

**AGENDA FOR THE  
ENGLEWOOD CITY COUNCIL  
STUDY SESSION  
MONDAY, JULY 28, 2014  
COMMUNITY ROOM  
6:00 P.M.**

- I. Vehicle Maintenance Service Agreements**  
Public Works Director Rick Kahm and Fleet Manager Pat White will be present to discuss the renewal of Intergovernmental Agreements to provide vehicle maintenance services for the Cities of Cherry Hills Village and Sheridan.
  
- II. Voting on Employee Contributions to the FPPA - 6:10 p.m.**  
Finance and Administrative Services Director Frank Gryglewicz and Human Resources Director Sue Eaton will be present to discuss the vote in favor of increasing employee contributions to the Fire and Police Pension Association Statewide Defined Benefit Plan (FPPA) beginning in 2015.
  
- III. Community Development Updates - 6:30 p.m.**  
Community Development Director Alan White, Senior Planner Harold Stitt and Planner John Voboril will be present to provide updates on upcoming Community Development projects.
  - A. Comprehensive Plan Update**
  - B. Next Step Update**
  - C. Kaiser Grant Update**
  - D. Boomer Bond Update**
  - E. Colorado Housing and Finance Authority Recommendation**
  
- IV. Colorado Municipal League Report - 7:15 p.m.**  
City Council will discuss their participation in the 2014 Colorado Municipal League Annual Conference.
  
- V. Board and Commission Reports**  
City Council will discuss the boards and commission on which they serve.
  
- VI. City Manager's Choice.**
  
- VII. City Attorney's Choice.**

**Please Note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood, 303-762-2407, at least 48 hours in advance of when services are needed. Thank you.**

## **M E M O R A N D U M**

**TO:** Gary Sears, City Manager  
**THROUGH:** Rick Kahm, Director of Public Works  
**FROM:** Pat White, Fleet Manager  
**DATE:** July 28, 2014  
**SUBJECT:** **MAINTENANCE AND REPAIR IGA'S**

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Public Works staff recommends the continued partnership with the Cities of Sheridan and Cherry Hills Village to provide vehicle maintenance services. The contracts have both been signed by the mayors of each city; and pending approval, will require Mayor Penn's signature in order to be in effect for next year. The only significant change in the contracts from previous years is a labor rate increase from \$68 per hour to \$72 per hour.

These Intergovernmental Agreements will be submitted for Council consideration at the Council meeting on August 4, 2014.

## **Memorandum**

**To:** Mayor Penn and City Council  
**Thru:** Gary Sears, City Manager  
**From:** Frank Gryglewicz, Director of Finance and Administrative Services  
**Date:** July 23, 2014  
**Re:** July 28 Study Session Materials

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There will be two resolutions presented for City Council's consideration at the August 4, 2014 Regular meeting supporting an increase in employee contributions to the Fire and Police Pension Association. It is staff's belief that firefighters and police officers will benefit from increased contributions. Increased contributions will help fund police/fire pension benefits in the future.

Staff recommends City Council approve the attached resolution supporting the vote in favor of increasing the Police Officers and Firefighters Member Contributions to the Fire and Police Pension Association Statewide Defined Benefit Plan by 1/2% per year over eight years beginning 2015 and will be fully implemented by 2022.

Section 31-31-408(1.5), C.R.S., as amended, authorizes the Board of Directors of the Fire and Police Pension Association ("the FPPA Board") to increase the member contribution rate for pension benefits for participating public safety officers with respect to the members of the Statewide Defined Benefit Plan ("the Plan"), as established pursuant to Section 31-31-402, C.R.S., upon the meeting of certain conditions; and

Pursuant to FPPA Resolution No. 2014-05, the FPPA Board directed an election of the participating Employers in the plan be conducted with regard to an increase in the member contribution rate for the Plan by an additional four percent of base salary, to be implemented by an annual increase in the member contribution of one-half a percent of base salary paid beginning in 2015. The member contribution rate shall be increased by an additional one-half of a percent of base salary paid in each of the seven following years, through 2022, until the cumulative increase in the member contribution rate is four percent of base salary paid;

Employees in the Employer's police/fire department earn service credit towards retirement and are thereby members of the Plan administered by FPPA;

The City is thereby eligible to vote in the Employer election concerning the police/fire membership contribution rate, being conducted at the direction of the FPPA Board.

During June of 2014, the active members in the SWDB Plan voted on the proposal with respect to increasing the member contribution rate to the SWDB Plan. The SWDB membership voted

in favor of the proposal (68% approval), to increase the member contribution rate to the SWDB Plan by four percent, phased in at one-half of one percent per year over eight years. The Colorado State Statutes election process now provides for an Employer Election on the proposal.

Eighty percent of Englewood Police Officers, who voted, voted in favor and twenty percent voted against. Forty-one percent of the voting firefighters voted in favor with fifty-nine percent voting against.

Even though the firefighters who voted opposed the increase staff believes this increase will help police officers and firefighters realize secure retirements benefits.

The election has no impact on the current percentages made by the City of Englewood for eligible police officers and firefighters.



# M E M O R A N D U M

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**TO:** Mayor Penn and City Council Members

**THRU:** Gary Sears, City Manager  
Alan White, Community Development Director

**FROM:** John Voboril, Planner II

**DATE:** July 28, 2014

**SUBJECT:** Update on Community Development Request for Proposals – Comp. Plan Update, Next Steps Study, Walk and Wheel Master Plan and Program

Community Development released Requests for Proposals for the following three projects on June 19<sup>th</sup>, and received the following number of responses:

- Englewood Comprehensive Plan Update (3)
- Englewood Light Rail Corridor Next Steps Study (4)
- Englewood Walk and Wheel Master Plan and Program Sponsored by Kaiser Permanente (3)

## **Scope of Work Tasks – Englewood Comprehensive Plan Update**

- Community Engagement Plan and Outreach (Sept., 2014 to project conclusion)
- Indicators Update-Data Collection and Analysis (Sept.-Nov., 2014)
- State of the City Needs Assessment and Priority Recommendations (Nov., 2014)
- Review of Current Comp. Plan Goals and Objectives and Related Plans (Dec.-Feb., 2015)
- Develop Comp. Plan Element Strategies and Implementation Work Program (March-July, 2015)
- Prepare Draft Comprehensive Plan Update Document for Final Adoption (Aug.-Sept., 2015)

## **Scope of Work Tasks – Englewood Light Rail Corridor Next Steps Study**

- Project Kickoff: Agency Coordination and Community Engagement Plan
- Real Estate Development Feasibility Analysis and Marketing/Implementation Strategy
- Study Area Data Collection and Conditions Assessment
- Englewood Transportation Improvements: Alternatives Development, Design, and Evaluation
- Sheridan Transportation Improvements: Alternatives Development, Design, and Evaluation
- Optional Task: Develop 30% Preliminary Engineering Design for One or More Segments of the Preferred Rail Trail Alternative

## **Scope of Work Tasks – Englewood Walk and Wheel Master Plan and Program**

- Kick-off Meeting with Kaiser Permanente Technical Assistance Team
- Document State of Walking and Wheeling
- Community Engagement Plan and Outreach

- Economic Analysis of Walking and Wheeling
- Walk and Wheel Network Recommendations
- 30% Conceptual Design for Top Priority Project
- White Paper Advocacy and Incentive Program

Review teams are in the process of going through each of the proposals and ranking them according to criteria contained in the RFP's. A shortlist of firms that will be invited to interview will be made available on July 30<sup>th</sup>. Interviews are scheduled tentatively for the week of August 4<sup>th</sup>. Decisions to award projects will be made by August 13<sup>th</sup>. If desired, staff can schedule a study session to go over the results of the review team findings and recommendation. Final contracts with the winning firms are scheduled for Council approval by motion at the September 15<sup>th</sup> City Council meeting.

C: Gary Sears  
Alan White  
Mike Flaherty  
Dan Brotzman



# M E M O R A N D U M

## C O M M U N I T Y D E V E L O P M E N T

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TO: Mayor Penn and City Council Members

THROUGH: Gary Sears, City Manager

FROM: Alan White, Community Development Director

DATE: July 22, 2014

SUBJECT: CHFA Letters Regarding Broadway Lofts and Foundry I

The Mayor has received letters from the Colorado Housing and Finance Authority (CHFA) regarding the proposed projects on the Acoma property (Broadway Lofts) and the GIW property (Foundry I). Both developers have applied for low income housing tax credits and as part of the evaluation process, CHFA asks the local jurisdiction the following questions:

1. Do you view this project as being consistent with the development and preservation of the housing plan in your community?
2. If proposed project is not viewed as consistent with local housing needs and priorities, please explain why.
3. Other comments.

Staff has drafted recommended responses to the questions for each project as provided below:

### **Broadway Lofts**

1. The project is consistent with the goals and objectives of the Housing Element of the City's Comprehensive Plan that seek to create a balance mix of housing opportunities serving the needs of all current and future Englewood residents. The Broadway Lofts project meets several objectives, including:

- Providing affordable housing for low- and moderate-income groups
- Providing housing that serves different life-cycle stages including housing for singles, couples, small families, empty nesters, and the elderly.
- Providing a mixed-use development that includes both housing and business and employment opportunities in order to reduce vehicle miles traveled, traffic congestion, and commuting times, and improve air quality.

2. Not applicable since the project is consistent with needs and priorities.

3. this project would be the city's first priority for development. The City of Englewood has for over 30 years invested a great deal of time and resources into this property and we are looking

forwarding to bringing these efforts to a successful conclusion by partnering with Medici Communities. A portion of the project site is owned by the City of Englewood and the City has entered into a contract to sell this property to the Urban Renewal Authority to facilitate the redevelopment project. Council believes the Medici project will stimulate additional investment in the area, transforming downtown into a vibrant mixed-use neighborhood and a focal point for the community.

The project also meets several of the goals and objectives of the Downtown and Medical District Small Area Plan that encourage mixed-use development along the Broadway corridor featuring first-floor commercial retail space with offices or housing on upper floors, encourage the development of multi-family housing in off-Broadway areas of Downtown, and encourage fine-grained development along the Broadway street frontage that fills in missing gaps in the retail streetscape and is compatible with existing buildings.

The Broadway Lofts project will be a needed and welcome addition to the fabric of Englewood's downtown as it meets many of the City's goals for the area. The project will also serve as a catalyst for further investment in the area, investment that will transform downtown Englewood into a vibrant mixed-use neighborhood.

### **Foundry I**

1. The project is consistent with the goals and objectives of the Housing Element of the City's Comprehensive Plan that seek to create a balance mix of housing opportunities serving the needs of all current and future Englewood residents. The Foundry I project meets the following objectives:

- Providing affordable housing for low- and moderate-income groups
- Providing housing that serves different life-cycle stages including housing for singles, couples, small families, empty nesters, and the elderly.

2. Not applicable since the project is consistent with needs and priorities.

3. Although a key development parcel in the City, The Foundry I site is a lower priority for redevelopment than the Broadway Lofts project. The parcel proposed for development is approximately 2.0 acres of the larger site of the former General Iron Works foundry which was closed in 1985. The property has been used for a variety of shop, outdoor storage and industrial uses until very recently. The property was recently cleaned up under a VCUP and received a notice of no further action needed from CDPHE. It is currently vacant.

Under the City's adopted Light Rail Corridor Plan, the proposed project is consistent with the recommended mixed-use development for this area, including high density housing, with or without the FasTracks-approved Bates Station. Development of low income housing at this site would transform this neighborhood and stimulate further investment.

2014 CML Breckenridge  
Linda Olson

- 1) Session Title/Day: Wednesday June 18, 2014—Primary Jobs: Key to Economic Health
  - a. Presenter/Contact Info: John Cody (Thornton Ec. Dev. Dept) Frank Grey (Castle Rock President of Ec. Dev. Assoc, a 501-c6; Also Chair of Economic Dev. Council of Colorado—very willing to work for free with us to help us think through Ec. Development)
  - b. Notes:
    - i. Why Jobs are important: Income is directly related to consumption/taxes; Retail sales is 73% of most city revenues for muni's; **Q-Englewood's is lower, isn't it?**
  - c. Considerations for Englewood: DOLA- how do we access funds?
  - d. Follow-up Contacts, Info, Plan:
  
- 2) Session Title/Day: Wednesday dinner with CRL
  - a. Presenter: Sat with Apartment Association staff
  - b. Notes: Helpful information about how some cities have developed such a negative response to both apartment and motel zoning/codes that they are now known to be quite anti-business (Westminster was noted)
  - c. Considerations for Englewood: Work with EHA to see what kind of health and safety standards they follow;
  - d. Follow-up Contacts, Info, Plan: Bob McCaslin and I will meet with Renee Tulus from EHA
  
- 3) Session Title/Day: Thursday—Branding
  - a. Presenter: Consultants and several cities, including Longmont
  - b. Notes: Branding is central to a cities economic vibrancy; clarity for all levels working in the city are needed for Motto, values, practices. It is expensive to rebrand a city logo due to the cost of street signs (all need to be changed), safety/city vehicles, letterhead, etc. BETTER to reinvigorate the motto you do have and create a branding initiative with it if you can; Create short term gains and long-term goals
  - c. Considerations for Englewood: Study Session follow-up on the Citizen Survey and put teeth to next steps around branding with this; use all surveys we have done in the past several years to create a comprehensive plan that includes branding; This is an exciting time for Englewood with the Comp Plan just beginning and several surveys in the works. Let's use them to our advantage and really MARKET Englewood as a great place to live, work and play.
  - d. Follow-up Contacts, Info, Plan: Schedule Study Session with update on Comp Plan and introduce the whole Branding concepts as a feature of what we are ultimately searching for
  
- 4) Session Title/Day: Thursday—Partnerships to Create Great Downtowns
  - a. Presenter: Panel Arranged by Downtown Colorado, Inc. (DCI);
  - b. Notes:
    - i. **Greely's story:** Timeline of their challenges since early 80's; Page in paper every Thursday for Downtown; they use a QRS code for events/specials anyone can access when downtown
    - ii. **Trinidad story:** Same problem as Greeley in landing on the "Endangered Downtown City" list of the Historical Society; 2011 city decided to really partner and

do something about their downtown; **CDOT**-\$650,000 Downtown Enhancement Program; **DOLA** Brick Street Renovation Project, \$2,600,000-for street treatment and restoration of historic brick; **CDOT** Wayfinding & Signage Project #299,000; **Colorado Creative Industries (CCI)** and worked to become a Certified Colorado Creative District--\$80,000 of grant funding over 3 years. Long list of Local Partners

iii. **Victor's Story:** used DCI assessment and DOLA to assess assets and liabilities in downtown (Dec. 2010); Organized community volunteers into the Downtown Revitalization and Economic Association Movement (DREAM); developed goals and strategies and created a commission- DREAM Commission of citizens; hired a Main Street/DREM staff manager

- c. Considerations for Englewood: Colorado main street initiative (HB 1311)- check to see how we can access; DOLA- find out how to make use of their funds in the Colorado Main Street Program; DOLA sponsors an internship program for 24 months with City Manager from UCD public policy program; DOLA pays it; We need to discuss our goals for areas, not just let things happen willy nilly;
- d. Follow-up Contacts, Info, Plan:. Check on the DOLA and CCI programs as well as CDI consultants to help us plan after the studies are done this summer and we start on comp plan; Set up a survey of our businesses on Main Street and each of the other sub-areas; Compare and contrast for what works from their perspective with the city, what doesn't, how can we make business run more smoothly, and creating more attraction for businesses we want.

#### 5) Session Title/Day: Innovation in Action

- a. Presenter
- b. Notes: Xcel Energy charges about \$20/month per street light—only \$2-4 goes to power for the month; change out the luminaire to LED only lessens your monthly cost from \$2 to 1—so? Recapitalize your street lights! You can do an energy only rate and some cities have cut to \$10-12/light per month; Metro Cell technology; Li-Fi is a light provided tech of 1 Gbps; \$300,000 for traffic light-roundabouts is about the same, but no need for energy; U-Turn Intersections-Super Streets;
- c. Considerations for Englewood: LTE service is the next generation of 1G, 2G, 3G, etc. Comcast provides 30 Mbps and now Google is offering a 1 Gigabit=1,000 Mbps!!! Are we members of Alliance for Innovation?
- d. Follow-up Contacts, Info, Plan: Vail—everyone in Vail will now have the highest Mbps which is accessed off of street lights; Ask City Manager candidates about innovation and technology; check out the Alliance for Innovation which is connected to ASU; Ask the question that Boulder has asked: how to get all departments to be asking the question of innovation and cross-department innovation; Consider developing an Innovation Commission-identify who are our innovators in the city staff too; do some risk assessment (90% of ideas fail in several iterations)  
**Take-away's: nothing should be off the table to think differently; is fate going to push us around or are we going to be on the leading edge; Leaders-80% of what they do ought to be in the future realm not in the present, managing---it is dreaming and guiding into the future**

6) Session Title/Day: Thursday--CML Business Meeting

- a. Presenter: President of CML
- b. Notes: Voted; Passed the formal amendment/resolution listed in the; reduced fees from 5% to 3% for CML membership; Conflicts of interest issue which resulted in a proposal to add 2 positions from the top 3 cities in by-laws---it carried;
- c. Considerations for Englewood: None
- d. Follow-up Contacts, Info, Plan: Ask Sam Mamat for his slides on what CML has accomplished this past year

7) Session Title/Day: Civic Engagement: What is it and how to do it.

- a. Presenter: Panel- Town of Windsor, Greeley, National Research Center, Inc., CML
- b. Notes: 5% of city population would make up a great sample size;
- c. Considerations for Englewood: **Check out Colorado Cities and Towns Campaign**
- d. Follow-up Contacts, Info, Plan: See above

8) Session Title/Day: Friday--Council Meeting Protocol

- a. Presenter: Panel on Roberts Rules of (Dis)order!
- b. Notes:
  - i. Road-mapping- explain to the public what the study session is about and rules/guidelines
  - ii. Point of Order: used to bring something back to Roberts Rules
  - iii. Point of Information: This is when a member can stop the proceedings in order to get the information;
  - iv. Out of order citizens come up and start talking in a mic: sometimes just recognizing the person and comments, repeating them and then trying to finesse the person to meet with staff right now; the Mayor needs to be astute about the person on the other end and whether the person speaking is able to be settled down to diffuse. In some situations you might need to take a time out if the person is not able to be calmed down. You don't want to look or portray a
  - v. Consent Agenda: We should add language about what we are doing here
  - vi. Interruptions and problem people:
    1. Eye content is important to keep in order to give them a sense of listening even though you don't like them
    2. Silence and nodding: Understand what they are saying
    3. Don't jump in automatically- let them having their say, within reason
    4. Don't undervalue a smile:
    5. Interrupt effectively: try not to escalate; use hand motions to help them calm down; don't raise volume/or shout
    6. Be aware of volume and tone
    7. Never get into the personal: Sit down you idiot;
    8. Get their issue to a staff "right now"—the city attorney or so and so will step out with you right now to address so we don't delay our meeting
    - 9.
- c. Considerations for Englewood: Use a brief road mapping to both Study Session and to Regular meeting to explain the process and when the public can/cannot participate
- d. Follow-up Contacts, Info, Plan: Discuss at Study Session and with Mayor on how to best adopt clearer protocol

9) Session Title/Day: Friday Lunch—If I were Mayor Awards

- a. Presenter: Former Secy of Interior Ken Salazar
- b. Notes: Great overview of balancing land use and regulations, mix of oil exploration, challenges of today; Great presentation of students winning awards
- c. Considerations for Englewood: Why don't any Englewood students participate? We should try to encourage, sponsor some of our students to enter the contest
- d. Follow-up Contacts, Info, Plan: Talk with Superintendent of EPS about this through the liaison/Mayor

Recap of some of the sessions attended:

**CUTTING THE RED TAPE AND CREATING BUSINESS FRIENDLY ENVIRONMENT**

- Presenter: Gil Rossmiller – Parker
- Parker’s slogan is “Providing a Path”
- A full-service community with a home town feel

They take the following approach:

- Have all their codes updated and on-line.
- ACCESS
- Information for internal and external customers
- Rules/regulations
- Processes
- People – contacts
- Online access 24/7
- Permits
- Projects
- Licenses
- Neighborhood services
- Customer relations module

The Path: Parker provides “a path” through its website ([www.Parkeronline.org](http://www.Parkeronline.org)) and its “eTRAKIT” system that tracks permits and requests.

**EMERGING ISSUES: 2014 BALLOT INITIATIVES**

Presenter: Sam Mamet.

The most important message I brought back is, HB14-1375 will be back. There will have to be a compromise. This will be back. The governor will not veto it again. Legislative referrals are noted by letter and initiatives are noted by number. Voters could see many initiatives on the statewide ballot.

Only one measure is on the ballot as certified by the Secretary of State. It is amendment #5 which defines a person and a child.

Most other issues that may come forward are about Gaming.

## CIVIC ENGAGEMENT: WHAT IT MEANS AND HOW TO DO IT

Presenters:

Patti Garcia - Windsor  
John Pantaleo – Greeley  
Tom Miller – National Research Center Inc.  
Lisa White - CML

Patti Garcia talked about how it is when very few people get engaged. Windsor looks at their demographics. Nationally people prefer the local newspaper for city information.

Windsor had started with:

- Election
- Public Meetings
- Volunteer Opportunities
- Radio Spots
- Press Releases
- Advisory Boards
- Neighborhood Meetings

Social Media was the 5<sup>th</sup> out of 6. They are learning through each action. Now they put all information on the website.

John has some very interesting information. Not too long ago, people wanted to stay the course, not change anything; we have always done it this way. But they have come a long way.

Greeley's City Council Priorities:

- Community Image
- Public Safety
- Economic Health and Development
- Infrastructure and Growth

Problem: Much of the Greeley's image is based on old stereotypes (sound familiar)

Greeley has started a program: **Image Initiative Objective**

They wanted to change the image by giving the residents something new and different to say. They are changing their image by social media, advertising, media relations, and resident outreach

Greeley is talking about what they have:

- Creative District
- Downtown Greeley
- Union colony civic center

- Parks and trails
- Music
- Museums
- Retail and restaurants
- And many others

The new promotional slogan is GREELEY UNEXPECTED

They talk about front end research and implementation. They have advertisements at the airport, TV, and other locations.

Success will take a substantial and sustained effort. I wish Greeley the best.

Lisa shared that CML is creating the establishment of “Colorado Cities and Towns Week.”

This is very exciting.

Letting residents and surrounding areas know what we provide for:

- Home
- Safety
- Community
- Vibrancy
- Lifestyle
- Travel

We can get the Tool Kit at [www.cml.org/cities-and-towns/](http://www.cml.org/cities-and-towns/)

If Englewood is interested, we need to start soon!

In summary, the conference was very good. While I talk about these seminars, there were others I sat in on.

Over and over I heard how valuable citizen surveys are, online information, investing time, energy and money into what makes our city a “go to” place.

I personally think that Englewood needs to promote itself with a new image, signage, and marketing strategies.

We want others to enjoy what we have and spend time in Englewood, but we need to understand what our draw is and spread the word.

**STATUS QUO IS NOT THE ANSWER!**

2014 CML Breckenridge Conference Report  
Randy Penn

Recap of Sessions Attended

Session: Urban Renewal

HB 1375

Equal Skin in the Game  
Representation  
Forced Tax Sharing

Fatal Flaws  
Applies to Retail Projects  
Surplus Funds Returned  
Discouraged other Tools  
Municipal's Contribution  
Impact on Boards  
Divided Cities  
Special Districts  
Additional Risk Levels

What is the Suitable Compromise for 2015?

One Time Communication  
Other Taxing Entities Input  
School Funding Affects  
Limited Opportunities  
Lack of Understanding  
Misinformation  
Use Studies that Back URA

Going Forward  
Do Nothing  
Education  
Communication  
Legislation  
Fact Based or Political

Session: Effective Meetings

Shot Me In The Head Smith

Begin the Meeting with a Formal Agenda. See Notes.  
Roadmap Study Session

Point of Order in Meeting.

Point of Information:  
Tactical Recess  
Mute the Microphone

Staff Assistance  
Repeat Issue at Hand  
Waive the Rules

Consent Agenda:  
Lead in Language  
Individual Opposition

Discussion Items:  
Must be Handle During Public Record Session

Eye Contact  
Give Them Your Ears  
Silence and Nodding  
Smile  
Listen Attentive  
Never Get Into a Personal Dialog  
Thank You  
Do Not Fix - Address Issue

Session: Civic Engagement

Windsor - Patti Garcia  
Engage  
Information Giving  
Elections  
Public Meetings  
Volunteer Opportunities  
Press Releases  
Advisory Boards  
Neighborhood Meetings  
Social Media  
Web Site  
Consistency  
Communication Plan  
Celebrate Your Community

Greeley Civic Engagement

Council Priorities  
Community Image  
Public Safety  
Economic Health  
Economic development

Image Initiative  
Social Media  
Advertising  
Resident Outreach  
Media Relations

## Creative District

- Promote
- Bill Boards
- Benches
- TV Ads
- \$350k Advertising Budget
- Flicker Account

## Boulder Civic Engagement

- Survey Research
- Hear from Different People
- Local Government
  - High level of Positive
- Mail, Phone, and Internet
- Representative of Citizens
- Organized Data
- Instantly Useful

## The 5 E's of Action

- Evaluate - Understanding
- Envision - Planning
- Ear Marking - Budgeting
- Educate - Communication
- Engagement - Build Partners
- Enact - Policies

## Digging Deeper

- Focus Groups
- Refocus on Certain Groups

## Session: Create Great Downtown

### Colorado Creative District

- Downtown Colorado, Inc.
- Technical Assistance
- Funding Arms

### Community Engagement

### Greeley Partnership

- Revitalize Downtown
- Created TIF
- State Historic Grants
- Urban Renewal
- Set Goals of Achievement
- Downtown Merchant Page
- Mural Projects

## Trinidad Downtown Corridor

- National Historic District
- Declining Population
- CDOT enhancement
- Signage Project
- Lighting & Benched
- Trees and Public Art
- DOLA
- Leverage Monies
- Assessment
- DCI Partnership
- Roadmap - Certified Creative District
- Colo. Main Street
- Federal Tax Credits
- Updating Zoning
- Best & Brightest Program
- Local Partners Group

## Victor Downtown Partnership

- DCI - Assessment
- Boot Strappers - Citizen volunteers
- Dream Commission
- Main Street Status
- Empty Commercial Buildings
- Partners
- Limited Funding
- CDOT
- Great outdoors Colorado
- Businesses Match Funds
- Century Link
- County
- Volunteers Biggest Group
- Donations to Local Events
- Dream, Vista, and Main Street
- Purchased Buildings for Parking Lots
- Facade Squad
- Way Finding
- Create Fun Festivals
- Branding

Colorado Preservation Program – designation

### Session: Perception-Reality

We tend to judge others by their actions and ourselves by our intentions.

What is your perception?

What is the developer's perception?

What is the Manager's perception?  
What is the Council's perception?  
What are the realities?  
How do you resolve?

Resolving???

Quasi-judicial decisions  
Can you be fair and neutral  
Disclosure on record  
Be aware of your words impact  
Disempowered yourself

A leader is like a Shepard. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being direct from behind.  
Nelson Mandela

Rules of Conduct for Council  
Castle Pines

Normal channels of redress may not be relevant

Doing nothing is not legal or ethically defensible

Self Policing - Policies in place

Any personal or private gain derived from public official status is ethically and legally questionable

Dealing with the outlier - Know your roles and objectives of the City

Grand Stander

Look on the CIRSA Website

Plays well with others  
A short list of accomplishments  
Make an effort to help

Conflict of Interest - Thornton

Taking up the cause of employees  
Allow the Manager do their job.  
Is that part of your job description  
You have a chain of command

No interference clause in Charter