
Council Newsletter



CITY MANAGER'S NOTES February 23, 2012

Upcoming Council Meetings

City Council will meet on **Monday, February 27, 2012**. The Study Session will begin at 6:00 p.m. in the Community Room. There is no Regular Meeting scheduled. The agenda is attached. Sandwiches will be available at 5:30 p.m. in the Community Room.

The next meeting will be **Monday, March 5, 2012**.

Informative Memoranda

The following are memoranda in response to City Council's requests, as well as other informational items.

1. National League of Cities document entitled "The Role of Local Elected Officials in Economic Development" provided by Mayor Pro Tem Woodward.
2. Letter concerning Medical District Subarea 2 and 3.
3. Letter concerning an appeal in the Fire Department.
4. Summary Report from the Police Department, January, 2012.
5. Memorandum concerning the Project Update.
6. Calendar of Events.
7. Tentative Study Session Topics.
8. Minutes from the Liquor and Medical Marijuana Licensing Authority telephone poll of February 1, 2012.
9. Minutes from the Planning and Zoning Commission meeting of February 7, 2012.

PARKS AND RECREATION DEPARTMENT

- Dave Parks, Recreation Youth Sports Program Administrator, recently implemented new State regulated safety training for his coaching staff, "Heads Up!" This online training program is hosted by the Center for Disease Control and deals with safety protocols associated with concussions in young athletes. "Heads Up!" provides information on preventing, recognizing and responding to a concussion. This training is now a requirement for all of the Englewood Youth Sports coaching staff. Dave Parks also has completed this course.
- The Annual Swedish HealthOne Englewood Fitness Challenge shows an increased enrollment from 2011. This program, offered by Fitness Programmer Rowan

Velasquez and sponsored by Swedish HealthOne, currently has 427 participants registered for 2012 compared to 415 in 2011. Of those 79% are Englewood residents. Of these, 191 participants are returning from their involvement in 2011. The Challenge is currently at the halfway point, and will end on March 25. Running in tandem with this program offered to the public is the 2012 Englewood Employee Fitness Challenge. This numbers also show increased involvement from 2011. 58 Englewood employees registered for this program in 2012 compared to 49 in 2011. Of these, 32 participants are returning from the previous year. This Employee Challenge also concludes on March 25.

- Englewood Parks and Recreation recently launched a new, interactive version of its Play Englewood activity guide online. Denise White, Marketing Program Administrator, worked with the Information Technology staff to secure the best software to meet the Recreation Guide needs as well as one that would be easy for IT to help support online. The new online version allows users to turn pages interactively, search a table of contents or key words, zoom in and highlight or print specific information and more. Visit <http://englewoodrec.org/> then click on the photo of the guide cover to explore the new format for the online publication.

THE ROLE OF LOCAL ELECTED OFFICIALS IN ECONOMIC DEVELOPMENT

10 Things You Should Know



THE ROLE OF LOCAL ELECTED OFFICIALS IN ECONOMIC DEVELOPMENT

10 Things You Should Know

Christiana McFarland

Director

Finance and Economic Development Program

Katie Seeger

Senior Associate

Finance and Economic Development Program



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Introduction

Economic development is the process of building strong, adaptive economies. Strategies driven by local assets and realities, a diverse industry base and a commitment to equality of opportunity and sustainable practices have emerged as those that will ensure a strong foundation for long-term stability and growth. Even within the parameters of these principles, what constitutes success in economic development and the specific strategies to accomplish it will look different from place to place. Despite these differences, leadership is consistently identified as a critical factor in effective economic development.

Dedicated leadership is needed to raise awareness, help develop and communicate a common vision, and motivate stakeholders into action. Although leadership can come from many places within the community, local elected officials are particularly well-positioned to take on this role. The political influence of elected leadership is critical to helping communities stay the course toward a vibrant economic future. From the bully pulpit to the design and coordination of public policies, mayors and councilmembers have opportunities every day to effect change and promote a strategic vision of economic growth for their community.

The goal of this guide is not to provide a one-size-fits-all solution to economic development or even to offer an Economic Development 101. Nor does this guide contend that elected officials should be economic development experts. The goal is instead to identify fundamental ways elected officials can become informed and strategic decision-makers who can connect the policy “dots,” be effective communicators and take a leadership role in economic development. The guide is based on the premise that elected officials can and should actively participate in and lead long-term development strategies that make sense for their community.

The format of the guide is a “top 10 list” of things elected officials should know about economic development in order to be effective leaders. These include:

- 1. Your local economic strengths and weaknesses.** A stronger understanding of your community’s economic profile will help you create a realistic vision and strategies for economic development.
- 2. Your community’s place in the broader regional economy.** With a firmer grasp of how your community fits into the broader region, you’re better prepared to work with other jurisdictions to share responsibility for regional economic success.
- 3. Your community’s economic development vision and goals.** Local elected officials can play a key role in building consensus for a vision and goals that provide clear direction for local economic development.
- 4. Your community’s strategy to attain its goals.** A strategic approach means linking economic development goals to specific activities, allocating a budget and staff to these activities and evaluating performance based on measurable outcomes.
- 5. Connections between economic development and other city policies.** When crafting economic development policies, it is essential to consider how other city policies (e.g., transportation or housing) affect your economic development goals.

- 6. Your regulatory environment.** Your community's regulatory process should allow for timely, reliable and transparent resolution of issues facing businesses, while still remaining true to your long-term economic development vision.
- 7. Your local economic development stakeholders and partners.** Local officials should think strategically on a project-by-project basis about who needs to be involved, the resources they bring to the table, and what it will take to get them engaged.
- 8. The needs of your local business community.** Local officials can help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication.
- 9. Your community's economic development message.** You will want a clear, accurate and compelling message that reflects your local vision and that helps ensure broad support for economic development projects undertaken by the city and its partners.
- 10. Your economic development staff.** Local elected officials will be more effective in leading economic development activities to the extent that they forge strong relationships with staff members who work on these issues on a daily basis.

1. Your Local Economic Strengths and Weaknesses

Your community's strengths and weaknesses, such as quality-of-life amenities, infrastructure and workforce skills, determine the potential of your local economy to support economic growth. This economic profile lays the foundation for creating a realistic vision and strategic direction for economic success that is unique to your community. Information about your local economy can also help engage and educate constituents and build community support for economic development decisions.

ASSESSING YOUR LOCAL ECONOMY

IMPORTANT FACTORS	KEY INDICATORS
Economic conditions	Unemployment, types and sizes of firms/industries, wages, income, new business starts, retail sales, housing prices, types of imports and exports, number of businesses closed
Population characteristics	Population size and growth, age, education level
Labor force characteristics	Labor force participation, occupations, skills, commuter characteristics, productivity
Physical conditions	Land use, zoning, land values, condition of buildings, vacancy rates, building activity, parking facilities, condition and capacity of infrastructure, air and water quality
Business climate	Community attitudes, labor relations, business taxes and regulations, level and quality of municipal services, workforce training, access to and cost of capital, public and private infrastructure
Knowledge-based resources	Federal labs, science and research parks, industry incubators, colleges and universities, technical training schools
Quality of life	Housing availability, public services, education system, crime rate, cultural and recreational activities, parks and other natural amenities

Source: *Economic Development Strategic Planning*. International Economic Development Council, Washington, D.C., 2006, pp. 44-48.

With the assistance of your economic development staff and input from stakeholders, you can identify factors within and outside of the control of local government that impact and shape your local economy. Identifying strengths and opportunities is crucial, but local officials also should pay attention to weaknesses and potential threats.

For example, what industries in your community and region are growing or struggling? What are the skills of your workforce, and are they sufficient to meet the needs of business? What barriers and sup-

port services exist for local entrepreneurs and small businesses? Is the local and regional housing stock diverse enough to provide for a wide range of housing needs?

All of these factors should be understood in comparison to other communities and in the context of broader economic trends. As a result of this process, you will have a stronger sense of your unique local assets, as well as what you can and should be doing to build on strengths and mitigate weaknesses.

Taking Action, Asking Questions

- What unique strengths can your community build on for economic development and growth?
- What weaknesses pose a barrier to economic development? To what extent can you mitigate these weaknesses – and how?
- How do your community’s strengths and weaknesses compare to those in other communities?
- How are economic conditions changing in your city and region?

San Buenaventura, Calif. (Ventura) (population 109,000)

After many decades of slow economic growth, the traditionally blue-collar City of San Buenaventura began to realize that its anti-business reputation had actually been undermining its economic prosperity. The city had very few middle class jobs and a limited industrial base and service sector. Moreover, many high-tech firms were heavily concentrated in much of the city’s surrounding area and seemed to bypass Ventura when making location decisions.

Through an analysis of the community’s strengths and weaknesses, city leaders in Ventura determined that the city’s location between two high-tech hubs, its pool of entrepreneurs and venture capitalists and significant quality of life amenities placed them in a unique position to expand high growth technology sectors. The city developed and pursued a strategic plan for economic development, including new activities to increase the local tax base, diversify the economy and create high value, high wage jobs.

The city created a self-sustaining fund to support the new plan, specifically growth of businesses from within the community, by using a \$5 million loan payoff from the Redevelopment Agency. The Jobs Investment Fund (JIF) provides “mezzanine capital” to expansion projects or venture capital to new projects as either loans or direct investments. JIF, managed by a private investment partner, allows for a higher return potential to the city than is traditionally available with a standard investment portfolio.

Constituents have expressed concern that the city has too great a risk exposure in these investments. “There are requests that we redirect the money from the fund back to general government operations each time we face additional budget cuts, but due to political will and improved communications with our constituents, so far we have been able to maintain funding,” said Councilmember Neal Andrews. City leaders have made a special effort to bring community opinion leaders into a position where they understand what JIF is about and why it’s important.

JIF has allowed the city to engage in a number of business development activities, including capital raising conferences, entrepreneurship events and a business incubator. As of January 2010, 10 firms have located in the incubator, and in 2008, Forbes magazine ranked Ventura number 68 on the “Small Business list of 100 best places to live and launch a business.”

Contact:

City of Ventura
Department of Economic Development
Phone: (805) 677-3935

2. Your Community's Place In The Broader Regional Economy

Understanding your local economy also means knowing how your community fits into the broader region. Although increased competition for jobs, tax base and private investment can put political pressure on elected officials to go toe-to-toe with neighboring jurisdictions, the reality is that local economic success depends on regional economic success.

This is particularly true in the context of the global economy, where economic competition may not be with your neighbor, but with a city in China, India or Ireland. Firms engaged in global economic activity rely on a breadth of resources available in a region, including workers, transportation, housing, and amenities. In nearly all cases, one community does not have full capacity needed to support these activities. Cities that focus on competition within the region, instead of collaborating for economic development, are placing their economic future at risk.

With a firmer grasp of your community's place in the region, you're better prepared to work with other jurisdictions to share responsibility for promoting regional economic success. Cities in the Denver region, for example, work together to draw businesses and other economic activity to the region while agreeing not to compete or offer incentives to firms to locate in their specific communities. Similarly, many cities work together on regional marketing efforts, typically via participation in a regional council. These collaborative efforts attract firms, investment, and employment that benefit the entire region.

Participating in regional activities may present some political difficulties if the local economic benefits are not well understood by your constituents. Local elected officials should be prepared with the facts about how regional economic success translates into improved employment opportunities, tax base, or amenities for your city and the people who live there. Local officials can work with their staff to craft a clear, accurate message about their involvement in regional activities, and communicate this message to community through the media, neighborhood meetings or other public venues. It can serve as a starting point for a community dialogue about the importance of regional collaboration to local success.

"Too many local governments still act as if they have the luxury of merely competing with each other for tax base, especially within their region. But economically this is a sideshow or a delusion. The real economic competition is global and competing effectively requires regional collaboration."

William Barnes, *The Economic Development Game Has Changed*, Nation's Cities Weekly, 1/11/2010

Taking Action, Asking Questions

- How do you define your economic region?
- How does the economic strength of your city depend on what happens in other cities and towns in the region? How does regional economic activity provide direct or indirect benefits to your community?
- What assets does your community contribute to the regional economy (e.g., workers, housing, amenities, transportation)?
- What regional organizations, partnerships and/or activities already exist? To what extent is your community involved?

3. Your Community's Economic Development Vision and Goals

A primary challenge in the practice of economic development is choosing among many competing priorities and various activities. A clear economic vision and goals are needed to provide a framework for strategically assessing and coordinating these efforts. The vision stems from the community's values, its collective sense of local economic strengths and weaknesses, and consensus on a desired future. Goals are more tangible expressions of the vision and provide specific direction for actions.

For example, the City of Albuquerque, New Mexico's economic development initiative "thrive!ABQ" identifies the city's economic vision as a city with a vibrant business climate that's accessible, user-friendly and welcoming to all. The three primary goals of "thrive!ABQ" are:

- Albuquerque First: Retain existing businesses and industries by fostering partnerships with local businesses and increasing spending in the community.
- Albuquerque Easy: Remove barriers to conducting business within the city.
- Albuquerque Recruits: Make the city an attractive place for businesses to locate.

According to the American Planning Association's *Economic Development Toolbox* (2006), a sound economic vision and goals should:

1. Balance what the jurisdiction would like to achieve with what resources and public support the jurisdiction can realistically expect to muster in support of that vision.
2. Be consistent with the role of the jurisdiction's economy in the larger regional and state economies.
3. Be understandable to citizens without technical training or experience in economic development.
4. Be produced in a way that makes it possible to incorporate it in the jurisdiction's comprehensive plan.

If your city already has an economic development vision, make sure your policy decisions reflect the principles in the vision. In cities that do not have an economic vision, local elected officials can help initiate a community visioning effort. A well-designed visioning process will surface an array of ideas, opinions and objectives from a diverse group of stakeholders. An important role for elected officials is to help bring people to consensus and agreement on a common purpose.

"There are many possible economic futures for any given jurisdiction, there are some impossible ones as well. The challenge is to decide on a future that is not only desirable, but also possible given the factors that constrain it."

Terry Moore, Stuart Meck, and James Ebenhoh. *An Economic Development Toolbox*. American Planning Association, Washington, D.C. October 2006, p. 34

Taking Action, Asking Questions

- Does your community have a clearly stated vision and goals for economic development? If so, what are they?
- Does the vision reflect the community's values as well as its strengths and weaknesses?
- Do your constituents and key stakeholders understand and agree upon the community's vision and goals?
- To what extent do local government policies support the vision and goals?

Mission, Kan. (population 9,727)

Mission, a community less than three square miles in area, was at a crossroads when many large parcels of land became available for redevelopment. In response, the city began a planning process that involved all facets of the community, including residents, businesses and shoppers, to create a vision that would serve as the framework for future development. The vision, which ultimately called for more compact, walkable, and sustainable development, was challenged when Mission was offered a lucrative deal by a big-box developer.

With a strong commitment to the vision, Mission denied the big-box store and has accepted an offer for a new mall from a developer who has embraced the city's vision for a vibrant, pedestrian-friendly, mixed-use destination. Although the developer typically works on retail projects only, his collaboration with the city and understanding of the community vision has led him to include residential, hotel, office and entertainment as potential project components.

The city's resolve to stick with its vision also resulted in overwhelming community support for the project. Instead of Not in My Back Yard opposition, city officials received acclamation from those attending its Planning and Zoning hearings. Among the most common questions the city received from residents: "When will the project be complete?"

Contact:

City of Mission
Department of Community Development
Phone: (913) 676-8350
E-mail: MRivarola@missionks.org

4. Your Community's Strategy To Attain Its Goals

Once the economic development vision and goals are defined, it is important that they not be shelved, but that they guide and determine your community's economic development strategy. If the community has been involved in the process and believes in the vision and goals, residents will hold political leadership accountable for putting them into practice. Strategic implementation of the economic development vision involves linking economic development goals to specific activities, allocating a budget and staff to these activities, and evaluating performance based on specific, measurable, agreed-upon outcomes.

There are many local activities that can be used to accomplish your city's long-term economic vision. The types of economic development policies and tools pursued by your community will depend on those permitted by your state, as well as how your local government perceives its role in stimulating private sector economic activity.

The traditional local government role in economic development is to facilitate economic activity by offsetting the cost of doing business in your community (in terms of time, opportunity and money). Strategies include land assembly, modifying the permitting process and providing job training. More entrepreneurial roles, as well as strategies that more directly address the demand for local products, may include seeding and investing in local small businesses, matching gaps in supplier/buyer linkages and international trade promotion. Local elected officials can work with city staff, businesses and other stakeholders in the community to educate themselves about the types of programs and tools that are available to them and to decide which economic development role is best for their city.

You can also look to "best practices" in other communities; however, it is important to remember that economic development activities that work in one place will not necessarily work in another. Following economic development fads or strictly replicating another city's approach without putting it in the context of your community is a recipe for failure. Instead, elected officials can learn how and why another city was successful and adapt those practices to local realities.

Elected officials should also work with their staff to determine a set of expected outcomes, the necessary level of resources (staff and budget) needed to achieve these outcomes and performance metrics to evaluate and measure them. In the context of short-term political cycles, it may be tempting to stray from the strategy and only consider economic development in terms of traditional, more tangible successes, such as attracting a new, large employer. For this reason, it is important that elected officials and staff agree upon, are committed to and accurately measure even *incremental* economic achievements. This will allow political leaders to demonstrate success and champion all various ways the community is supporting economic activity.

Strategic implementation of economic development, from selecting activities that support the vision to accurately measuring progress, enables local governments to be more responsive in an increasingly complex and uncertain economic environment. It allows the community, staff and elected officials to be part of a "continuum" of leadership and to make more deliberate progress toward long-term economic success.

Taking Action, Asking Questions

- How do your goals drive everyday actions to develop and grow your local economy? Can you develop better strategies, if needed, which make sense for your community?
- What is the general orientation of your local government toward supporting private sector economic activity? What tools is your city willing to and able to use?
- Is your city's budget and staffing aligned with its strategies for economic development?
- How will you measure and evaluate your city's economic development efforts over time?
- What can you do to celebrate incremental successes?

Littleton, Colo. (population 43,055)

In 1987, the City of Littleton pioneered an entrepreneurial alternative to the traditional economic development practice of recruiting industries. The "economic gardening" program, developed in conjunction with the Center for the New West, is an effort to grow local jobs through entrepreneurial activity.

The approach is based on research that indicates the great majority of all new jobs in any local economy are produced by small, local businesses already in the community. According to Chris Gibbons, Littleton's director of business/industry, an entrepreneurial approach to economic development has several advantages over attraction strategies. First, the cost per job is much less than the \$250,000 to \$300,000 incentives typical in major relocations. Second, the investment is in the community and its infrastructure; should a business choose to leave, it does not take that investment with it. Third, it is a healthier approach in that a community's future is no longer tied to the whims of an out of state company. Its future is entirely a function of its own efforts and investments.

Littleton's economic strategy focuses on creating a nurturing environment for entrepreneurs and "second-stage" companies, those with 10-99 employees and/or \$750,000-\$50 million in receipts. In a typical engagement, the city's Economic Gardening team will assist a company with core strategy, market analysis, competitor intelligence, and other priority tasks. Since the start of the program, Littleton's job base has grown from 15,000 to 30,000, the retail sales tax has tripled from \$6 million to \$21 million, and the population has grown by 23 percent.

Contact:

City of Littleton
Business/Industry Affairs
Phone: (303) 795-3749

5. Connections Between Economic Development and Other City Policies

It would be nearly impossible to list all of the various ways in which local government policies interact and overlap. When crafting economic development policies, it is essential to consider how other city policies support or discourage your economic development goals. For example, are your transportation initiatives supporting local retail? Are your local workforce training programs aligned with your sustainability plans? Is the regional housing stock adequate to meet the needs of workers in your community? By thinking about policies holistically, you can avoid detrimental policy interactions and create an environment for different policies to support and enhance each other.

Policy integration has become even more important over the past 30 years as the drivers of economic growth have broadened significantly. Today, the scope of economic development and the interests and needs of the business community extend well beyond market access and transportation networks. Social and professional networks, educational institutions, quality-of-life amenities, talent and workforce skills and housing are important assets that contribute to your community's economic profile. Additionally, there is increased recognition that improvements in economic equity and the natural environment are critically important to a strong local economy.

For example, the City of Portland, Ore., has created a Sustainable City Partnership to foster a collaborative, citywide effort to integrate sustainable practices and resource efficiency into municipal operations and to strengthen existing policies and efforts. A primary partnership role for city officials and staff is to develop connections between environmental quality and economic vitality. The city has encouraged sustainable business practices and has leveraged sustainability as a key economic sector.

One strategy to ensure that all of the various sources of economic growth and the key elements impacting economic development are coordinated is to develop your economic development activities in conjunction with your community's comprehensive planning process. Some communities have formalized this process through implementation of an Economic Prosperity Element (page 14).

Taking Action, Asking Questions

- How do other city policies — in areas from transportation and housing to public safety — affect your goals for economic development?
- To what extent does your city need to change existing policies so they are aligned with and support the economic development vision and goals?
- How often do various city departments communicate? To what extent is there a shared understanding of and commitment to successful economic development across city government?
- Are your city's economic development strategies and goals reflected in the comprehensive plan? Can you add an Economic Prosperity Element to the plan?

Economic Prosperity Element

by William Anderson, Director, City Planning & Community Investment Department, City of San Diego (*American Planning Association Economic Development Blog* 5/17/2010)

Many cities and counties are adding Economic Prosperity or similar elements to their General Plans. These elements help strengthen the link between a jurisdiction's comprehensive plan and economic development. While most factors that influence economic development are beyond a local area's control, such as macro-economic trends, international competition, interest rates, financial markets, local jurisdictions do have control of factors that can make them more or less competitive in the region, nation, or world.

Some of these local factors are traditionally addressed in General Plans, such as land use capacity for industries and targeted sectors, infrastructure efficiency and cost, quality-of-life, housing affordability for the workforce, and environmental quality. Other local factors are not as directly related to land use policies, such as workforce training, education, and access to capital. These factors may be the purview of other organizations and agencies, but are also critical.

An Economic Prosperity Element, especially one tied to a regional economic development strategy, can bridge and coordinate these factors and take the General Plan beyond the role of just land use policy. It can also serve as the element that connects a region's economic development strategy focused on the needs of export-oriented base sectors, to the opportunities for community-level economic development.

Contact:

City of San Diego
Department of City Planning & Community Investment
Phone: (619) 235-5200
E-mail: AndersonW@sandiego.gov

6. Your Regulatory Environment

Your regulatory environment directly impacts the ease of doing business in your city. For business leaders, time is money; they want to know that the regulatory process provides for timely, reliable and transparent resolution of key issues. If your city's regulatory policies are riddled with delays, confusing and redundant steps and multiple approval processes, a prospective business may very well choose to locate or expand in another community.

Local officials can improve the regulatory environment for businesses by ensuring that the development review process and other policies are streamlined and transparent. The key to success is ensuring consistency and clarity about expectations, timelines, regulations, and costs. This will alleviate much of the uncertainty involved in economic development projects by allowing businesses to accurately anticipate the timing of the process and to build their plans accordingly. In addition, a better regulatory environment can promote information-sharing and better communication with local businesses so you can work together to identify potential challenges or problems.

As a local elected official, your first step is to ensure that you have an understanding of the current regulatory system and where there may be problems. This will require you to gather input from the business community about their frustrations and experiences. Working with your local chamber of commerce or other local business organizations may be helpful in this process. To gain additional perspective, you may want to consider going through the process yourself, as if you were a developer or a new business. This will allow you to have firsthand knowledge of the time, costs, hassles and clarity of the process.

When examining your regulatory process, be mindful not to throw the good out with the bad. Not all development is good development, and it is important that your regulatory processes reflect your long-term economic development vision so you can safeguard against detrimental projects. The key for your city is to find a balance and remove unnecessary delays and hurdles, while still preserving the integrity of the community's economic development vision and goals.

Taking Action, Asking Questions

- Are your local agencies charged with regulatory processes attuned to the needs of businesses, particularly efficiency and transparency concerns?
- Are there one-stop approvals or other ways to expedite review processes?
- How long does it take to get a new development proposal in front of a local planning board?
- Do businesses have access to clear information about local regulations from one source?
- Is there a designated city staff person who helps facilitate the process to ensure that things go smoothly?

7. Your Local Economic Development Stakeholders and Partners

A group of diverse stakeholders within and outside local government contribute to economic development. These include both large and small businesses, nonprofit organizations, workforce and training organizations, universities, department staff and many others. Economic development partnerships will likely change depending on the activity, so it is important to think strategically on a project-by-project basis about who needs to be involved and the resources they bring to the table.

Collaborative partnerships are especially important given the increased complexity and diversity of interests in economic development. Harnessing the breadth of resources, knowledge, leadership, and skills of stakeholders that may not typically interact is essential for effective implementation of your city's economic development strategies. By facilitating broader and deeper interaction among local government, business, the community, and economic development activities, local elected officials can ensure that policy decisions will be in tune with all of the other work that is happening in the community to advance the city's economic development goals.

Your local government may not always be the lead organization for an economic development project. Sometimes, the chamber of commerce might lead the way. In other instances, it might be a different community organization or business leader. But even if the city is just one stakeholder among many, local elected officials can make themselves available to help bring the right people and organizations to the table. Important roles for municipal leaders include: reaching out to the various parties; working to break down communication barriers; helping to facilitate consensus; and ultimately, coordinating and leveraging action.

Taking Action, Asking Questions

- Who are the key stakeholders (individuals, organizations, businesses, city staff) that can help strengthen your city's local economic development efforts?
- To what extent are stakeholders already communicating and working together on these issues?
- What will it take to break down any barriers that exist among key stakeholders and to get them to do more collaborative work?
- What resources do various stakeholders bring to the table in terms of financial support, people, skills, contacts and more?

Garland, Texas (population 238,651)

A critical objective of the Garland Economic Development Partnership (GEDP), a collaboration of government, school and business leaders, is the retention of key businesses in the local community. A suburb of Dallas, Garland has been characterized as a major manufacturing city since the 1950s and is home to numerous Fortune 500 corporations such as Kraft Foods, General Dynamics and Raytheon.

In 2006, the city recognized the “Garland Top 100” businesses based on their tax value, number of employees and electric usage. The city estimates that the “Garland Top 100” represent 13 percent of the local tax base and employ 17 percent of the total workforce. City of Garland Mayor Ronald Jones and GEDP staff has visited nearly all of the top 100 manufacturing companies in Garland to hear their concerns and challenges directly.

According to Jones, these visits were intended to make sure that elected officials understand and recognize business needs, and that the businesses understand that the city appreciates they are part of our community. During the meetings, the mayor and GEDP staff discussed a variety of key issues, including workforce training needs, utility costs, and public safety. As a result, the city developed the Dallas County Manufacturers’ Association in collaboration with Richland College to provide specialized workforce training.

Contact:

Garland Chamber of Commerce

Phone: (469) 326-7444

E-mail: paul.mayer@garlandchamber.com

8. The Needs of Your Local Business Community

Local businesses are essential to a stable and diverse local economy. In recent years, many cities have shifted their primary economic development focus away from attracting large firms from outside the community to growing new businesses from within and helping existing businesses survive and thrive. Local officials can help create an environment that supports the growth and expansion of local businesses.

In the case of entrepreneurs and small businesses, many fail not for lack of ideas, but on planning and management. By allocating resources for entrepreneurial and new business support services, local governments can help these businesses overcome critical barriers to success. Such services include small business development centers, entrepreneurship training, market information, networking opportunities, marketing assistance, business incubators and even financing opportunities.

Running a business is a full-time job, and even if local services are available, business leaders may be unaware of the assistance available to them. Even more likely, they may not automatically view the city as a resource or an ally. By making the effort to reach out and communicate with your local business community, whether through your local chamber of commerce, organized events or visiting businesses individually, local officials can gather input to help improve local business policies and demonstrate that the community cares about the success of their business.

It is important for local elected officials to bring the same commitment and enthusiasm to existing business as they do to new business prospects. The city often creates incentives or other policy packages to attract new employers, and celebrates a new, large company with ribbon cuttings and stories in the local media. By similarly celebrating local business accomplishments, you can show the city's support, increase the business's profile and draw attention to economic development success stories that often go unnoticed.

Additionally, by publicly highlighting the achievements of your local companies, you will build your city's reputation as a business friendly community. This, in turn, may encourage outside businesses to take a second look at your community as a desirable location, while providing existing businesses with even more reasons to stay in your jurisdiction.

When making policy decisions focused on business retention and expansion, including small business and entrepreneurial development, it is important to remember that many local businesses need time to mature and grow. Although this form of business support may not deliver an overwhelming, immediate economic impact, the benefits of staying the course with your local businesses can provide greater long-term pay-offs. These include a more diversified, stable economy, a business community with stronger local ties and maybe even the next, great Fortune 500 company.

Taking Action, Asking Questions

- What does your local government do to find out the needs of your business community?
- Who in government regularly communicates with individual businesses and the business community at large? How does this happen?
- To what extent do you celebrate milestones achieved by existing businesses in your community?
- What support services does your city offer to entrepreneurs and small businesses? What more could you do?

New York (population 8,308,163)

New York City provides an example of a successful, city-led effort to directly link workforce development and economic development. In 2003, Mayor Michael Bloomberg eliminated the NYC Department of Employment and consolidated the city's adult workforce programs with the Department of Small Business Services (SBS). The resulting program provides employment and training services for individuals and seeks to meet specific workforce needs of local businesses.

Much of the program's success has been due to a dual customer approach — focusing on meeting the needs of job seekers, as well as local businesses. In fact, SBS has developed two distinct brands associated with both customers. Workforce 1 provides individuals with job placement, training and advancement services and NYC Business Solutions provides a suite of services to support local businesses, including employee recruitment services from the pool of screened job candidates from the Workforce 1 program.

The effort has shown real results in New York City. In 2003, prior to the consolidation of the two programs, the workforce system only achieved 500 job placements. In 2009 the workforce system achieved 25,000 placements.

Contact:

NYC Department of Small Business Services

Strategic Initiatives

Phone: (212) 618-6759

E-mail: cneale@sbs.nyc.gov

9. Your Community's Economic Development Message

Strong communications and a compelling message are vital to successful economic development and a primary responsibility for local elected officials. An economic development message that is based on your community's collective vision and is conveyed by all key stakeholders will establish a consistent community "brand" and competitive identity to the outside world.

Local elected officials can use public speeches, interviews and other communications to rally the community around their economic development message. In addition to publicly promoting the message, local elected officials can work with their staff to ensure that all economic development partners have the information that they need to support the message or to accurately convey the message to others. This may be data about the economic role they play in the community, or marketing materials that they can use to engage others outside the community. These small steps go a long way in generating a positive reputation of your community.

Sometimes, cities let politics and minor disagreements about the direction of economic development affect their city's public image. This can detrimentally impact the confidence investors have in your community as a place to do business. Developers, business owners and others want to be assured that their investment in your community will have broad support among local leaders, residents and key partners. If those who impact the success of a business or economic development project are not unified, the confidence of the investor will falter. Local elected officials can help manage internal disputes and ensure that all stakeholders remain committed to the message and the vision it conveys.

Taking Action, Asking Questions

- How do you currently communicate about your city's economic development activities? To what extent are you using speeches, media interviews and other forums to highlight an economic development vision and goals?
- Does your city have a clear and consistent message about economic development for the outside world?
- How do your city's communications efforts dovetail with what other organizations in the community (e.g., the chamber of commerce) are doing? Are there ways to enhance coordination on communication activities?

10. Your Economic Development Staff

As discussed throughout the guide, local elected officials have clear and specific roles to play in their cities' efforts to build a strong local economy. However, success in filling these roles often depends on the relationship between elected officials and staff members who work on economic development issues on a daily basis.

As a local elected official, you are often the public face and the cheerleader for your city on economic development. When you are giving a speech, talking to a local business or discussing a new project with constituents, you must be prepared with the facts or run the risk of seeming uninformed and out of touch.

Staying up to date requires open and regular communications with and trust in your city's economic development staff. Your relationship with staff will enable you to gain a better understanding of the economic position of your city, changing local and regional conditions and your city's economic development plans and priorities. You will be better able to articulate economic goals to constituents and the media and make more informed policy decisions based on the most current information. This is especially important in the current economy, as city resources are scarcer and businesses and citizens alike are looking for informed leadership.

Local officials should begin building a strong relationship with economic development staff at the beginning of a political term or new project. Economic development is a complex topic; most newly elected officials may not have an in-depth understanding of the current economic policies or the city's long-term vision and strategy. By forging a relationship early on, local officials can come up to speed more quickly and be able to make better policy decisions in the long run.

It's also important to consider what expertise and knowledge you bring to the relationship that city staff may not have. Most elected officials come to office with a professional background in an area other than local government, such as banking, small business or healthcare. This can make you uniquely qualified to represent the city to important economic interests. With open communication, your city's economic development staff can become more aware of your skills and seek opportunities to use them.

Taking Action, Asking Questions

- How often do you talk to the key economic development staff in your city?
- Do you get regular updates, or "cheat sheets," about the issues, trends and successes of economic development in your city?
- What are your expectations about economic development? Have you discussed this with the economic development staff?
- What economic development issues or practices could you learn more about?

Conclusion

As an elected official, you make decisions every day that impact the future of your community. It is of critical importance that your decisions and actions support your community's vision and do not work at cross purposes with existing efforts. This is particularly true in today's rapidly changing economic environment.

You can use this guide to initiate conversations — or ask questions — with key players within your community. The first step will most likely be to initiate conversations with your economic development staff about how to best use your skills and political capital to support a strategic economic direction. Even if you are already engaged in economic development, this guide can serve as a reminder of all the leadership roles needed for economic success. It can also help you identify how your economic development role should vary over time to support the changing needs of your community and economic development stakeholders.

Your city may have all the right assets, partners and tools, but may never realize its full potential without a leader to bring all the pieces together. You have the power and the ability to do what's needed to advance the cause of successful economic development for your city.

About the Authors

Christiana McFarland is the director of the Finance and Economic Development Program in the Center for Research and Innovation at the National League of Cities. Katie Seeger is senior associate in the Finance and Economic Development Program. Caitlin Geary, finance and economic development intern, also contributed to the guide.

The authors would like to thank Shari Garmise, vice president, International Economic Development Council, who was instrumental in facilitating a fruitful partnership between IEDC and NLC on this effort. Garmise also reviewed the guide and provided constructive feedback.

The authors would also like thank members of IEDC who participated in a series of roundtable discussions during IEDC conferences in October 2009 and February 2010, as well as members of NLC's CityFutures Panel on Community and Regional Development and other local elected officials who also provided direct input and guidance.

William Woodwell and Lara Malakoff, NLC senior program associate for outreach, provided editorial assistance, and Alexander Clarke, NLC manager of creative design and production, designed and managed the production of the report.

About the National League of Cities

The National League of Cities is the nation's oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for more than 1,600 member cities and the 49 state municipal leagues, representing 19,000 cities and towns and more than 218 million Americans.

Through its **Center for Research and Innovation**, NLC provides research and analysis on key topics and trends important to cities, creative solutions to improve quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues, and opportunities for city leaders to connect with peers, share experiences, and learn about innovative approaches in cities.





CITY OF ENGLEWOOD
COMMUNITY DEVELOPMENT

February 24, 2012

Re: Medical District Sub-area 2

Case No. 2012-01 (Amendment of UDC to Establish NPO Zone District)
Case No. ZON2012-01 (Amendment of Official Zoning Map Adopting NPO Zone District for Portions of Medical District Sub-area 2)

Medical District Sub-area 3

Case No. 2012-02 (Amendment of UDC to Establish MU-R-3-C Zone District)
Case No. ZON2012-01 (Amendment of Official Zoning Map Rezoning Portions of Medical District Sub-area 3 from MU-R-3-B to MU-R-3-C and M-1)

Dear Property Owner or Resident:

Based on dialogues between City Council, Planning and Zoning Commissioners, City staff, and neighborhood property owners and residents through various Medical District stakeholder meetings, Council and Planning and Zoning Commission study sessions, and the neighborhood planning meeting held in June of 2011, the City is moving forward with regulatory zoning reforms in your area.

Medical District Sub-area 2

The City is proposing the establishment of a new overlay zone district (**NPO: Neighborhood Preservation Overlay**) as supplementary regulations to the underlying MU-R-3-B zone (Mixed Use Medium to High Density Residential and Limited Office District).

The goal of the Neighborhood Preservation Overlay is to help preserve the current balance of land uses within the 3200 block of South Sherman Street, the 3200 and 3300 blocks of South Grant Street, and the MU-R-3-B zoned portions of the 3400 block of South Grant Street. Under the Neighborhood Preservation Overlay, existing single unit properties with the typical fifty feet of lot frontage would only be allowed to redevelop as single or two unit properties. New medical and office uses would not be allowed. However, existing multi-unit property owners will retain the right to rebuild and redevelop their properties at the current number of residential units. Existing single unit homes currently being used as offices will be allowed to continue operating as offices under the nonconforming provisions of the Unified Development Code.

Medical District Sub-area 3

Based on recommendations from Planning and Zoning Commissioners, and input from neighborhood stakeholders, the City is proposing the establishment of a new zone district (**MU-R-3-C: Mixed Use High Density Residential and Limited Office District**), and rezoning portions of Medical District sub-area 3 from MU-R-3-B (Mixed Use Medium to High Density Residential and Limited Office District) to MU-R-3-C (Mixed Use High Density Residential and Limited Office District) and M-1 (Mixed Use Medical, Office, and High Density Residential District).

The goal of the new MU-R-3-C zone regulations is to allow property owners more regulatory flexibility in order to encourage them to redevelop aging, obsolete, single unit rental housing, while at the same time protecting neighboring residential property owners and residents from inappropriately-scaled development. The proposed action would rezone the hospital-owned properties fronting on Girard Avenue to M-1 Medical. For the remaining properties north of these hospital-owned properties fronting on Girard Avenue, the following zoning reforms are proposed:

- Remove Museum/Cultural as an allowed land use
- Remove Overnight, In-patient Hospital Facility as an allowed land use
- Remove Parking Structure and Surface Parking as allowed ***principal*** land uses
- Retain Out-patient Clinic as an allowed land use
- Retain Medical Laboratory as an allowed land use
- Add Massage Therapy as an allowed land use
- Lower maximum height limit from 60 to 40 feet
- Remove floor area ratio limitation
- Institute a maximum office/medical facility building size of 30,000 SF, the same size as existing apartment buildings in sub-area 3
- Reduce side setbacks for office/medical and multi-unit residential from 15 to 5 feet
- Remove driveway location requirement for multi-unit residential development
- Remove land area per residential unit requirement in favor of regulating density through maximum height limit and minimum off-street parking standards
- Reduce minimum lot size for office/medical development from 24,000 SF to 6,000 SF

Zoning Text Amendment and Official Zoning Map Amendment Process

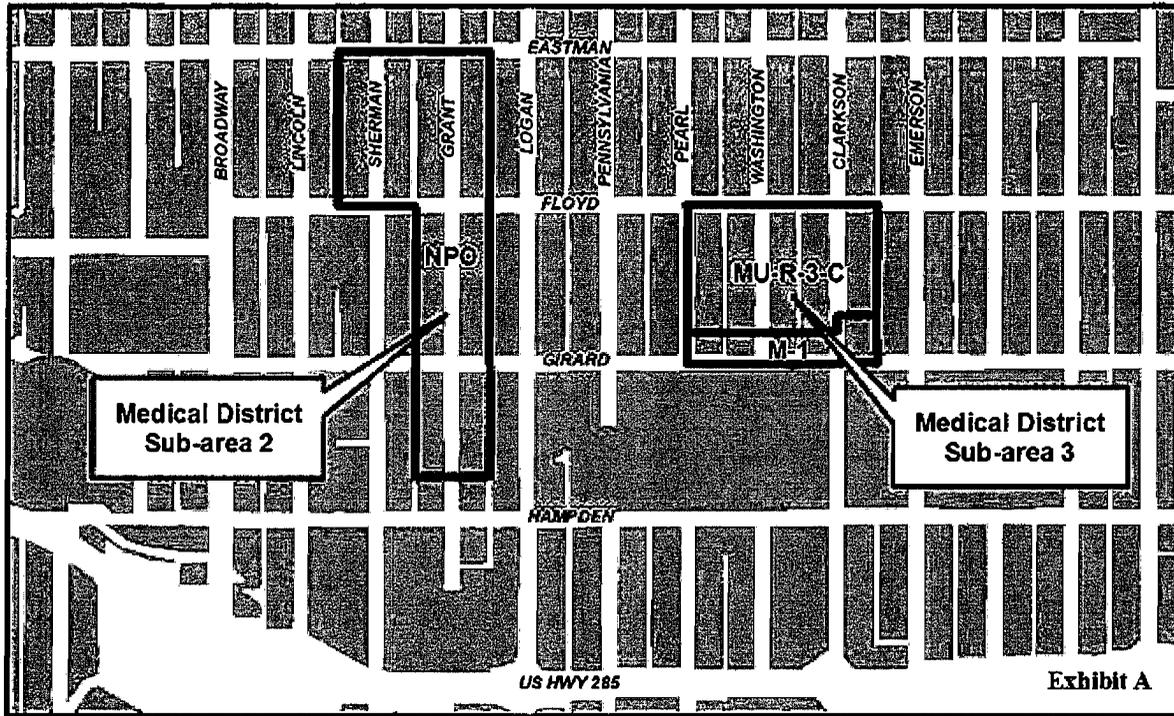
A public hearing process will be used to gather citizen testimony on the proposed zoning text amendments and Official Zoning Map amendments. The zoning amendment adoption and rezoning process is outlined as follows:

- Planning and Zoning Commission Public Hearing (March 6, 2012)
- City Council First Reading (expected to occur on April 2, 2012)
- City Council Public Hearing (expected to occur on May 7, 2012)
- City Council Second Reading (expected to occur on May 21, 2012)

The Planning and Zoning Commission will hold three concurrent public hearings (Medical District sub-area 2: Case No. 2012-01; Medical District Sub-area 3: Case No. 2012-02; and Medical Districts Sub-area 2 and 3: Case No. ZON2012-01) on March 6, 2012 in the Englewood City Council chambers at Englewood Civic Center, 1000 Englewood Parkway, beginning at 7 PM. Anyone interested in the proposed zoning amendments is invited to attend the public hearing and address the Commission at that time. A copy of the proposed amendments may be reviewed in the Community Development Department prior to the public hearing, or on the City's website.

Sincerely,

John Voboril, AICP
Community Development Long Range Planner



SEMPLE, FARRINGTON & EVERALL, P.C.

ATTORNEYS AT LAW

THE CHANCERY BUILDING, SUITE 1308
1120 LINCOLN STREET
DENVER, COLORADO 80203
TELEPHONE (303) 595-0941 FAX (303) 861-9608

February 20, 2012

via ***E-MAIL*** (js@ssr-lawyers.com)
and **U.S. MAIL**

Joseph A. Salazar, Esq.
14694 Orchard Parkway, Suite A-210
Westminster, CO 80023

Re: Doug Bailey

Dear Mr. Salazar:

This office represents the City of Englewood in connection with the Notice of Appeal and Request For Hearing that you filed on February 15, 2012 on behalf of former employee, Doug Bailey. Article 24 of the City of Englewood Administrative Policy Manual specifies that "The employee, within ten (10) working days after receipt of the notice of disciplinary action (including termination) . . . may file a complaint in writing with the City Clerk requesting a hearing before a Hearing Officer."

As noted in paragraph 1 of your Notice of Appeal, Mr. Bailey was provided a memorandum serving as his notice of termination from the Englewood Fire Department by Fire Chief Michael Pattarozzi on December 8, 2011. Accordingly, Mr. Bailey's Appeal and Request For Hearing filed with the Englewood City Clerk on February 15, 2012 is untimely.

Sincerely,

SEMPLE, FARRINGTON & EVERALL, P.C.

Martin Semple

cc: Daniel Brotzman, Esq.
Ms. Sue Eaton
Ms. Loucrishia A. Ellis, City Clerk
Fire Chief Pattarozzi

S:\Englewood, City of\Doug Bailey\Salazar 120220.doc

MARTIN SEMPLE

DARRYL L. FARRINGTON

STEPHEN G. EVERALL

M. BRENT CASE

MATT RATTERMAN

SUSANNE STARECKI KIM

HOLLY ORTIZ

MATTHEW R. HADER

Englewood Police Department Summary Report

For Period January 1, 2012 through January 31, 2012



TYPE OF INCIDENT	January 2012	January 2011	YTD 2012	YTD 2011
PATROL AND TRAFFIC				
Total Activities	6,818	5,736	6,818	5,736
Officer Initiated Activities	4,028	3,149	4,028	3,149
Misdemeanor Arrests	168	135	168	135
Felony Arrests	16	22	16	22
Warrant Arrests	64	38	64	38
DUI Arrests	39	34	39	34
Hazardous Summonses	415	339	415	339
Laser Summonses	481	401	481	401

INVESTIGATIONS				
Case Filings	17	14	17	14
Summons	2	2	2	2
Deactivated (no additional leads)	44	27	44	27
Unfounded	5	7	5	7
Victim Failure to Prosecute	3	2	3	2
Other Jurisdiction	7	6	7	6
Located Missing Person/Runaway	3	3	3	3
Non Criminal Death Investigations	5	8	5	8
Prosecution Declined by District Attorney		3	0	3
TOTAL	86	72	86	72

NEIGHBORHOOD SERVICES				
Impact Team				
Projects initiated	17	16	17	16
Residential	3	9	3	9
Business	14	7	14	7
Projects Cleared	15	10	15	10
Community Contacts	3	39	3	39
Residential	0	0	0	0
Business	3	39	3	39
Community Events	10	4	10	4
Code Enforcement				
Cases Opened	302	509	302	509
Notices of Violation	111	368	111	368
Postings	21	53	21	53
Summons	16	9	16	9
Patrol Referrals	59	36	59	36
TOTAL	509	975	509	975
Traffic Bureau				
High Accident Locations - Summons	146	172	146	172
School Zone - Summons	7	21	7	21
Citizen Complaint	60	71	60	71
Other	0	7	0	7
TOTAL	213	271	213	271
Community Relations				
Community Events/Activities	11	6	11	6
Persons in Attendance	484	149	484	149

ENGLEWOOD POLICE DEPARTMENT SUMMARY REI

For Period January 1, 2012 through January 31, 2012



TYPE OF INCIDENT	January 2012	January 2011	YTD 2012	YTD 2011
COMMUNICATIONS/RECORDS				
<i>Reported Part I Crimes</i>				
Murder/Manslaughter	0	0	0	0
Rape	0	2	0	2
Robbery	0	2	0	2
Assault (includes all assaults)	41	42	41	42
Burglary	27	31	27	31
Theft	119	119	119	119
Auto Theft	10	17	10	17
Arson	0	0	0	0
Reported Part I Crimes TOTAL	197	213	197	213
Calls for Service TOTAL	4,427	3,661	4,427	3,661

VICTIM ASSISTANCE RESPONSE				
Incidents with victim assistance provided	82	91	82	91
People served relative to incidents	100	123	100	123
Domestic Violence victims	41	44	41	44

MEMORANDUM



TO: Gary Sears, City Manager

THROUGH: Rick Kahm, Director of Public Works ✓

FROM: David Henderson, Engineering/Capital Projects Administrator ✓

DATE: February 22, 2012

SUBJECT: PROJECT UPDATES –Denver Water Projects, Broadway Mid-Block Crossing, Duncan Park Planning and Design, Servicer Salt/Sand Storage, Kent Place, University/Hwy. 285 Traffic Signal, Golf Course Pump Station Intake Pipe, Security Camera Project, Xcel Energy Projects, **Gas Line Replacement Projects**, Belleview Gas Line Replacement, Denver S. Broadway Improvements, Concrete Utility Program 2012, City Radio System, Street Maintenance Projects 2012, CityCenter Site Development, Englewood McLellan Reservoir Foundation, Air Quality/Energy Savings Projects

DENVER WATER PROJECTS (CONDUIT 13 REHABILITATION)

Vault Repair at Quincy/Broadway

Denver Water will be rebuilding a concrete vault on Quincy Ave. just west of Broadway. The work will require a full closure of Quincy for approximately 60 days. The contractor (Concrete Works of Colorado) closed Quincy and began the project on Monday, January 30th. **Concrete Works of Colorado continued work on the vault repair project.**

60" Water Line Repair Lehow Ave.

Denver Water will be installing a valve and replacing a portion of the 60-inch water line in Lehow Avenue. This work will require a full closure of Lehow for approximately three weeks. The road will be closed west of the Kmart entrance. Thru traffic will be detoured via Delaware St. and Rafferty Gardens Avenue. The contractor closed the road and began work on February 6th. **T. Lowell Construction continued work on the water line repair.**

MID-BLOCK CROSSING DESIGN 3200 S. BROADWAY

Tri-County Health approved Community Development's request to transfer surplus grant funds from the Master Bicycle Plan to the Complete Streets Project. This allowed the City to proceed with the design of a mid-block pedestrian crossing near the Gothic Theater, utilizing 100% grant funding for design.

A professional services contract with Hedrick & Associates has been executed, and the design process is underway. Public Works and Community Development staff reviewed five conceptual design options and selected Option 4.

Per the Manual of Uniform Traffic Control Devices (MUTCD), traffic conditions (pedestrian and vehicular) do not satisfy the warrants for a full traffic signal; however, the MUTCD warrants for a crossing controlled by a Hybrid Beacon (HAWK) are satisfied. The HAWK will be designed to coordinate with overall traffic signal operations within the Broadway Corridor. A video of the operation of a HAWK can be viewed at <http://dot.tucsonaz.gov/traffic3/video/HAWK.wmv>.

The consultant continued preparing final design plans and will be finished by the first week of March.

DUNCAN PARK PLANNING AND DESIGN

Council approved awarding a Professional Services Agreement for the planning and design of new park facilities at Duncan Park. All Souls School has completed moving out of the building. The keys have been turned over to the Parks Department. **Staff continued the process of planning for environmental**

abatement and demolition of the old school building. Parks and Recreation staff expect to present a Professional Services Contract for environmental abatement and demolition at the March 5th City Council meeting.

SERVICENTER SALT/SAND STORAGE

The project is substantially complete. **The contractor has a few outstanding punch list items remaining.**

KENT PLACE

The developer has selected Mark Young Construction, Inc. as the contractor for both onsite and offsite work. Permits have been issued for all of the off-site work, along with grading and retaining wall work on-site. **Continuum Partners and Regency Centers Corporation are supplying bi-weekly project information. A link to this information is available on the City's web site:**

<http://www.englewoodgov.org/Index.aspx?page=498>

The contractor has temporarily demobilized due to weather. Some operations not affected by weather (i.e., traffic signal testing, removal of excess dirt, and installation of dry utilities), continue.

A pre-construction conference for the new grocery store "Fresh Fare by King Soopers" was held this week. The contractor, Colorado Structures Inc., may begin scarifying the site for frost removal next week. It is anticipated that the contractor will begin building construction as soon as permits are issued.

UNIVERSITY/HWY. 285 TRAFFIC SIGNAL

CDOT began their project to upgrade the Hwy. 285/University traffic signal. The project will install new signal poles, mast arms, and signal heads at the intersection. This CDOT project is independent of the Kent Place development. The Kent Place developer has granted permission for CDOT's contractor (Interface CC) to stage on their property. CDOT expects to be complete around the end of March. **The contractor provided the following update on February 22nd:**

I have attached next week's Lane Closures per your request for your records. Thus far the underground portion of the project is moving along as expected with minor variance in that due to existing utility locations and depths, we have needed to access the Southwest corner Traffic Pullbox from the Northwest corner rather than the original planned location from the Southeast corner. I anticipate the boring operations to be finished no later than Monday the 27th.

To date, we have not received any complaints from Homeowner's in the vicinity of the project as well as the traveling public. Let me know if I can be of further assistance.

Thank you for your time,

*Jeff Lints
Vice President, Signalization*

ENGLEWOOD GOLF COURSE – FRONT NINE IRRIGATION PUMP STATION INTAKE PIPE

American Civil Contractors (ACC) is replacing the old decomposing intake pipe from the pond to the irrigation wet well with new HDPE pipe. Approximately 75 feet of pipe will be replaced. The intake pipe has been installed into the wet well and grouted. The new screen has been placed on the opposite end of the intake pipe. The area has been backfilled and graded, and the rip-rap is being replaced. ACC will return in the spring of 2012 to repair the irrigation pipe that was damaged during construction. They will also seed the construction area and add soil where any settling has occurred.

SECURITY CAMERA PROJECT

The consultant, Cator, Ruma, & Associates, is preparing final plans and specifications. **Staff expects to present an update to City Council at the March 19th Study Session.**

XCEL ENERGY PROJECTS

Santa Fe Light Poles

Xcel Energy continued installing new poles and fixtures on the Santa Fe corridor. The Englewood portion of the project appears very close to completion.

Gas Line Replacement Projects

Xcel Energy expects to begin replacement of gas line service to the 3900 block of S. Grant Street the week of February 27.

BELLEVUE GAS LINE REPLACEMENT

Q3 Contracting has been contracted by Xcel Energy to replace the cast iron gas main that runs from Broadway to Franklin on Bellevue Ave. **The process of replacing the cast iron gas main continued.** The contractor continued working at the Clarkson intersection and is proceeding east into Greenwood Village. **Xcel expects to complete this project this week.**

DENVER S. BROADWAY IMPROVEMENTS

The City of Denver continued construction on S. Broadway between Wesley and Yale. Information about the Denver project can be seen at the following website:

<http://www.denvergov.org/ProjectsInProgress/SouthBroadwayWesleytoYale/tabid/434078/Default.aspx>

CONCRETE UTILITY 2012

The 2012 Program is out to bid. Bids are due on March 6th. **Questions regarding the upcoming program should be directed to the Concrete Utility, 303-762-2360 or concreteutility@englewoodgov.org.**

CITY RADIO SYSTEM-REPLACEMENT WITH PUSH TO TALK

The Servicenter Garage continues to remove old radios from vehicles as they are being serviced.

STREET MAINTENANCE PROJECTS 2012

Staff presented a long range Street Maintenance Plan at the February 13th Study Session.

Staff is in the process of preparing specifications for contract Crack Sealing.

Streets Division staff will be pouring cracks and cutting/patching asphalt as weather allows.

Ice cutting at problem areas continues as time and manpower are available.

CITYCENTER SITE DEVELOPMENT

Alexan East and West Parcels

438 residential units. Alexan's occupancy level for September, 2011 is 94.8%. Commercial uses: Let It Bead, State Farm, Lifetime Family Practice, Cuttin' It Loose, Jackson Hewitt Tax Service, Foothills Physical Therapy, Creative Perspectives, CityCenter Community, Solid Grounds, and Weingarten Realty.

Parkway Retail / Office Buildings

Commercial uses: The International House of Pancakes (IHOP), Qdoba, GNC, Supercuts, Nails Center, CityCenter Dental Group, MMB Hearing, Tableaux Interior Design, Englewood Eyecare, Collective Licensing Int'l, Inc., M.P. Hayutin, LLC, CityCenter Wine and Spirits, Quizno's, Miller, Air Walk, "Insurance Company of the West", Printwear Express, Fred Astaire Dance Studio, Wellness Treatment Center, SB Clark Companies, and Unifocus. Weingarten Realty announced a new tenant for the 1,277 square foot space formally occupied by Print Wear. The new tenant is "Barbertown Comics.

Bally's Building

Tenants include Bally's, "Blondies Fire House Pub and Restaurant", and MaxFour.

Retail South of the Parkway

Tenants: Petco, Ross, Payless Shoes, Coldstone Creamery, Noodles, Sports Authority, and Office Depot. Payless Shoes has signs in the window stating they will be closing soon.

Gold Mine Pad

Tenants include: Jamba Juice, Tokyo Joe's, and Mega Wraps. Weingarten Realty announced a new tenant for the vacant space between Mega Wraps and Tokyo Joes, Doctors Express Urgent Care Facility which is expected to open in February or March. **Tenant finish for Doctor's Express continued. Doctor's Express is expected to open around the end of February.**

CityCenter Site

EEFI continues project management of all infrastructure on the site. Staff is monitoring the security, sweeping, snow removal, and day porter services performed under the Common Area Maintenance.

Bradley Station Environmental

EEFI's environmental consultants prepared an Executive Summary Report (dated July 28, 2008). Updates will be provided as additional information is received.

ENGLEWOOD MCLELLAN RESERVOIR FOUNDATION (EMRF)

PA-84 West

The Mike Ward Infiniti dealership opened on Monday, August 29th. A Grand Opening was held on November 10th.

The EMRF lease with the Larry Miller Nissan Dealership was signed on February 7th.

PA-85 (RTD site)

RTD paid the final billing in the amount of \$591,836.86. Finance has deposited this money in the LTAR fund.

PA-85 (Benjamin Franklin Charter School)

The Benjamin Franklin Charter School has received their Certificate of Occupancy.

AIR QUALITY/ENERGY SAVING PROJECTS

Flex Fuel Program

Currently, 33 of our fleet vehicles are running on E-85 ethanol fuel. All new replacement vehicles (less than ¾ ton) will be compatible with E-85. Approximately 50 Flex Fuel vehicles will be in our fleet within two years. Currently, the cost of E-85 fuel is approx. \$0.55 per gallon less than regular unleaded gasoline. Thirteen of our fleet vehicles run on Compressed Natural Gas (CNG).

Hybrid Vehicle Purchase

The City of Englewood applied for a grant through the Regional Air Quality Commission for funding of hybrid vehicle technology. Two units have met the replacement criteria for 2011 and will be replaced with Ford Escape hybrid vehicles. One of the hybrid vehicles has been received and will be utilized by the Fire Department. The other hybrid was delivered and will be used by the Building Division. The total cost of these vehicles is within the budgeted replacement amount designated for these units, and if the grant is successful, the additional cost of the hybrid technology will be deposited back into the CERF fund.

"Green" Programs

We continue to work with our vendors to expand the Green product line as it becomes available. 90% of our custodial paper supplies are from recycled sources. The Servicenter is now "single-streaming" waste at the Servicenter and a dumpster has been supplied for *cardboard only* recycling.

Energy Saving Projects

In 2001, the Public Works Traffic Division began an ongoing program to convert traffic signals from incandescent lamps to Light-Emitting-Diode (LED) bulbs. To date, 80% of our City maintained signals have been converted. LED traffic signals use 90% less energy than incandescent lamps, last 5 times longer, and provide better visibility.

Electric Vehicle Charging Stations

Staff discussed a potential grant to install charging stations at the Study Session on May 23rd. The joint application has been submitted to the Department of Energy. We have received word that the grant has been approved.

**CITY OF ENGLEWOOD
2012 CALENDAR OF EVENTS**



Mon., Feb. 27	6:00 p.m.	Study Session, Community Room
Mon., Mar. 5	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues. Mar. 6	7:00 p.m.	Planning and Zoning Commission, City Council Chambers
Wed., Mar. 7	5:45 p.m.	Cultural Arts Commission, City Council Conference Room
	7:00 p.m.	Local Liquor and Medical Marijuana Licensing Authority, City Council Chambers
Thurs. Mar. 8	11:30 a.m.	Alliance for Commerce in Englewood Committee, City Council Conference Room
	6:30 p.m.	Transportation Adv. Committee, City Council Conf. Rm.
Mon., Mar. 12	Cancelled	Study Session, Community Room
Tues. Mar. 13	5:00 p.m.	Water and Sewer Board, Community Development Conference Room
Wed., Mar. 14	6:30 p.m.	Urban Renewal Authority, Comm. Development Conf. Rm.
	7:00 p.m.	Board of Adjustment and Appeals, Council Chambers
Mon., Mar. 19	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues. Mar. 20	7:00 p.m.	Planning and Zoning Commission, City Council Chambers
Wed., Mar. 21	6:30 p.m.	Code Enforcement Advisory Board, City Council Conf. Rm.
	Cancelled	Local Liquor and Medical Marijuana Licensing Authority,
Mon., Mar. 26	6:00 p.m.	Study Session, Community Room
Mon., Apr. 2	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues. Apr. 3	7:00 p.m.	Planning and Zoning Commission, City Council Chambers/City Council Conference Room

Wed., Apr. 4	5:45 p.m.	Cultural Arts Commission, City Council Conference Room
	7:00 p.m.	Local Liquor and Medical Marijuana Licensing Authority, City Council Chambers
Mon., Apr. 9	6:00 p.m.	Study Session, Community Room
Tues. Apr. 10	5:00 p.m.	Water and Sewer Board, Community Development Conference Room
Wed. Apr. 11	Noon	Meeting with Representative DeGette, Community Room
	6:30 p.m.	Urban Renewal Authority, Community Dev. Conf. Rm.
	7:00 p.m.	Board of Adjustment and Appeals, Council Chambers
Thurs. Apr. 12	11:30 a.m.	Alliance for Commerce in Englewood Committee, City Council Conference Room
Mon., Apr. 16	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues. Apr. 17	7:00 p.m.	Planning and Zoning Commission, City Council Chambers/City Council Conference Room
Wed., Apr. 18	Cancelled	Local Liquor and Medical Marijuana Licensing Authority, telephone poll
Mon., Apr. 23	6:00 p.m.	Study Session, Community Room
Wed., May 2	5:45 p.m.	Cultural Arts Commission, City Council Conference Room
	7:00 p.m.	Local Liquor and Medical Marijuana Licensing Authority, City Council Chambers
Mon., May 7	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues. May 8	7:00 p.m.	Planning and Zoning Commission, City Council Chambers
	5:00 p.m.	Water and Sewer Board, Community Development Conference Room
Wed. May 9	6:30 p.m.	Urban Renewal Authority, Community Development Conference Room
	7:00 p.m.	Board of Adjustment and Appeals, Council Chambers
Thurs. May 10	11:30 a.m.	Alliance for Commerce in Englewood Committee, City Council Conference Room

TENTATIVE

**STUDY SESSIONS TOPICS
FOR ENGLEWOOD CITY COUNCIL**



March 5	Study Session & Regular Meeting Centennial Park Trail Loop Renovation Humane Society Communications/Citizen Engagement
March 12	Study Session NLC Conference – No meeting scheduled
March 19	Study Session & Regular Meeting Security Camera Update Financial Report - Outside City Sales Code Enforcement
March 26	Study Session Citizen Engagement Platform demo (Mindmixer) Allen Filter Plant UV and 1500 W. Leighton Ave. closure Hotel/Motel Health Code & Enforcement Board and Commission Liaison Reports
April 2	Study Session & Regular Meeting Xcel Franchise
April 9	Study Session General Obligation Bonds Sign Code
April 16	Study Session & Regular Meeting Financial Report Economic Summit Discussion
April 23	Study Session Board/Commission Member Reappointment Discussion Board and Commission Liaison Reports
April 30	No Meeting Scheduled – 5 th Monday

May 7	Study Session & Regular Meeting
May 14	Study Session Citizen of the Year Celebration at Malley Center
May 21	Study Session & Regular Meeting Financial Report Economic Development Strategies/Incentives Board and Commission Liaison Reports
May 28	Memorial Day Holiday – Civic Center closed
June 4	Study Session & Regular Meeting
June 11	Study Session Board and Commission Interviews
June 18	Study Session & Regular Meeting Financial Report
June 25	Study Session Board and Commission Reports
July 2	Study Session & Regular Meeting
July 9	Study Session
July 16	Study Session & Regular Meeting Financial Report & 6-Month Financial Review Board and Commission Reports
July 23	Study Session Board and Commission Appreciation
July 30	5 th Monday – No meeting scheduled
August 6	Study Session & Regular Meeting
August 13	Study Session
August 20	Study Session & Regular Meeting Financial Report

August 27	Study Session Board and Commission Reports
September 4	Study Session & Regular Meeting - Tuesday
September 10	Study Session
September 17	Study Session & Regular Meeting Financial Report
September 24	Study Session Board and Commission Reports 2013 Proposed Budget Workshop - tentative
October 1	Study Session & Regular Meeting
October 8	Study Session
October 15	Study Session & Regular Meeting Financial Report
October 22	Study Session Board and Commission Reports
October 29	No meeting scheduled – 5 th Monday

FUTURE STUDY SESSION TOPICS

Historic Preservation
 ACE role in business initiatives
 Eats & Beats
 Security Cameras Update
 Acoma Parking Lot Landscape
 Board and Commission Alternate Members
 CityCenter RTD Parking
 Citizens Budget Committee (Fall)
 Comprehensive Plan Update
 Neighborhood Preservation
 Full Service City (During Fall Budget Process)
 Long Term Asset Reserve Fund
 Subareas 3 & 5
 Water Conservation Plan



City of Englewood

**ENGLEWOOD LIQUOR AND MEDICAL MARIJUANA LICENSING AUTHORITY
Telephone Poll
February 1, 2012**

1. Consideration of Minutes

- a) Results of the minutes of the Regular meeting of January 18, 2012.

Vote results:

Ayes: Members Buchanan, Lay, Ostmeyer, VanDerLeest, Wilmoth
Nays: None

The minutes were approved.

2. Renewals

- | | |
|---|---|
| a) El Tepehuan
3457 S. Broadway | Hotel/Restaurant Liquor License
Expires April 5, 2012 |
| b) Los Portales Mexican Restaurant
3487 S. Logan St. | Hotel/Restaurant Liquor License
Expires January 22, 2012 |

Vote results:

Ayes: Members Buchanan, Lay, Ostmeyer, VanDerLeest, Wilmoth
Nays: None

The renewals were approved.

3. Change of Managers

- a) CEC Entertainment dba Chuck E. Cheese's
1001 W. Hampden Ave.
Changing from Baker to Kemp
- b) RMR Colorado dba Black-Eyed Pea
5180 S. Broadway
Changing from Castillo to Patrick

Vote results:

Ayes: Members Buchanan Lay, Ostmeyer, VanDerLeest, Wilmoth
Nays: None

The Change of Managers were approved.

* * * * *

/s/ Kerry Bush, MMC
Deputy City Clerk

**CITY OF ENGLEWOOD PLANNING AND ZONING COMMISSION
REGULAR MEETING
February 7, 2012**

Minutes and audio are available at:
<http://www.englewoodgov.org/Index.aspx?page=152>

I. CALL TO ORDER



The regular meeting of the City Planning and Zoning Commission was called to order at 7:08 p.m. in the City Council Conference Room of the Englewood Civic Center, Chair Knoth presiding.

Present: Roth, King, Knoth, Fish, Brick, Harbaugh

Absent: Bleile, Welker, Kinton, Townley (alternate)

Staff: Tricia Langon, Senior Planner
Nancy Reid, Assistant City Attorney

Guest: Randy Penn, Mayor

II. APPROVAL OF MINUTES

January 18, 2012



Fish moved:

Roth seconded: TO APPROVE THE JANUARY 18, 2012 MINUTES

Chair Knoth asked if there were any modifications or corrections.

There were none.

AYES: Roth, Knoth, Fish, King, Harbaugh, Brick

NAYS: None

ABSTAIN: None

ABSENT: Bleile, Welker, Kinton

Motion carried.

III. STUDY SESSION

SIGN CODE



Ms. Langon distributed a Sign Code Amendment Timetable. She reviewed the key changes the Commission discussed from past meetings. She said tonight's discussion will be on free-standing signs on a public sidewalk. At this time she began a PowerPoint presentation.

Categories discussed included:

1. Purpose
2. Allowed Free-Standing Signs
3. Materials and Maintenance
4. Display
5. Standards
 - a) Number
 - b) Placement
 - c) Size
6. Permit Required
7. Business Improvement District (BID)

She noted the Public Works Department has reviewed the information and is in favor of it; the City's Traffic Engineer still has to review. The information is also generally in conformance with the Alliance for Commerce (ACE) recommendations. The Commission suggested several changes and recommended the amendments move forward.

The next section to be discussed will be Accessory Signs (on site). She presented a brief PowerPoint presentation on that subject. Categories include:

1. Banners
2. Flags
3. Human
4. Inflatables and Balloons
5. Pennants
6. Pole Banners (tear drops)
7. Strings of Lights
8. Free-standing on Public Sidewalk

The sign code amendment discussion will continue at the next meeting.

IV. PUBLIC FORUM



Mayor Penn asked that the Commission be more sensitive on how they describe properties/areas, be more aware of what they say and reminded the members that the meetings are taped for all to hear. He stated Council is looking forward to rewriting the Comprehensive Plan.

V. ATTORNEY'S CHOICE



Ms. Reid provided information on court cases regarding signs and the number of unrelated persons living in a house.

VI. STAFF'S CHOICE



Ms. Langon provided an update on future meetings:

- February 22: Sign Code Amendments Study Session and elections
- March 6: Public Hearing on Medical District Sub-area 2 and 3
- March 20: Public Hearing on Denver Seminary PUD Amendment

On February 6th Council reappointed Mr. King and Mr. Knoth to the Commission. Mr. Harbaugh was appointed to a full voting member and Ms. Cate Townley was appointed the new alternate.

VII. COMMISSIONER'S CHOICE



Mr. Brick echoed Mayor Penn's remarks regarding a re-write of the Comprehensive Plan. When doing so, he asked that the Council also take into consideration the economic picture.

Chair Knoth requested two items be included in the meeting packet for the March 6th Public Hearing:

1. Comparison of assessed value of commercial property versus residential property in Sub-area 2 and how much tax the City receives from the properties.
2. Case studies of downzoning in other cities.

The meeting adjourned at 9:30 p.m.

Barbara Krecklow, Recording Secretary