



**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
STUDY SESSION
MONDAY, NOVEMBER 28, 2011
COMMUNITY ROOM
6:00 P.M.**

- I. **Council Participation on Boards/Commissions**
City Council will discuss their participation on various boards and commissions.
- II. **Economic Development – 6:15 p.m.**
Community Development Director Alan White will discuss economic development.
- III. **Vehicle Parking Ballot Initiative – 7:15 p.m.**
City Council will discuss the vehicle parking on private property.
- IV. **Scheduling Future Study Session Topics – 8:15 p.m.**
City Council will discuss the scheduling of future Study Session topics.
- V. **City Manager’s Choice.**
- VI. **City Attorney’s Choice.**
- VII. **Council Member’s Choice.**



City of Englewood

MEMORANDUM

TO: Mayor Penn and Members of City Council
THROUGH: Gary Sears, City Manager
FROM: Sue Carlton-Smith, Executive Assistant
DATE: November 23, 2011
SUBJECT: City Council Memberships on various Boards & Commissions

City Council reviews their memberships on the various boards and commission after every election or new appointments. Listed below are the boards, commissions, authorities and outside agency committees that involve City Council participation. Current memberships are reflected as well as meeting times. If you have any questions, please let me know.

If you have any questions or changes, please let me know.

Board/Commission	Meeting Times	Current Member	New Member
Alliance for Commerce in Englewood	TBD - 2 nd Thursday Monthly	Joe Jefferson	
Code Enforcement Advisory Committee	6:30 p.m. - 3 rd Wednesday Odd Number Months	Bob McCaslin	
Code Enforcement Advisory Committee	6:30 p.m. - 3 rd Wednesday Odd Number Months	Rick Gillit	
Cultural Arts Commission	5:45 p.m. - 1 st Wednesday Monthly	Jill Wilson	
Englewood Housing Authority	4 p.m. - 1 st Wednesday Monthly	Jim Woodward	
Firefighters Pension Board	4:00 p.m. - 2 nd Thursday Quarterly	Mayor required by Charter - Jim Woodward	Mayor required by Charter - Randy Penn

Board/Commission	Meeting Times	Current Member	New Member
Keep Englewood Beautiful	6:30 p.m. – 2 nd Tuesday Monthly	Jill Wilson	
Library Board	7:00 p.m. 2 nd Tuesday Monthly	Randy Penn	
Malley Center Trust Fund	Three times a year or as needed	Jim Woodward	
Non-Emergency Retirement Board	4:00 p.m. 2 nd Tuesday Quarterly	Jim Woodward	
Parks and Recreation Commission	5:30 p.m. 2 nd Thursday Monthly	Bob McCaslin	
Police Pension Board	2:30 p.m. 2 nd Thursday Quarterly	Mayor required by Charter – Jim Woodward	Mayor required by Charter – Randy Penn
South Broadway Englewood Business Improvement District	As Needed	Linda Olson	
South Platte Working Group	7:45 a.m. 3 rd Wednesday Monthly	Jim Woodward	
Transportation Advisory Committee (& Rocky Mountain Rail Authority)	6:30 p.m. 2 nd Thursday Bi-Monthly	Randy Penn	
Urban Renewal Authority	6:30 p.m. 2 nd Wednesday Monthly	Jim Woodward	
Water and Sewer Board	5:00 p.m. 2 nd Tuesday Monthly	Mayor required by Charter - Jim Woodward	Mayor required by Charter – Randy Penn
Water and Sewer Board	5:00 p.m. 2 nd Tuesday Monthly	Linda Olson	
Water and Sewer Board	5:00 p.m. 2 nd Tuesday Monthly	Bob McCaslin	
CML Policy Committee – Delegate	Day Meeting 3 meetings a year	Joe Jefferson	
CML Policy Committee – Alternate	Day Meeting 3 meetings a year	Randy Penn	

Board/Commission	Meeting Times	Current Member	New Member
DRCOG – Delegate	6:30 p.m. 3 rd Wednesday Monthly	Randy Penn	
DRCOG - Alternate	6:30 p.m. 3 rd Wednesday Monthly	Joe Jefferson	
School/City Committee	Ad Hoc	Bob McCaslin	
School/City Committee	Ad Hoc	Randy Penn	
Swedish/City Committee	Ad Hoc	Linda Olson	
Swedish/City Committee	Ad Hoc	Rick Gillit	
Tri-Cities Planning Committee	Ad Hoc	Linda Olson	
Tri-Cities Planning Committee	Ad Hoc	Bob McCaslin	



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

TO: Mayor Penn and City Council

THRU: Gary Sears, City Manager

FROM: Alan White, Community Development Director ✓

DATE: November 28, 2011

RE: Economic Development

There are as many different definitions of economic development as there are cities that engage in economic development activities. However, economic development professionals traditionally cite the following as desired outcomes of economic development efforts:

- Creation of primary jobs
- Enhancement and diversification of tax base
- Creation of wealth in the community
- Enhancement of quality of life

The vision for the future of Englewood is embodied in Council-approved planning and related documents and the actions and programs that implement that vision. At a very basic level, implementation of the City's adopted plans, actions, and programs all relate in some way to the four basic outcomes of economic development noted above.

The documents and actions that have established the City's vision include:

1. **Roadmap Englewood** is Englewood's Comprehensive Plan and sets a broad-brush vision of the City. The Comp plan lists a number of goals that relate to business and employment. For example:

- Recognize the unique characteristics and associated opportunities for enhancing value of Englewood's commercial, industrial and mixed-use districts.
- Provide an economically viable environment that builds and maintains a diverse base of business
- Build attract, and retain a quality workforce
- Promote economic growth by building on Englewood's strong sense of community image, identity and quality of life.

These goals provide the framework for subsequent recommendations in the Plan identifying potential redevelopment opportunities, which included:

- a. CityCenter Englewood – This mixed use development is seen a template for future development elsewhere in the City. As noted in the 2008 ULI case study, there are potential redevelopment opportunities and actions the City could undertake to enhance the area.
- b. General Iron Works – This area provides an opportunity for growth and development and possibly a transit-oriented development if challenges of funding a light rail station can be overcome. Current clean-up efforts will assist in positioning this parcel for redevelopment.
- c. Oxford LRT Station – Opportunities for redevelop are promising; stagnant or declining properties and land uses may be replaced by uses attracted to the area due to the proximity of the light rail station.
- d. Broadway Corridor - As noted in the recent *“City Retail Analysis and Site Development Assessment,”* there are many opportunities along the entire Broadway Corridor that need to be explored and implemented.
- e. Neighborhood Shopping Centers - With the development of the new grocery and retail area at Kent Place and the old King Soopers in the Centennial Shopping Center, the City will see positive redevelopment in those areas. The Brookridge Shopping Center and the K-Mart area will continue to be important to the City. The addition of the Sears Outlet store has been a positive addition to the area, but many more improvements are needed. Redevelopment opportunities are emerging on the west side of Broadway north of Belleview.
- f. Downtown and Medical Districts – Anchored by the historic shopping district of the City and City’s largest employer, this area of the City is seen as an area ripe for redevelopment and job growth.

2. Downtown and Medical District Small Area Plan

- a. Medical District Redevelopment – Several recent planning efforts in the downtown and Swedish/Craig areas were aimed at enhancing economic development opportunities. These include the implementation of new zone districts and rezonings within the Medical District, the Urban Design Action Plan, Public Improvement Financing Study and the Complete Streets Study. The rezoning efforts aligned the regulatory environment with the City’s redevelopment vision, while the other efforts identified desired public improvements and potential funding sources.
- b. Staff is working with several landowners in the area on redevelopment plans for individual parcels.
- c. The downtown area contains parcels owned by the City and the Urban Renewal Authority. This land is a prime development opportunity. There has been some interest in the property the last few years, but nothing has materialized. It might be the appropriate time to seek development proposals for the site.

3. **South Broadway Plan** – Prepared in 2004, this Plan analyzed conditions along the entire length of the Broadway corridor and established a vision for the corridor.
 - a. The Plan identified issues within the corridor and identified strategies and actions to address those issues. Many of these actions and strategies were re-iterated in the recently completed Retail Assessment Study.
 - b. The Plan is in need of updating, especially regarding the recommendation in the Retail Assessment to locate higher density housing near retail centers. The Plan should be updated to identify desirable locations for higher density housing in the corridor.

4. **Economic Development Strategic Plan** – Prepared in 2006 by staff and ACE, the Plan was presented to Council at a retreat. The business and employment section of the Comprehensive Plan provided the framework of goals and objective to which was added specific action steps. Many of the action steps have been implemented; others have not because of their implications for funding or the appropriate role for the City.

5. **City Retail Analysis and Site Development Assessment Study** – Completed in July of 2011, the Study was presented to City Council in late summer. The study responds to four key questions about how the City can promote retail development in the community. The four questions addressed in the report are:
 - a. How would a retailer or retail center developer evaluate market opportunities in a metropolitan area and how would Englewood rate under this kind of evaluation?
 - b. How has retailing changed since the economic downturn and what are the consequences of those changes for a community seeing to stimulate further retail growth?
 - c. What specific retailers, or types of retailing, might be appropriate additions in this marketplace?
 - d. What Englewood neighborhoods or current concentrations of Englewood retail show the greatest promise for further commercial expansion?

The study includes detailed information regarding the current retail environment in Englewood, evaluations of ten retail locations, assessments of four most promising sites, and potential City intervention actions. Several of the redevelopment opportunities identified in the Comprehensive Plan were again identified in this Study as the most promising opportunities for redevelopment.

The Retail Assessment is a tool that City Council and staff can use, in conjunction with other economic development strategies, to further Englewood's efforts to create a healthy business environment. Staff has developed a list of action items from the recommendations contained in the Assessment. The action items are:

a. Investments

i. Public Infrastructure Investments – Invest in public improvements to encourage private investment. Funding for these types of improvements is currently limited. Public improvements would include street trees, pedestrian lights, benches, trash receptacles, sidewalk expansion, curb bump-outs and similar improvements. Funding options include:

1) Direct funding from the City:

- a) Capital Improvement Fund
- b) LTAR
- c) Directed Mill levy

2) Other Options

- a) Special District
- b) Urban Renewal (Sales and Property Tax TIF)
- c) Sales Tax TIF only

ii. Develop an Incentive Policy – Many jurisdictions offer incentives to attract, retain, or encourage expansion of businesses. Developing an incentive policy would make the City competitive in its economic development efforts.

iii. Catalyst Program – The program currently provides matching funds for signage, façade and landscaping improvements to businesses located in the City's business zoned districts. Grants are awarded on a first-come first-served basis. Possible changes include:

- 1) Change policy to allow for interior improvements such as electric and plumbing upgrades, grease traps, ADA compliance, and energy efficiency
- 2) Fund improvements in 'targeted areas' to promote greater impact from public investments.

b. Regulatory Reform

i. Encouraging multifamily housing to be located in or near commercial districts increases the potential for new or expanded retail activity.

1) Amend current regulations for the MU-B-1 and MU-B-2 zone district to eliminate or reduce the first floor requirement for non-residential uses.

2) Amend current regulations to permit residential development in the I-1 zone district.

- ii. Revise park dedication standards and fee in lieu amounts to avoid unduly burdening infill residential redevelopment opportunities. Options for addressing this issue are currently being investigated by the Planning and Zoning Commission and will be presented to Council.
- iii. Sign Code revisions are currently under review by the Planning and Zoning Commission.
- iv. Establishing urban parking requirements will require the assistance of a consultant to arrive at workable code amendments. However, there is no funding earmarked for this effort at this time.

With the exception of iv each of the above involves staff (and P&Z) time, but no additional funding. Council prioritization of these actions items is requested.

6. **Outcome Based Budgeting** – Since 2006 the City has continued to use an “outcome based budget” approach in the development and approval of the budget. All of these budget outcomes have an impact, either directly or indirectly, on economic development. The following five outcomes help ensure that the services the City provides meet the community expectations:

- A progressive city that provides responsive and cost-efficient services;
- A city that is safe, clean, healthy and attractive;
- A city that provides and maintains quality infrastructure;
- A community that provides diverse cultural, recreational and entertainment opportunities and:
- A city that is business-friendly and economically diverse

Many of these outcomes are interconnected and several services and projects provided by the City fall under more than one outcome. A quality and attractive community will promote economic development activity, and the many elements of a well managed community will lead to economic growth. The DRT (Development Review Team), one stop permitting (on the third floor of the CityCenter), and a quality and seasoned staff make the City competitive in attracting new development.

The budget also includes the many initiatives that the City is involved in regarding our economic development objectives. (See Attachment 1 – Pages 19-21 of 2011 Budget.)

All of the efforts and actions noted above occur as a result of a collaborative effort among Council, staff and various stakeholders. Establishing a vision, creating and funding a program, or undertaking streetscape improvements occurs only after months or years of planning, testing ideas, and reaching consensus on a course of action. Current efforts of staff are based upon the visions and recommendations set out in the documents and actions noted above.

Where We're At

Community Development is undertaking an assessment of the DRT (Development Review Team) process to ensure that remains a useful and efficient process for applicants and staff. Regulations that impact businesses or development opportunities need to be evaluated and revised as needed. Landscape regulations were recently modified and sign code revisions are currently underway. Others that need to be examined are parking, PUD requirements, limited use, and use specific standards for conditional uses.

Attached are three informational items that identify Englewood's current economic development activities. Several development projects are under construction or in the planning stages and businesses continue to move into the City. (See Attachment 2.) Compared to 2010 and 2009, building permits along with the associated valuation of construction are up. (See Attachment 3.)

The City has been awarded a grant through DRCOG to prepare transit station plans for the Bates, CityCenter Englewood and Oxford stations. This planning effort will identify redevelopment opportunities and recommended implementation steps.

Future Direction

Guiding the actions of any organization are its purpose and vision. Attached is an article from the Harvard Business Review about three businesses that thrived during the latest recession. The article describes how the power of collective ambition has enabled these three companies to succeed and how they arrived at their purpose and vision. (See Attachment 4.)

Where the City might head in its economic development efforts could take two directions. One direction would continue with the current vision and could involve more immediate actions. These actions might include:

- Enhancing and facilitating participation of the business community in City redevelopment and related activities such as small area planning, regulatory amendments, and economic development programs. This could include identifying helpful roles for the various business groups operating in the City, including the BID, GECC and ACE.
- Developing a policy concerning City intervention actions; e.g., incentives, use of urban renewal, and funding of public improvements (LTAR).

The second direction would involve more long-term actions. If a new vision is sought, it would be the appropriate time to review and update the City's planning and related documents, especially Roadmap Englewood, the Economic Development Strategic Plan and the Broadway Corridor Plan. Depending upon the outcome of these efforts, additional regulatory reforms may be needed in addition to those already being pursued.

An additional consideration may be the where the economic development function is best situated in order to meet the expected outcomes of its efforts. The current organizational

structure of the City places the economic development function within the Community Development Department. Where the economic development function is housed varies by jurisdiction. Englewood is one model. Some jurisdictions have created a separate economic development department with a director and staff. Some cities place the economic development function under the city manager, with a coordinator or manager overseeing the day-to-day functions. Other jurisdictions have placed the function outside the city, utilizing an organization or non-profit corporation to spearhead business attraction and retention efforts. Cities may contribute to annual funding or provide in-kind services such as staff support. Still other jurisdictions rely on chambers of commerce economic development sub-committees or groups to fulfill the role.

Attached is a chart showing how various jurisdictions along the Front Range have structured their economic development function with the city. (See Attachment 5.)

Please note: The documents referred to in this memorandum have not been included as attachments due to their volume. They can be found at the following links:

Roadmap Englewood: <http://www.engagewoodgov.org/Index.aspx?page=385>

Downtown and Medical District Small Area Plan:
<http://www.engagewoodgov.org/Index.aspx?page=777>

South Broadway Plan: <http://www.engagewoodgov.org/Index.aspx?page=383>

Economic Development Strategic Plan: <http://www.engagewoodgov.org/Index.aspx?page=377>

Retail Assessment: <http://www.engagewoodgov.org/Index.aspx?page=1126>

Attachments:

1. Excerpt from 2011 Budget
2. Memorandum – New Business and Development Activity
3. Memorandum – Building Permit Data October 2011
4. Harvard Business Review Article – *"The Power of Collective Ambition"*
5. Economic Development Organizational Structures in the Front Range

City of Englewood, Colorado **Budget 2011****Surveys, Performance Measurement Management and Outcomes****2009 Citizen Survey**

Due to budgetary constraints, the Citizen Survey will be considered for inclusion in the 2012 budget. In 2009, the Englewood City Council commissioned a Citizen Survey to gauge the level of citizen satisfaction with a variety of services and community characteristics. The Citizen Survey was administered by the National Research Center, Inc. and was last completed in 2007. The survey results are available on the City's website www.Englewoodgov.org. *The responses from Englewood's 2009 Citizen Survey identify Englewood's strengths as well as its challenges.*

Citizen Satisfaction Levels The results show that our residents are happy with many of the community's amenities and services and are pleased with the overall direction the City is taking. More than 80% feel that Englewood is an "excellent" or "good" place to live and the survey results show high marks for the community parks, recreation facilities, and library services.

Challenges The results also indicate there is work to do in some areas to meet resident expectations. According to the survey, residents are concerned about weeds, junk vehicles, and run-down buildings in Englewood.

Next Steps As part of the day-to-day operations and the budget process, the City Council and staff take into account the responses to the Citizen Survey. They have reviewed and analyzed the Citizen Survey results to determine what steps should be taken to address the concerns presented.

Performance Measurement Management

In order to monitor whether the City services and programs support the desired outcomes, City staff continues to identify and report on meaningful performance measures/indicators that provide objective data for the citizens, elected and City officials and department managers. City staff reviews and analyzes the performance measurement data in conjunction with the results of the 2009 Citizen Survey to identify which measures best reflect the community's expectations.

Outcomes Outlined

Outcome based budgeting and performance measurement management are used in conjunction with citizen surveys by the City Council and staff to better focus our resources in a manner that produce the desired results/outcomes of our citizens.

City Council and Staff identified five outcomes that appropriately reflect the desired effect of the programs and services delivered to the citizens of Englewood. The effect of the City's programs and services will hopefully depict Englewood as

- a City that provides and maintains quality infrastructure,
- a safe, clean, healthy, and attractive City,
- a progressive City that provides responsive and cost efficient services,
- a City that is business friendly and economically diverse, and
- a City that provides diverse, cultural, recreational and entertainment opportunities.

The following table identifies for each of the five outcomes the City's broad guiding objectives and strategies.

A City that provides and maintains quality infrastructure◆ **Promote asset management**

- | | |
|--|---|
| ◆ Maintain replacement schedules | ◆ Consistent approach to repair and replacement |
| ◆ Build capital reserves when times are good | ◆ Proactive maintenance programs that maintains appropriate staffing levels |
| ◆ Continue funding sinking funds | ◆ Maintain facilities |
| ◆ Create sinking fund for IT assets | ◆ Curb/gutter repair programs |
| ◆ Overall plan for managing our assets | ◆ Infrastructure acquisition |

◆ **Pursue funding options**

- | | |
|---|-----------------------------------|
| ◆ Full utilization of grant opportunities | ◆ Enhanced franchise fee revenues |
|---|-----------------------------------|

City of Englewood, Colorado Budget 2011

A City that provides and maintains quality infrastructure

- ◆ Leverage all available funds
- ◆ Appropriate fee and tax structure

◆ Technology deployment and utilization

- ◆ Add technology infrastructure to the definition of City infrastructure
- ◆ Better usage of technology for managing assets

A safe, clean, healthy, and attractive City

◆ Provide appropriate public safety resources to meet community expectations.

- ◆ Crime/Fire Analysis
 - Integrated GIS for response/analysis
 - Easy access to data/statistics
 - Inter-jurisdictional data sharing
 - Analysis of 911 call data
 - Technology training
- ◆ Reinforce community policing philosophy
- ◆ Staffing levels based on standards
- ◆ Officers in schools
- ◆ Fair and responsive court system
 - Fair and responsive to community concerns
 - Youth diversion program
- ◆ Continuity of government
 - City-wide disaster planning
 - Emergency response training

◆ Encourage healthy citizens and environment

- ◆ Invest in public facilities and land areas promoting healthy lifestyles: Pirates Cove, Englewood Recreation Center, Malley Senior Recreation Center, Golf Course, Parks and Open Space
- ◆ Health and wellness activities
- ◆ Recreation programming
- ◆ Bike lanes
- ◆ Safe water and wastewater
- ◆ Safe streets
- ◆ Expand recreation and cultural events

◆ Improve transportation safety and choices

- ◆ Traffic management based on regional standards
- ◆ Traffic enforcement
- ◆ State of the art traffic control
- ◆ Light rail
- ◆ Traffic calming
- ◆ Sidewalks

◆ Provide consistent code enforcement response

- ◆ Establish standards for response
- ◆ Pursue additional web content
- ◆ Hold home maintenance courses
- ◆ Reduce nuisance complaints
- ◆ Improve home maintenance
- ◆ Enforce Codes

◆ Promote residential and commercial beautification

- ◆ Business incentives
- ◆ Business Improvement District
- ◆ Flower plantings
- ◆ Public and private properties
- ◆ Residential landscape awards
- ◆ Catalyst program
- ◆ Paint up and fix up

A progressive City that provides responsive and cost efficient services

◆ Provide accessible government

- ◆ Implement one stop shopping
- ◆ Reinforce community policing philosophy
- ◆ 24-Hour access
- ◆ Offer longer hours of service
- ◆ Communication
 - Explain what tax dollars support
 - Promote City services and their costs
 - Communicate about the service level in the City
- ◆ E-Government
 - Web based surveys
 - On-line permits, forms
 - 411 system
 - Constituent Relationship Management
 - Web payments
 - Integrated Voice Response
 - Online service delivery

◆ Responsive to needs of citizens

- ◆ Train staff in customer service principles
- ◆ Implement standard approaches for requests
- ◆ Track request and response times
- ◆ Survey customers to determine satisfaction
- ◆ Create department ombudsman program
- ◆ Effective complaint resolution process

◆ Hire and retain well trained and productive staff

- ◆ Provide market based compensation
- ◆ Enhance technology training for staff
- ◆ On-going training for quality employees
- ◆ Management training programs
- ◆ Effective performance appraisals and rewards
- ◆ Encourage and reward innovation
- ◆ Communicate with staff about goals

City of Englewood, Colorado Budget 2011

A progressive City that provides responsive and cost efficient services

◆ Monitor and adjust as needed work processes

- ◆ Review work processes
 - Analyze process of duplications
- ◆ Evaluate departmental structures for effectiveness
- ◆ Implement new technologies to streamline operations
- ◆ Look for high return on investment (ROI) on technology investments
- ◆ Actively apply new technologies to improve processes

◆ Encourage and promote citizen volunteerism

- ◆ Board and Commissions
- ◆ Block clean-ups
- ◆ Adopt a street
- ◆ Community clean up days
- ◆ Housing upgrades
- ◆ Community associations projects

A City that is business friendly and economically diverse

◆ Outreach to businesses

- ◆ Develop health related plan
- ◆ New business orientation
- ◆ Expand health related businesses
- ◆ "How To" seminars
- ◆ Enhance communication from the City of Englewood
- ◆ Welcome wagon for new businesses

◆ Provide economic development tools and data collection

- ◆ Develop on-line economic development applications
- ◆ Expand usage of analysis and data collection in ED efforts
- ◆ Implement business licensing to form initial databases
- ◆ Create on-line licensing
- ◆ On-line marketing of available properties

◆ Promote redevelopment

- ◆ Incentives for targeted industries
- ◆ Promote water availability
- ◆ Continue catalyst program
- ◆ Broadband services
- ◆ McLellan Reservoir property
- ◆ Broadway redevelopment
- ◆ Bates Station
- ◆ Centennial shopping center
- ◆ Facilitate housing upgrades

◆ Develop beneficial branding for the community

- ◆ Develop a market brand
- ◆ Logos
- ◆ Focus on uniqueness
- ◆ Image of the community

A City that provides diverse, cultural, recreational and entertainment opportunities

◆ Enhance library, recreation and entertainment opportunities

- ◆ Partner to encourage cultural events
- ◆ Promote Art Charter school
- ◆ More public art
- ◆ Library programs and services
- ◆ Senior programs
- ◆ Recreation programs
- ◆ Youth programs
- ◆ Promote on-line reservations applications for City programs

◆ Identify funding options

- ◆ Cooperate regarding regional programs
- ◆ Form arts/entertainment district
- ◆ Develop consistent funding streams
- ◆ Incentives to attract additional cultural venues
- ◆ Provide artist colony work spaces
- ◆ Use zoning to encourage additional building/venues
- ◆ Partner with other districts
- ◆ Seek public and private partnerships
- ◆ Partner with school district to enhance options



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

To: Alan White
Community Development Director
From: Darren Hollingsworth
Economic Development Coordinator
Date: November 28, 2011
Subject: New Business and Development Activity

New Business and Development Activity

New Businesses 2011 – Below is a partial listing of new businesses that opened or expanded in Englewood during the 2011 calendar year.

- Cassidy's Used Furniture: 3461 South Broadway
- John Elway Chevrolet: 5200 South Broadway
- Deal Show: 3550 South Inca
- Stone Expressions: 2020 West Yale Avenue
- Expert Medical Massage & Yoga: 1008 East Hampden Avenue
- Bistro King: 3542 South Fox Street
- Thunder and Lightning Cycles: 3986 South Broadway
- Off the Vine: 500 East Hampden; coffee and wine bar
- The Jade Lilly: 11 West Hampden, Suite 304
- Paul A. Schmitt Music Company: 155 West Hampden
- Sears Outlet: 200 West Belleview (Grand Opening 10/08/11)
- Masterteks Auto Repair and Reconditioning: 4815 South Broadway
- Stone Expressions, Inc.: 2020 West Yale Ave.
- Doctor's Express: 901 West Hampden Ave #103, urgent care facility opening Fall 2011

Major Development Activity

Kent Place: The 11.5 acre site at South University Boulevard and East Hampden Avenue was the long-time home of the Denver Seminary and is now owned by Forum Real Estate Group and a partnership of Continuum Partners/Regency Centers. The construction efforts are underway for the development of a grocery anchored, mixed-use development involving 60,000 square feet of retail / commercial space and the development of 300 residential units.

Flood Middle School: The School District has entered into an agreement with a local development group for the redevelopment of the site. Preliminary market studies reveal that the development demand for the site is for high density residential. With Englewood's recently completed retail analysis, staff is seeking to encourage ground floor retail and commercial space

to support community goals. The project is currently being 'shopped' to national vertical developers. The 4.5 acre site is a mix of zoning districts and the development group will likely pursue a rezoning to Planned Unit Development. This will involve public input and Council concurrence before the project can be realized.

Brookridge Shopping District (K-Mart and Shopping Center): As the City-wide retail analysis was being presented to City Council, the Sears Outlet announced that it would co-locate in the K-Mart building. This is a welcome addition to the formerly unfertilized facility. Talks with representatives from K-Mart indicate that the synergy of the Sears Outlet and K-Mart locating under one roof should result in increased sales tax generation by increasing revenues from the improved foot-traffic. The Brookridge Shopping Center recently underwent a \$750,000 façade remodel. Following the remodeling efforts, Duffeyroll Café located to the shopping center. The remodel efforts also involved the retention of the high-profile William's Jewelers. In the next two years, the Larry Miller Nissan site on the west side of Broadway will be vacated and community development staff has initiated discussions with broker representatives.

General Iron Works: This site represents the single largest redevelopment site under single ownership within the boundaries of Englewood. The site was not identified in Englewood's recently completed retail analysis as having significant retail potential; however, the site does have the potential for significant residential development. If the old adage in retail development is true – *retail follows roof-tops* – Englewood can expect some fiscal and economic benefits from a residential development on this site. The environmental and market issues have presented a barrier to the redevelopment and reuse of the site. The property is currently under a short-term lease for construction material recycling and temporary concrete batch plant. As part of establishing this temporary use, the owner will initiate the environmental cleanup of the site, in following a voluntary cleanup application to the State of Colorado's Department of Health and Environment. While development is probably a few years away, the environmental cleanup of the site removes one of the major barriers to the redevelopment and reuse of this site.

Martin Plastics: The Littleton Capital Partners is under contract and in the due-diligence period for the purchase of Martin Plastics. The project involves the development of a mixed-use project adjacent to the Oxford Light Rail Station comprised of 160 dwelling units with 7,200 square feet of office / commercial space. The project has been presented to Englewood's Development Review Team for review and comment.

King Scoopers – Federal / Belleview: The demolition of the existing King Scoopers grocery store and the relocation of 4 neighboring tenants would result in the creation of a 78,000 square foot facility for King Scoopers. This site has been identified as a 'targeted investment site' for a number of years, but negotiations between the property owner and King Scoopers, the anchor tenant, have been unfruitful – until now. Council is currently considering a request from King Scoopers for revenue sharing to support their proposed expansion. If this project goes forward, four tenants adjacent to King Scoopers will be relocated to existing space in the Centennial Shopping Center and the shopping center owners have indicated that the façade will be updated to match the design and materials used in the new King Scoopers grocery store.

Old Bally's Site: Staff met with potential purchaser of the property to discuss zoning on the property (Medical-2) and other site development requirements. Call received from the

purchaser of the property indicating that a possible demolition of the Bally's building will take place within the next 30 days.

Lone Star Property (3590 South Clarkson): Staff met with the potential purchaser of this property to discuss development standards and business assistance resources. The potential purchaser plans to construct a medical office for an optometrist and have additional medical office space available for lease.

University Homes PUD: Staff met with the property owner and others to discuss development options and the process for a PUD amendment for property located on University between Cornell and Dartmouth. The preliminary DRT submittal was reviewed for a residential condominium development with up to 20 dwelling units in a 6-story building. The property owner is determining whether to schedule the required PUD pre-application neighborhood meeting.



Attachment 3

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

To: Alan White
Community Development Director

From: Darren Hollingsworth
Economic Development Coordinator

Date: November 28, 2011

Subject: Building Permit Activity – Economic Indicator

One indicator of the economic development activities in Englewood is to review building permit activity. For more information, please see the attached spreadsheet showing the building permit activity and valuation for October 2008, October 2009, October 2010, and October 2011. On a related note, the year-to-date building permit fees collected exceeds the 2011 budget estimates by 10%. This information was gathered from reviewing permit data from Englewood's Building Division.

Building Division
 Monthly Report
 October, 2011

	Number	Number	Number	Number		Year To Date	Yr. To Date	Yr. To Date	To Date
	Oct., 2011	Oct., 2010	Oct., 2009	Oct., 2008		October, 2011	Oct., 2010	Oct., 2009	Oct., 2008
No. Permits									
Building	31	31	24	46		299	282	265	354
Accessory	107	65	72	43		821	734	504	379
Electrical	55	57	54	62		470	514	452	462
Fire	4	3	1	7		59	44	31	71
Plumbing	26	24	14	28		222	247	206	210
Mechanical	33	21	31	27		273	254	230	253
Elevator	2	1	0	0		12	5	6	0
Demo	0	3	1	5		16	25	26	37
Total	260	205	197	218		2,172	2,105	1,720	1,766
Inspections									
Building	215	187	149	190		1,719	1,606	1,356	1,607
Electric	136	150	149	155		1,356	1,397	1,364	1,490
Plumbing	74	91	74	78		780	762	640	762
Mechanical	79	81	57	67		671	654	559	680
Fire	5	11	10	14		106	87	61	120
Demo	0	0	4	6		12	21	20	39
Total	509	520	443	510		4,644	4,527	4,000	4,698
Permit Value	\$3,738,705	\$1,464,107	\$878,660	\$2,490,418		\$22,567,098	\$27,712,344	\$14,923,342	\$27,678,319
Fees									
Permit Fees	\$38,807	\$26,717	\$18,928	\$27,467		\$323,677	\$309,874	\$204,805	\$261,772
Use Tax	\$66,180	\$25,715	\$15,138	\$38,305		\$537,055	\$490,483	\$259,377	\$455,905
Plan Ck	\$3,522	\$4,690	\$3,493	\$5,033		\$80,110	\$79,375	\$59,444	\$90,061
Licenses	\$6,600	\$6,775	\$7,700	\$7,100		\$70,875	\$73,300	\$67,850	\$61,375
Total	\$115,109	\$63,897	\$45,259	\$77,905		\$1,011,717	\$953,032	\$591,476	\$869,113



Attachment 4

The Power of Collective Ambition

by Douglas A. Ready and Emily Truelove

Idea in Brief

Against all odds, some companies come through hard times stronger than ever.

Sephora was nearly out of business a decade ago, yet the beauty retailer is now opening an average of two stores a week—a turnaround launched at an especially low moment for consumer luxuries.

For the **Four Seasons** hotel chain, bookings are up dramatically since 2008, even though the recession struck a considerable blow at luxury travel.

The French food giant **Danone** struggled for decades to make its mark in the United States, fighting Americans' lack of interest in yogurt. Now the company is poised to triple its U.S. growth over the next few years.

How do they do it? Instead of focusing on one goal, employees shape a collective ambition: a shared sense of purpose, how the company will fulfill it and track progress, and how leaders and others will behave every day as they achieve and sustain excellence.

The latest recession hit hard, and many businesses suffered serious damage. But some came out stronger than ever. There were winners even in industries where you might have expected the most serious blows—luxury businesses like hospitality and beauty, for instance. A handful of players, in those industries and others, not only weathered the storm but found a renewed sense of purpose. How did they become the exceptions?

Look at the Four Seasons hotel chain. In 2008, with the world economy on the brink of recession, the company was already facing a troubling transition. The beloved founder and chairman, Isadore Sharp, was ready to step aside from his day-to-day duties and assume more of an advisory role. COO Katie Taylor would become the company's first CEO. The hospitality industry was in shambles, particularly at the high end, as vacationers canceled and business travelers sought cheaper options. Four Seasons held firm on room rates, but occupancy dropped and the company slashed the staff at headquarters. Sharp's move added to the concern. Yet under his guidance, Taylor and her team not only got the company back on track but positioned it for leadership once again. Today bookings are up dramatically from 2008, and employee engagement scores are higher than ever.

Or consider Standard Chartered Bank, which thrived even as its peers received bailouts, suffered debilitating reputational blows, or simply closed up shop. Or the beauty retailer Sephora, on the brink of extinction a decade ago and now opening an average of two stores every week.

We have spent the past three years studying companies across industries that have defied conventional logic. We developed and administered a survey to 45 companies around the world; interviewed dozens of CEOs, senior executives, and midlevel managers; and conducted workshops to construct a model that captures how they've succeeded.

That model is expressed in what we call *collective ambition*—a summary of how leaders and employees think about why they exist, what they hope to accomplish, how they will collaborate to achieve their ambition, and how their brand promise aligns with their core values. These companies don't fall into the trap of pursuing a single ambition, such as profits; instead, their employees collaborate to shape a collective ambition that supersedes individual goals and takes into account the key elements required to achieve and sustain excellence.

In this article, we'll describe those elements and why they matter—and why one matters most of all. (Spoiler: It's purpose.) Drawing on the companies we've studied, we'll show how some of them focus on two priorities—what we call the *glue* (collaborative engagement) and the *grease* (disciplined execution)—to achieve their collective ambition. Our hope is that their journeys will inspire you to do the same.

The Elements of Collective Ambition

We're not starting from scratch with the concept of collective ambition. For decades, organizational scholars have studied what makes for a company that is both sustainably profitable and engaged with employees and other stakeholders. But many organizations tackle engagement in a one-off fashion or define it too narrowly (for instance, as the degree to which employees feel engaged with their work) rather than creating a compelling story of the company's future and a collaborative process for building the capabilities to achieve it.

So, what elements does a company's collective ambition comprise? Some are drawn from prior studies; others we've gleaned from our recent research. All seven must be carefully integrated. They are as follows.

Purpose: your company's reason for being; the core mission of the enterprise.

Vision: the position or status your company aspires to achieve within a reasonable time frame.

Targets and milestones: the metrics you use to assess progress toward your vision.

Strategic and operational priorities: the actions you do or do not take in pursuit of your vision.

Brand promise: the commitments you make to stakeholders (customers, communities, investors, employees, regulators, and partners) concerning the experience the company will provide.

Core values: the guiding principles that dictate what you stand for as an organization, in good times and bad.

Leader behaviors: how leaders act on a daily basis as they seek to implement the company's vision and strategic priorities, strive to fulfill the brand promise, and live up to the values.

Clearly defined, these elements can help leaders spot areas of misalignment and launch initiatives to address them. They might find, for example, that although leaders are energized by the concept of community impact, their bonuses are pegged to top-line growth. This disconnect may make it hard to inspire them to behave in a way that suits the organization's purpose and vision. (See the sidebar "The Seven Elements in Action" for an example of how a global biopharmaceutical firm defined these elements.)

The Seven Elements in Action

For a closer look at how a company might define the seven elements of collective ambition, let's consider a global biopharmaceutical firm, in which the CEO and his top team convened a conference dedicated to this task. The goal was to present the company as a whole with a compelling sense of purpose, a clear vision and strategy, and a brand promise that reflected its core values.

Purpose

To make significant scientific contributions to global health and well-being

Vision

To become the premier biopharmaceutical company in the world and a leading provider of nutrition services

Targets and Milestones

Evidence of tangible progress will include membership among the top three companies in its field in China and India; holding the first or second spot in securing new patents in each of those markets; and becoming a preferred partner for the world's leading teaching and research hospitals.

Strategic and Operational Priorities

Reducing costs annually by 2% without diminishing quality; reducing cycle time in new-product rollouts by 5% a year; consolidating IT systems from recent acquisitions so that field staff receives timely information superior to that of benchmarked competition

Brand Promise

"Team up for a healthier world." For instance, communities where the company does business will experience better health care; employees will work collaboratively to address major global health challenges.

Core Values

Integrity, innovation, and collaboration. This means, for instance, that all constituencies should trust that products will be sold with transparency and that the company will provide opportunities for both individual and organizational growth.

Leader Behaviors

Leaders are expected to demonstrate respect for individuals, a drive to succeed, and flexibility even in turbulent times.

Articulating these elements of collective ambition gave everyone in the organization a better sense of the company's purpose and how he or she could contribute to it. This summary became a framework for identifying milestones and making strategic and operational choices.

We use a design of concentric circles to represent collective ambition. We think of it as a compass. Purpose is at the center. The outermost ring contains the leader behaviors that enable progress. Vision, brand promise, strategic and operational priorities, and values lie in between, along with the targets and milestones that will measure your progress in each element. As you can see in the exhibit "The Four Seasons Compass," the hotel chain clarified its once-fuzzy vision by assigning to it the targets of achieving a first-choice ranking among guests, being the best employer, and being the industry's number one builder of sustainable value.

The Four Seasons Compass

The Four Seasons hotel chain clarified its purpose and repositioned itself for industry leadership by using a tool we call a compass.

Purpose is at the center; leader behavior forms the outermost ring. In between are the other elements of collective ambition, along with targets and the milestones that will measure your progress in each.



The Glue and the Grease

Shaping a collective ambition isn't simply about crafting an inspiring story. The point is to build engagement as a means to an end: to make the purpose personal. In other words, shaping your collective ambition is an opportunity to build or strengthen the organizational glue. It's also a chance to launch enterprise-wide change initiatives, which require disciplined execution—the grease. Glue and grease exist in parallel, but we'll describe each in turn.

The glue. The ongoing stability of Standard Chartered Bank despite a grueling recession can be attributed partly to serendipity. The bank had limited exposure in the United States, for instance, where the crisis hit first and hard. But with more than 85,000 employees representing 125 nationalities, SCB used the crisis as an opportunity to bind diverse and dispersed stakeholders by recommitting to the principles that had made it great in the first place. In short, it strengthened its glue.

Going into the recession, the bank had a strong purpose, which was to maintain a positive presence for all its stakeholders, and a vision for the future: to be the world's best international bank, leading the way in Asia, Africa, and the Middle East. But

although employees were clear on why their work mattered, most of the world—including many key stakeholders—couldn't articulate just what made the bank unique. Its leaders sensed that the performance of SCB exceeded its reputation.

To address this, CEO Peter Sands created a task force in 2009 to travel the world, meeting with thousands of customers, employees, regulators, shareholders, and communities where the bank did business. Diverse as they were, the stakeholders consistently regarded the bank as an ethical partner that was in it for the long haul. The company had stayed put in bad times, such as the Asian financial crisis, when many banks pulled out of certain communities. On the basis of this evidence, SCB articulated its new brand promise: to stay around for the long term and to do good for communities. The bank called it "Here for Good"—double meaning intended. A senior executive in Southeast Asia explained it this way: "Our local connections are very deep, in part because we make a big effort to develop local talent and also because we've been in our markets so much longer than other multinationals. It is not uncommon for me to meet a customer who says, 'You gave my grandfather a loan 50 years ago, and you've stood by my family business in good and bad times. We wouldn't go to another bank.'"

Sands and his executive team worked to ensure that the new promise was kept. The first priority was to introduce it to employees, the people who deliver the promise day in and day out. SCB held town hall meetings throughout the world; they included a documentary-style video clip showing real people talking about their experiences with the bank, such as a farmer in Sri Lanka who used its services to help fund his children's education. The clip moved and rallied employees, particularly when it started to appear on television in key markets.

The cynicism that accompanies many rebranding efforts was largely absent at SCB, mostly because "Here for Good" captured what was already there. This exercise was about strengthening the glue that would make the promise real for all stakeholders. To customers, for example, SCB's commitment is a promise that they will be offered fair deals and treated as partners. Whether lending to cocoa farmers in Ghana (SCB helps sustain employment for more than 70,000 Ghanaian farmers) or to big pharma companies in Europe, SCB assists customers in building their businesses for the long term.

The bank also does business only with customers that comply with a country's regulatory guidelines. SCB views regulators as partners in building healthy business environments, which in turn lead to great opportunities for the bank—good for business, good for the community. Take the UAE, where many international banks fail to meet the country's Emiratisation quotas and willingly pay fines. SCB instead thinks of the quotas as crucial to developing local talent. In Nigeria the bank has helped educate regulators on best practices—all in the name of building the region's human and economic capital.

SCB has also begun to bake "Here for Good" into its core business processes. For example, loan applicants must write a paragraph about why SCB should trust that they, too, will be here for good. A manufacturer seeking a loan for a new factory might be expected to include a commitment to sustainable waste-disposal practices.

SCB's community initiatives are well entrenched in the company's brand and culture—a sign that the bank's promise is more than just words. Whether building health centers for the blind in India, sponsoring the Liverpool Football Club, or giving people time off to volunteer for causes that matter to them (one employee spoke to us of his work at a stable for rescued horses), SCB is part of the fabric of the communities in which it operates. Seeing colleagues get involved in philanthropic efforts is energizing, employees say, and builds their allegiance to the bank.

Although the new brand promise has had an overwhelmingly positive effect, SCB's executives are realistic—cautious, even—about claiming victory. "We have been here for good, and we want to be in the future," an executive notes. "At the same time, we're trying not to be too brazen about it because we don't want to become a target or have people waiting for us to fail. We have demonstrated that a bank can be a force of great good, but we also know the limits." In other words, you can't prepare for all unanticipated consequences. A manufacturer applying for a loan might commit to sustainable waste disposal but end up selling a product that includes a potentially dangerous chemical.

In its rebranding initiative, SCB included all the components of our collective ambition compass, with a similar intention of integrating and aligning purpose, vision, targets, strategic and operational priorities, brand promise, core values, and leader behaviors. All were integral to the effort. The bank's campaign was a good fit because, as Sands said, "'Here for Good' is not only true of Standard Chartered already but also aspirational and, quite frankly, inspirational for us all." It was the organizational glue that reminded people why they came to work every day. Going forward, the bank's challenge is to remember, not abandon, its roots.

The grease. Collaborative engagement, the glue, creates a unified culture prepared for disciplined execution—the grease that drives productive change.

Let's look again at Four Seasons, during the fraught time when Katie Taylor took over as CEO. She first needed to strengthen

the glue, so she took a team of executives out of their day jobs for six months and charged them with visiting guests, employees, and stakeholders around the world to get an up-to-date picture of the business. The team's presentation of what it had learned confirmed that guests valued the luxury experience and employees had a shared sense of purpose. But the presentation was theoretical and, as one employee put it, "overly intellectual." Employees were unmoved, left without an idea of how to translate the findings into day-to-day efforts. Organizational glue is important but insufficient: Without everyday solutions, new promises are easily abandoned.

Working with our compass, Taylor and her team organized their findings in a more tangible framework, consistent with the company's purpose and values but with a bias for action. Now Four Seasons was ready to create the grease—a methodical plan, detailed in a series of work initiatives that were aligned with the company's purpose: to create the world's best hospitality experiences.

For example, one of the company's teams led an initiative called "Who gets to be a leader around here?" The aim was to transform what had been a relatively informal approach to promoting people into a robust system for evaluating potential and performance and making promotions on the basis of them. This was important for ensuring that Four Seasons had the right people in the right roles and was developing, rewarding, and retaining them. After all, when service is your competitive advantage, your people are essential.

As Taylor put it: "We have 34,000 employees who get up every morning thinking about how to serve our guests even better than the day before. So while all of this trouble is swirling around us, our brand promise of providing the most exceptional guest experience wherever and whenever you visit us is instilled in the hearts and minds of our dedicated employees. They are the ones who fulfill that promise day in and day out."

Audit Your Collective Ambition

For a quick self-check on how far you've come in shaping and implementing your company's collective ambition, answer the following questions:

1. Does your company have a clear and meaningful statement of its core purpose—why it exists?
2. Is your company's vision compelling and aspirational yet achievable, motivating employees to contribute their very best?
3. Has your leadership team gone through the hard work of identifying targets, milestones, and metrics that ground the vision in reality?
4. Has your company ruthlessly prioritized the choices it will make to build the capabilities required to win on a sustainable basis?
5. Does your company's brand promise capture the experience you intend to deliver to stakeholders (customers, communities, investors, employees, and business partners)?
6. Do your company's articulated values represent what you stand for as an enterprise and as a group of people working together?
7. Do senior leaders' day-to-day behaviors reflect the leadership behaviors that you say are critically important to your company's success?

Results

If your company's total is below 35, you have your work cut out for you. What's most important is to start an honest dialogue about two or three things leaders and managers will commit to doing now to strengthen the company's collective ambition.

Once you open up this dialogue, be ready to commit to doing your part to make sure the organization follows through.

Putting Purpose First

Whether you use the compass we've provided or some other tool to create your company's story, we recommend that you place purpose at the heart. Purpose is the center around which vision, strategy, brand, values, and leader behaviors must orbit.

Remember—a purpose doesn't have to be about saving the world. Providing excellent entertainment or banking services is just as meaningful a purpose as improving health care in emerging economies—as long as it is an authentic representation of why your company exists. A purpose statement is your starting point for differentiation and engagement.

Let's consider how Sephora, one of the world's leading beauty retailers, developed its purpose. The company was founded in France in 1969 by Dominique Mandonnaud. He thought that shopping for cosmetics should be fun, so he designed Sephora's stores to be entertaining places where customers could test products before buying them. The concept took off—and so did competitors' adeptness in copying it. Sephora increased the number of brands it carried, hoping to differentiate itself. But the company soon learned that carrying a wide range of cosmetic, fragrance, and skin care brands in addition to its private label was not enough to stay ahead of the pack. It needed something hard to copy.

Sephora is part of LVMH, the world's leading luxury products group. In 2003 LVMH was considering selling Sephora because of its troubles but instead brought in a new CEO, Jacques Levy, to turn the company around. After studying customers' preferences, Levy and his senior team realized that Sephora's competitive advantage wasn't in the store layout or the brands it carried; it was in the fun and playful shopping experience the company had always delivered. In a nod to the past and an acknowledgment of what future success would require, Levy and his team crafted a new purpose statement: "To provide customers with the most entertaining shopping experience of the retail industry—giving them a moment of relaxation and discovery, enabling them to experiment and play with their beauty."

Although purpose is the source from which all the other elements of collective ambition flow, it is critical to integrate all seven elements. For example, Sephora determined that if its purpose was to provide an entertaining shopping experience, its strategy should be to deliver exceptional service—not conventional great service but service in line with the company's core values of freedom, emotional connection, excellence, and boldness.

Purpose, strategy, and values play a role in everything Sephora does. Consider the training at Sephora University, which encourages employees to use their own means to reach desired ends. For example, a booklet that explains the "Sephora Management Style" provides a list of principles, examples of how current employees are successfully demonstrating each principle, and a space for trainees to write how they will do the same. A trainee might consider applying a product to customers' faces or to her own to help people play with their beauty and have fun in the process.

One of the world's largest food companies, Danone, and its U.S. business, Dannon Milk Products, provides another example of the centrality of purpose. Launched during World War II, Dannon struggled for decades to make its mark, mostly because Americans eat only one-fifth as much yogurt as is consumed in some European markets. The company enjoyed relative vigor in the early 2000s as Americans embraced low-carb diets, but growth fell off again with the financial crisis.

In 2009 Danone appointed the Argentinian Gustavo Valle president and CEO of the U.S. business. Valle had engineered a turnaround in Brazil by focusing employees on vision and purpose, and he wasted no time in pursuing this approach at Dannon. His idea was not to project the past onto the future but to see the future as one of boundless possibility—and then to act as if the company were already there. Dannon employees were aligned with the company's purpose, as laid out in its mission statement: "Dannon is committed to bringing health to the greatest number of people across America through our products' benefits." But they lacked a true commitment to achieving that purpose.

Valle declared a goal of tripling Dannon's business by 2014 by focusing on culture, communications, and cross-unit collaboration. "If we want to become the largest business unit of Danone, we have to start acting like it," he said. "And if I want to be the CEO of a multibillion-dollar business, I have to start acting like one, too.... There's a big opportunity. And if we want to seize it, we have to work differently."

Since then, Valle has established the Danone Leadership College, which includes workshops emphasizing employees' responsibility for their own contributions to Dannon's transformation. It's a work in progress, but by framing initiatives in terms of purpose, Valle has effected some cultural change. For instance, there's evidence of mind-set shifts inside functional areas: The vice president of supply chain told us that he would be willing to accept less efficiency if it meant helping sales. "We're more in it together," he said.

Dannon is easing up on the notion of a zero-sum game (growing by stealing market share from others) and focusing instead on building the category. The company's marketing efforts have shifted as well, from one-way campaigns that dismiss consumer complaints about, say, aspartame or sugar in yogurt marketed to children to social media campaigns that engage consumer feedback. It's early days, but Valle sees his vision as achievable, as long as employees adhere to the company's purpose and work together to bring it to life.

There's no easy path to excellence, no guru who can show you the way in an hour's speech. It's up to you and your team. The good news is that it's not terribly complicated. Commit to collaborating to shape a powerful story about why people should come to work and how they can pull together to build a future. The glue and the grease—combined with a dose of good old-fashioned discipline—will allow the team to unleash your company's collective ambition.

Douglas A. Ready is a professor of leadership at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill, and the founder of ICEDR, the International Consortium for Executive Development Research, a global network of leadership development professionals. **Emily Truelove**, a former researcher at ICEDR, is a PhD student at MIT Sloan School of Management. She is the coauthor of a book on the relationship between leadership and innovation, to be published by Harvard Business Review Press in 2012.

Attachment 5

Economic Development Organizational Structures in the Front Range

<u>ENTITY</u>	<u>TITLE</u>	<u>REPORTS TO</u>
Aurora	Development Services/AURA Manager	Director of Planning and Development Services
Brighton	Director of Economic Development	City Manager
Broomfield	Director of Economic Development	City and County Manager
Centennial	Economic Development Manager	Not reported
Commerce City	Economic Development Director	City Manager
Denver	Director of the Mayor's Office of Economic Dev.	Mayor
Fort Morgan	Director of Marketing and Economic Development	City Manager
Greeley	Economic Development Manager	City Manager
Littleton	Director of Business/Industry Affairs	City Manager
Longmont	Director of Economic Development	City Manager
Louisville	Economic Development Director	City Manager
Thornton	Economic Development Director	City Manager
Westminster	Economic Development Manager	Assistant City Manager
Wheat Ridge	Economic Development Manager	City Manager
Woodland Park	Economic Development Director	City Manager

The average salary of the above positions is **\$107,140**.

BALLOT QUESTION 2D CONCERNING PARKING VEHICLES ON PRIVATE PROPERTY

In order to preserve property rights of the people of Englewood on their own use of private property, this ordinance will protect the right of parking vehicles on private property. No vehicle weight restrictions are to be applied to private property. All recreational vehicles (RV's, trailers, ATV's, boats, campers, camper shells, and any other vehicle that is defined as an "ORV" by Englewood Municipal Code) are allowed to be parked and stored on private property, with the location and placement at the discretion of the property owner. Business-labeled vehicles are allowed to be parked on private property. The City shall not limit the number of vehicles to two per household. Any surface on private property, permeable or non-permeable, except for grass, is an allowable surface for parking and storage of a vehicle. Any existing laws in conflict with the wording of this ordinance shall be repealed.

The initiative will **ONLY** apply to private property and will not affect any codes relating to rights-of-way, streets or public areas.

11-1-6: Parking Restrictions.

A. *Regulations Not Exclusive:* The provisions of this Section imposing restrictions on parking shall not relieve any person from the duty to observe other and more restrictive provisions prohibiting or limiting the stopping, standing or parking of vehicles in specified places, at specified times, or in a specified manner (see also part 12 of the 1995 Model Traffic Code, as adopted and Section 15-5-1 et seq. of this Municipal Code).

B. Methods Of Parking:

1. Parking In Alleys:

- a. No person shall park a vehicle within an alley except during the necessary and expeditious loading and unloading of merchandise or freight.
- b. No person shall stop, stand or park a vehicle within an alley in such position as to block the driveway entrance to any abutting property.

2. *Parking Not To Obstruct Traffic Or Maintenance:* No person shall park any vehicle upon a street or highway in such a manner or under such conditions as to interfere with the free movement of vehicular traffic or proper street or highway maintenance.

3. *Clearance Between Vehicles:* No person shall stand or park a vehicle in such a manner as to leave less than two feet (2') clearance between vehicles when parked.

4. *Waiting For Parking Space Being Cleared:* The driver of a vehicle, while waiting for a parking space to be cleared by another vehicle which is in the actual process of leaving the parking space shall stop on the roadway side of and immediately to the rear of the vehicle and shall remain in such position until the parking space has been cleared.

C. Stopping, Standing Or Parking Restrictions:

1. Obedience To Stopping, Standing Or Parking Regulations:

a. ~~On any street or public property, or at any place within this Municipality where official signs are posted by the Traffic Engineer or designee giving notice of stopping, standing or parking restrictions or prohibitions,~~ no person shall stop, stand or park a vehicle in any manner in violation of the provisions contained on such sign or signs except when necessary to avoid conflict with other traffic, or in compliance with the directions of a police officer or official traffic-control device or except for the purpose of loading or unloading passengers when such standing does not obstruct, impede or endanger any traffic.

b. On private property, no person shall stop, stand or park a vehicle in any manner in violation of the provisions contained on such sign or signs except when necessary to avoid conflict with other traffic, or in compliance with the directions of a police officer or official traffic-control device or except for the purpose of loading or unloading passengers when such standing does not obstruct, impede or endanger any traffic, which the City will enforce only with written authority from the property owner.

2. *Emergency Stopping Or Parking Only:* When official signs are erected giving notice thereof, no person shall stop, stand or park a vehicle on the shoulder of any highway or any other ~~facility~~ street so marked except in case of emergency involving the vehicle or its occupants.
3. *Parking In Special Areas:* In addition to the restrictions on parking in Section 1204 of the Model Traffic Code, 1995 Edition, there shall be no stopping, standing, or parking in the following areas except when necessary to avoid conflict with other traffic or in compliance with the directions of a police officer or an official traffic-control device:
 - a. Marked fire lanes.
 - b. Between the sidewalk and the street curb in the street right of way.

~~Right-of-Way was excluded by the ballot language~~

4. *Standing In Passenger Loading Zone:* No person shall stand a vehicle for any purpose or period of time other than for the expeditious loading or unloading of passengers ~~in any place~~ on public streets or rights-of-way officially marked as a passenger loading zone during hours when the regulations applicable to such loading zone are effective and then only for a period not to exceed three (3) minutes.
5. *Standing In Loading Zone:*
 - a. No person shall stand a vehicle for any purpose or length of time other than for the expeditious unloading and delivery or pickup and loading of materials ~~in any place~~ on any street officially marked as a loading zone during hours when the provisions applicable to such zones are in effect.
 - b. In no case shall the standing for loading and unloading of materials exceed thirty (30) minutes.
6. *Permits For Loading Zones:* Whenever special permits are issued, by the Traffic Engineer, to establish or control the use of loading zones or to allow the backing of a vehicle for the purpose of loading or unloading merchandise or materials subject to certain conditions, no permittee or other person shall violate any of the special terms of any such permits.
7. *Taxicab Stands Regulated:*
 - a. The operator of a taxicab shall not stand or park such vehicle upon any street ~~at any place~~ other than in a taxicab stand so designated as authorized by the Traffic Engineer.
 - b. This provision shall not prevent the operator of a taxicab from temporarily stopping in accordance with other parking, standing or stopping regulations ~~at any place~~ for the purpose of and while actually engaged in the expeditious loading or unloading of passengers.

D. *Valid Plates And Registration Required:* It is unlawful for any person to park or stand any motor vehicle or trailer upon any street ~~or upon any private property~~ available for public use in this City that does not have current valid vehicle license plates and vehicle registration in conformity with the laws of the state of plate issuance.

~~See also inoperable vehicle.~~

E. *Parking Motor Vehicles In Private Parking Lots:* Where private property or a portion thereof is devoted to the purpose of parking motor vehicles, and where the owner or other authorized person has established parking restrictions on said property, which restrictions are prominently posted so as to give notice thereof, it shall be unlawful for any person to park or to stand a vehicle, whether occupied or not, in violation of the parking restrictions so posted. The City will enforce only with written authority from the property owner.

F. *Bus Stops Regulated:*

1. The operator of a bus shall not stand or park such vehicle upon any street ~~at any place~~ other than a bus stop so designated as authorized by the Traffic Engineer.
2. The operator of a bus shall not stop such vehicle upon any street ~~at any place~~ for the purpose of loading or unloading passengers or their baggage other than at a bus stop so designated as authorized by the Traffic Engineer, except in case of an emergency.
3. The operator of a bus shall enter a bus stop on a public street in such a manner that the bus, when stopped to load or unload passengers or baggage, shall be in a position with the right front wheel of such vehicle not further than eighteen inches (18") from the curb and the bus approximately parallel to the curb so as not to unduly impede the movement of other vehicular traffic.

G. *Residential On-Street Parking Permits And Fees:*

1. *Permits:* When the City Traffic Engineer has designated and established limitations on vehicle parking on streets in residential areas, the City Manager, or his/her designee, may, upon application, issue up to two (2) owners' permits per household to residents of such areas who own and/or operate a motor vehicle allowing said vehicle to be parked in the block on which the owner of said vehicle resides as if there were no restrictions on said parking. The permit shall be for a two (2) year period. The permit shall be affixed to the lower left-hand corner of the rear window of said vehicle, or in a location on the vehicle approved by the City Manager or designee. This provision shall not apply to metered parking spaces where parking meter zones have been established. A resident of such area may obtain two (2) visitor parking permits to be issued by the City. The permit shall be for a two (2) year period of time and shall be issued for no fee. The permit shall be issued for a specific block and address and shall only allow a visitor to come to the block that has been issued the visitor parking permit. The permit shall be displayed on the visitor vehicle in the front left-hand (driver's) windshield. If a permit is lost, stolen, or a resident's vehicle is sold, a replacement permit may be purchased. In the case of visitors' permits, two (2) replacements will be allowed each year.
2. *Fees:* No fee shall be charged for a permit issued for a vehicle owned by a resident at the area. No fee shall be charged for two (2) visitor permits. The cost of all replacement resident and visitor permits shall be set by Council resolution.

H. *Parking For Certain Purposes Prohibited*: No person shall park a vehicle upon a roadway for the principal purpose of:

1. Displaying such vehicle for sale;
2. Washing, greasing, painting, or repairing such vehicle except repairs necessitated by an emergency;
3. Displaying advertising.

11-6-1: - Parking/Storage Regulations in All Districts.

- A. It shall be unlawful for the operator or owner of an automobile transport trailer, road tractor, truck tractor, moving van, transit-mix concrete truck, trailer, semi-trailer or truck with an empty weight in excess of seven thousand (7,000) pounds (70 C.W.T.) or special mobile equipment to stop, stand or park such vehicle or cause such vehicle to be stopped, stood or parked on any street or highway, alley or other public way within the City for a period in excess of four (4) hours at any time, except when such vehicle is being expeditiously loaded or unloaded or such mobile equipment is being used to perform the special operations for which it was designed.
- B. No person(s) shall park any tank truck(s), tank trailer(s), tank semi-trailer(s) or other truck(s) used to transport hazardous substances or materials upon the streets, alleys or public ~~or private~~ places within the City except when entirely empty and then only for a period not exceeding one hour. No person shall repair any cargo area or tank of such vehicles within this City except when such cargo area or tank of such vehicles are completely empty of flammable liquids, vapors, or hazardous substances or materials, and only after being thoroughly steamed or washed to remove all explosive vapors. No person shall park or allow to remain on this City's streets, alleys, or public property, ~~or private property~~ any tank truck, tank semi-trailer or tank trailer used for transporting liquefied petroleum or gas, whether loaded or empty, or any truck carrying hazardous substances, except when actually engaged in filling storage tanks or while under repair.
- C. No person shall park any motor vehicle or vehicle in excess of twenty-two feet (22') in length, or eight feet (8') in width, in the public right-of-way except when such motor vehicle is being expeditiously loaded or unloaded.
- D. No person shall park or permit to stand in any public right-of-way or on public property, any trailer or small trailer unless the trailer is connected to or attached to a motor vehicle in a manner to be towed. The vehicle and connected trailer shall not be parked in the public right-of-way for more than seventy-two (72) hours within any one week.
- E. No person shall permit any snowplow designed to be truck mounted which is not hooked up or otherwise attached to a motor vehicle in a manner to be used for its intended purpose, to be stored or parked on public streets or rights-of-way. All owners and/or operators of vehicles with snowplows attached shall not store them on public streets.
- F. No person shall store any truck or other vehicle loaded with trash, junk, weeds, tree branches or limbs in a public right-of-way.

G. No person shall park or store any motor vehicle in a manner so as to obstruct the public sidewalk or right-of-way.

~~Right-of-Way becomes an enforcement issue~~

H. No person shall park a vehicle in excess of any time limit established for parking on a public street or public property, at that location, which shall be the time limit for that day and that block.

11-6-2: - Parking/Storage Regulations for Residential Districts.

A. It shall be unlawful for any person to store a vehicle designed and used for recreation purposes, including, but not limited to, one or more motor homes, boats, campers, trailers used for carrying boats, hobby or derelict vehicles or racing cars, motorcycles and other equipment or motor vehicles upon the public right-of-way.

The vehicle may be parked in the right-of-way for no more than seventy-two (72) hours within any one week while being expeditiously loaded or unloaded.

B. No person shall park the following described vehicles on public ~~or private~~ property in residential areas except while making normal deliveries or being used to perform the special operations for which it is designed:

1. Any vehicle with an empty weight in excess of seven thousand (7,000) pounds (70 C.W.T.).
2. A road tractor, truck tractor or semi-trailer.
3. A truck constructed or adapted for the purpose of transporting or delivery of bulk gasoline, petroleum products, or hazardous substances or materials.
4. A tow truck or automobile wrecker.
5. A church bus or school bus not used for school or church purposes.

~~C. No person shall park or store any vehicle on private property in violation of the following restrictions:~~

- ~~1. No vehicle shall be parked in such a way as to block the sidewalk or any portion of the public sidewalk. ~~Already contained in 11-6-1(G)~~~~
- ~~2. No vehicle shall be parked in front of the front setback of the principal structure unless located on a concrete, brick paver, asphalt surface, gravel or other similarly finished hardened or dust free surface.~~
- ~~3. In no case shall more than one commercial vehicle be parked or stored on property in any residential zone district, whether in a private garage or carport, in an off street parking space or in an open space area, and the size of said commercial vehicle shall not exceed empty vehicle weight of seven thousand (7,000) pounds (70 C.W.T.).~~

~~4. Detached campers shall be stored in the area identified as the rear or side yard and shall be stored on blocks or supports not more than six inches (6") in height, or on its loading jacks or apparatus at their lowest limits. All loading equipment shall be in good repair.~~

C. 5. No person shall occupy any vehicle in violation of the following:

1. a. No motor vehicle or vehicles shall be occupied or used for living or housekeeping or sleeping purposes or for the housing and keeping of animals, except as provided in subsection b 2 below;
2. b. Upon the application of a resident of the City, a special permit may be issued by the City for a nonresident journeying in a recreational vehicle used for housekeeping purposes and who is visiting at the residence of the applicant, to occupy the recreational vehicle at the applicant's residence for not more than seven (7) days. The special permit shall specify the location of the applicant's property or adjacent right-of-way in which the recreational vehicle will be parked while occupied.

This shall not be deemed to permit the parking or storage of a detached camper, trailer or small trailer in any public street or right-of-way of any street designated as an arterial or collector street.

~~Parking restrictions have been removed but limitations on living in a vehicle remain.~~

15-1-2: Definitions.

For the purpose of the application of the provisions of this Title, the following definitions shall apply:

Abatement of a Nuisance: The removal, stoppage, prostration, repair, or destruction of anything which causes a nuisance, or constitutes a nuisance, whether by breaking or pulling it down, or otherwise destroying, effacing, or removing it.

Alley: A public way less in size than a street, which is not designed for general travel, which is used primarily as a means of access to the rear of residences and business establishments, and which affords a secondary means of access to property.

Building: A structure, including utilities enclosed with a roof and within exterior walls built, erected and framed of component structural parts, designed for the housing, shelter, enclosure and support of individuals, animals or property of any kind.

Building Official or Chief Building Official: Where these terms are used in this Title or any Code in this Title, they shall mean the person designated by the City Manager, or his/her representative with the title of Building Official or Chief Building Official.

Carport: As defined in 16-11-2(B) EMC.

City: The City of Englewood, Arapahoe County, Colorado vested with the authority and responsibility for the enactment and enforcement of this Chapter, acting by and through its City Council under the Home Rule Charter, statutes and ordinances of said City of Englewood.

City Manager: Chief administrative officer of the City of Englewood.

Dwelling: Any building to be used for living or sleeping by human occupants. Temporary housing, as hereinafter defined shall not be regarded as a dwelling.

Dwelling Unit: One or more rooms located within a dwelling, which are occupied or which are intended or designed to be occupied by one family with facilities for living, sleeping, cooking and eating.

Elements: Wind, rain, snow, hail, sleet, or surface run-off water.

Emergency: An existing condition actually arising from unforeseen contingencies which immediately endangers public property, health, peace or safety.

Extermination: The control and elimination of insects, rodents, vermin or other pests by eliminating their harborage places; by removing or making inaccessible materials that may serve as their food; or by poisoning, spraying, fumigating, trapping or similar means.

Front Yard: See "Yard, Front" as defined in 16-11-2(B) EMC.

Garage, Private: A building, or part thereof, attached or detached and accessory to the main building, providing for the storage of motor vehicles, and in which no business is conducted.

Garbage: Animal and vegetable wastes resulting from the handling, preparation, cooking or serving of food.

Graffiti: The defacing of public or private property by means of painting, drawing, writing, etching, or carving with paint, spray paint, ink, knife or any similar method without written permission of the owner/property owner.

Habitable Room: Any enclosed floor space meeting the requirements of this Title for sleeping, living, cooking or dining purposes, excluding such spaces as closets, pantries, bath or toilet room, service rooms, connecting corridors, laundries, unfinished attics, foyers, storage spaces, utility rooms and similar nonhabitable space.

Hard Surface: A surface as defined in 16-11-2(B) EMC.

Infestation: The presence within or around a dwelling of insects, rodents, vermin or other pests of such kind, or in such numbers as to cause a hazard to health.

Inoperable Motor Vehicle: Any motor vehicle that 1) is incapable of moving in a lawful manner under its own power, or 2) lacks a current license plate, or 3) is wrecked, damaged, dismantled or incompletely assembled.

Junk: Scrap iron, scrap tin, scrap brass, scrap copper, scrap lead or scrap zinc and all other scrap metals and their alloys, and bones, used cloth, used rubber, used rope, used tinfoil, used bottles, old or used machinery, used tools, used appliances, used fixtures, used utensils, used lumber, used boxes or crates, used pipe or pipe fittings, used automobile or airplane tires, and other manufactured goods that are so worn, deteriorated

or obsolete as to make unusable in their existing condition, but are subject to being dismantled.

Junk Yard: A place where junk, waste, discarded, or salvaged materials are bought, sold, exchanged, stored, baled, packed, disassembled, or handled, including automobile wrecking yards, house wrecking and structural steel materials and equipment, but not including the purchase or storage of used furniture and household equipment, used cars in operable condition, used or salvaged materials as part of manufacturing operations.

Litter: Garbage, refuse, and rubbish, as defined herein, and all other waste material which, if thrown or deposited as herein prohibited, tends to create a danger to public health, safety and welfare.

Motor Home or Motor Coach: Any wheeled vehicle which is a single, self-contained unit, with motive power, which is designed and generally and commonly used for occupancy by persons for residential purposes, in either temporary or permanent locations, and which may occasionally be driven over the public highways as a motor vehicle.

Noxious Matter: Material which is capable of causing injury to living organisms by chemical reaction or is capable of causing detrimental effects upon the physical or economic well-being of individuals.

Nuisance: A condition which injures or endangers the public health, safety or welfare which includes, but is not limited to, the following:

- A. The conducting or maintaining of any business, occupation, operation, or activity prohibited by any Title of this Code; or
- B. The continuous or repeated conducting or maintaining of any business, occupation operation, activity, building, land, or premises in violation of this Title; or
- C. Any fence, wall, shed, deck, house, garage, building, structure, or any part of the aforesaid; or any tree, pole, smokestack; or any excavation, hole, pit, basement, cellar, sidewalk subspace, or any object stored on or in said premises; or any lot, land, yard, premises or location in its entirety, or in any part thereof, by reason of the condition in which the same is found or permitted to be or remain, shall or may endanger the health, safety, life, limb or property, or cause any hurt, harm, inconvenience, discomfort, damage or injury to any one or more individuals in the City, in any one of the following particulars:
 1. By reason of being a menace, threat and/or hazard to the general health and safety of the community.
 2. By reason of being a fire hazard.
 3. By reason of being unsafe for occupancy, or use on, in, upon, about or around the aforesaid property.

4. By reason of deterioration or decay becomes rodent infested, or which becomes a place frequented by trespassers and transients seeking a temporary hideout or shelter.
 5. By reason of lack of sufficient or adequate maintenance of the property, and/or being vacant, any or which depreciates the enjoyment and use of the property in the immediate vicinity to such an extent that it is harmful to the community in which such property is situated or such condition exists.
- D. Any unlawful pollution or contamination of any surface or subsurface waters in this City, or of the air, or any water, substance, or material intended for human consumption in the City; or
- E. Any activity, operation, or condition which, after being ordered abated, corrected, or discontinued by a lawful order of an agency or officer of the City, continues to be conducted or continues to exist in violation of any of the following:
1. Any title of this Municipal Code.
 2. Any regulation enacted pursuant to this Municipal Code.
 3. Any statute of the State of Colorado.
 4. Any regulation of the State of Colorado.

Occupant: See Responsible Party.

Off Road Vehicle (ORV): Includes, but is not limited to, an all-terrain vehicle (ATV), mini-bike, dirt bike, hovercraft, dune buggy, go-cart, boat, personal watercraft, race car or other vehicles that are not street legal in the State of Colorado, experimental vehicle, aircraft, and trailers for any of the foregoing even if properly licensed. For purposes of this definition, one (1) or more "ORV's" stored on a trailer shall be considered as one (1) ORV.

Organic: Referring to or derived from living organisms.

Owner: See Responsible Party.

Person: Any individual, firm, corporation, association or partnership.

Potable Water: Water which, without further treatment, is suitable for drinking, culinary and domestic purposes.

Premises: A lot, parcel, tract or plot of land, together with the buildings, structures thereon.

Premises, Private: Any dwelling, house, building or other structure, designed or used, either wholly or in part, for private residential purposes, whether inhabited or temporarily or continuously uninhabited or vacant, and shall include any yard, grounds, walk,

driveway, porch, steps, vestibule or mailbox belonging or appurtenant to such dwelling, house, building or other structure, and private land on which no building exists. Private premises include business property.

Property: Land and, generally, whatever is erected, growing upon or affixed to land.

Property, Business: Real property on which is located a building. Property that is zoned or used for commercial use which is used principally for the sale or lease of merchandise, goods, or services, or interest in land which is generally recognized as being zoned for a retail or wholesale business.

Public Place: Any and all streets, sidewalks, boulevards, alleys or other public ways and any and all public parks, squares, grounds and buildings owned or maintained by the City or other governmental agency provided for the benefit of the general public.

Putrescible: Capable of being decomposed by microorganisms with sufficient rapidity to cause a nuisance from odors or gases.

Recreational Vehicle: A vehicular-type portable structure without permanent foundation. Vehicle which can be towed, hauled or driven and primarily designed as temporary living accommodation for recreational, camping and travel use and including, but not limited to, travel trailers, truck campers, camping trailers and self-propelled motor homes.

Recyclable Material: Any material or group of materials which is generated as a by-product, which can be collected and reused or reprocessed into reusable material.

Refuse: All putrescible or nonputrescible waste, including garbage, rubbish, ashes, street cleanings, dead animals, offal, droppings, abandoned appliances, and vehicle parts.

Responsible Party: Person, as defined herein, who is an occupant of or has actual possession of; or is the owner, either alone, jointly or severally with others of any real or personal property, or agent of the owner. For purposes of this definition ownership shall include any person, as defined herein, who:

- A. Has a legal or equitable interest in real or personal property, with or without accompanying actual possession thereof; or
- B. Acts as the agent of a person having a legal or equitable interest in real or personal property; or
- C. Is the general representative or fiduciary of an estate through which a legal or equitable interest in a real or personal property is administered; or
- D. The record owner whether person, firm or corporation, or any agent or representative of the record owner.

Rubbish: Nonputrescible waste consisting of both combustible and noncombustible wastes, such as paper, wrappings, leaves, branches, wood, waste building materials, glass, bedding, crockery, household furnishings and similar materials.

Scrap Motor Vehicles: Motor vehicles not capable of being operated on public streets under the laws of the State of Colorado.

Screened: Visually obscured by screening as defined in 16-11-2(B) EMC.

Special Mobile Equipment: Means and consists of vehicles, self-propelled or otherwise, designed primarily for operation or use on or off the streets and highways and only incidentally used or moved upon such streets or highways. This definition shall include by way of example, but not by way of limitation, snowplows, road construction or maintenance equipment, ditch digging or excavating apparatus, well drilling or boring equipment, fire-fighting equipment, vehicles designed to transport equipment and vehicles used in connection with or for the repair and maintenance of construction or maintenance equipment temporarily or permanently mounted on such vehicles; provided, that such equipment is transported from yard to job, job to job, or job to yard and equipment primarily designed for hoisting, lifting, moving, loading or digging operations. The foregoing definition is partial and shall not include other vehicles of unusual design, size or shape that are designed primarily for purposes other than transporting merchandise or passengers.

Storage/Motor Vehicle: To leave, park, stand, or halt a vehicle or motor vehicle in a certain place for a period of seventy-two (72) hours or longer.

Street: Any public thoroughfare for the free passage of persons, trade or commerce, and which affords a principal means of access to property abutting along its length. This term does not include private roads.

Temporary Housing: Any tent, trailer, coach or other structure used for human shelter, which is designed to be transportable, and which is not attached to the ground, to another structure, or to any utilities in a licensed trailer park.

Trailer: A Trailer or Utility Trailer as defined in the 1995 Model Traffic Code, as adopted.

Trailer, Small: For the purpose of Title 15, Englewood Municipal Code only, a small trailer is any wheeled vehicle, without motive power and having an empty weight of two thousand (2,000) pounds or less, which is designed to be drawn by a motor vehicle and to carry its cargo load wholly upon its own structure and which is generally and commonly used to carry and transport property over the public highways.

Trash: Discarded materials including, but not limited to household wastes, furniture, construction supplies and materials, garden, lawn and landscaping supplies and wastes, scrap wood, metal, or other materials, clothing and bedding. The terms waste and trash are interchangeable for purposes of this Ordinance.

Trash Container: A container of metal, wood or plastic with a top or cover that can be securely fashioned on the container to prevent the contents from being carried or scattered by the elements or animals. Paper or plastic bags are not permitted trash containers except for grass clippings and leaves, if properly secured.

Trash Hauler: Any person, partnership, or corporation transporting trash for disposal for any fee or other compensation in the City of Englewood.

Truck: Any motor vehicle equipped with a body designed to carry property and which is generally and commonly used to carry and transport property over the public highways.

Usable Open Space: On-site space that is absent of any building or structure. Open space could contain, but is not limited to the following: sidewalks, trellises, swings, arbors, swimming pools, tennis courts, and landscaping. Surface parking is not to be considered as usable open space.

Vehicle: Means any device which is capable of moving itself, or of being moved, from place to place upon wheels or endless tracks; such term, for the purpose of this Title, shall not include any farm tractor or any implement of husbandry designed primarily or exclusively for use and used in agricultural operation or any device moved by muscular power. This definition also means any self-propelled vehicle, which is designed primarily for travel on the public highways and which is generally and commonly used to transport persons and property over the public highways.

~~*Vehicle, Commercial:* Any motor vehicle licensed by the State of Colorado as a commercial vehicle. Any vehicle designed, maintained or used primarily for the transportation of property.~~

~~*Vehicle, Hobby:* Any vehicle of the following type in the process of being built, restored or maintained as a hobby or diversion from one's regular occupation: boat, classic car, experimental car, off road vehicle, and race car and derelict vehicle.~~

Vehicle, Motor: Any self-propelled vehicle that is designed primarily for travel on the public highways and which is generally and commonly used to transport persons and property over the public highways.

Waste: The terms "waste" and "trash" have the same meaning and are interchangeable for purposes of this Ordinance. (See also Trash)

Weed: Weeds, grass, brush or other rank or noxious vegetation that has grown to maturity or is in excess of six inches (6") in height.

Yard: An existing or required open space, other than a court, on the same lot with a principal building or structure, open, unoccupied and unobstructed from the ground to the sky, except as otherwise provided herein.

Yard, Front: A yard extending across the full width of the lot between the front lot line and the nearest line or point for buildings as required by setback requirements.

Yard, Rear: A yard extending across the full width of the lot between the rear lot line and the nearest line or point of the principal building.

Yard, Side: A yard between the side line of the lot and the nearest line of the building and extending from the front yard to the rear yard, or in the absence of either of such yards, to the front or rear lot line, as may be.

15-9-1: Inoperable Motor Vehicles.

This Chapter is intended to address the proper storage of inoperable motor vehicles, off-road vehicles and trailers. It shall be unlawful and considered a nuisance for any person to store, maintain or keep any inoperable motor vehicle, off-road vehicle or trailer in violation of this Chapter.

The owner of an inoperable motor vehicle, off-road vehicle or trailer, as well as the occupant and owner of the property where such a vehicle or trailer is stored, shall be responsible for the maintenance of such vehicle in compliance with this Chapter.

A. Inoperable Motor Vehicles in All Residential Zone Districts.

- ~~1. No inoperable motor vehicle shall be stored within the front yard.~~
- ~~2. No person shall store or work on any inoperable motor vehicle within the front yard or in or on any public property or right-of-way, except that such vehicles may be temporarily maintained in the front yard, on a hard surface, for the purposes of transport, loading, unloading, or other temporary activities. Such transport, loading, unloading, or other temporary activities shall not exceed eight (8) hours per day.~~
- ~~3. No inoperable motor vehicle may be stored in a carport. An inoperable motor vehicle may be stored in a fully enclosed garage or similar structure.~~
- ~~4. One (1) inoperable motor vehicle may be stored in a rear or side yard if it is on a hard surface, and screened from view of adjacent properties and public rights of way.~~

B. Inoperable Motor Vehicles in Zone Districts Other Than Residential (including TSA District and PUDs).

- ~~1. No inoperable motor vehicle shall be stored unless it is on a hard surface, screened from view of adjacent properties and public rights of way or in a fully enclosed structure.~~
- ~~2. The provisions of this Section shall not apply to a permitted and/or licensed automotive use.~~

15-9-2: Vehicles: Off-Road (ORV) and Trailers.

A. Off-Road Vehicles (ORV) and Trailers in All Residential Zone Districts.

- ~~1. No ORV or any type of trailer shall be stored within the front yard.~~
- ~~2. No person shall store or work on any ORV or any type of trailer within the front yard or in or on any public property, or right-of-way, except that such vehicles may be temporarily maintained in the front yard, on a hard surface, for the purposes of transport, loading, unloading, or other temporary activities. Such transport, loading, unloading, or other temporary activities shall not exceed eight (8) hours per day.~~
- ~~3. One (1) ORV or trailer under three thousand five hundred (3,500) pounds, may be stored in a carport or a rear or side yard if it is on a hard surface. Any additional ORV or trailer~~

under five thousand (5,000) pounds may be stored in the rear or side yard if it is on a hard surface and screened from view of adjacent properties and public rights of way.

B. ~~Off Road Vehicles (ORV) and Trailers in Zone Districts Other Than Residential (including TSA Districts and PUDs).~~

1. ~~No off road vehicle or trailer shall be stored unless it is on a hard surface, screened from view of adjacent properties and public rights of way or in a fully enclosed structure.~~
2. ~~The provisions of this Section shall not apply to permitted and/or licensed ORV and trailer uses.~~

16-2-9: Zoning Site Plan Review.

A. Applicability. No land shall be used, occupied, or developed for any use without complying with the Zoning Site Plan requirements and procedures provided in this Section, as applicable. A Zoning Site Plan shall be required for:

1. The commencement of all development, improvement, or construction requiring a building permit, except for interior remodel and tenant finish.
2. The construction or expansion of fences, walls, and accessory structures (e.g., garages, carports, storage sheds, decks) in all zone districts, including decks less than thirty inches (30") in height and accessory structures containing less than one hundred twenty (120) square feet in floor area that do not otherwise require a building permit.
3. ~~The construction, re-installation, expansion, alteration, surfacing, or resurfacing of a residential driveway.~~
4. Accessory uses, not including home occupations, marked as "A" in the applicable table cell in Table 16-5-1.1, "Table of Allowed Uses".
5. The construction, re-installation, expansion, alteration, surfacing, or resurfacing of a parking area.

~~Necessary to determine lot coverage~~

16-5-2: Use-Specific Standards.

C. *Commercial Uses.*

3. ~~Automotive Sales, Rental; Commercial Storage of Operable Vehicles; Parking Area, Surface (Operable Vehicles); and Parking Facility, Structure (Operable Vehicles).~~

a. Standards.

- (13) ~~Parking areas, (surface) are prohibited as a principle use within the first one hundred (100) feet of any lot adjacent to Hampden Avenue, within the M-1 and M-2 zone districts.~~

8. Office.

a. *Office, Type 2 (Limited).*

(1) In the MU-R-3-A and MU-R-3-B districts, this includes administrative and professional offices where the following activities are prohibited:

(a) Sale of goods or merchandise;

(b) On-site storage of materials or equipment, except incidental to office operation;

(c) On-site storage of materials, equipment, or vehicles; and

~~(d) On-site parking of business vehicles during non-business hours; and~~

~~(e)~~(d) On-site dispatch of personnel or equipment.

9. *Parking Area, Surface (Operable Vehicles) (TSA District Only).* A surface parking area is allowed as a short-term, interim principal use of vacant parcels in the TSA district, subject to compliance with the following standards:

a. *Location.*

(1) Surface parking lots developed or used as a principal use shall be permitted in the TSA district, except within the transit station subarea.

(2) A surface parking lot developed or used as a principal use shall not be located adjacent to another surface parking lot use developed or used as a principal use.

(3) A surface parking lot developed or used as a principal use in the district shall be located at least fifty feet (50') away from the intersection of two (2) public streets.

~~b. *Parking Surfaces.* All surface parking lots shall be paved with a hard surface acceptable to the City.~~

b. e. *Landscaping/Screening.* The perimeter and interior of all surface parking lots along a public street, public plaza, or other public open area or right-of-way, shall be screened and landscaped as stated in the Station Area Standards and Guidelines.

c. d. *Allowed As Interim Use Only.* In order to encourage more high-intensity and pedestrian-friendly development in the TSA district, principal commercial parking uses on surface lots shall be considered an interim use only. Accordingly, the City shall attach the following conditions to all conditional use approvals of any principal commercial parking/vehicle storage use in the TSA district:

(1) Such use shall automatically lapse and expire after three (3) years from the date of the City's approval action, unless otherwise expressly allowed by the City in the terms of conditional use approval, or unless the City approves an extension of time prior to the end of the three-year period.

- (2) If the surface parking lot use is not converted to another permitted principal use within one (1) year after such use expires, the owner shall remove the paved surface and all appurtenant structures, re-vegetate the parcel with grass seed or other landscaping material approved by the City, and maintain such landscaping until such parcel is redeveloped.
- (3) An applicant shall request an extension of the expiration period at least sixty (60) days prior to the end of the original three (3) year (or extended) expiration period. All such requests shall be reviewed according to the procedures for review of a conditional use, as set forth in Section 16-2-12 EMC. The City shall review such request according to the review criteria in Section 16-2-12 EMC, and considering the purpose of the TSA district and the status of existing and planned development activity in the district. The City shall act to either extend the conditional use approval for a specified term of years, but in no case longer than three (3) years, or allow the conditional use approval to expire.

D. *Manufacturing/Industrial Uses.*

6. Storage Yard for Vehicles, Equipment, Material, and/or Supplies. A storage yard for vehicles, equipment, material, and/or supplies shall comply with all of the following conditions:
 - a. ~~The site shall be surfaced with concrete, asphalt, or other impervious surface approved by the City Manager or designee.~~ The site shall comply with 11-3-5 regarding storm drainage.
 - b. The site shall be maintained in good condition, free of weeds, dust, trash, and debris.
 - c. The site shall be screened by a solid fence.
 - d. No materials or supplies shall be stored above the level of the screening fence.

16-5-3: Adaptive Reuse of Designated Historical Buildings.

In order to help ensure the preservation, maintenance, and continued economic value of any historical buildings so designated by an agency of the State or Federal government, any vacated historic building, school, church, or public building that cannot feasibly be used for a permitted use in the zone district in which such building is located, may be eligible for reuse subject to the review and approval by the Commission and Council. The approval of the reuse of the historic building, vacated school, church, or public building shall be subject to the following conditions:

- A. The property cannot feasibly be used for a use permitted in the zone district in which the property is located.
- B. No exterior alteration, remodeling, or architectural change will be allowed; this does not limit any necessary restoration or repair work.
- C. Alterations will be limited to interior changes necessary to accommodate the adaptive reuse of the building or to comply with the applicable City codes.

- ~~D. No off-street parking or loading space may be located in any required front or side yard, and parking areas shall be screened from the view of adjacent residential uses so they do not adversely affect the character of the surrounding residential area.~~
- E.D. The reuse of the building shall be limited to such use approved by the Commission and Council following a public hearing.
- F.E. The application shall include: the location of the property, the zone classification in which it is located, the previous use of the property, the proposed use of the property, and a statement demonstrating that the proposed reuse will not adversely affect the neighborhood by reason of excess traffic, hours of operation of the use, or any external effects created, such as noise or lights, that would unreasonably disturb adjacent residents. The application shall include a Zoning Site Plan, an off-street parking plan, a drainage plan, and a landscaping plan for the site.

16-5-4: Accessory Uses.

- C. Accessory Uses Permitted. Table 16-5-1.1 includes accessory uses and shows in which zoning district a specific accessory use is permitted. If an accessory use is not listed in Table 16-5-1.1, but satisfies all the general standards set forth in subsection 16-5-4.B EMC, the City Manager or designee may allow its establishment according to the procedures and criteria in Section 16-5-1.B EMC, "Unlisted Uses." In addition, all unlisted accessory uses shall be subject to compliance with the general, dimensional, and operational standards set forth in this Section 16-5-4 EMC.

2. Parking Area, Surface.

- a. Parking Area, Surface (R-2-B District Only). When an R-2-B district abuts or is adjacent to a MU-B-2 district, the portion of the lot adjacent to the business district may be used as a parking area by any commercial establishment to a depth of twenty-five feet (25') if the following conditions are met:
- (1) The parking area must be screened from the residential portion of the lot by a six foot (6') opaque fence. Side yard fences must also be provided to screen adjacent property. These fences shall also be six feet (6') in height except that, within ten feet (10') of the rear property line, the fences cannot exceed thirty inches (30") in height or be less than fifty percent (50%) open.
 - ~~(2) The paved parking area must be of hard surface to prevent the movement of dirt and debris from the parking area onto the public right of way.~~
~~Removed here but addressed in 16-5-3 storm drainage~~
 - ~~(2)(3)~~ Parking stops or other devices allowing snowfall maintenance must be placed in the parking area to prevent damage to the fence by vehicles.
 - ~~(3)(4)~~ Provisions must be made for the collection of trash as per City ordinance.
 - ~~(5)~~ The final design of the parking area must be approved by the City Manager or designee.

- (6) ~~No storage of vehicles is permitted and the lot is to be used solely for the parking of employees or customers.~~
 - (7) ~~No vehicles in excess of seven thousand (7,000) pounds may be parked in the parking area.~~
 - (8) ~~The minimum width of the parking area shall be fifty feet (50').~~
 - (9) ~~The City Manager or designee may deny the use of any lot as a parking area if the above provisions are not met or if conditions are unsafe. The ruling may be appealed to the Board.~~
- b. Parking Area, Surface (TSA District Only). Surface parking areas, noncommercial and accessory to a principal use, are allowed subject to the following additional conditions:
- (1) General. Such surface parking area shall be maintained as long as the principal permitted use is maintained, or until alternative parking is provided for such principal use.
 - (2) Location.
 - (a) An accessory surface parking area may be located within six hundred feet (600') of the lot containing the principal use, either within the TSA district or within a zone district that permits noncommercial parking lots, subject to a City-approved alternative parking plan and pursuant to the Station Area Standards and Guidelines, as applicable.
 - (b) Accessory surface parking lots are prohibited within the transit station subarea.
- c. Remote Parking Areas. Pursuant to Section 16-6-4 EMC, required parking may be provided as an accessory use within four hundred feet (400') of the principal use, either within the same district or within a district that permits noncommercial parking lots. Such parking lots must be maintained as long as the principal permitted use is maintained, or alternate parking provided. Approval of an alternative parking plan is required (administrative process), pursuant to Section 16-6-4.D EMC. Such lots shall be paved, shall require a building permit, and shall be subject to the landscaping requirements of Section 16-6-7.M EMC.

D. Prohibited Accessory Uses.

- 1. Prohibited in All Zoning Districts. The following activities shall not be regarded as accessory to a principal use on any site and are prohibited in all zoning districts:
 - a. Use of Travel Trailer or Recreational Vehicle (RV) as a Residence. The use of a travel trailer as a residence, permanent or temporary, with the exception of a trailer approved as a temporary use for security under Section 16-5-5 EMC, shall be prohibited in all zoning districts.
 - b. Use of Motor Vehicle or Trailer for Sales, Service, Storage, or Other Business. The use of any motor vehicle, trailer, mini-mobile storage container, or shipping container

as a structure in which, out of which, or from which any goods are sold or stored, any services performed, or other businesses conducted, shall be prohibited in all zoning districts. However, this subsection shall not prohibit the following:

- (1) The sale of goods or merchandise at a City-approved or sponsored event; or
- (2) Use of a motor vehicle, trailer, or shipping or storage container in connection with an approved recycling operation; or
- (3) Use of a trailer or shipping or storage container in conjunction with construction authorized by a valid building permit; or
- (4) Use of a trailer, shipping, or storage container for the temporary loading and unloading of goods, provided that no individual trailer or container is in place longer than forty-eight (48) hours.

2. Prohibited in Residential Zoning Districts. The following activities shall not be regarded as accessory to a residential principal use and are prohibited in all residential (R) districts:
 - a. Automotive Repair. Automotive repair, including engine, body, or other repair or repainting of more than one (1) vehicle at any one time owned by a person not residing at that address, regardless of whether compensation was paid for the service.
 - b. ~~Outdoor Storage of Inoperative Vehicles. The outdoor storage of inoperable vehicles shall comply with Title 15 EMC.~~
 - c. Parking of Commercial Vehicles.
 - ~~(1) In no event shall more than one (1) commercial vehicle be stored on property in any residential zone district, whether in a private garage or carport, in an off-street parking space, or in an open space area. The size of such commercial vehicles shall not exceed vehicle weight of six thousand (6,000) pounds (60 e.w.t.).~~
 - ~~(2) For the purpose of this Section, a road tractor or truck tractor shall not be deemed a commercial vehicle, and no road tractor or truck tractor shall be parked or stored in any residential zone district.~~
- (1) (3) No commercial vehicle shall be stored on public property or in the public right-of-way.

16-6-1: - Dimensional Requirements.

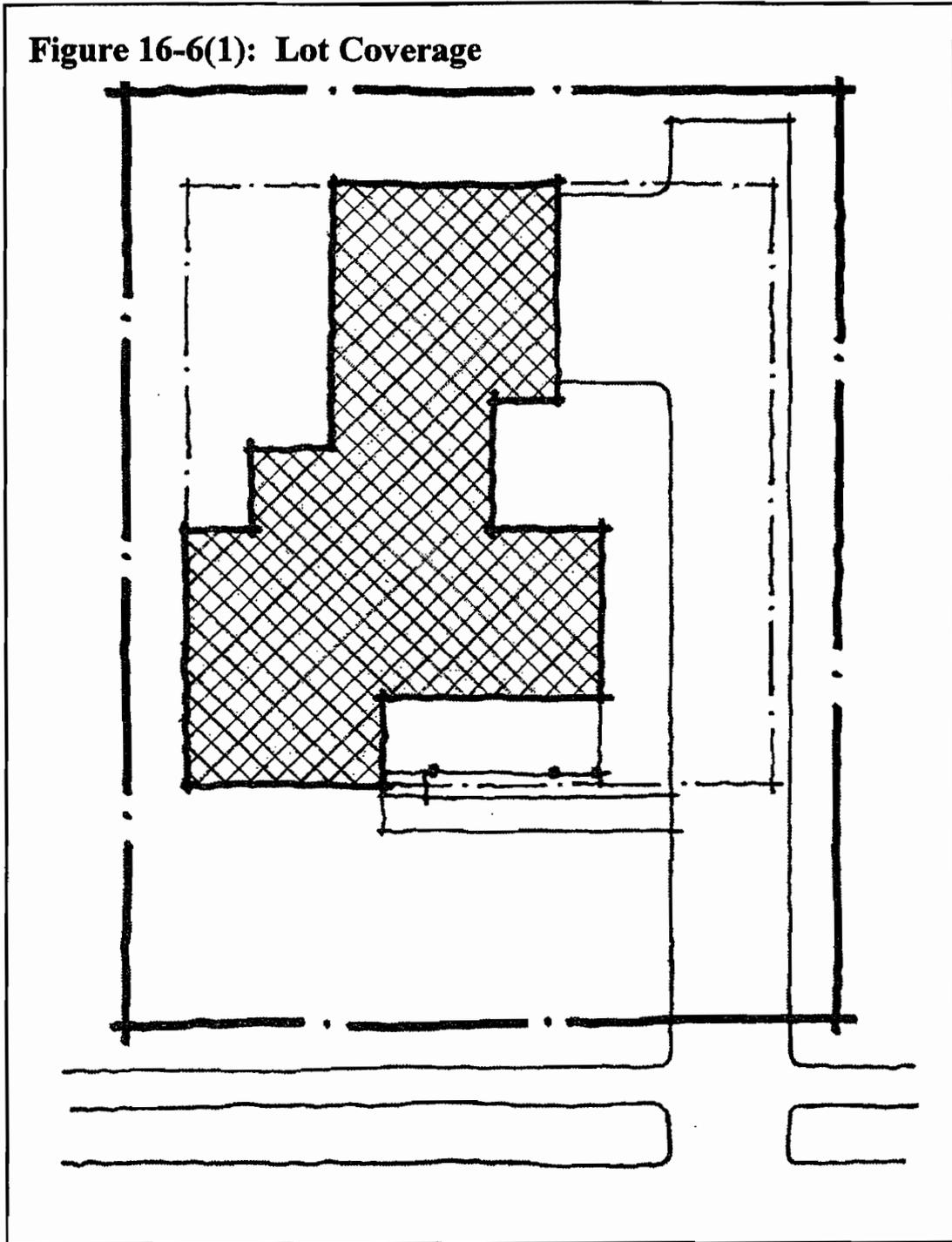
A. Rules of Measurement.

1. Residential Density.

- a. Net Density. Net density shall be calculated by dividing the net acreage of a parcel by the minimum lot area required for each dwelling unit. Net acreage is equal to gross acreage, less land area devoted to public rights-of-way.

- b. Gross Density. Gross density shall be calculated by dividing the gross acreage of a parcel by the minimum lot area required for each dwelling unit.
 - c. Rounding. When applying a density standard to a parcel's land area, all resulting fractions shall be rounded down to the next lower whole number.
 - d. Maximum Density Not Guaranteed. The number of dwelling units allowed on a site is based on the presumption that all other applicable site development standards shall be met. The maximum density established for a zone district in this Chapter is not a guarantee that such densities may be obtained, nor a valid justification for varying other dimensional or development standards.
2. Lot Area. Lot area is measured as the amount of gross land area contained within a horizontal plane bounded by the front, side, and rear lot lines (but not including streets or rights-of-way).
3. Lot Coverage.
- a. General Rule. Lot coverage is the percentage of total lot area which, when viewed directly from above, would be covered by a structure or structures, or any part thereof, excluding projecting roof eaves. It is calculated by dividing the square footage of structure cover by the square footage of the lot. Unless specifically exempted by subsection (B) below, the term "structure" includes private walkways, driveways, and other paved surface areas used or intended for parking vehicles (e.g., parking pads). See Figure 16-6(1).
 - b. Exemptions from the calculation of lot coverage.
 - (1) Driveways, or portions thereof, twelve feet (12') or less in width;
 - (2) Private walkways, or portions thereof, five feet (5') or less in width;
 - (3) Areas covered by swimming pools, hot tubs, and ornamental ponds;
 - (4) Open (uncovered) decks or patios less than thirty inches (30") above grade;
or
 - (5) Covered, unenclosed porches.

Figure 16-6(1): Lot Coverage

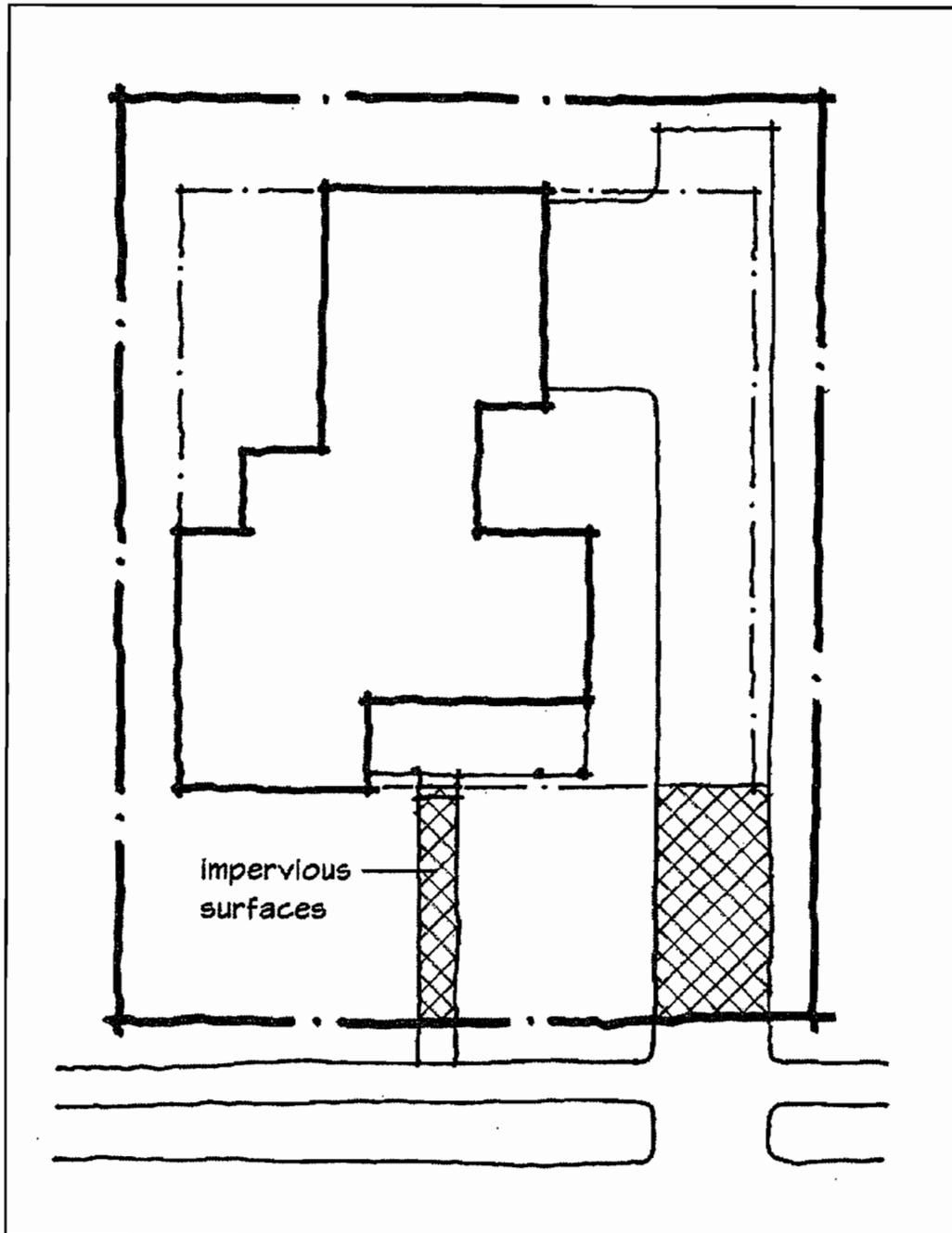


Driveways and other paved surfaces are still included in determining lot coverage.

Commentary to Figure 16-6(1) Lot Coverage [above]: The cross-hatching shown represents total lot coverage, including portions of the lot covered by the principal dwelling and an attached garage, but not including the paved driveway (when the driveway width is twelve feet (12') or less) and not including an unenclosed front porch or narrow front walkway.

4. Front Lot Coverage. Front lot coverage is the portion of the front setback or front yard area, whichever is larger, of a residential lot covered by (a) an impervious material, including but not limited to driveways, sidewalks and parking pads, and/or (b) any structure or portion thereof permitted to encroach into the front setback area. Front lot coverage is expressed as a percentage.

Figure 16-6(2): Front Lot Coverage



Commentary to Figure 16-6(2) Front Lot Coverage [above]: The cross-hatching shown in this figure illustrates those parts of this home's front setback area that are covered by impervious materials or surfaces—in this case, the portion of the paved driveway within the front setback area and the front walkway between the sidewalk and the home's front porch. The total area covered by those impervious materials or surfaces, divided by the entire area of the front setback, equals the total front lot coverage.

5. Lot Width. Lot width refers to the horizontal distance parallel to the front lot line measured between side lot lines at the front setback line, or if no setback line is established, the distance between the side lot lines measured along the street line.
6. Setbacks. Setbacks are measured along a line at right angles from the lot line to a point equivalent to the minimum setback. Setbacks shall be unobstructed from the ground to the sky except for the projections specifically allowed in Section 16-6-1.F EMC.
7. Floor Area Ratio (FAR). FAR is measured as the total floor area on a lot divided by the land area of that lot. "Total floor area" includes the total floor areas of the several floors of the structure, as measured by the exterior faces of the walls, including fully enclosed porches and the like as measured by the exterior limits thereof, but excluding:
 - a. Garage space which is in the basement of a building or, in the case of garage space accessory to a dwelling, is at grade;
 - b. Basement and cellar areas devoted exclusively to uses accessory to the operation of the structure; and
 - c. Areas elsewhere in the structure devoted to housing mechanical equipment customarily located in the basement or cellar such as heating and air conditioning equipment, plumbing, and electrical equipment.
8. Building or Structure Height. Building or structure height is the vertical distance of a building or structure, as measured from the average elevation of the finished grade at the corners of the building or structure base, to the highest point of the building or structure. When referring to a tower or other similar structure, height is measured from the average ground level to the highest point on the tower or other structure, even if said highest point is an antenna.
9. Street Frontage. Street frontage is the horizontal distance between side lot lines along the front lot line abutting the street. On corner lots, street frontage is measured along both lot lines abutting streets.

C. *Additional Dimensional and Development Standards.*

1. *Multi-Unit Development Standards in R-2-A, R-2-B, MU-R-3-A and MU-R-3-B Districts.*
 - a. *Applicability.* The following standards apply to all multi-unit dwellings constructed or converted after the effective date of this Section.
 - b. Multi-unit dwellings existing on the effective date of this Section and which as of that date are not in compliance with standards established by this Section, shall not be considered nonconforming due solely to the dwelling's noncompliance with the standards of this Section. Such dwellings are "grandfathered," and shall be considered legal, conforming structures for the purposes of sale and development under this Title.

c. *Property having rear alley access.*

- (1) Minimum lot width shall be twenty-five feet (25') per unit.
- ~~(2) Driveway access from the public street shall be prohibited, except for:~~
 - ~~(a) Corner lots where garage, carport or parking pad may be accessed from the side street.~~
 - ~~(b) Dwellings with four (4) or more units may have one (1) driveway accessing the street.~~
- ~~(3) Parking pads within the front yard or front setback shall be prohibited.~~

d. *Property without rear alley access.*

- (1) Minimum lot width shall be thirty feet (30') per unit.
- (2) Garages, and carports ~~and parking pads~~ shall be offset behind the front building line of each unit by a minimum of five feet (5').
- ~~(3) Minimum separation between driveways or parking pads of attached units shall be twenty feet (20').~~
- ~~(4) Maximum driveway or parking pad width within front yard or front setback shall be ten feet (10') per unit.~~
- (3) ~~(5)~~ The maximum garage door width on the front façade of the structure shall be nine feet (9') per unit.
- ~~(6) A parking pad may be located in the front yard or front setback only when a garage or carport is not provided.~~
- (4) ~~(7)~~ An opaque fence or wall shall be provided between driveways or parking pads on adjacent properties.
- (5) ~~(8)~~ Units that provide attached garages behind the rear building line of the principal structure may reduce the principal structure's rear setback to ten feet (10').
- (6) ~~(9)~~ It is recognized that because of the wide variety of multi-unit development options, the City Manager or designee may on a case-by-case basis consider minor deviations to this Subsection (2) through ~~(7)~~ (5) above, whenever such deviations are more likely to satisfy the intent of this subsection.

2. *MU-R-3-B District.*

- a. The minimum lot area standards set forth in Table 16-6-1.1 apply to parcels of land containing less than forty-three thousand five hundred sixty (43,560) square feet (one (1) acre). Parcels of land containing forty-three thousand five hundred sixty (43,560) square feet (one (1) acre) or more may be developed at a density of one (1) unit per one thousand eighty-nine (1,089) square feet.

- b. The minimum lot area standards set forth in Table 16-6-1.1 for "office limited" and "all other allowed uses" shall not apply to an existing structure converted to accommodate an allowed nonresidential principal use on a lot having less than twenty-four thousand (24,000) square feet, provided the allowed conversion complies with district residential design standards and required off-street parking ratio and landscaping requirements.

3. *Residential Use in MU-B-1 and MU-B-2 Districts.*

- a. Dwelling units may be incorporated into the same building as the commercial use (not as a stand-alone use).
- b. The commercial use occupies the majority of the ground floor of the building, and is directly accessible from an adjacent public street or sidewalk.

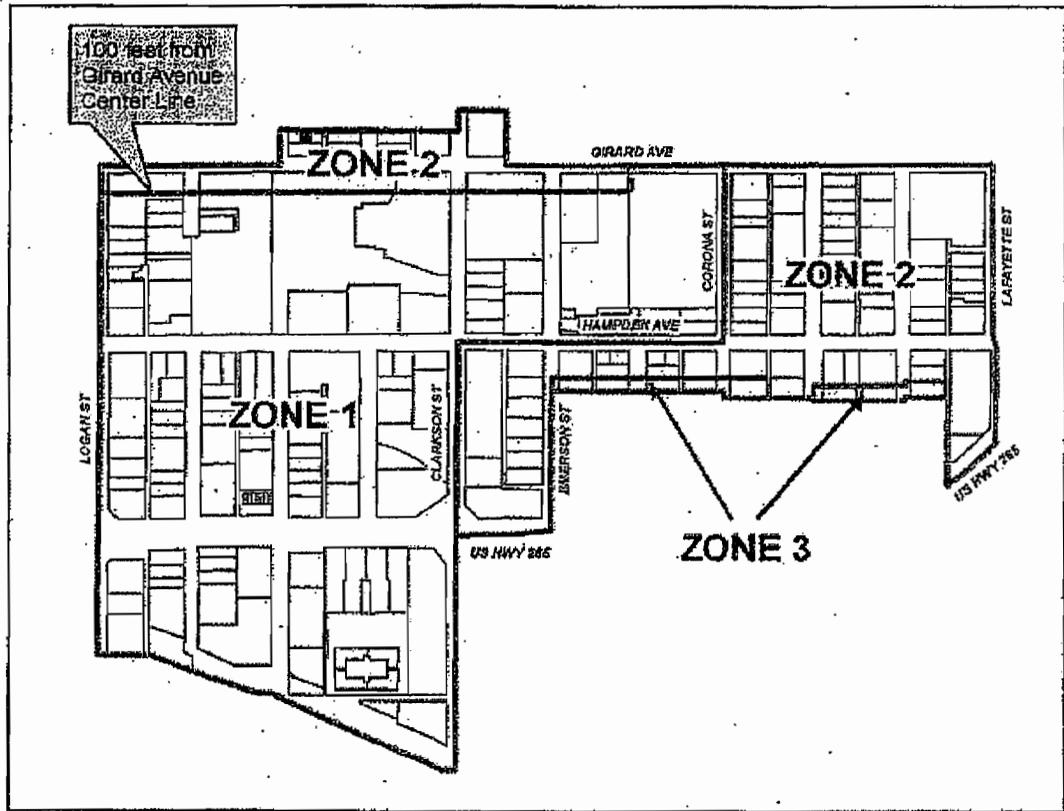
4. *MU-B-2 District.*

- a. Relief from front setback requirements set forth in Table 16-6-1.1 may be provided in the situations listed below conditioned on the establishment of a strong development edge along the front property line.
 - (1) Addition to an existing building.
 - (2) Commercial lots with more than two hundred fifty feet (250') of commercial zoning and lot depth.
 - (3) Drive-thru uses.
 - (4) Outside dining.

5. *M-1, M-2, M-O-1 and M-O-2 Districts.*

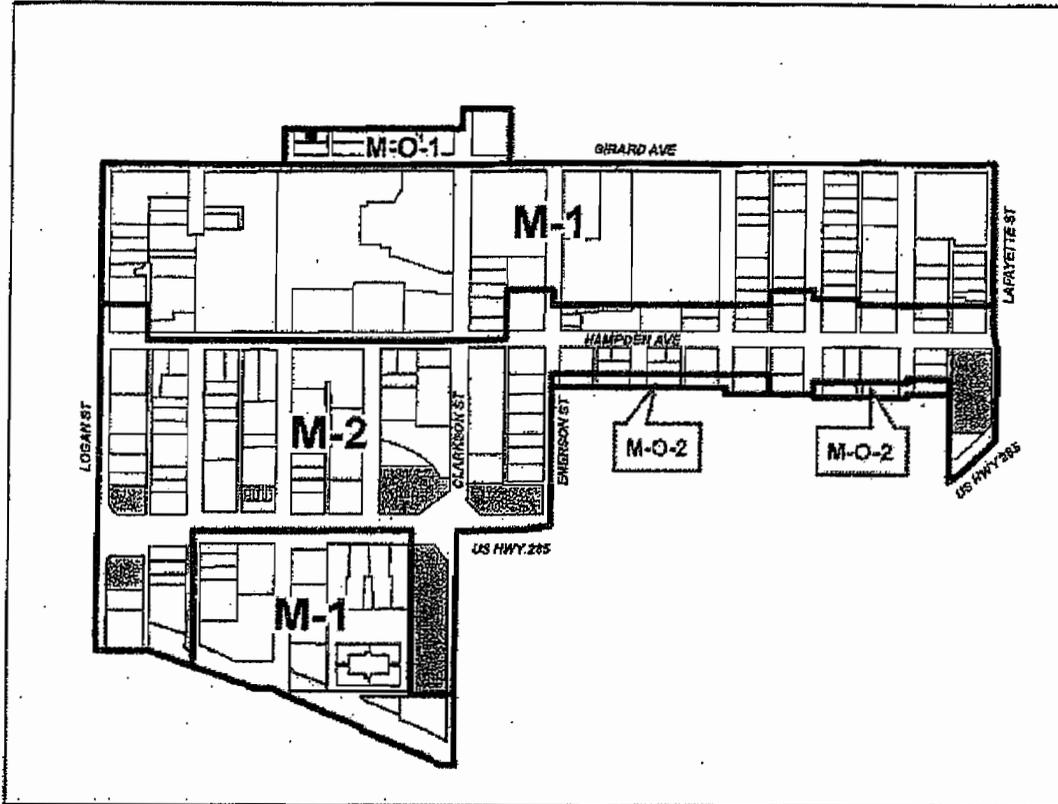
- a. Minimum Lot Size Exemption: Lots less than six thousand (6,000) square feet in size in existence on the effective date of this Title are exempt from the minimum lot size requirements.
- b. Height Zones: Height Zone boundaries are depicted in Figure 16-6 (2a).

Figure 16-6(2a): Medical Zone and Medical Overlay District Height Zone Boundaries



- c. Maximum Retail Gross Floor Area Exemption: Properties directly adjacent on two sides to an arterial street and a collector street as classified by the Department of Public Works are exempt from the maximum retail gross floor area restriction.

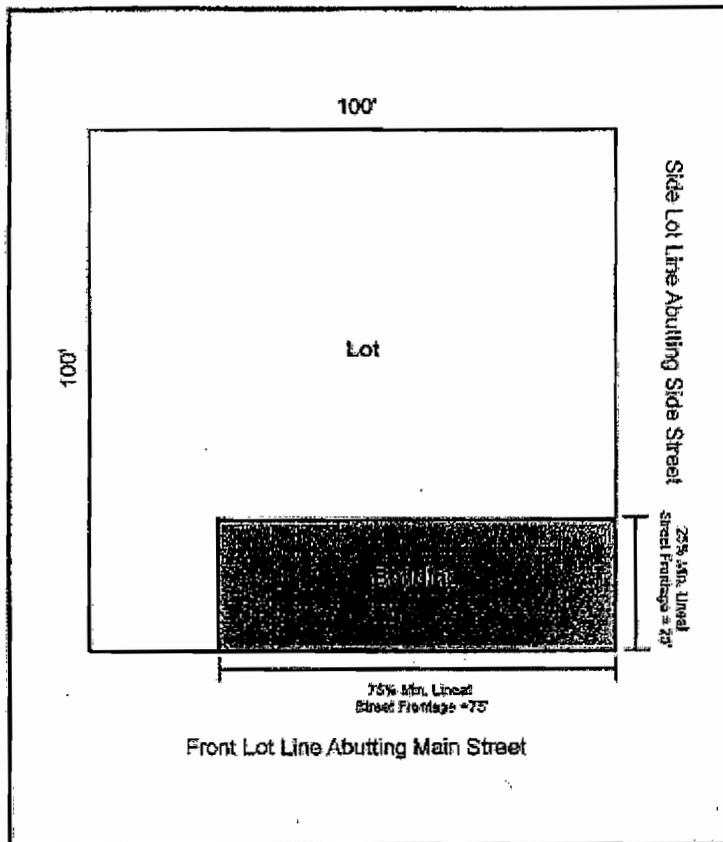
Figure 16-6(2b): Properties Exempt from the Max. Retail Gross Floor Area Requirement (Gray)



d. Minimum Lineal Street Frontage:

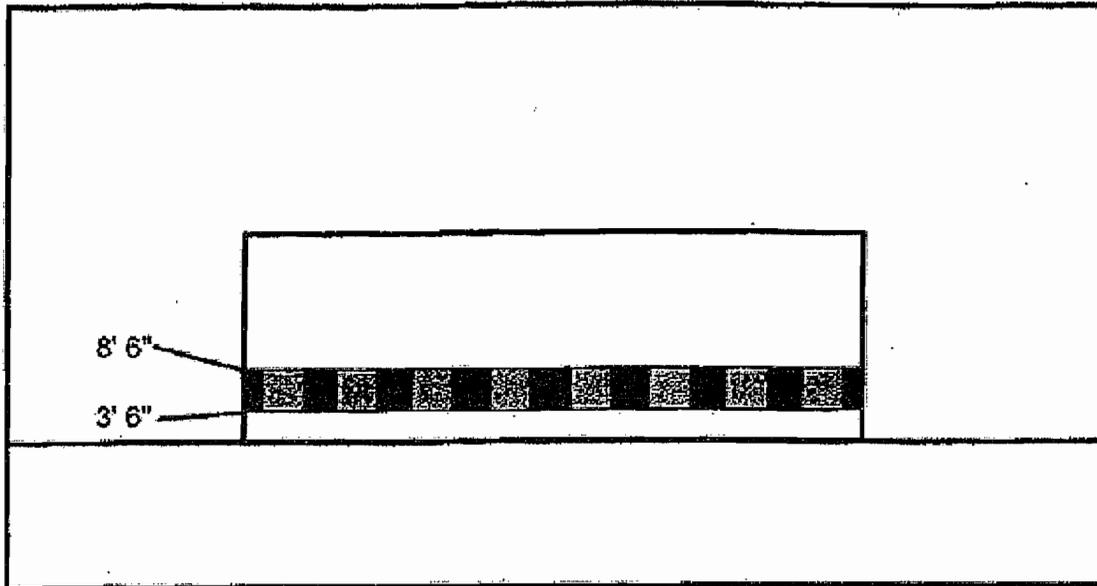
1. Building frontages are required to cover a minimum distance of seventy-five percent (75%) of the length of the front lot line, measured adjacent to and parallel with the front lot line.
2. Building frontages are required to cover a minimum distance of twenty-five percent (25%) of the length of the side lot line abutting a street, measured adjacent to and parallel with the side lot line.

Figure 16-6(2c): Minimum Lineal Street Frontage Example: 100' x 100' Lot



- e. Zone of Transparency: New construction and additions of ground floor retail space fronting on a public street, shall incorporate transparent glass for a percentage of the lineal street frontage of the first floor. These windows shall be a minimum of five feet (5') high and mounted not more than three feet six inches (3'6") high above the interior floor level for a total height of eight feet six inches (8'6").
 1. A sixty percent (60%) minimum building lineal zone of transparency measured adjacent to and parallel with the front lot line is required.
 2. A twenty-five percent (25%) minimum building lineal zone of transparency measured adjacent to and parallel with the side lot line fronting a public street is required.

Figure 16-6(2d): Zone of Transparency



- f. Required Building Entrances: All buildings shall have a primary ground floor entrance fronting a public street.
- g. Setback Requirements:
 - 1. Minimum side setback may be reduced to zero (0) feet to conform with an adjacent structure's zero (0) foot rear or side setback.
 - 2. Minimum rear setback may be reduced to zero (0) feet for lots less than one hundred (100) feet deep.
 - 3. Open air balconies may extend ten (10) feet into the upper story front setback.
 - 4. Relief from front setback requirements set forth in Table 16-6-1.1 may be provided for outside dining areas on the establishment of a strong development edge along the front property line.

16-6-4: - Off-Street Parking and Loading Requirements.

- A. *Purpose.* The purpose of this Section is to prevent or alleviate the congestion of public streets, to minimize any detrimental effects of parking and loading areas on adjacent properties, to enhance parking areas with landscape elements, and to promote the safety and welfare of the public. In recognition that different solutions may be appropriate in different areas of the City and for different types of development, the standards set out in this Section allow flexibility in dealing with vehicle parking and loading issues.
- B. *Applicability.*

1. New Development. The off-street parking and loading standards of this Section shall apply to all new development after the effective date of this Title, except as otherwise expressly allowed in this Title.
 2. Applicability to Existing Uses.
 - a. No existing use or structure shall be deemed nonconforming solely because of the lack of off-street parking (including bicycle parking) or loading requirements prescribed in this Section, provided that off-street parking and loading facilities existing on the effective date of this Title shall not be reduced in capacity, design, or function to less than the minimum standards prescribed in this Section and Title.
 - b. Off-street parking and loading facilities existing on the effective date of this Title shall be maintained as long as the use or structure exists, even if the amount of parking or loading spaces does not comply with this Section, unless an equivalent number of spaces are provided conforming to the requirements of this Section.
 - c. In connection with an existing use, this Section shall not require the maintenance of more parking or loading spaces than is required for a new building or use under this Section and Title.
 3. Expansions and Increases in Intensity. Unless otherwise expressly stated in this Section, the off-street parking and loading standards of this Section apply when an existing structure or use is expanded or enlarged, through the addition of dwelling units, floor area, seating capacity, employees, or other units of measurement used for establishing off-street parking and loading requirements. Additional off-street parking and loading spaces shall be required only to serve the enlarged or expanded area, not the entire building or use.
 4. Change of Use. Unless otherwise expressly stated in this Section, off-street parking (including bicycle parking) and loading facilities shall be provided for any change of use or manner of operation that would, based on the off-street parking schedule or the off-street loading schedule, result in a requirement for more parking or loading spaces than the former use. Additional parking or loading spaces shall be required only in proportion to the extent of the change, not for the entire building or use.
 5. Planned Unit Developments. In Planned Unit Developments, the amount of off-street parking shall be determined on a case-by-case basis as part of the City's consideration of the PUD application. However, the decision-making body may use the off-street parking and loading requirements of this Section as the starting point for determination of the applicable minimum standards. All PUD development plan applications shall include a parking plan according to this Section.
- C. *No Reduction Below Minimums.* Unless otherwise expressly allowed in this Section, existing parking spaces may not be reduced below the minimum requirements established in this Section. Unless otherwise expressly allowed in this Section, any change in use or manner of operation that increases applicable off-street parking requirements shall be deemed a violation of this Title unless parking spaces are provided according to this Section.

~~D. *Required Plan Elements.* A parking and loading plan (including required bicycle parking), submitted as part of a site or development plan, is required for: all multi-unit residential dwelling uses; all nonresidential uses; and any other occasion when the City deems it necessary to determine the impact of parking on a development. The parking and loading plan shall show all information as required on City submittal requirement forms.~~

E.D. *Computation of Off-Street Parking and Loading Requirements.* The following rules apply when computing off-street parking and loading requirements:

1. Multiple and Mixed Uses. Unless otherwise approved by the City, off-street parking areas serving either (1) more than one principal use, (2) more than one use type within a structure (i.e., office and warehouse), or (3) a mixed-use development must provide parking and loading in an amount equal to the combined total of the minimum requirements for each use.
2. Fractions. When measurement of the number of required spaces results in a fractional number the fraction shall be rounded up to the next higher whole number.
3. Area-Based Standards.
 - a. Unless otherwise specifically noted, all square footage-based parking and loading standards (e.g., one (1) parking space per three hundred (300) square feet of office use) shall be computed on the basis of gross leasable or rentable floor area (i.e., excluding square footage of floor area devoted to common or public areas, hallways, and bathrooms).
 - b. When the standard states that an off-street parking area shall be provided based on the gross floor area of a specific use (e.g., "an area equal to the gross floor area"), calculations shall be based on a requirement of three hundred (300) square feet per parking space. For example, one thousand two hundred (1,200) square feet of gross floor area, divided by three hundred (300) square feet, equals four (4) parking spaces that must be provided.
4. Occupancy- or Capacity-Based Standards. For the purpose of computing parking requirements based on employees, students, residents, or occupants, calculations shall be based on the largest number of persons working on any single shift, the maximum enrollment, or the maximum building code capacity, whichever is applicable and whichever results in the greater number of spaces.
5. Unlisted Uses. In reviewing a development application for a use not specifically listed, the City Manager or designee, shall apply the standard for the use that is most similar to the proposed use.

F.E. *Off-Street Vehicle Parking Ratios Requirements and Design.*

1. Amount of Off-Street Vehicle Parking (Table 16-6-4.1). Table 16-6-4.1 below sets forth the minimum required ~~amount~~ number of off-street vehicle parking spaces. ~~In lieu of complying with these standards, an applicant may request approval of an alternative parking plan, under Section 16-6-4.1 EMC, "Alternative Parking Plans."~~

TABLE 16-6-4.1: MINIMUM OFF-STREET VEHICLE PARKING REQUIREMENTS RATIOS

Use	Off-Street Vehicle Parking Standard	Additional Requirements
RESIDENTIAL USES		
Group Living		
Dormitory, fraternity, sorority	1 parking space per two beds	
Group living facility, large/special or small	1 parking space per 3 resident beds, plus 1 parking space for each 3 employees	
Nursing home	1 parking space per 4 resident beds plus 1 parking space for each 3 employees	
Senior citizen	.75 parking spaces per unit plus one guest space for each 5 units	
Household Living		
One-unit, detached or attached dwelling	2 spaces per each dwelling unit	
Senior citizen residential complex (35 percent or more of total units reserved for persons 60 years and older)	1 space per 2 dwelling units, plus one guest space for each 5 units	
Two-unit and multi-unit dwelling: Efficiency, 1- or 2-bedroom unit	1.5 spaces per each dwelling unit.(1) Such parking shall be designated and identified as parking for the occupants of the building only. (2) Guests or Visitor Parking for buildings with 5 or more dwelling units: 1 space for each 5 units. Such parking shall be designated and identified as temporary parking for the use of guests or visitors or the occupants of the building only.	

Two-unit and multi-unit dwelling: 3 or more bedroom unit	2 spaces per each dwelling unit.	
Boarding or Rooming Houses	1 space for each guest bed, in addition to the one-unit dwelling requirement	
PUBLIC/INSTITUTIONAL USES		
Religious Assembly		
All	1 space for each 3 seats or every 6 feet of bench length in the main assembly area or auditorium	
School		
Education institution - elementary	1 space for each classroom and administrative office	
Education institution - secondary	An area equal to 1/2 the gross floor area in the structure	
Public Buildings		
All	An area equal to 1/2 the gross floor area in the structure	
COMMERCIAL USES		
Assembly		
Assembly hall or auditorium, hall rental for meetings or social occasions	1 space for each 3 seats	
Entertainment/ Amusement: Indoor		
Amusement facilities, convention facilities, dance halls, gymnasiums, theaters, skating rinks	1 space for each 3 seats	
Bowling alley	4 spaces per lane, plus 1 additional space for each 2 employees	
Food and Beverage Service		
Restaurant, bar, tavern, with or without outdoor operations	1 space per each 100 square feet of gross floor area	
Medical/Scientific Service		
Hospital	1 space for each 2 patient beds, plus 1 space for each 2 employees	

Office		
All	1 space per each 300 square feet	
Retail Sales and Service		
All	Under 7,500 square feet: an area equal to 1/2 of the gross floor area; 7,500 square feet gross floor area and above: an area equal to the gross floor area.	As applicable, plus adequate stacking spaces as per Section 16-6-4-J below.
Vehicle and Equipment		
Automotive sales, rental; Automobile pawnbroker	1 space for each 2 employees at maximum employment on a single shift, plus 2 spaces for each 300 square feet of sales/office, repair, or maintenance space.	
Visitor Accommodation		
Hotel; Hotel, Extended Stay	1 space for each guest room, plus 1 additional space for each 2 employees. Parking for convention facilities and dining areas in the hotel shall conform with the requirements set forth within.	
MANUFACTURING/INDUSTRIAL USES		
Industrial Service and/or manufacturing	An area equal to 1/4 the gross floor area occupied by the use in a structure	
Warehouse/Storage		

Mini-storage facility	Customer parking shall be provided at the manager's office calculated on the basis of one space for each six thousand (6,000) square feet of floor area and open storage, or one space for each one hundred (100) storage units or spaces, whichever is greater. Plus, 2 additional parking spaces for employees shall be provided at the manager's office.	A marked loading lane shall be provided adjacent to the exterior of any structure in which storage units are located and where such units have direct access to the exterior of the structure. Such loading lane shall be clearly marked for the exclusive use of the lessees of said storage units and shall not be used for the temporary or permanent storage of any item. Loading lanes shall be a minimum of nine feet (9') in width.
Wholesale business	An area equal to 1/4 of the gross floor area of the structure or structures.	
Warehousing and/or storage	An area equal to 1/4 of the gross floor area of the structure or structures.	

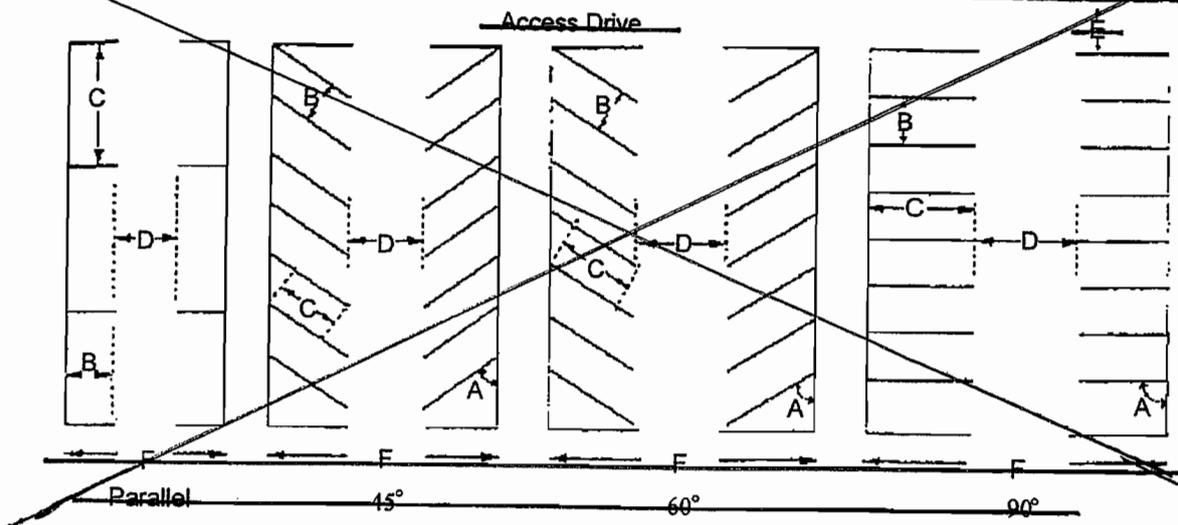
2. Location of Off-Street Parking Areas. Except as otherwise allowed in this Title, a parking area shall be provided on the same property as the principal building it serves, except that in business and industrial districts the required off-street parking area may be located within four hundred feet (400') of the property, but within the same district or within a MU-R-3-A district. Such separate parking lots shall be maintained as long as the principal building or uses are maintained. See Section 16-5-4.C.2 EMC, for special regulations applicable to surface parking areas in the TSA district.
3. Shared Parking. No part of an off-street parking space for any building or use shall be included as a part of an off-street parking space of another building or use, ~~except that the City may approve shared parking according to Section 16-6-4.I. EMC, "Alternative Parking Plans."~~
- ~~4. Minimum Parking Space and Aisle Dimensions. All off-street parking spaces shall comply with the dimensions shown in the following drawing Figure 16-6(4) and Table 16-6-4.2, below. Please note that the letters in Figure 16-6(4) correspond to the letters heading the columns in Table 16-6-4.2:~~

TABLE 16-6-4.2: MINIMUM DIMENSIONAL AREAS INDICATED ON THE DRAWING BELOW

A	B	C	D		E	F Vertical Clearance for Covered Spaces (ft)		
Parking Angle Stall Width (ft) $(ft)^{1 \text{ of Stall}}$ $(ft)^2$	Aisle Width (ft) Width of Access Drive (ft) ³	Width of	Bay Width (Center to Center Width of Two Row Bay with Aisle Between) (ft)					
	1-way	2-way	1-way	2-way				
0°	9 / 13 ft.	23 ft.	15 ft.	24 ft.	18 ft. / 24 ft.	24 ft.	30 ft.	7 ft.
30° - 53°	9 / 13 ft.	18 ft.	13 ft.	24 ft.	18 ft. / 24 ft.	42 ft.	53 ft.	7 ft.
54° - 75°	9 / 13 ft.	19 ft.	20 ft.	24 ft.	18 ft. / 24 ft.	52 ft.	58 ft.	7 ft.
76° - 90°	9 / 13 ft.	19 ft.	22 ft.	24 ft.	24 ft.	60 ft.	62 ft.	7 ft.

Notes to Table: [1] The first width is for standard parking spaces, and the second is for accessible spaces (including access aisle). See Section 16-6-4.G. below. [2] If continuous curbing is provided pursuant to Section 16-6-4.F.6, "Continuous Curbs," the length of each full size stall abutting such continuous curbing may be reduced by 2.5 feet. [3] As applicable, the first width is for one way access drives, and the second figure is for two way access drives.

Figure 16-6(4): Parking Dimensions



5. Continuous Curbs.

- a. *General.* Continuous curbs shall be provided, located, and designed to protect required screening devices and landscaping and pedestrian ways from damage or encroachment of vehicles and to provide necessary traffic control in the parking area.
- b. *Specifications for Continuous Curbs.* Continuous curbs shall be made of asphalt, concrete, or stone, and shall be a minimum of six inches (6") in height and six inches (6") in width. They shall form a non-interrupted edge around all landscaped areas abutting parking and turn-around areas that are not protected by wheel stops.

a. ~~Placement. The continuous curb shall be located a minimum of four feet (4') from any structures, buildings, walls, or plant material, excluding groundcover, to prevent a vehicle from driving onto the landscape area or hitting any structure or plant material at the edge of the parking area.~~

6. ~~Off Street Parking Spaces in Residential Zone Districts. Parking shall not be permitted within the required front setback of any lot, except for parking on paved driveways accessory to one and multi-unit dwellings containing two (2) dwelling units.~~

G.F. *Accessible Parking for the Physically Disabled.*

1. Amount and Dimensions for Accessible Spaces.

a. The minimum number of required accessible parking spaces shall be as follows:

TABLE 16-6-4.3: MINIMUM NUMBER OF REQUIRED ACCESSIBLE PARKING SPACES	
Total Number of Required Parking Spaces from Table 16-6-4.1	Required Accessible Spaces
1 to 25 Spaces	1 Accessible Space
26 to 50 Spaces	2 Accessible Spaces
51 to 75 Spaces	3 Accessible Spaces
76 to 100 Spaces	4 Accessible Spaces
101 to 150 Spaces	5 Accessible Spaces
151 to 200 Spaces	6 Accessible Spaces
201 to 300 Spaces	7 Accessible Spaces
301 to 400 Spaces	8 Accessible Spaces
401 to 500 Spaces	9 Accessible Spaces
501 to 1,000 Spaces	2.0 percent of Total Required Spaces
1,001 Spaces and Over	20 Accessible Spaces plus 1 Accessible Space for Each 100 Spaces Over 1,000 Spaces

b. ~~The size of the accessible space shall be eight feet (8') in width plus an additional five foot (5') wide access aisle, and nineteen feet (19') in depth. See Table 16-6-4.2 for specific dimensions. Two (2) accessible spaces may straddle and share a single five foot (5') access aisle.~~

e.b. One in every eight (8) accessible parking spaces required according to Table 16-6-4.3 above, but no less than one space per site, shall be van accessible. Alternately, ADA-approved universal parking spaces may be used, subject to City approval.

2. Each accessible space shall be marked with a freestanding sign and pavement markings using the standard uniform words, symbols and colors that signify that the space is for accessible parking only.

3. ~~Designated accessible spaces shall be located as near to the entrance of the use as possible and shall be designed so that pedestrian access between the parking space and the building shall not involve crossing an area used for vehicular circulation.~~
 - a. ~~Access ramps usable by physically disabled persons shall be provided for any change in grade between the parking space and the use.~~
 - b. ~~The total number of spaces provided for the physically disabled shall be included in the total number of parking spaces otherwise required by this Title.~~

H. *Adjustments to Required Parking.* Notwithstanding the provisions of Section 16-6-4.F.1 EMC, "Amount of Off Street Vehicle Parking," the following adjustments to the amount of off street parking are allowed:

1. ~~Parking Adjustments for Uses in the MU B-1 Business District.~~

a. ~~*Exempt Areas.*~~

~~(1) MU B-1 Business District. Principal nonresidential uses located on properties with frontage on South Broadway, and located within the MU B-1 district, are exempt from providing off street parking spaces as stated in this Section 16-6-4 EMC. However, if off street parking exists on, or is provided after, the effective date of this Title, such off street parking shall comply with all applicable standards in this Section, except for the minimum amount required by subsection 16-6-4.F.1 EMC.~~

b. ~~*Location of Off Street Parking Areas.*~~ The nearest property line of any off site parking area for a nonresidential use in the MU B-1 district:

~~(1) Shall be located no more than four hundred feet (400') from the nonresidential use, as measured from the nearest property line of the nonresidential use; and~~

~~(2) Shall not be separated from the nonresidential use by any street with more than four (4) travel lanes.~~

c. ~~*Waiver of Other Requirements.*~~ The City may waive the off street parking requirements in this Section if an applicant submits a supporting marketing or parking study prepared by a qualified professional approved by the City, which applies reasonable professional standards, and the City Manager or designee approves such study.

2. ~~Structured Parking Preferred.~~ In order to conserve land for preferred development patterns in the MU B-1 and TSA zone districts, the City strongly encourages developers to provide required off street parking in multi level structures to the maximum extent practicable. If structured parking is not feasible, surface parking areas shall be screened from the view of pedestrian ways by means of decorative walls or fences, landscaped berms, or mature shrubbery. See Section 16-6-7 EMC, for general landscaping and screening requirements.

I. *Alternative Parking Plans.*

1. ~~Scope. An alternative parking plan is a proposal to meet vehicle parking needs by means other than providing parking according to the ratios established in Table 16-6-4.1 above, or by providing an alternative to this Section's off street parking area design standards. Alternative parking plans may not be used to reduce required setbacks, landscaping, or screening of off street parking areas.~~
2. ~~Applicability. Applicants who are not otherwise eligible for the parking adjustments in subsection 16-6-4.H EMC, and seek to: (1) provide fewer off street parking spaces than required in Table 16-6-4.1 EMC; (2) provide parking off site; or (3) modify this Section's otherwise applicable off street parking design standards shall secure approval of an alternative parking plan according to the standards of this subsection.~~
3. ~~Contents. Alternative parking plans shall be submitted in a form established by the City. At a minimum, such plans shall detail the type of alternative proposed and the rationale behind the proposal.~~
4. ~~Review and Approval Procedure.~~
 - a. ~~*Decision Making Body.* The City Manager or designee, with advice from the City Traffic Engineer or Transportation Planner, may approve, approve with conditions, or deny alternative parking plans.~~
 - b. ~~*Review Criteria.* In order to approve an alternative parking plan, the City Manager or designee must determine that the proposed plan shall protect surrounding neighborhoods, maintain traffic circulation patterns, and promote quality urban design equally as well as or better than a plan that strictly complies with otherwise applicable off street parking standards.~~
5. ~~Violations and Lapse.~~
 - a. ~~Any modification or waiver of off street parking approved under an alternative parking plan shall remain valid only as long as the conditions warranting the modification or waiver exist. If the conditions that warranted the modification or waiver cease to exist (e.g., the use changes in nature or extent, operation of the use is discontinued for twelve (12) months or more, or there is a substantial change in parking demand), the City shall send written notice to the applicant or owner that the plan approval shall automatically lapse and be null and void unless the applicant or owner can show cause why the plan approval should continue. The applicant or owner shall respond to the notice within thirty (30) days from the date of the notification, and shall appear and state their case to the City Manager or designee within ninety (90) days of the notification date.~~
 - b. ~~Lapse of an alternative parking plan shall not preclude other remedies and enforcement actions available under this Title. Specifically, violations of an approved alternative parking plan are violations of this Title and subject to the enforcement and penalty provisions of Chapter 16-10 EMC.~~

6. ~~Eligible Alternatives/Criteria for Approval.~~ A number of specific parking and access alternatives are described in the following subsections 6(a) through 6(e) below. The City may, however, consider and approve any alternative to providing off-street parking spaces on the site of the subject development if the applicant demonstrates that the proposed plan meets the criteria stated in Section 16-6-4.I.4(B) EMC.
- a. ~~Shared Parking.~~ It is the City's stated intention to encourage efficient use of land and resources by allowing users to share off-street parking facilities whenever feasible. The City Manager or designee may authorize a reduction in the number of required off-street parking spaces for multiple use developments or for uses that are located near one another and that have different peak parking demands or different operating hours. Shared parking shall be subject to the following standards:
- (1) ~~Location.~~ Shared off-street parking spaces shall be located according to Section 16-6-4.F.2 EMC, or as approved under the remote parking provisions of this Section.
 - (2) ~~Zoning Classification.~~ Shared parking areas shall be considered accessory to the principal uses that the parking spaces are intended to serve. Shared parking areas shall require the same or a more intensive zoning classification than that required for the most intensive of the uses served by the shared parking area, provided that shared parking facilities may be located in any zoning district that allows commercial parking lots or structures.
 - (3) ~~Required Study and Analysis.~~ The applicant shall submit a shared parking analysis to the City that clearly demonstrates the feasibility of shared parking. The study shall address, at a minimum, the size and type of the proposed development, the composition of tenants, the anticipated rate of parking turnover, and the anticipated peak parking and traffic loads for all uses that shall be sharing off-street parking spaces.
 - (4) ~~Shared Parking Agreement.~~ A shared parking plan shall be enforced through written agreement among the owners of record. All shared parking agreements shall be approved by the City and thereafter recorded. A shared parking agreement may be revoked by the parties to the agreement only if off-street parking is provided under Table 16-6-4.1 of this Section or another alternative parking plan is approved.
- b. ~~Remote Parking.~~ The City may permit all or a portion of required off-street parking to be located beyond the otherwise applicable distance requirements established in this Section, subject to the following standards:
- (1) ~~Location.~~ No remote parking space shall be located more than three hundred feet (300') beyond the distance established in Section 16-6-4.F.2 EMC. The City may waive this distance limitation if adequate assurances are offered that van or shuttle service shall be operated between the remote lot and the principal use.
 - (2) ~~Zoning Classification.~~ Remote parking areas shall be considered accessory to the principal use that the parking spaces are intended to serve. Parking areas shall require the same or a more intensive zoning classification than that required for the most intensive of the uses served by the remote parking area, provided that

remote parking facilities may be located in any zoning district that allows commercial parking lots or structures.

- (3) *Remote Parking Agreement.* If a remote parking area is not under the same ownership as the principal use served, a written agreement among the owners of record shall be required. All remote parking agreements shall be approved by the City and thereafter recorded. A remote parking agreement may be revoked by the parties to the agreement only if off-street parking is provided under Table 16-6-4.1, or if another alternative parking plan is approved.
- e. *Parking Assessment Districts.* When the City has established off-street parking facilities by special assessment district, all or a portion of the off-street parking spaces required by Table 16-6-4.1 may be waived when the subject building or use is located within the boundaries of the special assessment district, or other district that City may determine. The City Manager or designee, with the assistance of the City Traffic Engineer or Transportation Planner, shall determine to what extent and on which lots the required parking may be waived. In no event shall the total number of such waived parking spaces exceed the total number provided by the publicly owned parking facility.
 - d. *Valet Parking.* The City Manager or designee may authorize valet parking as a means of satisfying some or all of otherwise applicable off-street parking standards.
 - e. *Transportation Demand Management Plan.* The City may authorize a reduction in the number of required off-street parking spaces for large developments or uses (those otherwise required to provide more than two hundred fifty (250) parking spaces) that institute and commit to maintain a transportation demand management (TDM) program, according to the following standards:
 - (1) *Required Study.* The applicant shall submit a study to the City clearly indicating the types of transportation demand management activities and measures proposed. The study shall be provided in a form established by the City.
 - (2) *Transportation Management Activities.* There shall be no limitation on the types of transportation management activities for which reductions may be granted from otherwise required off-street parking ratios. The following measures shall serve only as a guide to eligible transportation management activities:
 - (a) *Posting and Distribution of Information.* The distribution and posting of information from transit agencies and other sources of alternative transportation may, in combination with other TDM measures, be cause for a reduction in otherwise applicable off-street parking requirements.
 - (b) *Transportation Coordinator.* The appointment of a transportation coordinator with responsibility for disseminating information on ride sharing and other transportation options may, in combination with other TDM measures, be cause for a reduction in otherwise applicable off-street parking requirements. In addition to acting as liaisons, transportation coordinators shall be available to attend meetings and training sessions with the City or transit providers.

- (c) *Off Peak Work Hours.* Employers that institute off peak work schedules, allowing employees to arrive at times other than the peak morning commute period, may be eligible for a reduction in otherwise applicable off street parking requirements. The peak morning commute period is defined as seven thirty o'clock (7:30) A.M. to nine o'clock (9:00) A.M.
 - (d) *Telecommuting.* Employers that adopt a specific telecommuting policy for employees may be eligible for a reduction in otherwise applicable off street parking requirements.
 - (e) *Van and Car Pools.* Provision of regular, employer sponsored ride sharing measures, such as van and car pools, may be cause for a reduction in otherwise applicable off street parking requirements.
 - (f) *Transit Head Facilities.* Provision for convenient employee connections to transit head facilities (e.g., bus transfer stations or park and ride lots) may be cause for a reduction in otherwise applicable off street parking requirements.
 - (g) *Preferential Parking.* The provision of specially marked spaces for each registered car pool and van pool may be cause for a reduction in otherwise applicable off street parking requirements.
 - (h) *Additional Bike Parking/Amenities.* The provision of bicycle parking in an amount substantially greater than otherwise required by this Title and/or the provision of showering and changing facilities for bicycle commuting employees may be cause for a reduction in otherwise applicable off street parking requirements.
 - (i) *Financial Incentives.* The provision of cash or in kind financial incentives for employees commuting by car pool, van pool, and transit may be cause for a reduction in otherwise applicable parking requirements.
- (3) *Reporting Required.* Any development or use that institutes a TDM program and receives a reduction of off street parking spaces under this subsection shall submit a written status report to the City at the end of each calendar year. The report shall provide tracking and other information that substantiates implementation of the TDM program and consistent or growing use of the program's measures by employees.

J.H. *Vehicle Stacking Areas and Design Standards for Auto-Oriented Uses.* The development and design standards of this subsection shall apply to all drive-in and drive-through facilities and other auto-oriented uses unless otherwise expressly approved by the City:

1. Minimum Number of Vehicle Stacking Spaces. Off-street stacking spaces shall be provided as follows:

Activity Type	Minimum Stacking Spaces	Measured From
Bank teller lane	6 (Maximum = 30)	Teller or Window
Automated teller machine	3	Teller
Restaurant drive-through	6	Order Box
Restaurant drive-through	4	Order Box to Pick-Up Window
Car wash stall, automatic	9	Entrance
Car wash stall, self-service	3	Entrance
Automobile service station	2	From end of the line of pumps
Funeral home/mortuary	4	Primary Passenger Loading Area for Processions
Drive-in liquor store	3	Pick-Up Window
Drive-in dry cleaners	3	Pick-Up Window
Other	4	Pick-Up Window

2. Design and Layout. Required drive-through lanes and facilities and vehicle stacking spaces are subject to the following design and layout standards:

- a. *Vehicle Stacking Spaces.*

- (1) Size. Vehicle stacking spaces must be a minimum of nine feet (9') by twenty feet (20') in size.
- (2) Location. Stacking spaces may not impede on- or off-site traffic movements, nor impede movements into or out of off-street parking spaces.
- (3) Design.
 - (a) Stacking spaces shall be separated from other internal driveways by raised medians if the City Traffic Engineer deems the median necessary for traffic movement and safety.
 - (b) Vehicle stacking areas adjacent to public streets or sidewalks shall be separated from such streets or sidewalks by walls or landscaping with berms.

- b. *Drive-In (Drive-Through) Facilities and Lanes.*

- (1) Drive-in facilities (e.g., order stations, pick-up windows, bank teller windows, money machines, etc.) shall be located on the side or rear of principal structures to minimize their visibility from public streets.
- (2) To the maximum extent practicable, drive-in lanes shall not be located between the principal structure and adjacent public streets or sidewalks, or other public gathering place such as a park or bus stop). If this is not possible, drive-in lanes and facilities shall be set back a minimum of twenty feet (20') from any adjacent public street or sidewalk or other public place. The entire twenty foot (20')

setback must be landscaped and bermed to screen the drive-in lane and facility from adjacent streets and block the exhaust from idling automobiles.

- (3) Car wash facilities and gas station auto service bays shall be located on the side or rear of principal structures to minimize their visibility from public streets.
- (4) In addition to any screening required by Section 16-6-7 EMC, drive-in lanes adjacent to residential uses shall be separated from such uses by an opaque wall at least six feet (6') high, located so that required buffer landscaping is between the wall and the adjacent residential use.

K.I. Bicycle Parking. Parking for bicycles shall be provided as follows:

1. Applicability. Bicycle facilities shall be provided for all new development subject to this Section, including expansions and changes of use that would result in additional parking facilities being required subject to the provisions of this Section and Title.
2. General Standards for Bicycle Parking Facilities.
 - a. Bicycle parking facilities shall include provisions for storage and locking of bicycles in secure racks, or equivalent installation, in which the user may lock both the bicycle frame and wheels to the rack.
 - b. Bicycle facilities required by this Section shall be maintained for the duration of the use requiring such facilities, and shall not be used for other purposes.
3. Location of Bicycle Facilities.
 - a. Parking for bicycles shall be provided on site, and bicycle parking areas shall be well-lighted and located as near to the building or facility entrance as possible but not more than fifty feet (50') away, and shall not interfere with pedestrian traffic.
 - b. If possible, bicycle parking areas should utilize already existing weather protected areas such as building overhangs.
 - c. If bicycle and automobile parking areas or accessways abut each other, a physical barrier between the bicycle parking area and the automobile parking or drive areas shall be provided to prevent the possibility of bicycle-motor vehicle collisions.
4. Amount of Bicycle Parking Required. Parking for bicycles shall be provided as follows:
 - a. *Multi-Unit Residential Use.* As applied to multi-unit dwellings containing three (3) or more units only: One (1) bicycle parking space per each two (2) dwelling units; except that residences or facilities where at least ninety percent (90%) of the units are designed for or occupied by persons age sixty (60) years or older shall provide one (1) bicycle parking space per each twenty (20) units.
 - b. *Nonresidential Uses.* One (1) bicycle parking space per each ten (10) parking spaces required for motor vehicles, but not less than two (2) spaces per premises, unless otherwise specified below:

- (1) Mortuary, auto service station, automobile services, drive-up windows providing services to occupants in vehicles—No bicycle spaces required.
- (2) School (Grades K through 8)—One (1) bicycle parking space for each twenty (20) students.
- (3) School (Grades 9 through 12)—One (1) bicycle parking space for each thirty (30) students.
- (4) Commercial Recreation—One (1) bicycle parking space for each twelve (12) persons capacity.
- (5) Community Facilities, including swim club, tennis club, community centers, neighborhood centers and similar activities—One (1) bicycle space for each twelve (12) persons capacity.
- (6) Public Transit Station—One (1) bicycle parking space per each ten (10) parking spaces required for motor vehicles, but not less than twenty (20) spaces.

L.I. *Off-Street Loading Standards.*

1. Applicability. This Section's off-street loading requirements shall apply to:
 - a. All multi-unit dwellings containing twenty-five (25) or more units; and
 - b. All nonresidential principal uses.
2. Off-Street Loading Standards.
 - a. *Minimum Amount Required.* The number of off-street loading spaces, determined by the amount of gross floor area within the structure or structures, shall be as follows:

TABLE 16-6-4.4: MINIMUM NUMBER OF VEHICLE STACKING SPACES		
Activity Type	Minimum Stacking Spaces	Measured From
Bank teller lane	6 (Maximum = 30)	Teller or Window
Automated teller machine	3	Teller
Restaurant drive-through	6	Order Box
Restaurant drive-through	4	Order Box to Pick-Up Window
Car wash stall, automatic	9	Entrance
Car wash stall, self-service	3	Entrance
Automobile service station	2	From end of the line of pumps
Funeral home/mortuary	4	Primary Passenger Loading Area for Processions
Drive-in liquor store	3	Pick-Up Window
Drive-in dry cleaners	3	Pick-Up Window
Other	4	Pick-Up Window

b. *Minimum Dimensions and Design Standards.*

~~(1) Minimum dimensions for all off street loading spaces or loading berths shall be: Ten feet (10') wide, thirty five feet (35') long, and fourteen feet (14') high.~~

(1) ~~(2)~~ The loading space or berth shall be designed so that vehicles shall not extend into public rights-of-way from the off-street loading space.

c. *Location.* Except as required in subsection L.3 below for the MU-B-1 district, the following standards shall apply:

(1) Off-street loading spaces may be located within a structure.

(2) The public right-of-way shall not be used as a loading dock or loading berth.

~~(3) When the lot on which the loading space is located abuts upon an alley, such loading space shall adjoin the alley unless, because of the design of the building served by the loading space, it is not feasible to have an access to the alley. The length of the loading space may be measured perpendicular to or parallel with the alley, except that on lots less than thirty five feet (35') in width, the length of such loading space shall be measured perpendicular to the alley. Where said length is parallel with the alley, the loading space shall extend across the full width of the lot, except that if only two (2) such spaces are required, the length need not exceed sixty feet (60').~~

3. Off-Street Loading in the MU-B-1 District. Access for loading should be provided off the alley; or, if the property has no access to an alley, from the primary street. All other loading requirements in this subsection shall apply in the MU-B-1 district.

M.K. *Landscaping and Screening.* Off-street parking and loading areas shall comply with the parking area landscaping requirements in Section 16-6-7.F EMC, and the screening requirements for off-street loading areas stated in Section 16-6-7.K EMC.

N.L. *Snow Removal and Snow Storage.* Off-street parking areas having fifty (50) or more spaces shall provide a designated area for the storage of snow removed from the lot. Such storage area shall not be in a required parking space or spaces.

~~O. *Surface Cover.* Off street parking and loading spaces shall be of a hard surface, either paved with asphalt, concrete or brick pavers, except that the City may approve the use of alternate dust free surfacing materials (e.g., chip seal surfacing) to serve a principal permitted residential use.~~

16-6-7: - Landscaping and Screening.

B. *Applicability.*

1. This Section shall apply when an application is made for any of the following:

a. A building permit for a new principal structure;

- b. A building permit for existing principal structure(s) that results in an increase of the gross floor area by both fifteen percent (15%) or more and five hundred (500) square feet or more;
 - c. A zoning site plan permit for construction of a new off-street parking area or the expansion of an existing off-street parking area by both twenty percent (20%) or more and two (2) or more parking spaces;
 - d. A building permit for the renovation, remodeling or expansion of an existing residential structure that results in the use of such structure being changed to a non-residential use.
2. Existing Landscaping. Existing uses or lots shall not be deemed nonconforming solely because of the lack of landscaped area or landscape material in the minimum amount required by this Chapter, provided:
- a. The landscaped area and material existed on the effective date of this Section;
 - b. The landscaped area and material are not thereafter reduced in area or size below the minimum amount required by this Section.

C. Landscape Plan.

1. Landscape Plan Required. A landscape plan shall be required to ensure that proposed landscape improvements are in compliance with the standards and requirements of this Chapter.
- a. Applicability. A landscape plan shall be required for a building permit or zoning site plan permit submitted for any development identified in Subsection 16-6-7(B) EMC, "Applicability".
 - b. Plan Requirements.
 - (1) One-Unit and Multi-Unit Residential Uses With Up to Four (4) Units. Landscape plans shall be designed in accordance with this Chapter and prepared to standards outlined in the City of Englewood Landscape Manual.
 - (2) All Other Uses. Landscape plans shall be designed in accordance with this Chapter and contain a signed seal (stamp) of a licensed Colorado Landscape Architect, Engineer or Architect. Plans shall be submitted to standards outlined in the City of Englewood Landscape Manual.
2. Landscape Plan Waiver. Where an applicant can show that existing landscaping meets or exceeds the total landscaping required by this Section, the City Manager or designee may waive submittal of a landscape plan.
3. Revisions to Landscape Plans. Landscaping may be revised prior to final landscape inspection provided a revised landscape plan is submitted and the:
- a. Landscape area and material quantities are not reduced below the minimum requirements of this Chapter, and

- b. Substituted plant materials are of the same general type (i.e. tree, or shrub, groundcover) and have the same general characteristics (i.e. mature height, spread) as the plants being replaced.
4. Final Landscape Inspection. The City shall conduct a landscape inspection for substantial compliance with requirements of this Chapter as part of the final inspection for a building permit or zoning site plan permit subject to requirements of Subsection 16-6-7(B) EMC, "Applicability".

D. *Landscaping Requirements.*

1. General Standards. Landscape requirements shall include two (2) components; required landscape area, and required landscape materials. Both the quantity of landscape area and quantity of landscape materials shall be met.
- a. Minimum Required Landscaped Area. Required Landscaped Area (RLA) shall be determined by zone district requirements as demonstrated in Tables 16-6-7.3 thru 16-6-7.5 EMC below. Driveways, off-street parking areas, and public sidewalks shall not count toward Required Landscaped Area.
 - b. Minimum Dimensions. Any area included in calculations toward the minimum Required Landscaped Area shall have a minimum dimension of three feet (3') on any side.
 - c. When calculations for the required number of trees or shrubs result in a fractional number, the requirement shall be rounded up to the next higher whole number.
 - d. Landscaped areas may include a combination of living and non-living materials as described in Subsections 2 and 3 below.
 - e. Landscaping materials installed within an abutting public right-of-way shall count toward the abutting property's landscape requirement.
 - f. Landscaped areas shall be protected from vehicular traffic by concrete curbing or other devices acceptable to the City that prevent vehicular access upon these areas. This requirement shall not apply to single unit and multi-unit residential development up to four (4) units.
 - g. All areas not included in Required Landscaped Area calculations shall be protected by permanent erosion control and shall not exceed maximum lot coverage requirements of the District.
 - h. Water Conservation (Xeriscape) Principles. The City encourages xeriscape, or water conservation principles, in meeting the requirements of this Chapter. Xeriscape principles include the use of mulches, native and adapted lower water-demand plants, limited turf areas, and efficient watering methods resulting in significantly lower water-use and decreased maintenance.

- i. The City of Englewood encourages landscape designs that facilitate water quality and detention of storm drainage. Landscaped areas utilized for stormwater quality and detention may be counted toward required landscaped area.
 - j. Multiple-Zoned Properties. When a property is composed of more than one (1) zone district, the City Manager or designee may utilize landscape requirements of the more restrictive zone, or the larger zone, whichever best satisfies the intent of this Section.
2. Living Plant Material Standards. Living plant material includes trees, shrubs, perennials, turf, and/or ground covers. Annual plants may be installed, but shall not be used to fulfill the living plant material requirements of this Section.
- a. Prohibited Species and Materials.
 - (1) Plant materials with thorns, spines, seedpods, or fruits are prohibited within ten feet (10') of public sidewalks or streets.
 - (2) Noxious Weeds. All plants listed on the Colorado Noxious Weed List shall be prohibited from being planted in the City.
 - (3) The following tree species shall be prohibited from being planted in the City:
 - (a) Box Elder (Acer Negundo),
 - (b) Cottonwood (female Populus Deltoides),
 - (c) Russian Olive (Elaeagnus Angustifolia), and
 - (d) Siberian Elm (Ulmus Pumila).

b. Minimum Plant Size and Requirements.

TABLE 16-6-7.1 MINIMUM PLANT SIZE AND REQUIREMENTS		
Plant Material	Minimum Size	Additional Requirements
Trees 2.5" caliper deciduous 6 foot tall evergreen	• Trees shall be of a species that normally grow to a mature height of at least fifteen feet (15') in the Denver metropolitan area. A list of appropriate trees is available in the City of Englewood Landscape Manual.	
• Clump or multi-stem trees shall be considered as a unit; that is, as one (1) tree.		
• Trees shall be planted a minimum of four feet (4') from any public sidewalk or curb. ¹		
• Evergreens shall not be planted in the public right-of-way		

Shrubs	5 gallon	
Turf Established within sixty (60) days of planting	• Turf areas shall be planted in species normally grown as permanent lawns in the Denver metropolitan area.	
• Grass areas may be sodded, plugged, sprigged, or seeded, except that solid sod shall be used in swales or other areas subject to erosion.		
Ground Cover, Ornamental Grasses, and Perennials	1 gallon	
¹ The City Manager or designee may consider a smaller minimum distance on a case by case basis when an approved tree species and appropriate root barrier system is approved.		

3. Non-Living Material Standards. Non-living, durable materials commonly used in landscaping, may be used to fulfill up to thirty percent (30%) of the total landscape area requirement.
 - a. Landscape materials such as mulches and rock shall be contained within landscape areas by methods that prevent the migration of such materials into pedestrian or vehicular areas.
 - b. Permitted Materials and Standards
 - (1) Mulch. Minimum mulch depth shall be three inches (3"). The following materials are permitted:
 - (a) Wood.
 - (b) Synthetic mulch material which is designed, dimensioned, textured, and colored to look like natural wood mulch and approved by the City Manager or designee. Synthetic mulch material shall not be permitted within the public right-of-way.
 - (2) Rock, including boulders, rocks, and stones.
 - (a) All rock used in landscaped areas shall be a minimum of three-eighths inches (3/8") in size, and be installed to a minimum depth of three inches (3"), or as necessary to adequately cover the area.
 - (3) Hard Surface Materials. Decorative colored or patterned paved surfaces and brick pavers may be included in the form of walkways or patios through landscaped areas and may be counted as non-living landscaped areas. However, driveways, off-street parking areas, and all asphalt, non-patterned or non-colored concrete shall not be considered as landscaped areas.
 - (4) Water features and ponds. Natural and man-made features may be used.

(5) Artificial Turf. Artificial turf may be installed and maintained to effectively simulate the appearance of a well-maintained lawn and shall count toward a site's non-living landscape requirement.

(a) Additional Standards. The use and installation of artificial turf shall:

- i. Be in accordance with all applicable requirements for drainage and water quality and not be installed on slopes greater than six and six-tenths percent (6.6%).
- ii. Not be permitted within the public right-of-way.
- iii. Be of a type known as cut pile infill and shall be manufactured from polypropylene, polyethylene, or a blend of polypropylene and polyethylene fibers.
- iv. Be installed over a compacted and porous road base material and shall be anchored at all edges and seams. Seams shall be glued and not sewn.

c. Prohibited Materials.

- (1) No artificial trees, shrubs, turf, or plants shall be used to fulfill the living material requirements of this Section.
- (2) The use of indoor or outdoor plastic or nylon carpeting or other materials as artificial turf or natural turf shall be prohibited.

4. Irrigation. Irrigation for all landscaping required by this Chapter shall be by an automatic irrigation system. This requirement may be waived for one-unit residential uses when a hose attachment is provided within one hundred feet (100') of any landscaped area.

5. Credit for Existing Trees.

a. Credit towards the tree planting requirements by preserving existing trees may be allowed as outlined in the following schedule:

Existing Trees	Allowed Tree Credit
1 tree, 2.5" to 6" caliper	1
1 tree, greater than 6" to 12" caliper	2
1 tree, greater than 12" to 18" caliper	3

b. The following conditions must be met in order for tree credits to apply:

- (1) Each existing tree shall be in a healthy and growing condition; dead limbs and branches shall be pruned.

- (2) Should any tree for which credit is received under the provisions of this subsection die at any time, the owner shall, within ninety (90) days, replace the tree with an equal number of trees for which credit was given. Each replacement tree shall be of the equivalent species or a tree which will obtain the same height, spread and growth characteristics. Each replacement tree shall have a minimum caliper of two and one-half inches (2½") when planted.
- (3) No credit shall be given for prohibited species as listed in Subsection 16-6-7(D)(2)(a)(3) EMC above.

6. Installation of Landscaping - Time of Completion.

- a. The City shall not issue a Certificate of Occupancy for any building or use to which this Chapter applies until landscaping has been installed in accordance with the approved landscape plan.
- b. In extenuating circumstances, such as adverse weather, where occupancy is requested prior to completion of landscaping, the owner shall enter into an agreement with the City guaranteeing that the required landscaping shall be completed within one hundred eighty (180) days or a date specified by the City. The City may require adequate financial security to assure completion of installation after occupancy.

7. Maintenance and Replacement.

- a. Minimum Requirement. No landscape shall be removed below the minimum requirements of this Section.
- b. Maintenance. All landscaping shall be maintained in a neat, clean, and healthy condition. Maintenance shall include proper pruning, mowing of lawns, weeding, removal of litter, fertilizing, replacement of dead plants, and irrigation of all live landscaping.
 - (1) The owner and agent of a property shall be responsible for the ongoing maintenance of landscaped areas and irrigation systems on the property and on that portion of the public right-of-way between the curb line and the adjoining property line. See Section 11-5-5 EMC, "Property Owner's Responsibility for Public Right-of-Way".
 - (2) The City shall not be responsible for the maintenance of landscaping or irrigation systems installed in public right-of-way, nor shall the City be responsible for the replacement of landscaping or irrigation systems that must be removed during the repair or maintenance of utilities or other public improvements in the public right-of-way.
- c. Replacement. Any landscape element, installed to meet requirements of this Section that dies or is otherwise removed shall be replaced with plant material of a similar variety and size within one hundred eighty (180) days. All replacement plants shall conform to the City's current landscaping standards.

8. Landscaping and Utility Facilities.

One-Unit Dwelling	40The area, (excluding driveway, parking areas, walkways and public sidewalks) bounded by the front façade of the principal structure, side property lines, and the curb shall be landscaped. The remainder of any Required Landscaped Area (RLA) requirement may be provided within side or rear yards.	1/625 ³	50	1/100	30		
Multi-Unit Dwelling (2 to 4 units)	40	1/625 ³	50	1/100	30		
Multi-Unit Dwelling (more than 4 units)	25	1/625 ³	50	1/100	30		
Non-Residential Uses	25	1/625 ³	50	1/100	30		
Private Off-street Parking Lots	See Section 16-6-7(F) EMC						
¹ Corner lots. Corner lots shall also landscape the area between the side edge of the principal structure and the curb, exclusive of driveways, parking areas, walkways and public sidewalks. In addition to the minimum tree quantity above, corner lots shall provide one (1) tree per seventy-five linear feet (75') along the side lot line exclusive of driveways.							
² Exceptions for area between public sidewalk and curb:							
<ul style="list-style-type: none"> • areas greater than three feet (3') wide shall be landscaped with living material. • areas less than three feet (3') wide may be landscaped with living or non-living material. 							
³ When the Required Landscaped Area is less than one thousand two hundred fifty (1,250) square feet, a minimum of two (2) trees shall be required.							

2. Landscaping Standards for Commercial (MU) and Medical (M) zone districts.

- a. Applicability. Landscaping standards of this Section shall apply in all MU-B-1, MU-B-23, M-1, M-2, M-O-1, and M-o-2 zone districts.
- b. Landscaping Requirements. The minimum landscaping requirements in commercial and medical zone districts shall be determined by Table 16-6-7.4 EMC.

TABLE 16-6-7.4: MINIMUM LANDSCAPE REQUIREMENTS IN COMMERCIAL AND MEDICAL ZONES

Use	Required Landscaped Area (% of site)	Principal Structure to Curb ^{1, 2, 3}	Side Yards and Rear Yard	Trees		Shrubs	
				Minimum Tree Quantity (Per sq. ft. of RLA)	Minimum % of Trees between Principal Structure and Curb	Minimum Shrub Quantity (Per sq. ft. of RLA)	Minimum % of Shrubs between Principal Structure and Curb
Residential 1 – 4 Dwelling Units	25 ⁶ area, (excluding driveway, parking areas, walkways and public sidewalks) bounded by the front façade of the principal structure, side property lines, and the curb shall be landscaped. The remainder of any Required Landscaped Area (RLA) requirement may be provided within side or rear yards.	1/625 ⁴	50	1/100	40		
Residential Multi-Unit Dwelling (>4 units)	20 ^{5, 6}	1/625 ⁴	50	1/100	40		
Commercial Single Use	10 ^{5, 6}	1/325 ⁴	50	1/50	40		
Commercial Mixed Use (two or more land uses on site)	10 ^{5, 6}	1/325 ⁴	50	1/50	40		
Private Off-street Parking Lots	See Section 16-6-7(F) EMC						

¹ Corner lots. Corner lots shall also landscape the area between the side edge of the principal structure and the curb, exclusive of driveways, parking areas, walkways and public sidewalks. In addition to the minimum tree quantity above, corner lots shall provide one tree per seventy-five linear feet (75') along the side lot line exclusive of driveways.

² Exceptions for area between public sidewalk and curb:

• areas greater than three feet (3') wide shall be landscaped with living material.
• areas less than three feet (3') wide may be landscaped with living or non-living material.
³ If non-paved area between the principal structure and the curb is not large enough to accommodate the minimum percent of trees, then trees in approved tree grates are required, provided a five foot (5') clear space for pedestrians is maintained. See Table 16-6-7.9 EMC for incentives.
⁴ When the Required Landscaped Area is less than six-hundred and twenty-five (625) square feet, a minimum of two (2) trees shall be required.
⁵ Fee-in-Lieu may be used to offset up to fifty percent (50%) of the Required Landscape Area, but shall not be utilized for area between the principal structure and the curb. See Section 16-6-7(H)(3) EMC.
⁶ Alternative Compliance methods as detailed in Section 16-6-7(H) EMC may be utilized.

3. Landscaping Standards for Industrial (I) Zone Districts.

- a. Applicability. Landscaping standards of this Section shall apply in all I-1 and I-2 zone districts.
- b. Minimum Area Requirements. The minimum landscaping requirements in industrial zone districts shall be determined by Table 16-6-7.5 EMC.
- c. Required Landscaping. The percentage of required landscaped area shall be met by first fulfilling the Street Perimeter Buffer requirement of Table 16-6-7.5 EMC. After the Street Perimeter Buffer requirement is met, the remaining Required Landscaped Area may be fulfilled by options identified in Section 16-6-7(E)(3)(c)(2) EMC, below.

Properties/Uses	Required Landscaped Area (RLA) (% of site)	Street Perimeter Buffer (See 16-6-7E(3)(c)(1) EMC for additional requirements)		Site	
		Minimum Tree Quantity (per linear feet of street frontage)	Minimum Shrub Quantity (per linear feet of street frontage)	Minimum Tree Quantity (Per sq. ft. of RLA)	Minimum Shrub Quantity (Per sq. ft. of RLA)
Properties Less than 43,560 square feet	10	1/30	1/5	1/300	1/50
Properties 43,560 square feet or Greater	8	1/30	1/5	1/300	1/50
Water, Wastewater Treatment and Other Similar Large-Scale Public Facilities	8 ¹	1/30	1/5	1/300	1/50

¹ Where compliance to district landscape requirements may not be feasible or practical, an alternative compliance plan may be submitted.

(1) Street Perimeter Buffer.

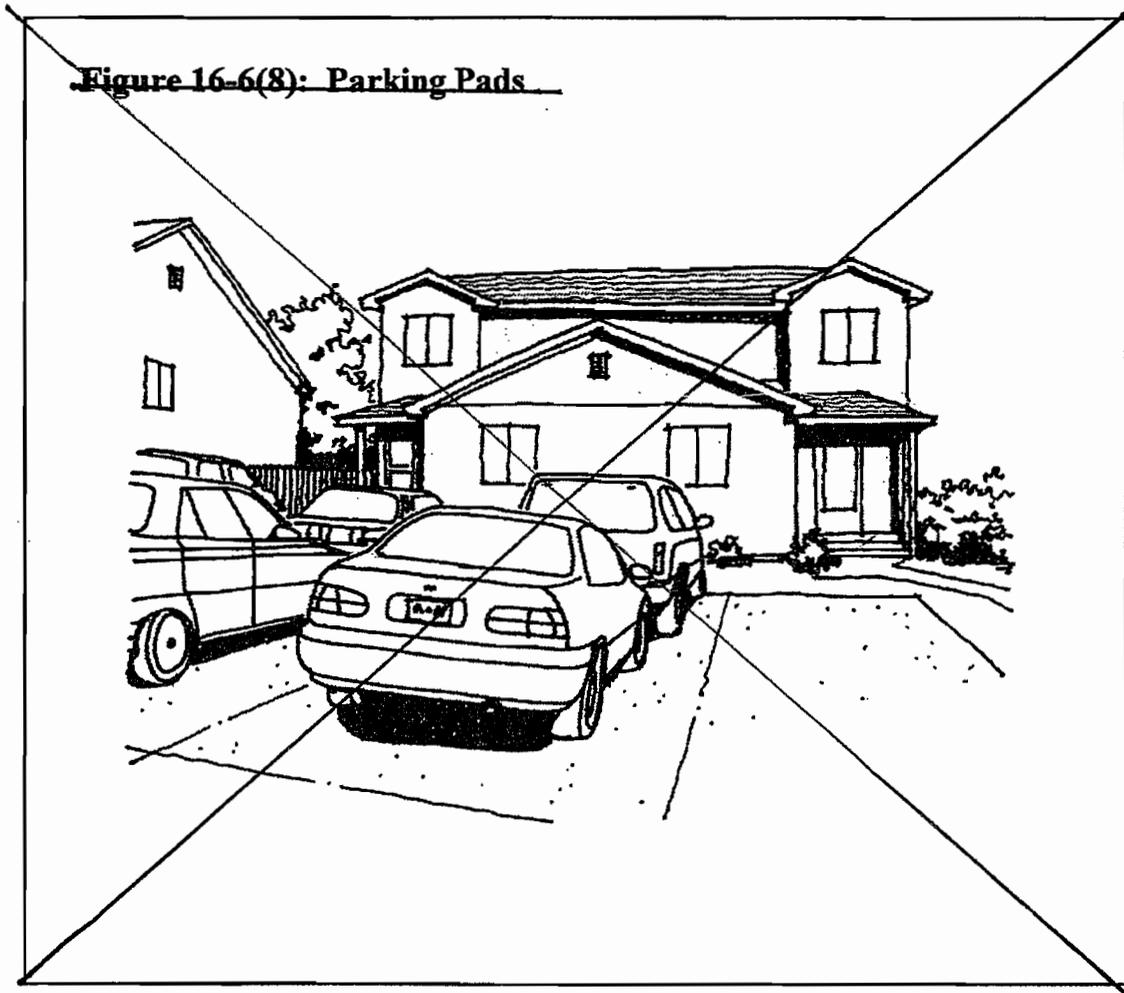
- (a) All industrially zoned properties shall provide a minimum eight feet (8') landscaped buffer along all street frontages, exclusive of driveways, walkways, public sidewalks, and structures. Street perimeter buffers are not required along public alleys.
 - (b) The street perimeter buffer shall be measured from the back of sidewalk (or curb if no sidewalk exists). The buffer may include private property and/or public right-of-way. For properties with detached sidewalks the buffer shall be measured from the back of sidewalk or as determined by the City Manager or designee.
 - (c) Fee-in-lieu shall not apply to the Street Perimeter Buffer.
 - (d) When the landscaped area of the Street Perimeter Buffer exceeds the Required Landscaped Area, no additional landscaped area shall be required, provided requirements for the minimum quantity of trees and shrubs are met.
 - i. The City Manager or designee may, on a case-by-case basis, consider a request to reduce the required eight-foot (8') Street Perimeter Buffer when the area of the Buffer exceeds the Required Landscaped Area.
- (2) Required Landscaped Area. After the Street Perimeter Buffer requirement is met, one or more of the following options may be used to fulfill any remaining Required Landscaped Area requirement.
- (a) Site. Required Landscaped Area may be provided using the Site standards in Table 16-6-7.5 EMC.
 - (b) Enhanced Street Perimeter Buffer. The City Manager or designee may consider a landscape plan that provides a diversity and density of plant material greater than the Street Perimeter Buffer standards required in Table 16-6-7.5 EMC.
 - (c) Fee-in-Lieu. Fee-in-lieu shall comply with requirements of Section 16-6-7(H)(3) EMC.
- (3) It is recognized that because of industrial site conditions and the wide variety of development configurations, the City Manager or designee may on a case-by-case basis consider minor deviations to this Subsection whenever such deviations are more likely to satisfy the intent of these regulations.
- 4. Planned Unit Development (PUD) Districts. Landscaping standards shall meet all requirements of the approved Planned Unit Development.
 - 5. Transit Station Area (TSA) Districts. Landscaping standards shall meet all requirements of the approved TSA.

~~16-6-10: Design Standards and Guidelines.~~

~~B. Residential Design Standards~~

5. Front Lot Coverage/Residential Driveway and Parking Pad Standards.

- a. *Intent.* The presence of open lawn and landscaped front yards throughout the City's residential districts is a strong character defining feature of these neighborhoods. These front yards provide a soft-edged buffer between the street and the homes, and their consistent appearance creates a uniform, inviting appearance along the street. As reinvestment occurs, the open character of the front yard area should be preserved. Paving and other hard materials, in excess, can detract from this appearance and should be limited to the narrow driveways and walkways as traditionally found.
- b. *Parking Pads.* Parking pads in the front yard or setback area are subject to the maximum front lot coverage requirements and in no case shall the total width of any parking pad exceed twenty feet (20').



Commentary to Figure 16-6(8) [above]: This figure illustrates a prohibited parking pad. As shown, a parking pad which exceeds the twenty foot (20') maximum width and the forty five percent (45%) maximum front lot coverage for lots without rear alley access.

c. *Maximum Front Lot Coverage.*

(1) Lots With Rear Alley Access.

(a) General Rule. The maximum front lot coverage shall be twenty-five percent (25%). The remainder of the front lot shall be landscaped according to the standards stated in Section 16-6-7 EMC. See Section 16-6-1.A EMC for rules of measurement regarding front lot coverage.

(b) Incentive for Front Porches. The maximum front lot coverage may be increased to thirty-five percent (35%) when the dwelling includes a front porch that meets the following criteria:

(1) The front porch is covered but not enclosed; and

(2) The front porch has a minimum gross area of sixty (60) square feet, and a minimum dimension of five feet (5').

(2) Lots Without Rear Alley Access. The maximum front lot coverage shall be forty-five percent (45%). The remainder of the front lot shall be landscaped according to the standards stated in Section 16-6-7 EMC.

d. ~~*Standards for Residential Driveways and Parking Pads within the Front Yard or Setback Area.*~~

~~(1) Relationship to and Conflict with Similar Provisions. The general residential driveway standards in Section 16-6-3 EMC, above shall apply to residential development, except that if this subsection's residential driveway standards conflict with the standards in Section 16-6-3 EMC, this subsection's standards shall control and apply.~~

~~(2) Zoning Site Plan Review Required. All new construction, surfacing or resurfacing, alteration, expansion, or re-installation of a residential driveway or parking pad shall require Zoning Site Plan review (see Section 16-2-9 EMC) prior to the start of work.~~

~~(3) The Use of Parking Pads in Conjunction with Driveways. The use of parking pads in conjunction with driveways is discouraged but not prohibited. However, in no case shall the total width of any combination of parking pad and driveway exceed twenty feet (20').~~

~~(4) Permitted Driveway and Parking Pad Paving Materials. Residential driveways and parking pads shall be improved with a durable hard surface approved by the City. Surfacing materials that may be used include concrete, exposed aggregate, and asphalt. Prohibited materials include dirt, gravel, crushed concrete, and Grasscrete. Zoning Site Plan review (see Section 16-2-9) is required prior to the start of any residential driveway or parking pad surfacing.~~

16-6-10: Design Standards and Guidelines.

E. Design Standards and Guidelines for Large Retail Buildings.

4. ~~Site Design and Relationship to the Surrounding Community.~~

a. ~~Parking Lot Orientation.~~

~~(1) Guideline. Parking areas should provide safe, convenient, and efficient access. They should be distributed around large retail buildings in order to shorten the distance to other buildings and public sidewalks and to reduce the overall scale of the paved surface. If buildings are located closer to streets, the scale of the complex is reduced, pedestrian traffic is encouraged, and architectural details take on added importance.~~

~~(2) Standard. No more than seventy percent (70%) of the off street parking area for the entire property shall be located between the front facade of the principal large retail building(s) and the primary abutting street.~~

16-11-2: Definition of Words, Terms, and Phrases.

B. Definition of Words, Terms, and Phrases.

~~*Hard Surface:* As related to driveways, parking, and loading areas, "hard surface" means a durable surface of concrete, asphalt, exposed aggregate, brick pavers, or similar alternate materials approved by the City.~~

~~*Recreational Vehicles and Boats, Sales or Rental:* A specific type of vehicle and equipment use. The use of any building, land area or other premises for the display and sale or lease of new or used recreational vehicles, boats, and watercraft, including the outside storage of inventory, any warranty repair work, and other repair service conducted as an accessory use. See definition of "Vehicle and Equipment".~~

TENTATIVE

**STUDY SESSIONS TOPICS
FOR ENGLEWOOD CITY COUNCIL**



December 5	Study Session & Regular Meeting Oracle Upgrade Update Complete Streets Aid to Other Agencies Discussion
December 12	Study Session Board/Commission Reappointment Discussion Financial Report Nonemergency Retirement Pension Changes Park Dedication or Fee in Lieu
December 19	Study Session & Regular Meeting Holiday Dinner – No Study Session Scheduled
December 26	No Meeting Scheduled Due to Holidays
January 3	Meetings postponed to January 9
January 9	Study Session & Regular Meeting Council electronic packets - Ipads Service Line Warranties Contract Renewal
January 17	Study Session & Regular Meeting - Tuesday Financial Report Citizen of the Year Selection
January 19	Littleton/Englewood Council Meeting @ WWTP Wastewater Penalty UV Wastewater Plant Nitrate Regulation
January 23	Study Session Board & Commission Interviews
January 30	No Meeting Scheduled – 5 th Monday
February 6	Study Session & Regular Meeting Legislators Redistricting
February 13	Study Session

February 21	Study Session & Regular Meeting - Tuesday Financial Report
February 27	Study Session
March 5	Study Session & Regular Meeting
March 12	Study Session
March 19	Study Session & Regular Meeting Financial Report
March 26	Study Session
April 2	Study Session & Regular Meeting
April 9	Study Session
April 16	Study Session & Regular Meeting Financial Report
April 23	Study Session Board/Commission Reappointment Discussion - tentative
April 30	No Meeting Scheduled – 5 th Monday

FUTURE STUDY SESSION TOPICS

Historic Preservation
 Sign Code
 ACE role in business initiatives
 Eats & Beats
 Paving Program – LTAR funding (February)
 Acoma Parking Lot Landscape (February)
 Medical Marijuana Caregiver (early February)
 RTD Parking Alternatives
 City Council Goals
 Photo Radar
 Social Media (February)
 Security Camera Project