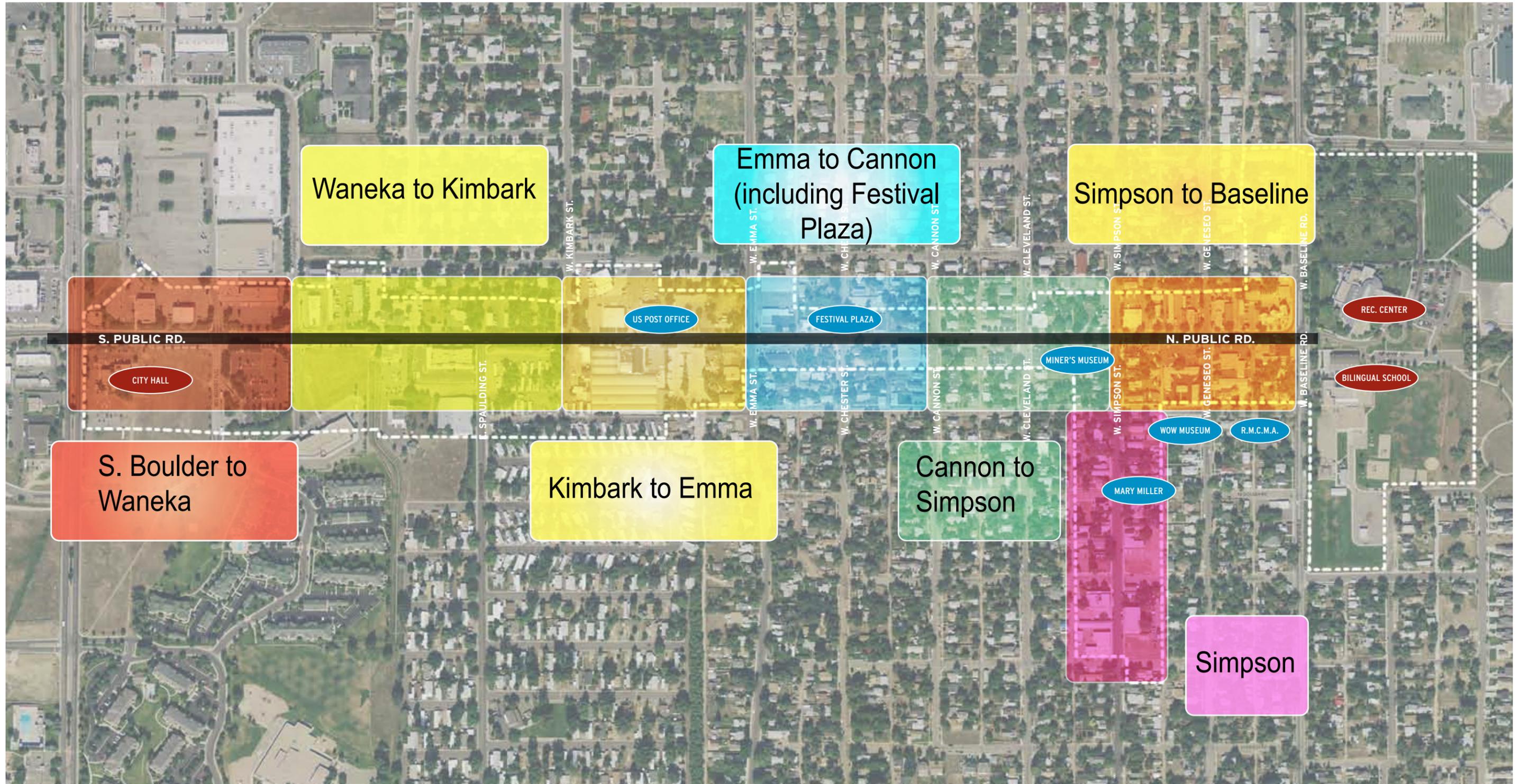


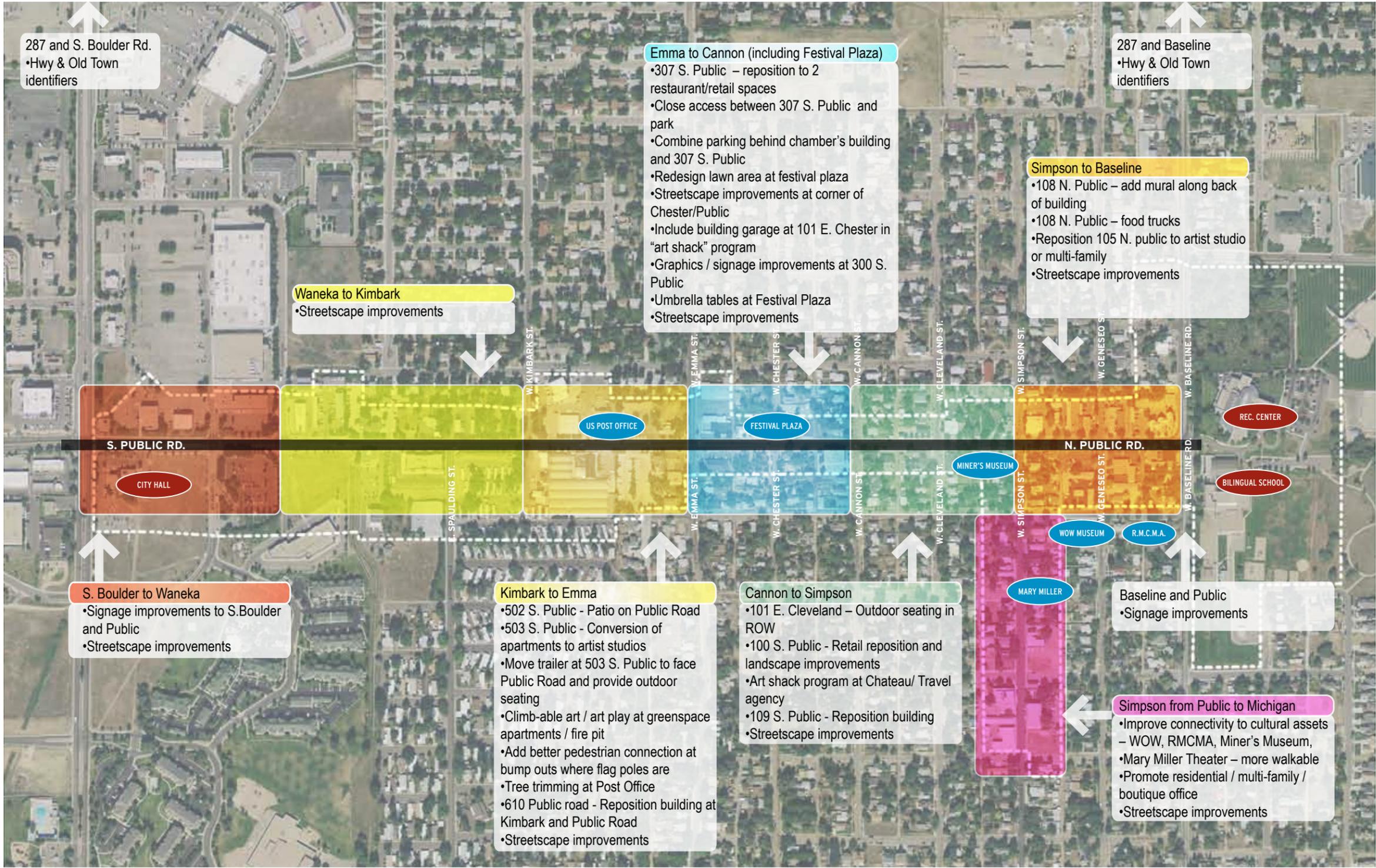
An important part of the Vision Plan process was to determine which areas of Public Road to focus on first, and where improvements and investment will be most impactful. While most ideas shown could be appropriate for a multitude of buildings located along Public Road, they may not either be applicable for the specific parcel that is highlighted or consistent with the individual property owner's investment objectives.

Public Road is nearly a mile long and quite different from South Boulder Road (south) to Baseline Road (north). Rather than spreading resources along the entire corridor, the Vision Plan color codes Public Road into block-by-block areas or nodes. In each of these block areas, several improvements are illustrated that if accomplished would visibly improve that block, thereby improving the entire street. Old Town will evolve through an incremental execution of these improvements, or small moves, that are in service to establishing, reinforcing and communicating the story. Execution of the Vision will consist of an on-going program of moves that are in sync with the narrative, reinforce the identity of Old Town Lafayette and build a community that businesses and residents can relate to and most importantly want to be a part of.

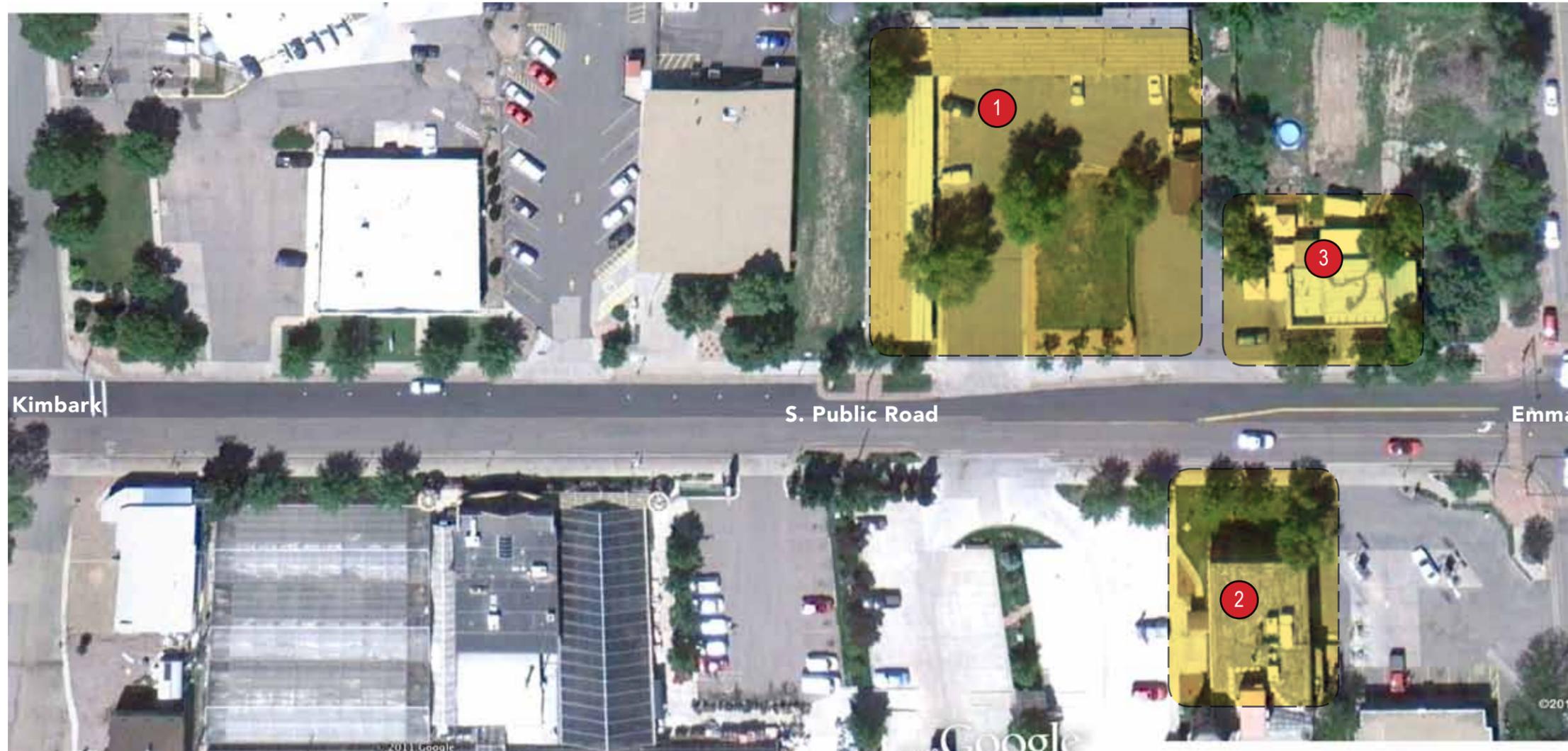
The following pages illustrate a collection of ideas that are in service to the Diverse, Creative and Eclectic qualities that Public Road can have. Ideas for individual properties are shown to communicate the overall idea, rather than to mandate what any individual property owner or business owner should do. Every idea shown could be appropriate for a multitude of buildings along Public Road and may not be appropriate for the specific piece of property that is shown, or how a land owner sees his or her investment objectives being met. The Community, the city, and the landowners need to work together to determine if the financial feasibility and notion of an idea fit with how each land owner sees their property evolving and if the returns warrant investment.

ENLARGED AERIAL VIEW





The map illustrates potential improvements, block-by-block, for the length of Public Road. Ideas for individual properties are shown to communicate the overall idea, rather than to mandate what any individual property owner or business owner should do. Every idea shown could be appropriate for a multitude of buildings along Public Road and may not be appropriate for the specific piece of property that is shown, or how a land owner sees his or her investment working. All of the strategies and solutions in the book are in service to the Vision - Lafayette is Creative, Eclectic and Diverse. It is Home Grown. It is your Small Town.

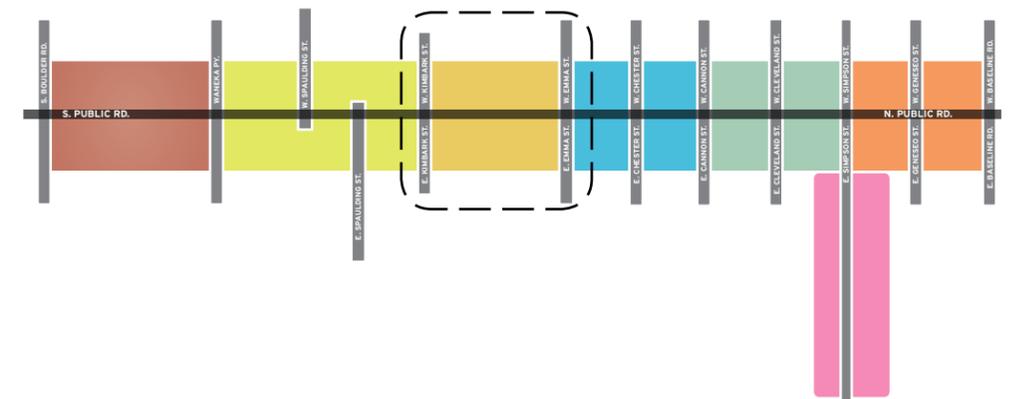


Legend

1. Artists Studios
2. Patio addition
3. Food Truck and seating facing Public Road

There are some very successful businesses in restaurants that exist in this block already. Destination businesses like Lafayette Florist, Embellishments, El Mercado and the Post Office bring people to this area for daily needs. Some simple improvements that play to the street could include:

- Adding a patio at 502 S. Public Road that faces Public Road.
- Moving the trailer at 503 S. Public Road to face Public Road and provide outdoor seating
- Creating a park space with art play at existing apartments
- Converting apartments at 503 S. Public Road to artist studios
- Repositioning the building at 610 S. Public Road
- Emphasize that you are entering "Old Town Lafayette" at the existing bump outs
- Tree trimming at Post Office to make it more welcoming
- Streetscape improvements

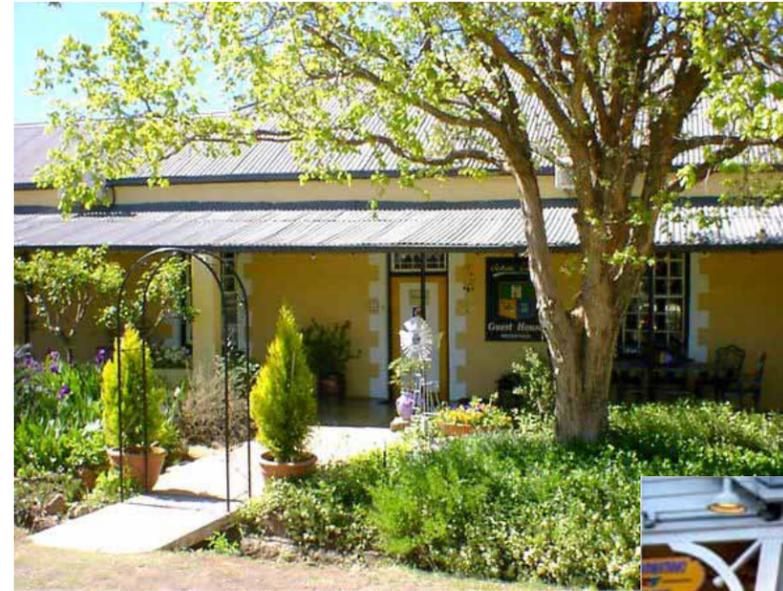




Modern Working Studios for Local Artists and Craftsmen



Encourage **COLORFUL EXPRESSIONS** by artists



ARTIST LAWN at front door creates a welcoming **GREEN CANVAS**



Create a **FUN & WHIMSICAL** courtyard for local artisans

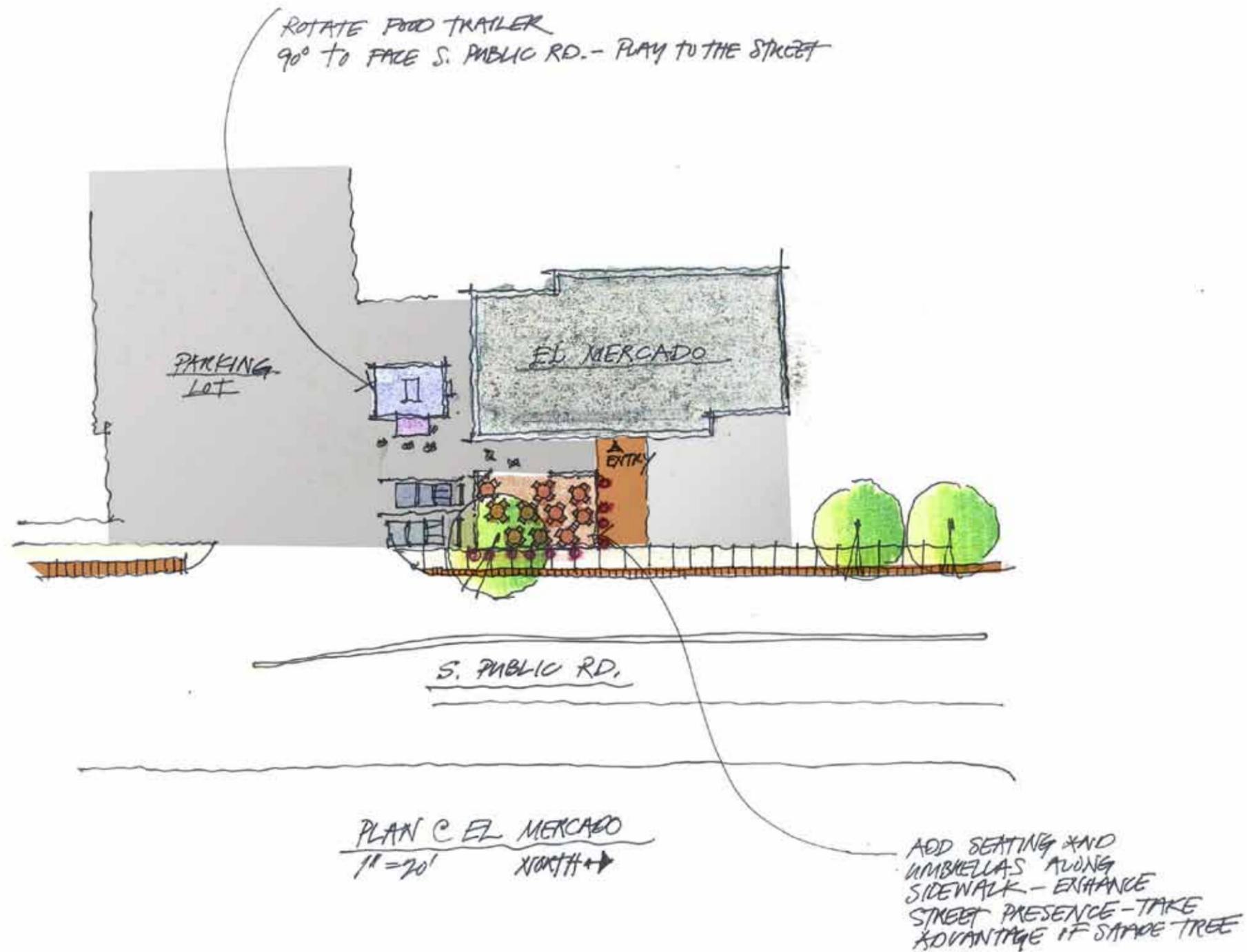


ECLECTIC mix of talent



Charming neighborhood feeling

Patio seating to engage the street





View of seating concept

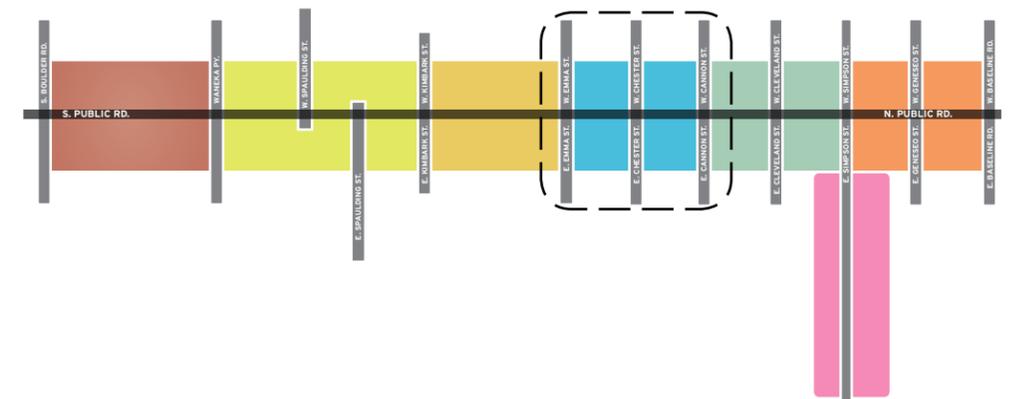


Legend

1. Festival Plaza
2. Building at 307 S. Public
3. Pedestrian connection

Festival Plaza and the adjacent row of shops create a great amount of energy and activity within this block. Through minimal improvements to the existing outdoor gathering space and repositioning of some key underutilized parcels this block has the ability to become the true heart of Public Road. Some potential improvements in the block could include:

- Repositioning the existing building at 307 S. Public to restaurant and retail space with outdoor seating and patio facing Festival Plaza
- Closing vehicular access between the building at 307 S. Public and the park to allow for a patio and increase the size of the gathering space
- Combining the vehicular parking behind the Starkey building and 307 S. Public
- Redesigning lawn area at festival plaza to increase pedestrian flow and active space
- Removing landscape bed buffer between Public Road and festival plaza lawn
- Finding a tenant or group of tenants for the building across from Festival Plaza
- Including the building garage in "art shack" program
- Develop signage improvements for building at 300 S. Public
- Converting existing residential at SWC of Public and Cannon to a higher density residential project or mixed use
- Providing umbrella tables at 401 S. Public / adjacent to Festival Plaza
- Streetscape improvements



FESTIVAL PLAZA

Festival Plaza as the Heart of Downtown Lafayette

What it should feel like...



Warm and friendly, NEIGHBORHOOD AMBIANCE



Signature sign element identifies district in a DISTINCT, WELCOMING way



LUSH STACKED
Seasonal flower baskets and banners

* Locate Unique Pots at Festival Plaza



1. Feature pots unique to Festival Plaza
2. Seasonal hanging baskets and plantings
3. New public seating opportunities
4. Colorful banners & graphics
5. Bike racks
6. Highlight crosswalk
7. Public Art on every block
8. New planter beds



* Find spots to add unexpected COLOR

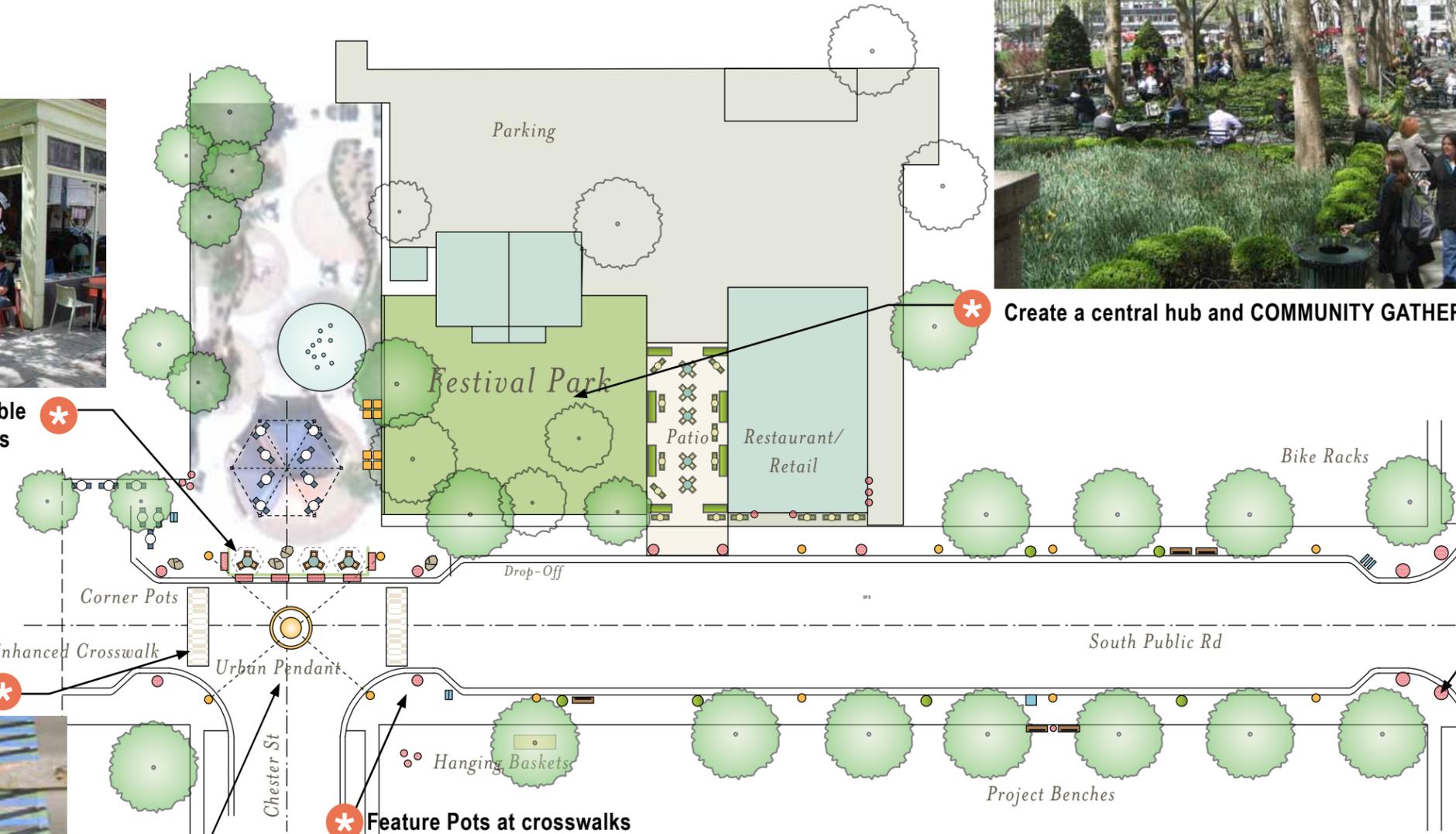
* Creative MODERN CROSSWALKS

FESTIVAL PLAZA

Festival Plaza as the Heart of Downtown Lafayette



Create dense, walkable sidewalk experiences *



Create a central hub and COMMUNITY GATHERING PLACE *

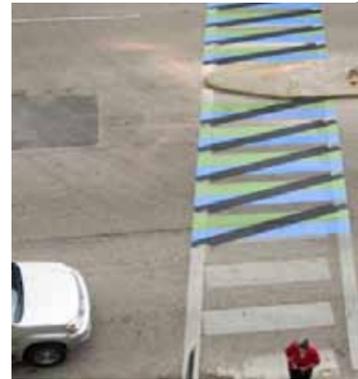


Great SOCIAL SPACES *



POTS add unique statement at each block *

Enhance the Walk *



Urban Pendant *

Feature POTS at crosswalks *



STREET BOARDS

STREET CHARACTER

EMMA TO CANNON



URBAN KIDS PLAY *

Great NEIGHBORHOOD PLAZA AMENITIES: kids play, places to sit, green space, lush landscape & shade *



Create welcoming public spots for new users *



Festival Plaza Pots *



* FAMILY and COMMUNITY FRIENDLY

* Food Tenant as destination with great street visibility to attract visitors & INCREASE DWELL TIME

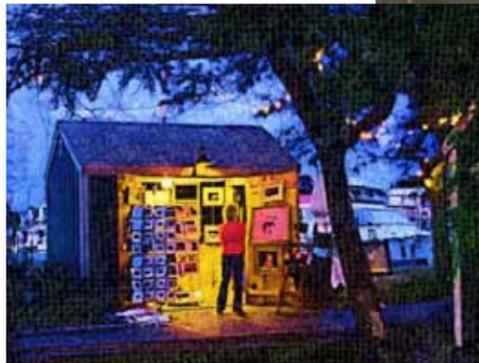


Prime PATIO SCENE that is UNIQUE & MEMORABLE



blank





Charming, Intimate Local Character



**Neighborhood
Ambiance**



**Screen backdrop for greater street
visibility and pop of landscape color**

**Play to the Street with
'Southwest PORCH'**





Repaint buildings in a MODERN COLOR PALETTE



PROMINENT Signage



Outdoor Room with FIREPLACE animates the street

SIMPSON TO BASELINE



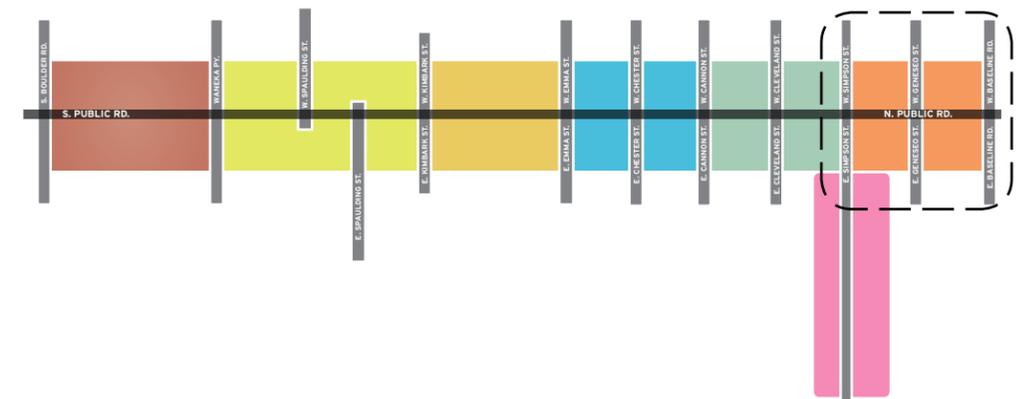
Legend

1. Food Truck / Mural Program

2. Artist Studios

There is a lot of opportunity within this block for repositioning of existing buildings and creating a better gateway at the corner of Baseline Road and Public Road that welcomes visitors to Old Town. The existing building at 211 N. Public Road is an excellent building with active office and restaurant use. Santiago's and the old La Familia restaurant can be great anchors in this block. Some potential improvements that "play to the street" for this block include:

- Repositioning of the building at 105 N. Public could be converted to artist studio space or multi-family
- Creating a mural along the back of the building at the Chase parking lot
- Developing a food truck program at the Chase parking lot
- Creating outdoor seating in ROW (on Geneseo) for restaurant space at 201 N. Public
- Repositioning of 205 N. Public to artist studios or higher density multi-family
- Streetscape improvements



Food Trucks and outdoor dining





Modern Urban Spaces



Plan of food trucks and outdoor dining



existing bank parking lot



Scenic Mural



Multi family residential concept at 180 N. Public Road

SIMPSON from Public to Michigan

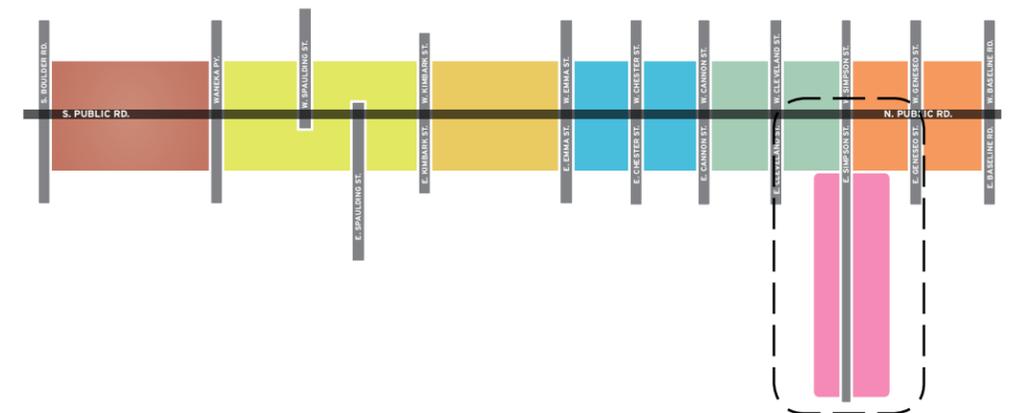


Legend

1. Streetscape improvements
2. District identifier at intersection of Public and Simpson
3. Potential for residential development

Simpson Street was the former “Main Street” of Lafayette prior to the focus shifting to Public Road / 287. Since that time, the street has continued to be a hub for cultural assets and includes many historic buildings and residences. The focus for Simpson at this time is to promote redevelopment of property that is in need of repair and to improve the overall streetscape and character. Some potential improvements that “play to the street” could include:

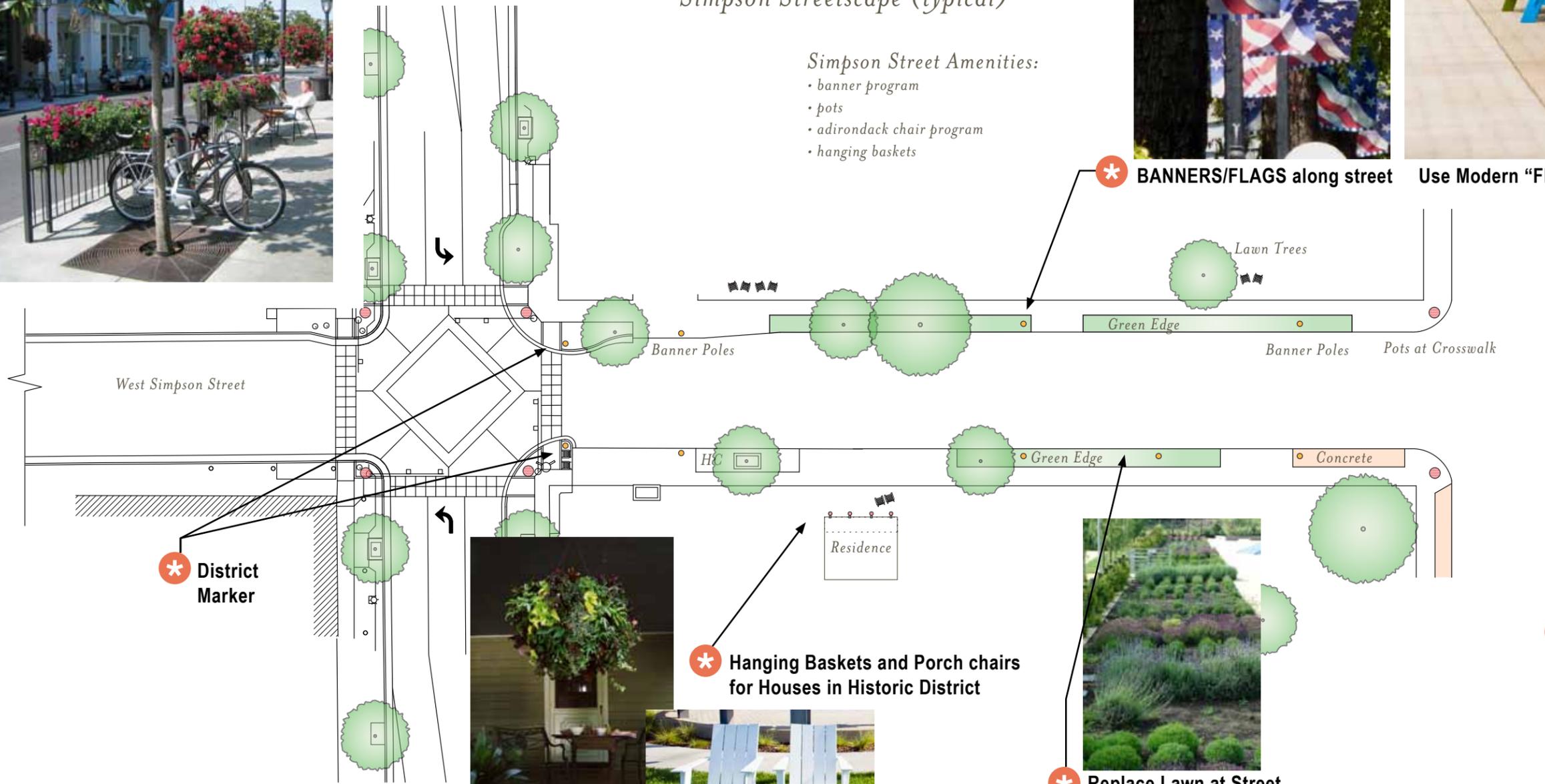
- Improving connectivity to cultural assets – WOW, RMCMA, Miner’s, Mary Miller Theater – making the connection from Public Road more walkable through character enhancements and signage improvements
- Promoting development of multi-family residential and boutique office
- Repositioning of the building located at 309 E. Simpson
- Repositioning of the building located at 400 E. Simpson



Home Town Experience Simpson Streetscape (typical)

Simpson Street Amenities:

- banner program
- pots
- adirondack chair program
- hanging baskets



* **BANNERS/FLAGS** along street Use Modern "FRONT PORCH CHAIR" to add color

* **District Marker**

* **Hanging Baskets and Porch chairs** for Houses in Historic District

* **Replace Lawn at Street** with Drought-Tolerant Grasses

* **POTS**



District Sidewalk Markers



Multi family residential concept at 309 E. Simpson Street



blank



OVERALL CHARACTER

Create a place that is unique and unexpected



* **LARGE POTS**
Add **DRAMA**



* **ARTISTIC** bike racks are beautiful and user-friendly

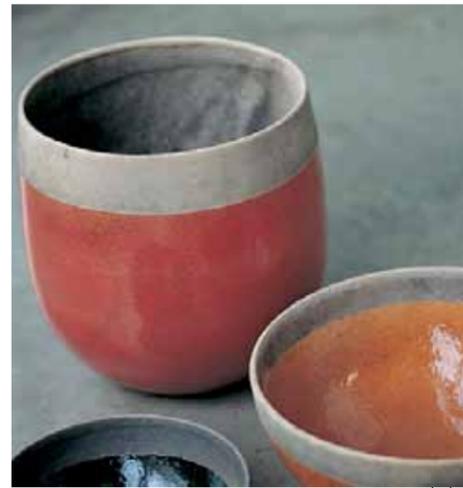
* **FRESH, SMART and APPEALING** use of space



* Streetscape has a **DESIRABLE "REAL STREET"** character & attitude



* Add **YEAR ROUND COLOR**



Play to the Street



Typical Sidewalk EXPERIENCE



* Unique Corner Pots

* Landscape Planters SOFTEN THE STREET EDGE

* Bike Racks

Lawn Trees

Curb Planters with Trees
12' long x 4' deep

Restaurant & Sidewalk Patio

Art Pedestals

Tree Grate

South Public Rd

* Urban Street Amenities:

- 12' landscape planters
- benches
- pots
- menu boards
- hanging baskets
- art pedestals

"SOUTH" Deck

Pop-up Cafés provide outdoor public seating in the curb lane during the warm months and promote local businesses.

* Unique Corner Pots

* URBAN PLANTINGS CREATE ZONES OF INTEREST



* 'SOUTH DECK' public areas



Scale: 1"=40'



OVERALL CHARACTER

* *Downtown Lafayette Street Vibe: Diverse, Creative & Eclectic*



Use Linear planters and pop-of-color



LAFAYETTE BEAUTIFUL: planters create sidewalk edge



Distinct metalcraft edging



* *Planter beds create a great natural, street edge*



* *Hometown Charm*



COMMUNITY ROSE GARDEN



* *Pots and Landscape Reinforce Diverse, Creative, Eclectic Story*

Sculptural and artistic expressions



*Items that you happen upon...
that delight and inspire*

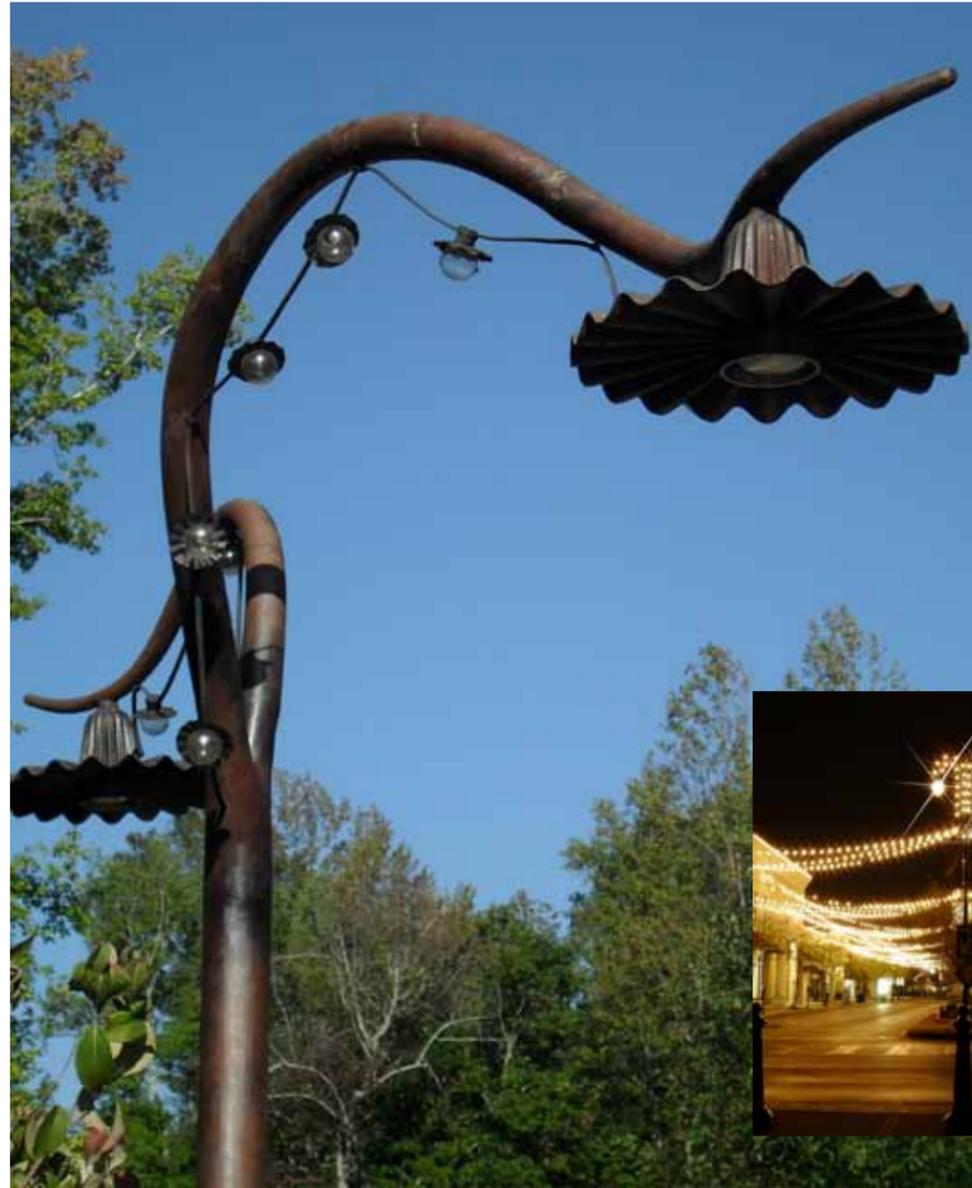
Expressive individual character



eclectic and unconventional

OVERALL CHARACTER

Lighting – festive and unique...atypical and delightful



Capturing an element of surprise



Banners- unify streetscape with color and graphic expression



*promote civic pride,
announce an upcoming event, celebrate!*

OVERALL CHARACTER

Public art – delightful items that you happen upon...

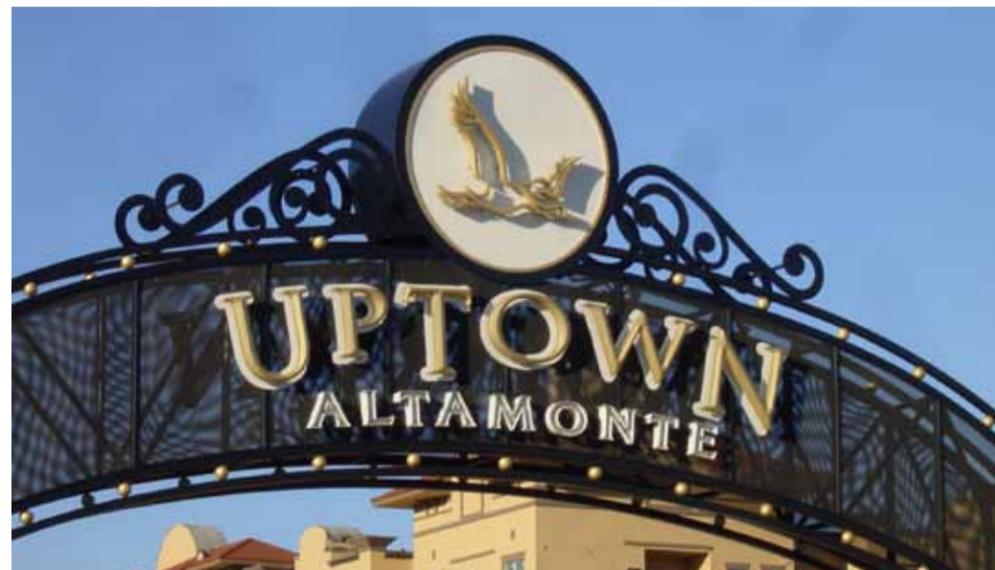
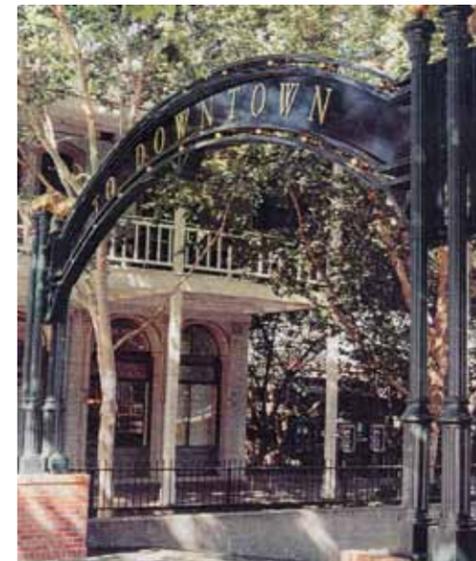


promotes local talent



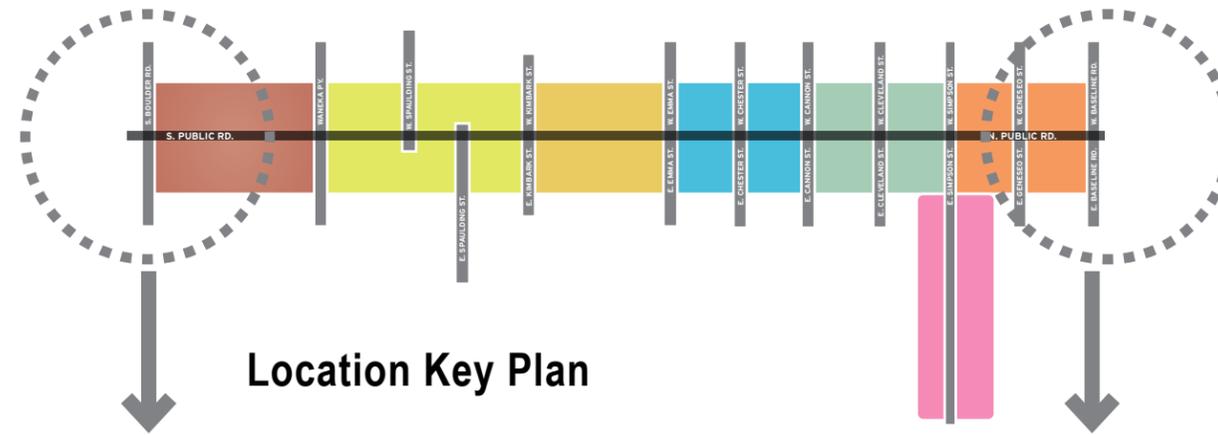
entertain, engage and inspire

Entry Identifier Markers, announce - "You Are Here!...Welcome"



a threshold, front door...indicating you have arrived

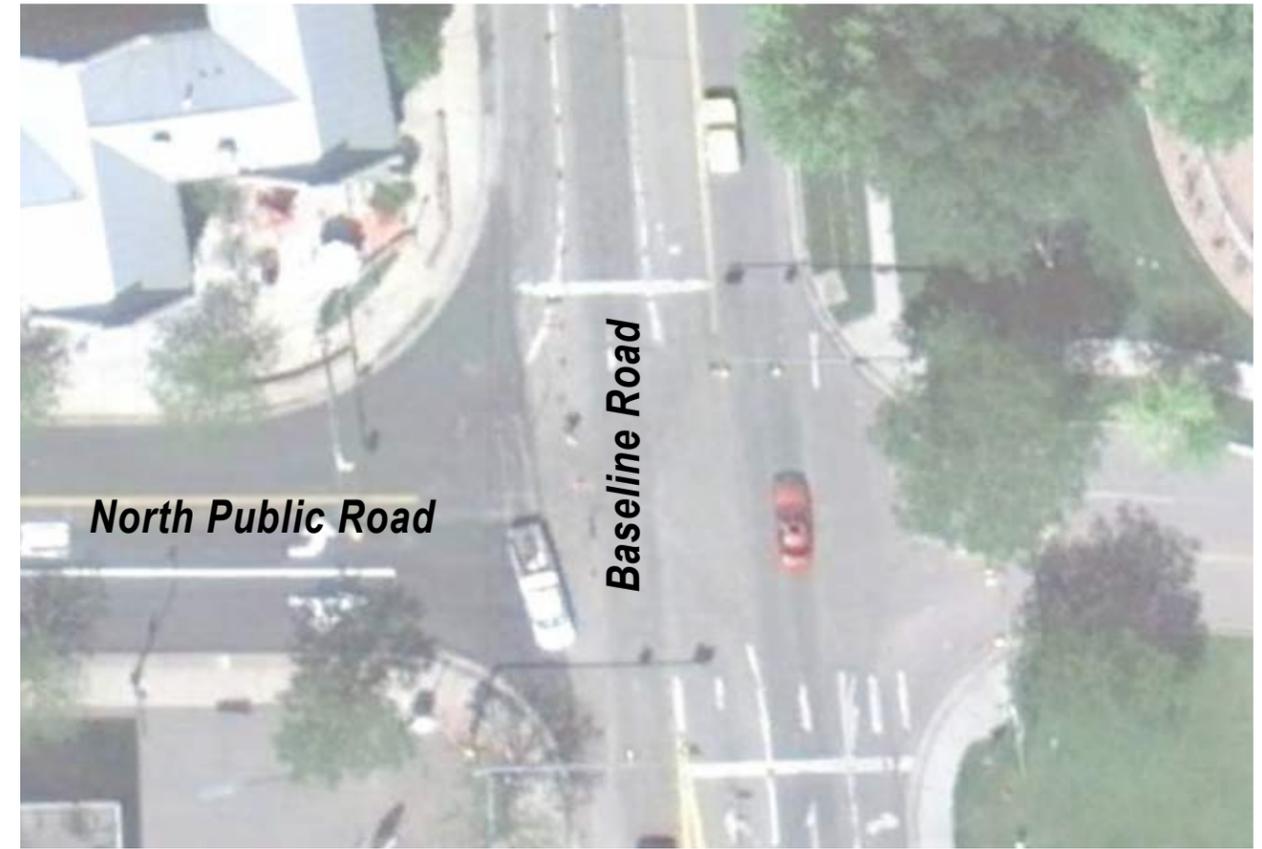
DISTRICT IDENTIFIERS - Locations



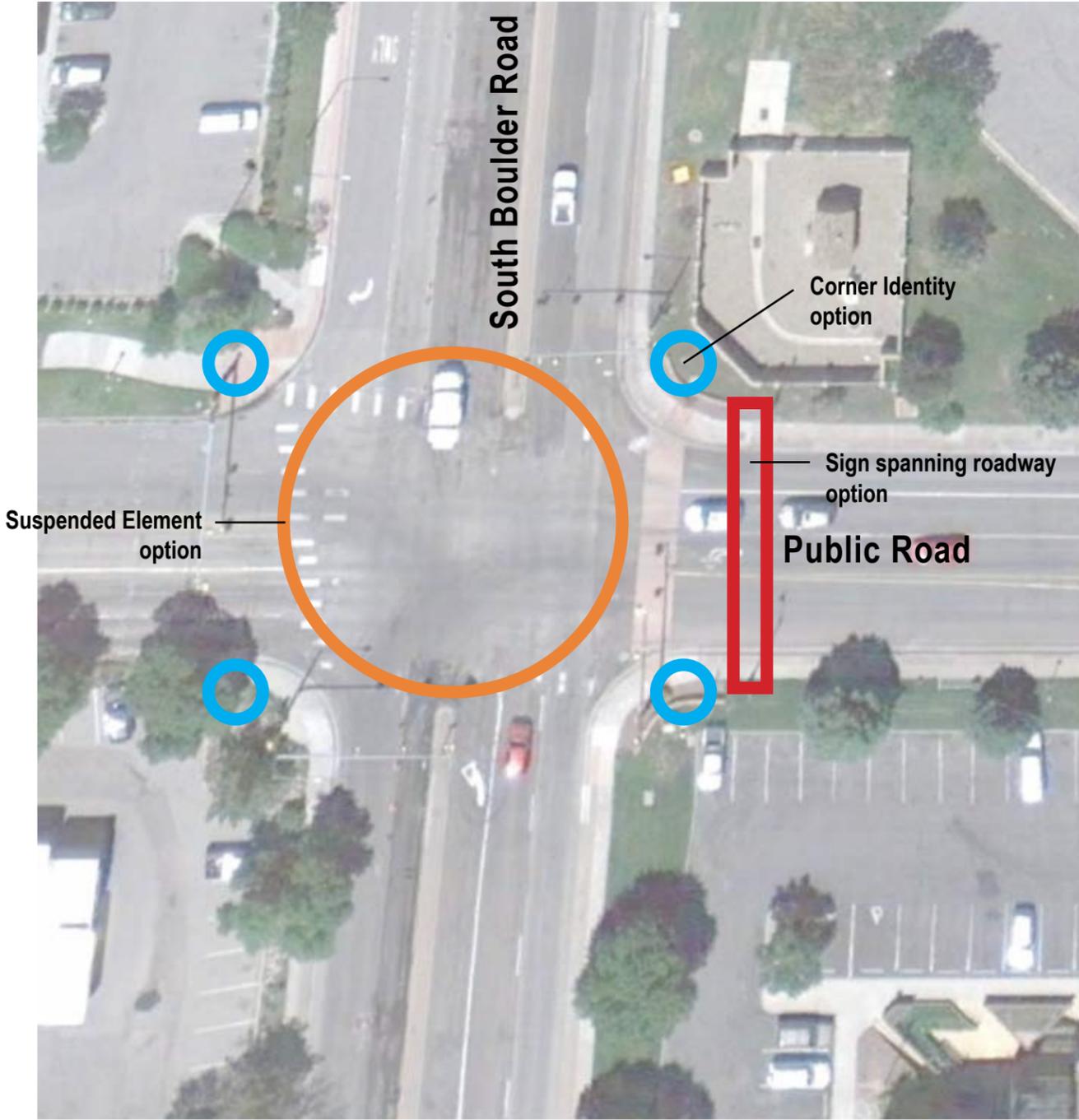
Location Key Plan



South District Entry



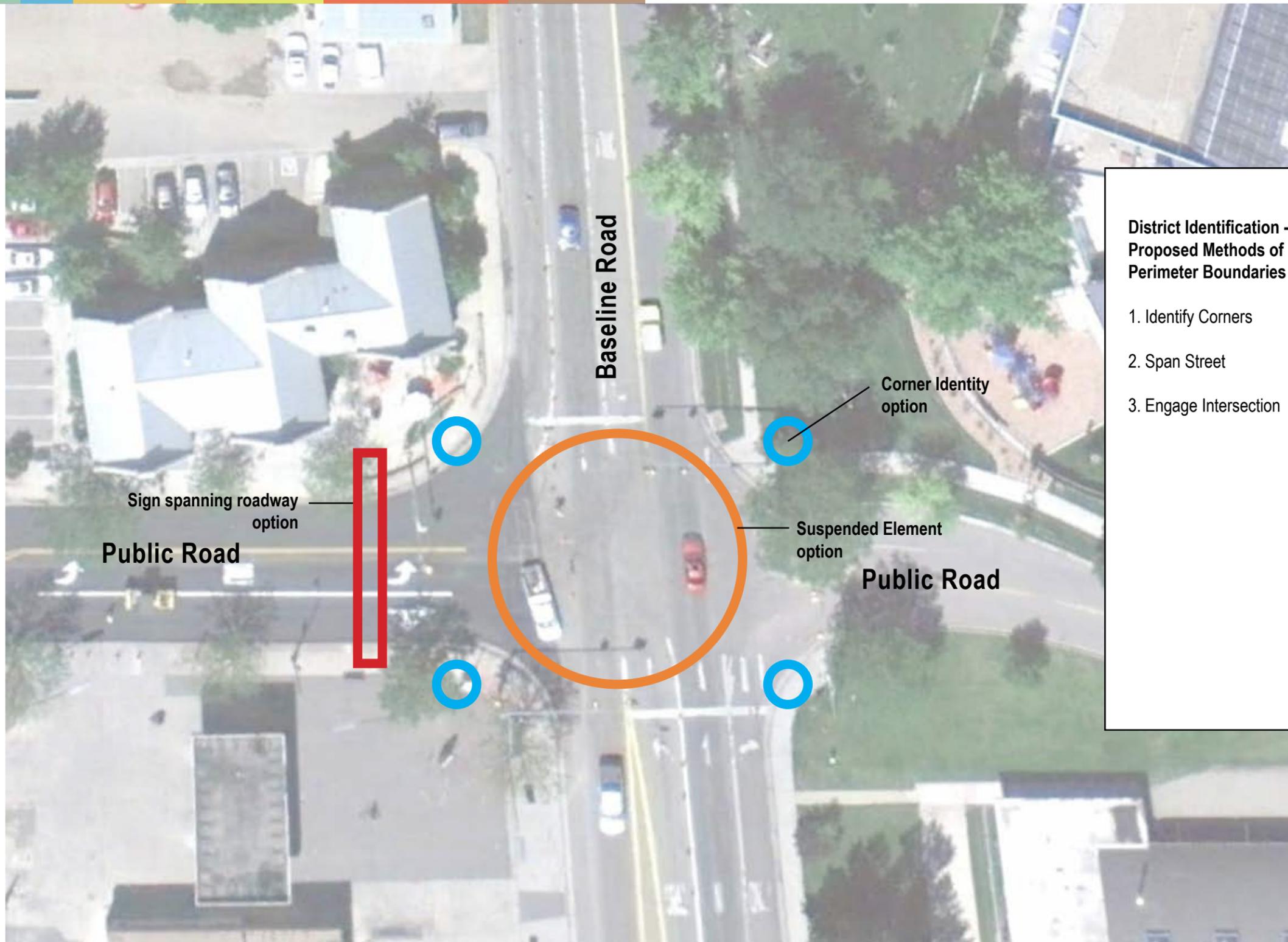
North District Entry



**District Identification -
Proposed Methods of Identifying
Perimeter Boundaries (options)**

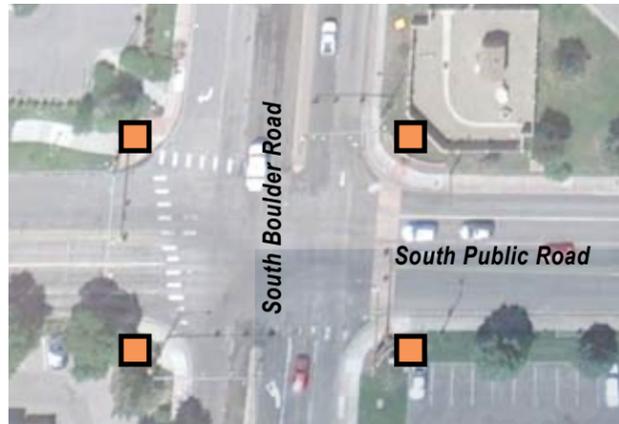
- 1. Identify Corners
- 2. Span Street
- 3. Engage Intersection

IDENTITY - Baseline & Public Roads



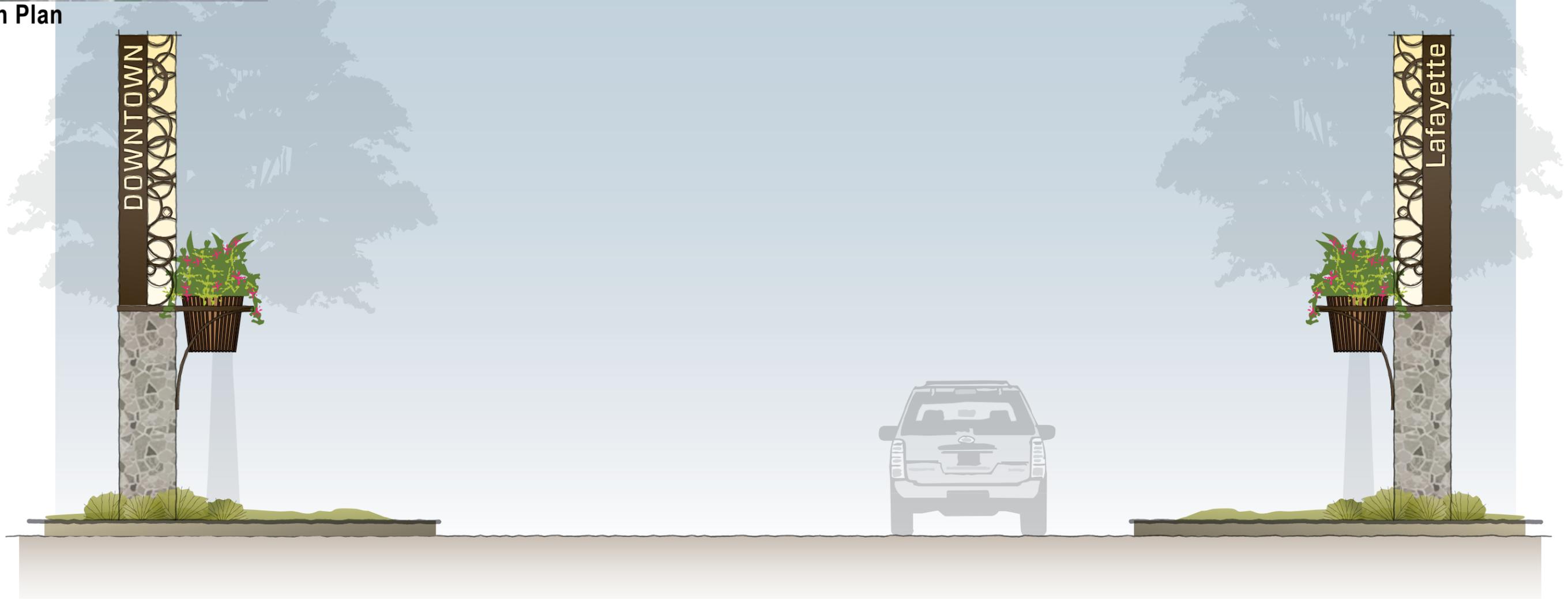
District Identification - Proposed Methods of Identifying Perimeter Boundaries (options)

1. Identify Corners
2. Span Street
3. Engage Intersection

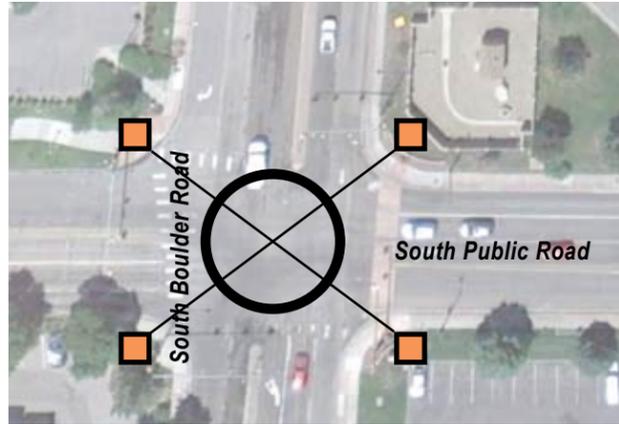


Design Concept - Option 1
Identify District by anchoring intersection corners with sculptural pylons

Location Plan



DISTRICT IDENTIFIERS - Concept



Location Plan

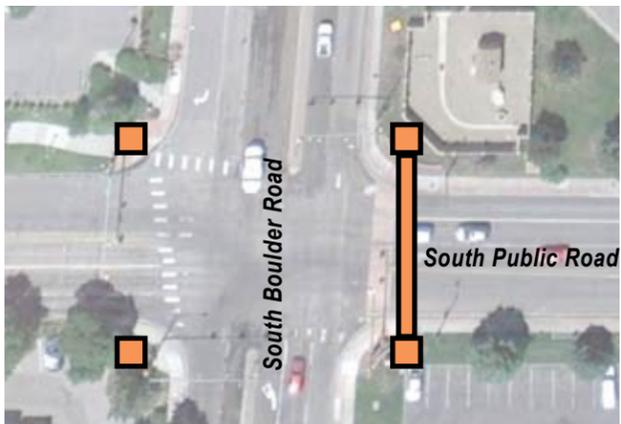
Design Concept - Option 2

Identify District by engaging intersection with suspended sculptural identification above street



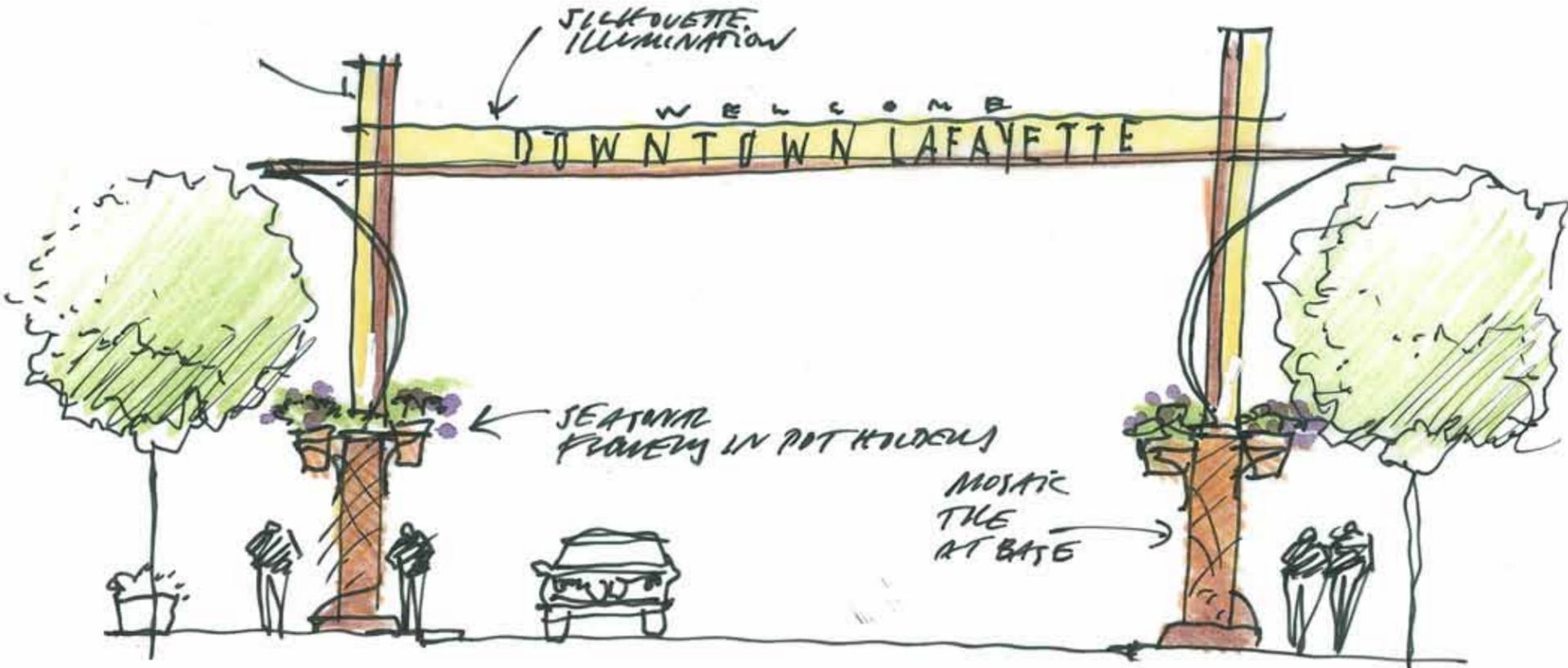
Signature sign element identifies district in a DISTINCT, WELCOMING way



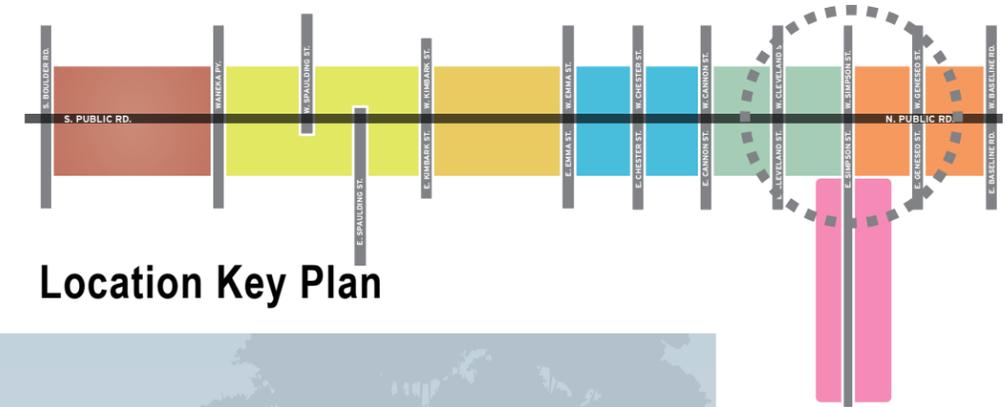


Design Concept - Option 3
Identify District by engaging intersection with sculptural pylons and spanning street

Location Plan



SIMPSON & PUBLIC - IDENTIFICATION



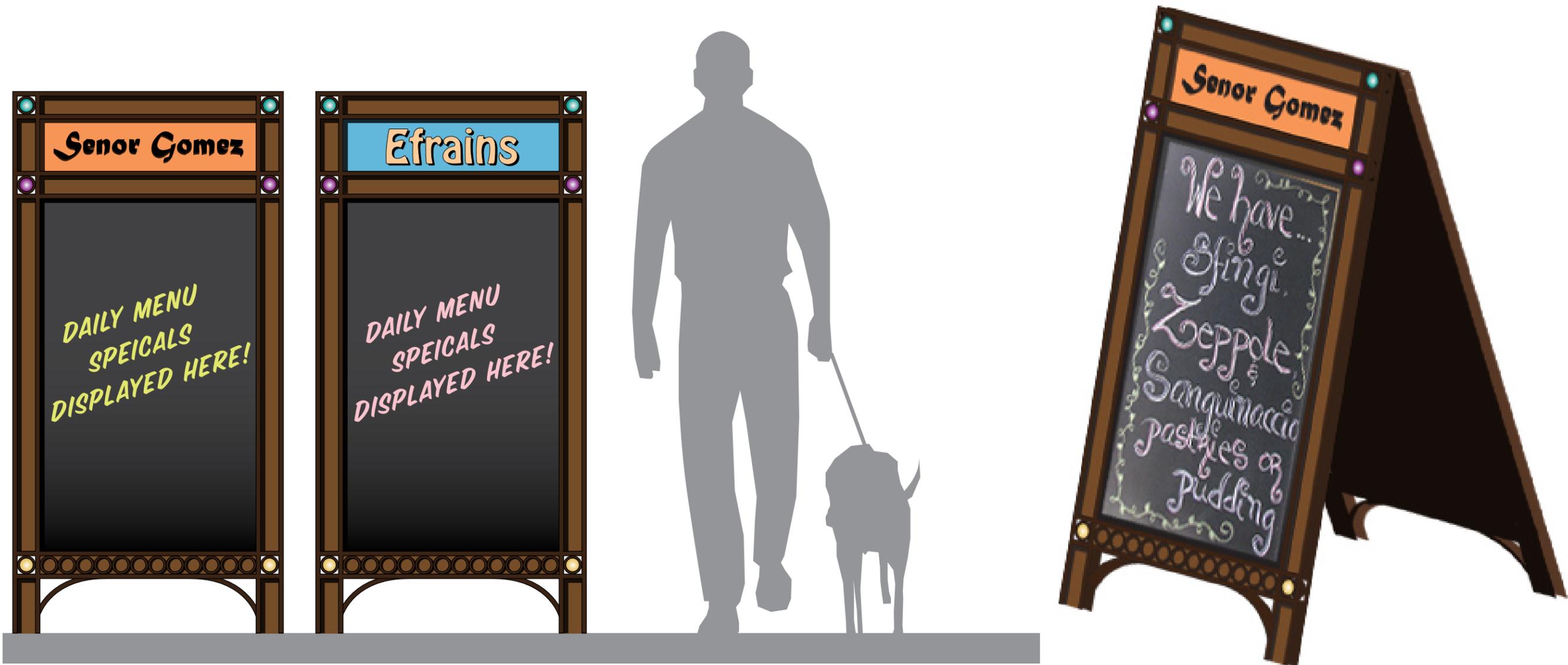
Location Key Plan



Design Concept

Celebrating the intersection of Simpson Street & Public Road helps to continue the district's character established at the entries. This also creates a hierarchy for Simpson Street.





Design Concept

Sidewalk sandwich board sign creates a cohesive look along street, while promoting individual businesses.

ENVIRONMENTAL GRAPHIC ITEMS





Design Concept
Unique sculptural tree guards,
create a streetscape art installation

Priorities for Implementation...

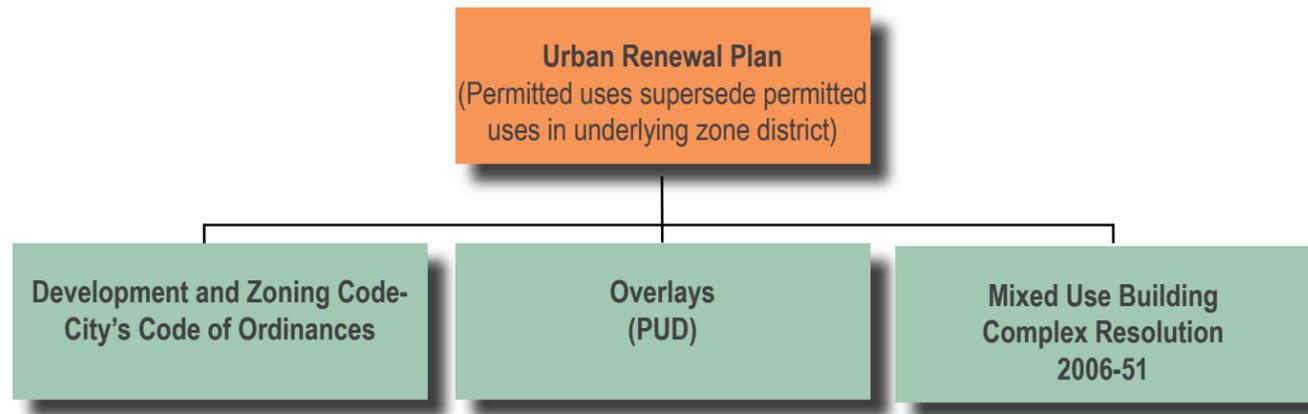
Physical Improvements		Regulatory	Financial	Organizational
Public	Private (1)			
1. Signage A. Baseline Identifier B. 287 Identifier C. S. Boulder Road Identifier D. Simpson Directionals	1. Work with owner of 307 S. Public Road to reposition building use to restaurant / retail space with connection to Festival Plaza, improved and expanded parking area, etc.	1. Update Mixed Use Building Complex Resolution 2006-51 to remove non-residential to residential ratio requirements	1. Develop a strategy to increase the TIF yield from the existing urban renewal area (s). Consideration should be given to expanding the boundaries, resetting the base, combining the TIF districts and starting the TIF over.	1. Develop strategy for an organization to become the "keeper" of the Vision Plan including: Whomever is the "keeper of the plan" must have monetary and staff resources, be in a position to advocate exclusively, have a narrow focus, property and business owner support and be acknowledged by Council.
2. Streetscape improvements- seating, in ground planters, pots, banners, permanent art placements A. Removing the tree coffins and replacing with landscape B. Adding the pot program at the corners of the intersections C. Adding decorative benches that are part of the Urban Art Furniture	2. Adding a deck facing Public Road at 502 S. Public Road	2. Update Urban Renewal Plan to permit Multi-family residential as a use permitted by Special Review	2. Approach area banks regarding the potential to pool CRA (Community Reinvestment Act) dollar for use by private individuals and organizations.	2. Based on the vision for Public Road and necessity for LURA to play a significant role in its advancement, review the appropriateness of Council serving as the LURA.
3. Locate specific areas for expanding the public art program.	3. Rotate vending cart at 503 S. Public Road and add street seating facing Public Road	3. Update Parking Code and Develop Shared Parking Agreement with property owners	3. Investigate the feasibility of creating a special district within the corridor to fund on-going maintenance of physical streetscape and district signage improvements. Note: A critical aspect of this research will include discussions with property owners and their willingness to delay passing the additional assessment along to tenants until conditions stabilize.	3. Work with Arts Community Organizations to address how to integrate the arts program into the built form and how to overlay the creative aspects of Lafayette to have the most impact on Public Road and Simpson Street
4. Open Festival Plaza park in front of Starkey building up to the street A. Festival Plaza Improvements- Lawn enhancements, street bump-outs/pedestrian crossings, flag poles, large pendant	4. Explore opportunities for artist studios at the various potential locations along Public Road	4. Update Sign Code and develop specific signage requirements for main street commercial areas - Old Town	4. Study the impact of imposing a PIF (Public Improvement Fee) on Public Road and possibly South Boulder Road.	4. Develop a communications program for area stakeholders and citizens at-large that explains the role of Public Road in the local and regional economy and the impact of doing nothing. Once implementation efforts are underway, use this vehicle to describe accomplishments.
5. Design and execute a Sandwich Board Program	5. Create additional outdoor seating for all identified restaurant properties and increase visibility for existing restaurants (i.e. signage improvements at 300 S. Public)	5. Develop incentives for adaptive reuse and rehabilitation of existing buildings on Public Road and Simpson Street including making adaptive reuse of a landmarked building a permitted use or special review use in all zoning districts.	5. Work with the City and LURA to develop a plan to set aside specified TIF dollars for façade, signage and other TIF-eligible improvements of various dollar thresholds.	
	6. Develop art mural at Chase Bank Parking Lot and develop food truck program	6. Eliminate requirements for separate individual water and sewer taps for accessory dwelling units.	6. Work with local organizations to obtain other tax incentives, grant funds, etc.	

NOTES:

(1) With all potential private improvement suggestions, the organization will need to begin by working with landowners on the feasibility and viability of doing things like those listed. These will be very sensitive issues and need to be dealt with very carefully.

Zoning Recommendations...

To implement the Old Town Lafayette Vision Plan the City must identify and eliminate barriers that exist in the current Development and Zoning Code of City's Code of Ordinances. There are several "layers" of policy that affect potential development in Old Town:



The Urban Renewal Plan is a regulatory document in the City of Lafayette and contains a list of permitted uses, permitted uses with special review, and prohibited uses. The permitted uses in the Urban Renewal Plan are different than the permitted uses in the underlying zone districts (B-1 and C-1). The Urban Renewal Plan supersedes the Zoning Code, therefore the permitted use list included in the Urban Renewal Plan regulates the permitted uses within the Vision Plan study area.

In terms of implementation process, the consultant team recommends first completing a simplification and retooling of existing codes and ordinances to begin facilitating development of the Vision Plan recommendations. Specific potential barriers to development that have been identified through the Vision Process include:

1) Multi-family residential

This is the most critical zoning code barrier to address. Multi-family residential is not an allowable use in Old Town based on existing regulations in the Urban Renewal Plan. Multi-family is an important land use element to allow for future property tax base within the Urban Renewal Area.

2) Parking

The existing parking code requirements for Old Town are too high for a downtown area. The parking code should be adjusted for properties and specific land uses within Old Town, and the City should explore a shared use agreement or parking district with owners of private parking spaces. As part of the process, a parking inventory was completed that is included in Appendix B with the full zoning recommendations report.

3) Signage

The sign code doesn't differentiate between regional commercial and main street commercial uses. The allowed sign types and square footage should not be the same for these very different uses, businesses and settings.

4) Residential Density and Building Height

The allowed density and building heights for residential within the B-1 and OTR zone districts are too low. The examples shown in the Vision Plan would require a PUD Overlay allowing increased height and density to be built as depicted.

5) Incentives for adaptive reuse / property redevelopment

The City could create some development incentives to promote reinvestment in historic, old, under-utilized or dilapidated property. Examples of incentives include density bonuses, reduced or eliminated parking requirements, or reduction of processing and permitting fees.

Appendix B outlines specific recommendations for each of these five categories. Please note that additional items have been identified that affect the implementation of the Old Town Vision Plan, but are not specific to the study area boundary of Public Road or Simpson Street. These items are listed separately and are also located in Appendix B.

Barriers to Implementation...

If there is market demand, and investment is not happening, or happening in a way that is inconsistent with the community vision ... there are barriers in place. Following are a list of barriers identified that impact investment and reinvestment in the Study Area. Successful advancement of the vision will be contingent on the systematic removal of these barriers.

Public Road Barriers (to Investment)

- Market
- Physical
- Financial
- Regulatory
- Political
- Organizational

Market Barriers

- Market demand, but limited sales volume
- Lack of "brand" or "address"
- Disproportionate number of ethnic offerings
- Mixed perception of Public Road offerings
- Fractured property ownership
- "Over-retailed, but under-stored" (more diversity)
- Limited daytime population

Physical Barriers

- Vacant and under-utilized parcels (no critical mass)
- Inconsistent appearance and use mix
- Lack of gateway and streetscape improvements
- Aged infrastructure and building stock
- Lack of pedestrian environment (poor lighting, traffic conflicts, inconsistency in sidewalks)
- Lack of connection to activity centers (cultural assets) outside of the

Study Area

- Non-vehicular accessibility
- Length of Public Road (Study Area)
- Disconnects between parking inventory and existing uses and potential redevelopment opportunities
- Density conflicts between historic structures and financial feasibility

Financial Barriers

- Market demand, but limited sales volume – translating into below market rents
- Poor perception of Public Road by investment audiences
- Limited investment and / or reinvestment in properties
- Need for different funding sources – capital, rent assistance, building retrofits and maintenance

- Few financial resources
- Ability to attract investors
- Existing Tax Increment Financing (TIF) potential
- "Affordable heart – high-value soul"
- Necessary set-aside for public spaces that do not generate direct revenue
- No demand for new commercial construction

Regulatory Barriers

- Inconsistencies among regulatory documents
- Lack of zoning for mixed-use residential construction
- Code violations
- Design standards that are unenforceable

Political Barriers (leadership- and community-driven)

- Past attempts at zoning amendments (that haunt future efforts)
- Limited protocol (in Study Area) for public-private partnerships
- Attitudes (fears) about density and affordability
- Perception that "plans" don't get implemented
- Maintaining continued support (among stakeholders) for a shared vision
- Consistency among elected officials willing to advance the vision
- Perception that Public Road isn't a profitable endeavor
- Make-up of existing boards and commissions
- Expectations by public and private sectors of the other

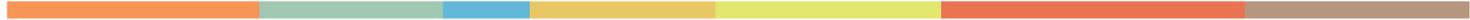
Organizational Barriers

- Lack of leadership
- No clear leader for Public Road reinvestment initiatives
- Due diligence (research) not getting to the business owners

Conclusions

- An authentic vision will be essential for success
- Vision, plans and regulations must be aligned
- Parking inventory needs to be treated as a single portfolio
- Not enough "margin" in operating capital to support financing mechanisms with added assessment
- Phased approach to capital investments
- Existing urban renewal area not large enough to generate sufficient revenue based on need
- Additional residential development within the Study Area (not necessarily on Public Road) at a higher density than what exists will be a necessity

See Appendix C for the entire finance Report and Recommendations by Ricker/Cunningham.



Implementation Realities...

The vision for Old Town Lafayette is a diverse, creative, and eclectic environment that is more homegrown than commercially manufactured. It will have a unique identity in the region. It will be combination of public and private spaces, both residential and commercial. The community will gather in this place to observe artists at work, support the sale of local wares and see an old friend dining in a café. The emphasis will be on the pedestrian, rather than the automobile, but the bicyclists won't be forgotten either. Public Road will be a living room, a kitchen, a work space and a front porch.

Issues that will have to be addressed in order to advance this vision can be synthesized this way – attitude, leadership, money and favorable regulations.

- The economy on Public Road, like that of many if not most “downtowns” has evolved over its many decades. As alternative locations have replaced it as the community’s principal commercial core, its ability to compete has been challenged. Attitudes about government’s role in leveling the playing field for users on Public Road have historically been inconsistent. Understanding the importance of Public Road beyond its physical boundaries, and the high cost of “doing nothing,” will be essential for the success of the vision near- and long-term.
- While numerous groups influence the uses and users on Public Road, few have it as their single priority. City Council, Planning Commission, Chamber of Commerce, Historic Preservation, Cultural Arts Commission, Public Art Committee and Lafayette-Louisville Downtown Revitalization all provide some level of funding, regulatory, and / or design oversight or assistance. LURA (Lafayette Urban Renewal Authority), given its current limited focus (in terms of planning area boundaries) provides the most funding support, LOTA provides the largest advocacy role and the Downtown Action Committee the most programming oversight. No one of these entities alone has all of the elements of an appropriate organization to advance the vision for Public Road.
- Redevelopment of an existing environment can be costly, yet yield some of the highest returns of any real estate environment in a city. Having said this, there are few instances where the private sector absorbed the cost of improvements (and maintenance), alone. An adage often used in revitalization is, “Private investment follows public commitment.” The type of public commitment needed on Public Road falls all over the redevelopment “balance sheet.” The vision for Public Road includes a phased capital improvement program, aggressive marketing and recruitment agenda, and “gap” financing strategy. Each one of these elements will require multiple types of commitment – financial, regulatory, and policy – all of which translate into economic risk and return.
- The final issue that makes the vision for Public Road vulnerable is the current regulatory and policy environment. Despite a long history of City support for development and re-development on Public Road, the current documents that inform investment decisions are inconsistent and incomplete. Success will be largely dependent on the introduction of multi-family residential in appropriate locations, mixed-use development at ratios reflective of current market and financial realities, densities that balance the built-environment with economies of scale, a unified parking program and preservation of historic assets – and documentation that says the same.

Why hasn't Public Road redeveloped before now?

- No Vision
- Lack of "brand" or "address"
- Regulations that do not support mixed-use development
- Poor perception by consumers and investors
- Limited investment and reinvestment in properties
- Inconsistent pedestrian environment
- Length of corridor
- Limited financial resources
- Lack of critical mass
- Poor sales performance
- Lots of Indians, no Chief (specifically for Old Town)
- Inconsistent understanding of role of corridor




Past



**Going
Forward**

1

What do we want?



Going Forward

- Identity
- Public spaces
- Artists lofts
- Working studios
- Outdoor dining
- Pedestrian environment
- Streetscape and street furniture
- More and different commercial
- Self-sustaining (financially)
- Residential



What is standing in our way?



Going Forward

- All of the reasons why Public road hasn't redeveloped and ...
- Limited TIF potential
 - No need for new commercial space
 - No new residential (regulation preclude)
 - High base
 - Limited life
- Market under-served by existing tenant mix
- Low sales performance and market capture
- Lack of consistent commitment to the street (public or private)
- Regulatory inconsistencies with vision
- Need for single group to lead



3

What will it take?



**Going
Forward**

- Attitude
- Leadership
- Money
- Favorable regulatory environment



4

What will it take?



Going
Forward

▪ Attitude

- Role of Public Road in community (important or not)
- Cost of doing nothing
- Desired long-term outcome (on-going subsidy or self-sustaining)
- Maintenance costs (for enhanced area) responsibility of City or property owners
- Public sector – private sector roles and responsibilities



5

What will it take?



Going Forward

Organizations presented in **red** have an area of influence limited to Old Town and its environs.

▪ Leadership

- Lafayette Urban Renewal Authority (funding and regulations)
- City Council (funding and regulations)
- Planning Commission (design / build oversight)
- **LOTA (formerly LOTMA and LOTI) (oversight)**
- **Downtown Action Committee (funding and oversight)**
- Chamber
- Historic Preservation (funding, regulatory, oversight)
- Lafayette Cultural Arts Commission (funding)
- Public Art Committee (funding)
- Lafayette-Louisville Downtown Revitalization (funding)



What will it take?

Whoever is the "keeper of the plan" must have monetary and staff resources, be in a position to advocate exclusively, have a narrow focus, property and business owner support and be acknowledged by Council.



Going
Forward

▪ Leadership (cont'd)

Groups (largely / exclusively focused on Old Town)

- Lafayette Urban Renewal Authority (funding and regulations)
- LOTA (formerly LOTMA and LOTI) (oversight)
- Downtown Action Committee (funding and oversight)

Issues

- LURA Board comprised of Council members, not appointed experts
- LOTA members voluntary and stretched thin
 - Residential component of LOTA means commercial owners and residents represented
- Economics on Public Road do not support an additional assessment (DDA, BID)
- Representative downtown (lead) organizations largely membership – voluntary and through assessment



7

What will it take?



Going
Forward

- **Money (multiple types of money)**

- Capital improvements
- Building retrofits (rent guarantees)
 - Improvements to existing buildings
 - Incentives for new buildings
 - Incentives for existing and new businesses
- Maintenance of public spaces

- **Sources**

- CRA dollars
- Loan pool
- City grants / loans
- Special district (mils)
- TIF



8

What will it take?



Going
Forward

▪ Favorable regulatory environment

- Consistency between urban renewal plan and zoning code
- Multi-family residential allowed as a stand alone use
- Mixed-use ratio of residential to nonresidential adjusted
- Office and community space allowed in mixed-use designation
- Residential density and building height allowances increased
- Property assemblage / development allowed across different zone districts
- Guidelines or standards for residential and mixed-use
- Sign guidelines
- Parking requirements driven by product type
- Parking district
- Incentives for historic renovations



11



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