
Council Newsletter



CITY MANAGER'S NOTES **February 14, 2013**

Upcoming Council Meetings

Monday, February 18, 2013 is President's Day. City offices will be closed for the holiday.

City Council will meet on Tuesday, **February 19, 2013**. The Study Session will begin at 6:00 p.m. in the Community Room. The Regular Meeting will begin at 7:30 p.m. in Council Chamber. Sandwiches will be available at 5:30 p.m. in the Community Room.

The next City Council meeting will be **Monday, February 25, 2013**.

Informative Memoranda

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

1. News Release concerning Monday, February 18, 2013 closures for President's Day holiday.
2. Articles concerning the new Chase Bank at Kent Place, Redevelopment Sites, Active Rx on East Hampden Avenue and the Mile High Mayhem tournament.
3. Letter from Gateway Battered Women's Services expressing appreciation for the donation.
4. RTD FasTracks – Review of new Rule/Guidance for FTA's Major Capital Investment Program (New Starts/Small Starts).
5. Investment Report for January, 2013.
6. Proposed revisions to the City's Comprehensive Plan from Mayor Pro Tem Woodward and Council Members Jefferson and Wilson to be discussed on Monday, February 25, 2013.
7. Memorandum concerning a Hampden Hall Update.
8. Memorandum concerning the Fire Department Monthly Summary, January, 2013.
9. Police Department Summary Report, January, 2013.
10. Calendar of Events.
11. Tentative Study Session Topics.
12. Minutes from the Keep Englewood Beautiful Commission meeting of January 8, 2013.

From: Leigh Ann Hoffhines
Sent: Monday, February 04, 2013 8:43 AM
To: 'Clayton Woullard'; 'Englewood Herald - Tom Munds';
'Tom Barry'; 'Villager - News Desk';
'Kevin Hamm'; Millett, Sarah
Cc: Leigh Ann Hoffhines
Subject: City of Englewood offices closed Feb. 18 for Presidents' Day



City of Englewood, Colorado
News Release

For Immediate Release: February 4, 2013
Media Contact: Leigh Ann Hoffhines, Communications Coordinator
Phone: 303-762-2316
E-Mail: | _____

City of Englewood offices will be closed February 18 in honor of Presidents' Day

Englewood, CO: The Englewood Civic Center offices and the Englewood Public Library will be closed on Monday, February 18, 2013 in observance of the Presidents' Day holiday. The Englewood City Council meeting normally scheduled for the second Monday of February will be held Tuesday, February 19, 2013.

The Englewood Recreation Center, Malley Senior Recreation Center, and Broken Tee Englewood Golf Course will be open for business on Presidents' Day.

#

Leigh Ann Hoffhines
Communications Coordinator
City of Englewood
1000 Englewood Parkway
Englewood, CO 80110
303-762-2316

www.engagewoodgov.org | [Facebook](#)

Chase Bank opens Kent Place branch with hometown atmosphere

By Tom Barry

Chase Bank invited neighbors and area customers for a ribbon cutting at 10 a.m., Feb. 2, at the new Kent Place branch. This blue-themed bank had been in the works for a while on the north side of the development in Englewood at the intersection of Hampden and University.

It was a diverse gathering of people similar to one that you would find at a grand opening of small town bank. From observing the customers, neighborhood residents, employees and relatives, politicians and invited guests interacting together, you would not have realized that it was a JPMorgan Chase & Co. corporate branch — the nation's largest bank with assets exceeding \$2 billion, according to data by the Federal Reserve System from the last day of 2012.

An hour later the festivities began with Christine Stirling, the branch's manager and vice president, addressing the group.

Stirling said she was excited to be at the new branch and that it felt like home to her, as she has known residents from the area having managed the nearby Denver University and Englewood branches for Chase. Stirling said she was proud of the skilled staff that was selected to work at the branch.

Doug Tisdale, Cherry Hills mayor, spoke to the 60 people present quipping that he was filling in for Chase CEO Jamie Dimon. He also said area mayors work collaboratively, addressing the issues

and challenges facing the respective cities. Four mayors recently met over lunch at Patxi's Pizza near the new bank.

"Thank you for picking Englewood," said its Mayor Randy Penn.

He also said it had taken seven years of efforts to get the Kent Place development up and going.

Englewood's District 2 Councilwoman Linda Olson was introduced as she was joined by her husband and Mayor Pro Tem Jim Woodward.

Chase District Manager Barbara Connell introduced herself to the assemblage. Several corporate executives followed with introductions and then each staff member spoke briefly to the delight of friends and family who were present.

Dignitaries and staff then gathered around the vestibule for the traditional ribbon cutting. Tisdale showed Stirling how a multitude of people could hold the blue scissors simultaneously while cutting and posing for photos.

This new 4,300 square foot, \$6 million facility provides customers the latest and greatest technology Chase offers. This branch also provides Chase Private Client Services staff and offices to accommodate customers. The new branch also offers safety deposit boxes, as not all banks provide them these days.

"Talk about personality, Christine Stirling is a dynamic and personable banker and has lived up to what she shared when I first met



her," said Cherry Hills resident Beverlee Henry, a Relator who met Stirling when interviewing banks six years ago. "Christine actually sent handwritten notes inviting customers to this ribbon cutting."

Stirling said, "We offer the most innovative technology Chase has to offer in our new branch."

The bank's three tellers are complimented by three large state-of-the-art self serving banking kiosks with privacy screens to expedite transactions for customer

convenience. All staff members have been trained to assist customers if they choose to utilize the new technology.

The vestibule on the west side provides a 24 hour accessible ATM to Chase cardholders. A separate drive-thru facility has one ATM and a live drive-thru teller for customers.

As part of its grand opening period, Chase will market numerous special offers to attract area residents and business accounts.



Christine Stirling, center, stands with longtime customers and Cherry Hills residents the Honorable Robert Fullerton, and his wife, Beverlee Henry, at the new Chase Bank opening at Kent Place.



Cherry Hills Mayor Doug Tisdale (left), Englewood officials — Councilwoman Linda Olson and Mayor Randy Penn — and Chase Branch Manager Christine Stirling cut the ribbon to open the new bank at Kent Place.

Photos by Tom Barry



Chase Bank Manager Christine Stirling stands with her mom, JoAnn, who flew in from Michigan for the Englewood opening.

New Chase manager has dynamic style

By Tom Barry

Christine Stirling, 36, who has been a Chase branch manager for seven years, was selected to head up the new Kent Place facility late last year.

This 1999 University of Michigan alum has a bachelor's degree in Exercise Physiology as she was planning on becoming a physical therapist.

After graduating, Stirling managed a retail store that marketed high-end exercise equipment from treadmills to home gyms. She then realized she had a knack for managing people and also liked retail.

For a short stint of two years, Stirling had a small business that focused on helping educate and counsel people who had bad credit when they were interested in buying a home.

Stirling moved to Colorado to enjoy the outdoors and went to work for Chase where she headed up the branch at University and Evans for five years.

"I know that this is a very tight-knit community and that residents are proud of the history of Kent Place," Stirling said.

Through her effervescent personality and greeting customers at the door, Stirling met numerous customers from the southeast area. She was then transferred to manage the Englewood branch for two years, as she prepared to build and manage her new branch.

"All the things that I learned about being good to people is from my family," said Stirling. "Any person that walks into this branch, customer or not, is going to get the most exceptional service."

Stirling's mom Jo Ann flew in from Grand Haven, Mich., to attend her daughter's ribbon cutting and meet her friends and customers.

This energetic banker was class president of her high school for two years and competed in volleyball, softball as a shortstop, and basketball, as a shooting guard.

Over the last two years, Stirling has been active on Chase's volunteer leadership group. She prides herself in attracting other employees and herself to perform volunteer efforts on their own time, getting Chase to pick up some of the materials costs.

In her spare time, Stirling likes to hike and run marathons. She also enjoys snowboarding and recently attended classes at Swallow Hill music school learning how to play the bass guitar and drums. As an avid cook, she loves to make healthy Italian food because of her heritage using ingredients from her homegrown garden.

Mountain Mardi Gras!

February 8-10
Newcomer and first-time listener discount

First-time listener discount
303-832-HORN(4676)
www.denverbrass.org



REAL ESTATE PERSPECTIVE

Englewood Considers Redevelopment Sites

Publish date

02/06/2013

Source

Englewood Herald

Main Category

Mixed-use Development

Article Summary

The City of Englewood is emerging as one of the suburban communities having the most active developer interest in transit-oriented projects. The latest potential redevelopment sites being submitted to planners is a portion of the former General Iron site near South Galapago Street and West Bates Avenue and the Winslow Crane Company property on South Galapago Street north of West Dartmouth Avenue. In both cases the projects are currently conceptual only with no immediate development plans.

Zipcode

80113

Link

http://www.ourcoloradonews.com/englewood/news/two-sites-are-requesting-rezoning-in-englewood/article_cff6c4e4-6bc2-11e2-b9ea-0019bb2963f4.html

Business Focus

NOMINATIONS: Have a business or business person you would like to see profiled? Let Kevin Hamm know at

ActiveRx Active Aging Center, Englewood

REGAINING YEARS THROUGH STRENGTH

Profile

Business: ActiveRx Active Aging Centers
Address: 300 E. Hampden Ave., Suite 100, Englewood
Hours: 8 a.m.-5 p.m. Mon.-Fri., by appointment Sat.
Founded: 2012
Contact: 303-781-2181, activerx.com
Employees: 5

Interview with Kiva Patten, regional director

Q: How did you get involved in this business?

A: In pursuit of looking for a new business opportunity that would enable us to help others, my wife and I were introduced to ActiveRx, an Arizona-based company that teaches mature adults that the problems and pains of aging are preventable, and proves to them that they do not have to "let nature take its course" by allowing their bodies to slowly lose functionality and compromise their quality of life.

Q: What distinguishes you from other businesses in your category?

A: ActiveRx Active Aging Centers are taking the lead nationally in providing services to support the scientifically proven connection between strength maintenance and a high quality of life among older adults. The ActiveRx System is a new and innovative array of services designed to enhance physical functionality, prevent injuries and eliminate the falls and illnesses that interfere with senior adults' ability to live independently.

Q: What do you like best about your line of work?

A: We receive a tremendous amount of satisfaction from seeing the results of our services that greatly impact the quality of life of our patients. When an individual comes

to you and in a short period of time they are able to recover years of their previous ability to function, it is, indeed, very satisfying. In reality, our ActiveRx Active Aging Center is helping many mature adults in the Denver area "choose how they age."

Q: What is your business' biggest challenge?

A: Since we are a very young business, it is essential for us

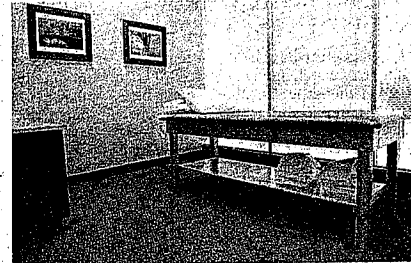
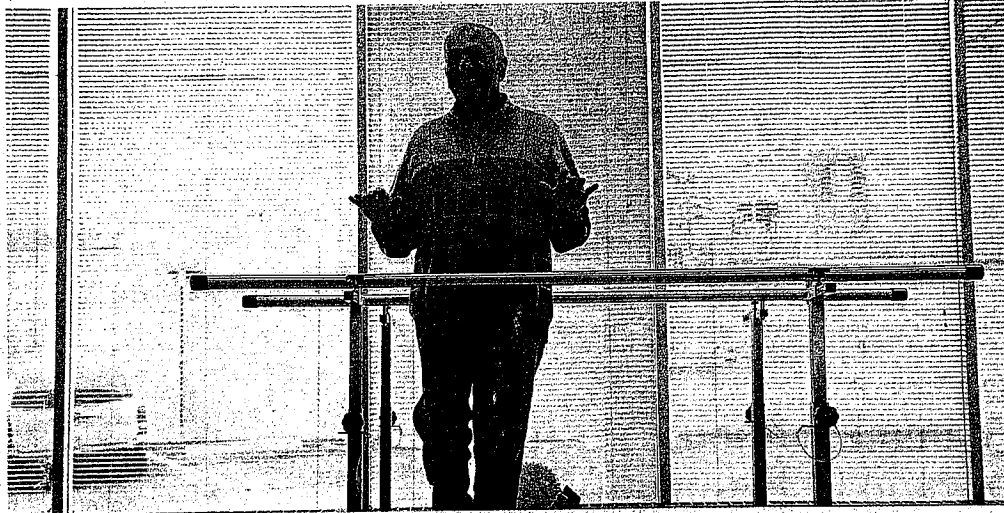
to communicate our primary mission, our differentiating qualities and the simple fact that we exist to help this rapidly growing demographic. A second challenge exists in helping our target market understand the important correlation between strength maintenance and retention and a high quality of life.

Q: Something people might be surprised to learn

about you or your business:

A: ActiveRx Active Aging Centers' assessment and treatment protocol delivers results in a shorter period of time than most people expect. For example, some people can regain 10 years of strength and function in as little as four months of "Strengththerapy." In addition, many people do not know that most ActiveRx health

care services are covered by Medicare and other PPO insurance programs. Wellness memberships may be subsidized by some Medicare Advantage plans and participants can also utilize their health savings and flex spending plans to pay for all out-of-pocket services incurred at the center.



Top: Frank Makray balances on one foot during a balance test. Left: Physical therapist Joan Tucker works with Makray as he does standing push-ups to increase the mobility in his arm following an injury. Seth A. McConnell, YourHub

News



MILE HIGH MAYHEM Drew Hoffman (5) of the Denver Quins B team lofts a pass over the outstretched arm of Matt Gypin (12) of the Denver Harlequins during a wheelchair rugby match at Englewood High School on Feb. 9. The Mile High Mayhem tournament featured six teams from around the country. The event was put on by the Denver Harlequins, Craig Hospital and the city of Englewood. To see more photos, go to bit.ly/YaK8YC.
Seth A. McConnell, YourHub



**GATEWAY
BATTERED
WOMEN'S
SERVICES**

February 6, 2013

Sue Carlton-Smith
City of Englewood
1000 Englewood Pkwy
Englewood, CO 80110

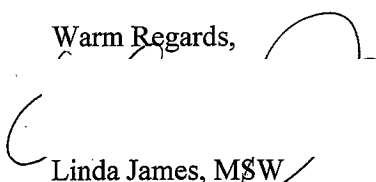
Dear Ms. Sue Carlton-Smith:

Gateway Battered Women's Services is in receipt of your donation of \$900.00 (check #454491) to support our programs for women and children who are victims of domestic violence. On behalf of the staff, Board of Directors and clients, I extend our great appreciation for your generous contribution.

Gateway has provided services to victims of domestic violence since 1979. A large portion of our budget is dependent on the generosity and support of individual donors as well as concerned businesses, foundations and organizations in our community. It is through this support that Gateway continues to be a resource for women and children suffering from domestic violence. Thank you for choosing Gateway for your charitable contribution.

For tax purposes, it is noted that no goods or services were given in return for your contribution. Thank you for your concern and commitment to the women and children of our community. Please be assured that we will do our best to earn your continued confidence and good will.

Warm Regards,


Linda James, MSW
Executive Director

LJ/kfa

**Business Phone / 303-343-1856
Fax No. / 303-343-8094**

**P.O. Box 914
Aurora, CO 80040**



United Way Helps Here

RTD FasTracks

Review of New Rule/Guidance for FTA's Major Capital Investment Program (New Starts/Small Starts)

**FasTracks Local Governments Team Meeting
February 7, 2013**

FTA Major Capital Investment Program Changes: Introduction

RTD FasTracks

- **Significant changes to evaluation and rating of major transit capital projects under New Starts/Small Starts**
- **Major changes to process and schedule**
 - “....this final rule includes several features designed to assure equity in the distribution of benefits to groups of concern to the Federal government.”
 - “....FTA believes that because of the large demand for funds from this program, giving additional credit to projects whose benefits occur sooner is reasonable.”
- **RTD/DRCOG also making most significant regional travel model changes in last ten years**

Background and Legislation

Overview: Final Rule

- In March 2012, RTD and our stakeholders provided joint responses to FTA on the Notice of Proposed Rulemaking for FTA's evaluation and rating of major transit capital investments under New Starts/Small Starts
- In January 2013, FTA issued the final version of this rule that provides a new regulatory framework for FTA's evaluation and rating of New Starts/Small Starts projects
 - Final Rule is effective on April 9, 2013
- FTA is no longer accepting comments on the Final Rule

Background and Legislation

Overview: Final Rule (cont.)

RTD FasTracks

- In developing this Final Rule, FTA had two main goals:
 - To measure a wider range of benefits that transit projects provide
 - Establish measures that support streamlining the New Starts/Small Starts process

Background and Legislation

Overview: MAP-21

- **In July 2012, prior to the issuance of the Final Rule, the Moving Ahead for Progress in the 21st Century Act (MAP-21) was signed into law, which also made changes to FTA's New Starts/Small Starts programs**
 - MAP-21 went into effect on October 1, 2012
- **The Final Rule only addresses those changes that are consistent with MAP-21**
- **Subsequent guidance and rulemaking, as early as this fall, will be needed to address additional changes specified by MAP-21**

Background and Legislation Overview: MAP-21 (cont.)

- **Subsequent guidance and rulemaking will cover the following items included in MAP-21**
 - “Congestion Relief” evaluation criterion
 - Core capacity evaluation and rating process
 - Program of interrelated projects evaluation and rating process
 - Pilot program for expedited project delivery
 - Process for expedited technical capacity review for project sponsors that have successfully completed at least one fixed guideway project or core capacity project
 - Removal of the requirement to conduct an Alternatives Analysis
 - Reduced number of defined steps in the evaluation process

Background and Legislation

Overview: Proposed Guidance

- **In January 2013, FTA also issued Proposed New Starts and Small Starts Policy Guidance**
 - Proposed Guidance is consistent with the Final Rule, and describes the measures and methods for calculating the project justification and local financial commitment criteria
 - Comments are due on the Proposed Guidance by March 11, 2013
 - The goal of today's meeting is to identify comments on the proposed guidance
- **RTD needs the final guidance prior to developing any New Starts/Small Starts submittals**

New Starts/Small Starts Evaluation Criteria

RTD FasTracks

Project
Justification

50%

Local
Financial
Commitment

50%

Project Justification Criteria (50%)

- **Not yet fully identified**
- **Handout provides more detail**
- **Equal weighting to each of the following:**
 - Cost Effectiveness
 - Mobility Improvements
 - Economic Development Effects
 - Environmental Benefits
 - Land Use
 - Congestion Relief

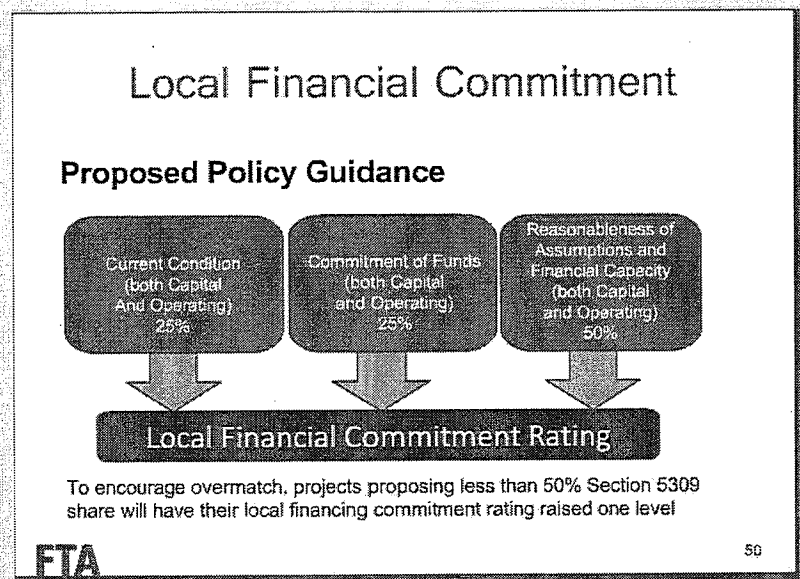
Project Justification Criteria: Highlights

- **Cost Effectiveness based on cost per trip**
 - 2% discount rate (instead of 7%)
- **Land Use includes “legally binding affordability restricted housing” in the criteria**
- **Project sponsors must prepare current year forecast**
 - Current year = most recent year for which data on current transit use and demographic factors are available (i.e., “as close to today as data will permit”)
 - If project sponsor includes horizon year, it must be weighted 50%/50% with current year
- **For the Mobility Improvements Criterion, transit dependent trips count twice**

Local Financial Commitment (50%)

- **New Starts updated criteria include:**

- Current capital and operating condition of the agency (25%)
- Commitment of funds for capital and ongoing operations and maintenance for the project (25%)
- Reasonableness of financial plan/capacity to withstand funding shortfalls or cost overruns (50%)



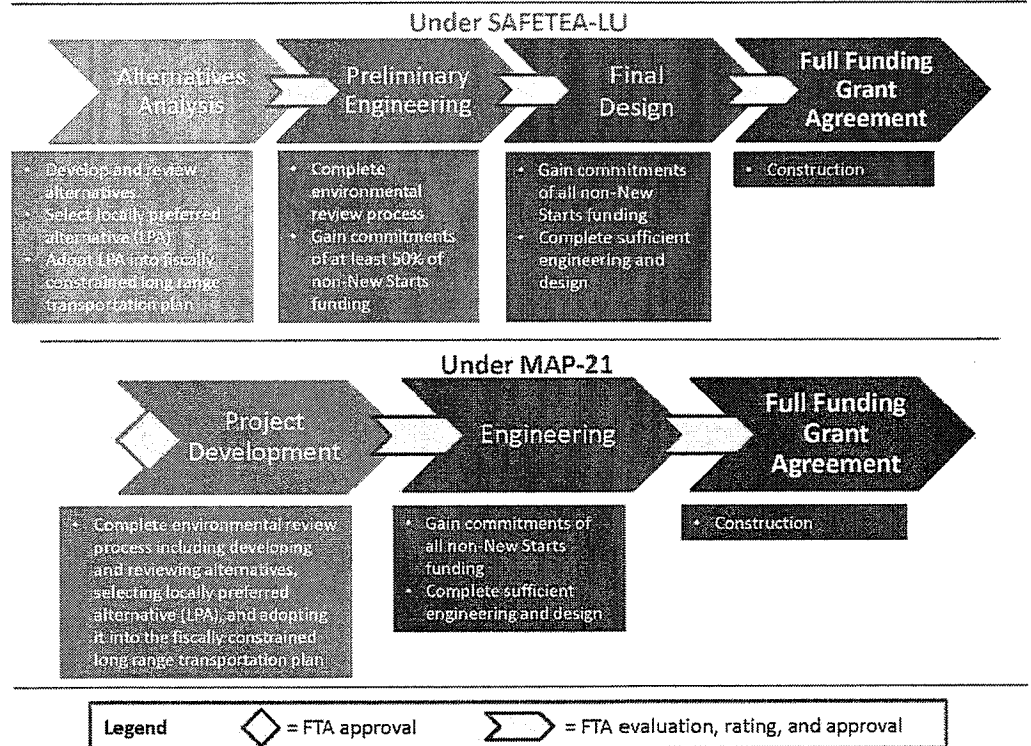
- **Additionally, if the New Starts share is less than 50% of the project's capital cost then the overall local financial commitment rating will be raised one level**

New Starts/Small Starts Schedule

- To streamline New Starts, MAP-21 reduced the process to three steps

- Project Development
- Engineering
- Construction Funding Commitment

New Starts Project Development Process



New Starts/Small Starts Schedule (cont.)

- **Applicants have two years to finish from the time they enter Project Development**
- **Any changes to the project after acceptance into Project Development could delay the process and result in a project being kicked-out of the program, including:**
 - Changes in scope (including parking requirements), cost or schedule
 - Availability of local funding (grantee's local share)
 - Ridership
- **Only project expenditures made after entry into Project Development can be applied as local share**
 - Requires applicants to balance the need to be far enough along to complete the process in two years with the desire to maximize project expenditures that can be used as local share

New Starts/Small Starts Schedule (cont.)

- **It will be challenging to complete Project Development in two years. RTD's recent history included:**
 - The federal grant for the Eagle P3 project involved the submittal of over 2,000 individual documents to FTA for review over a three and a half year period
 - West corridor involved submittal of a similar number of documents, but the process took over eight years to complete from the time of the original submittal
- **With this rule change, FTA is putting pressure on applicants to apply for grant funding only for projects that:**
 - Are well-defined and non-controversial
 - Are unlikely to experience measurable cost or scope changes
 - Have the grantee's local share clearly identified

Southeast Extension: Schedule Implications

- **Potential to enter Project Development by Spring 2013. RTD will then have two years to:**
 - Work with stakeholders to identify full corridor funding, including local share and final Intergovernmental Agreements (IGAs)
 - Prepare and submit documentation required to be re-evaluated under the new rules
 - Allow for lengthy FTA review timeframes
- **FTA will conduct extensive reviews at each stage of the New Starts process, including:**
 - Project Development: Environmental documentation, locally preferred alternative
 - Engineering: Design/engineering, management plans and commitments of all non-New Starts funding
 - Construction Funding Agreement: Legal grant documentation and final reviews of design/engineering and management plans

North Metro Rail Line: Schedule Implications

- **Must advance DUS to 72nd before FTA will allow us to submit a grant application for the remaining line**
 - Need clarification from FTA on timing, but at a minimum, RTD anticipates having to wait until 2014 when a construction contract is awarded for DUS to 72nd
 - FTA could address this issue in future rulemaking related to the “Program of Interrelated Projects” identified in MAP-21
- **RTD must strategically time the New Starts application to ensure Project Development can be completed within two years**

North Metro Rail Line: Schedule Implications (cont.)

- **If RTD submits for 72nd to End of Line in the near term, there may be increased risk of completing Project Development in two years due to:**
 - Need to identify full corridor funding, including local share
 - Potential for changes during construction of the initial segment that could impact corridor operations or ridership for the entire line
 - Need to advance design to a point that is sufficient to address any FTA concerns about project risk

Potential RTD Areas for Comments: Proposed Guidance

- **Proposed weighting of current year vs. horizon year (currently 50%/50%)**
- **Proposed breakpoints for the Mobility Improvements criterion**
- **Proposed breakpoints for “legally binding affordability restricted housing”**
 - Corridor’s share vs. regional share
- **Should all six project justification criteria be given equal weight as currently proposed by FTA?**

Next Steps

- **Comments on Proposed Guidance due March 11th**
- **Wait for additional rulemaking and guidance specific to MAP-21 changes**
- **Prepare new ridership forecasts based on FOCUS, DRCOG's new travel demand model, with updated socioeconomic data**
- **Continue to proactively analyze RTD New Starts/Small Starts candidate corridors**
- **For additional information:**
<http://www.fta.dot.gov/12304.html>



Cutwater Asset Management
1900 Sixteenth Street, Suite 200
Denver, CO 80202
Tel: 303 860 1100
Fax: 303 860 0016

CITY OF ENGLEWOOD

Report for the period January 1, 2013 - January 31, 2013

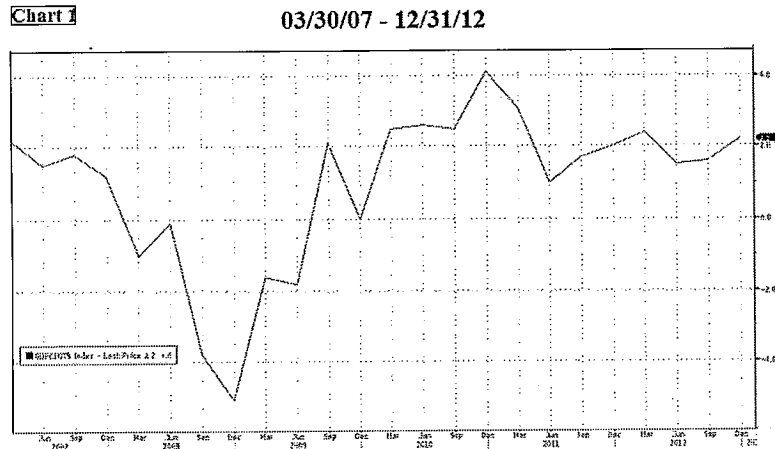
Please contact Accounting by calling the number above or email

with questions concerning this report.

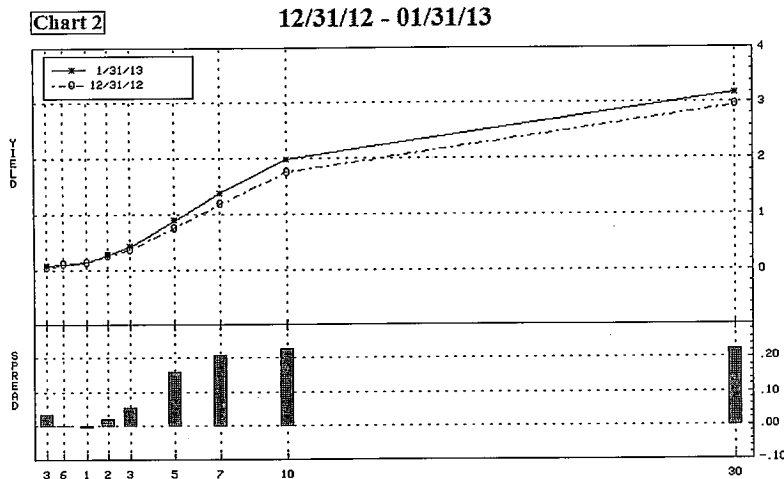
(This report was prepared on February 4, 2013)

Fixed Income Market Review January 31, 2013

U.S. Personal Consumption Expenditures



Treasury Yield Curves



Economic Indicators & Monetary Policy – The U.S. economy appears to have weakened in the final quarter of 2012 due to a contraction in defense spending, the greatest in 40 years. GDP fell to 0.1 percent in response to the reduction in government spending and a minimal gain in inventories. A closer look at the data, however, indicates economic strength as consumer spending and business spending accelerated. Household consumption, for example, increased at a 2.2 percent rate (Chart 1) and added 1.5 percentage points to GDP. Corporate spending climbed at a 12.4 percent rate and added 0.86 of a percentage point to GDP. The decline in government spending and small stockpile gain collectively subtracted 2.6 percentage points from GDP. During 2012, the economy expanded 2.2 percent after a 1.8 percent increase in 2011. Consumer spending makes up about 70 percent of the economy.

Consumers overcame pressures from superstorm Sandy, a contentious presidential race, and Federal budget uncertainty. Retail sales, an indicator of household spending, advanced 0.5 percent in December after an increase of 0.3 percent the previous month; the growth was primarily helped by rising home values, lower gasoline prices, chain store discounting, and job gains.

The unemployment rate increased in January to 7.9 percent from 7.8 percent the previous month. While the increase was due in part to revised census data, payrolls increased 157,000 in January which follows a revised 196,000 increase in the prior month. The economy has recovered 5.51 million of the 8.74 million jobs that were lost due to the recession. Greater employment advances, however, are needed to push down the jobless rate that Federal Reserve officials say is too high to further boost economic growth.

At its latest meeting that ended on January 30th, the FOMC kept the federal funds target rate at a range of 0 to 0.25 percent. Exceptionally low rates are expected as long as the unemployment rate remains above 6.5 percent and inflation remains at or below the 2.5 percent target.

Yield Curve & Spreads – Treasury yields generally increased in January due to signs of economic strength and negotiation of a budget agreement.

At the end of December, the 3-month Treasury bill yielded 0.07 percent, 6-month Treasury bill yielded 0.11 percent, 2-year Treasury yielded 0.26 percent, 5-year Treasury yielded 0.88 percent, 10-year Treasury yielded 1.99 percent, and the 30-year Treasury yielded 3.17 percent. (Chart 2)

Additional Information
January 31, 2013

A current version of the investment adviser brochure, for Cutwater Investor Services Corp., in the form of the Firm's ADV Part 2A is available for your review. Please contact our Client Service Desk at 1-800-395-5505 or mail your request to:

Cutwater Investor Services Corp.
Attention: Client Services
113 King Street
Armonk, NY 10504

A copy of the brochure will be sent to you either by mail or electronically at your option.

In addition, a copy of the most recent version of the Firm's complete Form ADV can be downloaded from the SEC website at www.adviserinfo.sec.gov/.

**City of Englewood
Activity and Performance Summary
for the period January 1, 2013 - January 31, 2013**

Amortized Cost Basis Activity Summary	
Beginning Amortized Cost Value	39,005,901.34
Additions	
Contributions	0.00
Interest Received	34,200.00
Accrued Interest Sold	4,306.25
Gain on Sales	0.00
Total Additions	38,506.25
Deductions	
Withdrawals	24,689.87
Fees Paid	3,258.44
Accrued Interest Purchased	3,674.31
Loss on Sales	0.00
Total Deductions	(31,622.62)
Accretion (Amortization) for the Period	(18,897.83)
Ending Amortized Cost Value	38,993,887.14
Ending Fair Value	39,128,402.72
Unrealized Gain (Loss)	134,515.58

Detail of Amortized Cost Basis Return				
	Interest Earned	Accretion (Amortization)	Realized Gain (Loss)	Total Income
Current Holdings				
Commercial Paper	0.00	826.67	0.00	826.67
U.S. Treasury	3,386.78	(2,394.78)	0.00	992.00
U.S. Instrumentality	20,949.28	(3,178.18)	0.00	17,771.10
Corporate	21,176.23	(14,340.41)	0.00	6,835.82
Sales and Maturities				
Commercial Paper	0.00	405.00	0.00	405.00
U.S. Instrumentality	1,148.33	(216.13)	0.00	932.20
Total	46,660.62	(18,897.83)	0.00	27,762.79

Annualized Comparative Rates of Return			
	Twelve Month Trailing	Six Month Trailing	For the Month
Fed Funds	0.15 %	0.15 %	0.14 %
Overnight Repo	0.17 %	0.20 %	0.11 %
3 Month T-Bill	0.08 %	0.08 %	0.07 %
6 Month T-Bill	0.12 %	0.12 %	0.09 %
1 Year T-Note	0.18 %	0.17 %	0.14 %
2 Year T-Note	0.28 %	0.27 %	0.27 %
5 Year T-Note	0.70 %	0.59 %	0.08 %

Summary of Amortized Cost Basis Return for the Period		
	Total Portfolio	Excl. Cash Eq.
Interest Earned	46,660.62	46,660.62
Accretion (Amortization)	(18,897.83)	(18,897.83)
Realized Gain (Loss) on Sales	<u>0.00</u>	<u>0.00</u>
Total Income on Portfolio	27,762.79	27,762.79
Average Daily Historical Cost	39,101,225.64	39,101,225.64
Annualized Return	0.84%	0.84%
Annualized Return Net of Fees	0.74%	0.74%
Annualized Return Year to Date Net of Fees	0.74%	0.74%
Weighted Average Effective Maturity in Days	653	653

**City of Englewood
Activity and Performance Summary
for the period January 1, 2013 - January 31, 2013**

<u>Fair Value Basis Activity Summary</u>		
Beginning Fair Value		39,182,470.25
Additions		
Contributions	0.00	
Interest Received	34,200.00	
Accrued Interest Sold	4,306.25	
Total Additions		38,506.25
Deductions		
Withdrawals	24,689.87	
Fees Paid	3,258.44	
Accrued Interest Purchased	3,674.31	
Total Deductions		(31,622.62)
Change in Fair Value for the Period		(60,951.16)
Ending Fair Value		39,128,402.72

<u>Detail of Fair Value Basis Return</u>			
	Interest Earned	Change in Fair Value	Total Income
Current Holdings			
Commercial Paper	0.00	428.00	428.00
U.S. Treasury	3,386.78	(4,141.00)	(754.22)
U.S. Instrumentality	20,949.28	(39,999.93)	(19,050.65)
Corporate	21,176.23	(18,018.48)	3,157.75
Sales and Maturities			
Commercial Paper	0.00	131.00	131.00
U.S. Instrumentality	1,148.33	649.25	1,797.58
Total	46,660.62	(60,951.16)	(14,290.54)

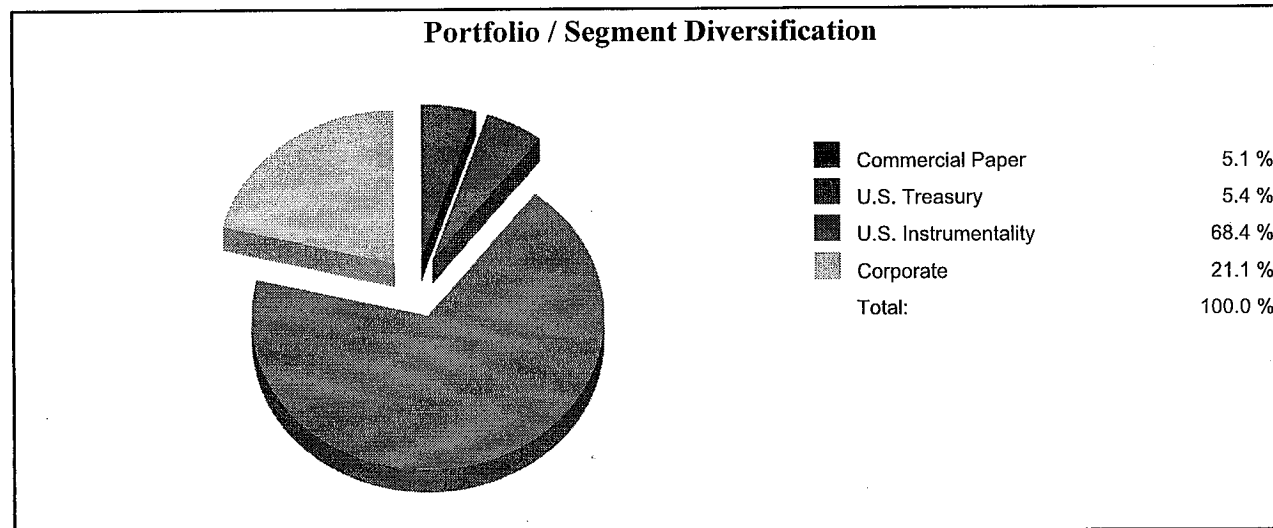
<u>Annualized Comparative Rates of Return</u>			
	Twelve Month Trailing	Six Month Trailing	For the Month
Fed Funds	0.15 %	0.15 %	0.14 %
Overnight Repo	0.17 %	0.20 %	0.11 %
3 Month T-Bill	0.13 %	0.14 %	0.12 %
6 Month T-Bill	0.21 %	0.24 %	0.24 %
1 Year T-Note	0.23 %	0.26 %	0.35 %
2 Year T-Note	0.21 %	0.10 %	0.00 %
5 Year T-Note	0.86 %	-1.11 %	-7.54 %

<u>Summary of Fair Value Basis Return for the Period</u>		
	Total Portfolio	Excl. Cash Eq.
Interest Earned	46,660.62	46,660.62
Change in Fair Value	(60,951.16)	(60,951.16)
Total Income on Portfolio	(14,290.54)	(14,290.54)
Average Daily Historical Cost	39,101,225.64	39,101,225.64
Annualized Return	(0.43%)	(0.43%)
Annualized Return Net of Fees	(0.53%)	(0.53%)
Annualized Return Year to Date Net of Fees	(0.53%)	(0.53%)
Weighted Average Effective Maturity in Days	653	653

**City of Englewood
Recap of Securities Held
January 31, 2013**

	Historical Cost	Amortized Cost	Fair Value	Unrealized Gain (Loss)	Weighted Average Final Maturity (Days)	Weighted Average Effective Maturity (Days)	% Portfolio/Segment	Weighted Average Yield *	Weighted Average Market Duration (Years)
Commercial Paper	1,995,190.83	1,998,753.33	1,999,424.00	670.67	54	54	5.07	0.49	0.00
U.S. Treasury	2,108,437.51	2,069,645.08	2,081,172.00	11,526.92	971	971	5.36	0.57	2.60
U.S. Instrumentality	26,916,748.13	26,874,083.47	26,963,618.20	89,534.73	1,225	756	68.43	0.90	2.03
Corporate	8,314,484.20	8,051,405.26	8,084,188.52	32,783.26	383	383	21.14	1.04	1.03
Total	39,334,860.67	38,993,887.14	39,128,402.72	134,515.58	974	653	100.00	0.89	1.75

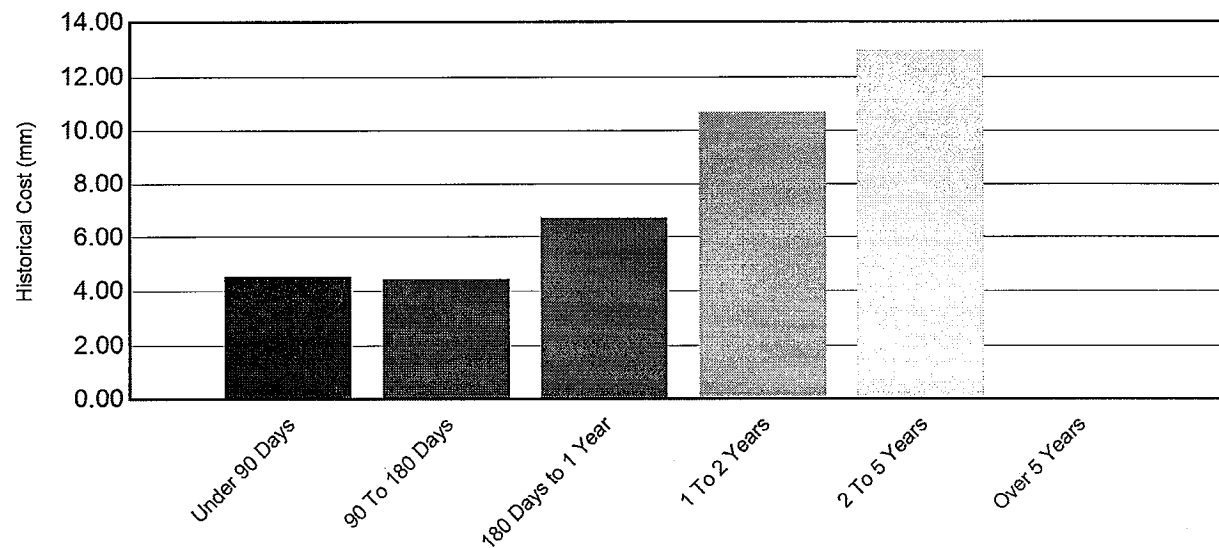
* Weighted Average Yield is calculated on a "yield to worst" basis.



**City of Englewood
Maturity Distribution of Securities Held
January 31, 2013**

Maturity	Historical Cost	Percent
Under 90 Days	4,524,320.83	11.50 %
90 To 180 Days	4,445,339.70	11.30 %
180 Days to 1 Year	6,712,407.00	17.06 %
1 To 2 Years	10,701,262.00	27.21 %
2 To 5 Years	12,951,531.14	32.93 %
Over 5 Years	0.00	0.00 %
	39,334,860.67	100.00 %

Maturity Distribution



**City of Englewood
Securities Held
January 31, 2013**

CUSIP/ Description	Purchase Date	Rate/ Coupon	Maturity/ Call Date	Par Value/ Shares	Historical Cost/ Accrued Interest Purchased	Amortized Cost/ Accretion (Amortization)	Fair Value/ Change In Fair Value	Unrealized Gain (Loss)	Interest Received	Interest Earned	Total Accrued Interest	% Port Cost	Yield	
Commercial Paper														
4497W0Q68	09/07/12	0.000	03/06/13	1,000,000.00	996,850.00	999,422.50	999,781.00	358.50	0.00	0.00	0.00	2.53	0.64	
ING Funding					0.00	542.50	245.00							
74977KRF8	10/16/12	0.000	04/15/13	1,000,000.00	998,340.83	999,330.83	999,643.00	312.17	0.00	0.00	0.00	2.54	0.34	
Rabobank USA					0.00	284.17	183.00							
TOTAL (Commercial Paper)				2,000,000.00	1,995,190.83	1,998,753.33	1,999,424.00	670.67	0.00	0.00	0.00	5.07		
					0.00	826.67	428.00							
U.S. Treasury														
912828MH0	09/15/11	2.250	01/31/15	1,000,000.00	1,061,484.38	1,036,322.62	1,039,375.00	3,052.38	11,250.00	1,896.39	62.15	2.70	0.41	
T-Note					0.00	(1,544.58)	(1,563.00)							
912828QP8	09/23/11	1.750	05/31/16	1,000,000.00	1,046,953.13	1,033,322.46	1,041,797.00	8,474.54	0.00	1,490.39	3,028.85	2.66	0.73	
T-Note					0.00	(850.20)	(2,578.00)							
TOTAL (U.S. Treasury)				2,000,000.00	2,108,437.51	2,069,645.08	2,081,172.00	11,526.92	11,250.00	3,386.78	3,091.00	5.36		
					0.00	(2,394.78)	(4,141.00)							
U.S. Instrumentality														
31398A4N9	10/15/10	1.000	10/15/13	1,000,000.00	1,001,170.00	1,000,000.00	1,004,363.00	4,363.00	0.00	833.33	2,944.44	2.55	1.00	
FNMA					0.00	0.00	(498.00)							
3133XWKV0	03/28/11	2.375	03/14/14	1,000,000.00	1,030,620.00	1,011,489.57	1,024,327.00	12,837.43	0.00	1,979.16	9,038.19	2.62	1.32	
FHLB					0.00	(877.29)	(1,631.00)							
3134G2UA8	11/30/11	1.000	08/20/14	1,000,000.00	1,007,500.00	1,004,263.08	1,011,070.00	6,806.92	0.00	833.33	4,472.22	2.56	0.72	
FHLMC					0.00	(233.90)	(598.00)							
313370JS8	07/28/11	1.375	09/12/14	1,000,000.00	1,011,560.00	1,005,952.08	1,017,725.00	11,772.92	0.00	1,145.84	5,309.03	2.57	1.00	
FHLB					0.00	(313.80)	(879.00)							
3133EC3U6	Call	11/21/12	0.280	11/21/14	1,000,000.00	999,250.00	999,323.97	999,681.00	357.03	0.00	233.33	544.44	2.54	0.32
FPCB					0.00	31.85	(5.00)							
3135G0HA4	Call	02/01/12	0.750	01/30/15	1,000,000.00	1,004,962.00	1,002,470.79	1,003,810.00	1,339.21	3,750.00	625.00	2.55	0.50	
FNMA					0.00	(211.00)	(236.00)							
313373JK9	Call	04/29/11	2.100	04/29/15	1,000,000.00	1,002,500.00	1,000,297.54	1,004,448.00	4,150.46	0.00	1,750.00	5,366.67	2.55	1.97
FHLB					0.00	(106.02)	(1,458.00)							
3134G24E9	Call	11/17/11	1.200	11/17/15	1,000,000.00	1,002,500.00	1,000,479.89	1,002,708.00	2,228.11	0.00	1,000.00	2,466.67	2.55	1.03
FHLMC					0.00	(141.68)	(666.00)							
313380L96	08/23/12	0.500	11/20/15	1,000,000.00	999,680.00	999,723.78	1,002,947.00	3,223.22	0.00	416.67	986.11	2.54	0.51	
FHLB					0.00	8.37	(819.00)							
3134G3MK3	Call	02/24/12	1.000	02/24/16	1,000,000.00	1,004,140.00	1,002,197.43	1,006,253.00	4,055.57	0.00	833.33	4,361.11	2.55	0.79
FHLMC					0.00	(175.57)	(658.00)							

**City of Englewood
Securities Held
January 31, 2013**

CUSIP/ Description		Purchase Date	Rate/ Coupon	Maturity/ Call Date	Par Value/ Shares	Historical Cost/ Accrued Interest Purchased	Amortized Cost/ Accretion (Amortization)	Fair Value/ Change In Fair Value	Unrealized Gain (Loss)	Interest Received	Interest Earned	Total Accrued Interest	% Port Cost	Yield
3134G3SE1 FHLMC	Call	05/25/12	1.000	03/21/16 03/21/14	1,000,000.00	1,003,410.00 0.00	1,002,117.79 (158.96)	1,006,951.00 (634.00)	4,833.21	0.00	833.33	3,611.11	2.55	0.81
3133EAWZ7 FFCB	Call	07/31/12	0.790	07/11/16 07/11/13	1,000,000.00	1,000,560.00 0.00	1,000,259.71 (50.32)	1,002,130.00 (206.00)	1,870.29	3,950.00	658.33	438.89	2.54	0.73
313380S57 FHLB	Call	10/15/12	0.700	10/11/16 02/11/13	1,500,000.00	1,500,000.00 116.67	1,500,000.00 0.00	1,496,364.00 (2,833.50)	(3,636.00)	0.00	875.00	3,208.33	3.81	0.70
3135G0ES8 FNMA		11/30/11	1.375	11/15/16	1,000,000.00	1,002,090.00 0.00	1,001,595.18 (35.76)	1,026,594.00 (3,596.00)	24,998.82	0.00	1,145.84	2,902.78	2.55	1.33
3135G0ES8 FNMA		01/29/13	1.375	11/15/16	1,300,000.00	1,332,133.63 3,674.31	1,332,064.08 (69.55)	1,334,572.20 2,438.57	2,508.12	0.00	99.30	3,773.61	3.39	0.71
3134G3MZ0 FHLMC	Call	12/20/12	1.100	02/24/17 02/24/14	1,000,000.00	1,007,640.00 3,544.44	1,006,877.77 (549.52)	1,007,114.00 (1,969.00)	236.23	0.00	916.66	4,797.22	2.56	0.45
313378WF4 FHLB		05/10/12	1.125	03/10/17	1,000,000.00	1,006,070.00 0.00	1,005,151.76 (106.61)	1,012,389.00 (5,451.00)	7,237.24	0.00	937.50	4,406.25	2.56	1.00
3135G0NX7 FNMA	Call	09/13/12	1.000	03/13/17 09/13/13	1,000,000.00	1,000,000.00 0.00	1,000,000.00 0.00	1,005,178.00 (1,086.00)	5,178.00	0.00	833.33	3,833.33	2.54	1.00
3136G0CF6 FNMA	Call	04/26/12	1.125V	04/26/17 04/26/13	1,000,000.00	1,001,000.00 0.00	1,000,230.14 (84.93)	1,001,840.00 (887.00)	1,609.86	0.00	937.50	2,968.75	2.54	1.02
3134G3XE5 FHLMC	Call	06/18/12	1.150	06/07/17 06/07/13	1,000,000.00	1,000,312.50 0.00	1,000,111.23 (27.36)	1,002,045.00 (1,120.00)	1,933.77	0.00	958.33	1,725.00	2.54	1.12
3136G0WX5 FNMA	Call	10/10/12	0.500V	08/24/17 02/24/14	1,000,000.00	1,000,000.00 638.89	1,000,000.00 0.00	1,000,652.00 (1,125.00)	652.00	0.00	416.67	2,180.56	2.54	0.50
3135G0PU1 FNMA	Call	11/19/12	1.000	10/11/17 10/11/13	1,000,000.00	1,001,000.00 1,055.56	1,000,773.01 (95.09)	998,653.00 (4,585.00)	(2,120.01)	0.00	833.34	3,055.56	2.54	0.89
3136G03Z2 FNMA	Call	10/30/12	0.500V	10/30/17 10/30/13	1,000,000.00	999,000.00 0.00	999,051.48 16.98	1,000,081.00 (843.00)	1,029.52	0.00	416.67	1,263.89	2.54	1.16
3133813D5 FHLB	Call	12/28/12	1.000	11/15/17 05/15/13	1,000,000.00	1,000,000.00 1,194.44	1,000,000.00 0.00	998,039.00 (3,778.00)	(1,961.00)	0.00	833.33	2,111.11	2.54	1.00
3136G05Q0 FNMA	Call	12/10/12	0.700V	11/27/17 11/27/13	1,000,000.00	999,900.00 252.78	999,902.92 1.71	996,895.00 (3,916.00)	(3,007.92)	0.00	583.33	1,244.44	2.54	1.03
3136G1BG3 FNMA	Call	01/30/13	0.750V	01/30/18 01/30/14	1,000,000.00	999,750.00 0.00	999,750.27 0.27	996,789.00 (2,961.00)	(2,961.27)	0.00	20.83	20.83	2.54	1.06
TOTAL (U.S. Instrumentality)					26,800,000.00	26,916,748.13 10,477.09	26,874,083.47 (3,178.18)	26,963,618.20 (39,999.93)	89,534.73	7,700.00	20,949.28	77,051.37	68.43	
Corporate														
592179JG1		10/03/11	5.125	04/10/13	500,000.00	525,630.00	503,140.25	504,285.50	1,145.25	0.00	2,135.41	7,901.04	1.34	1.69

**City of Englewood
Securities Held
January 31, 2013**

CUSIP/ Description	Purchase Date	Rate/ Coupon	Maturity/ Call Date	Par Value/ Shares	Historical Cost/ Accrued Interest Purchased	Amortized Cost/ Accretion (Amortization)	Fair Value/ Change In Fair Value	Unrealized Gain (Loss)	Interest Received	Interest Earned	Total Accrued Interest	% Port Cost	Yield
Met Life Global Fund					0.00	(1,431.59)	(1,977.50)						
64953BAP3	09/27/11	4.650	05/09/13	1,360,000.00	1,441,967.20	1,373,475.96	1,375,173.52	1,697.56	0.00	5,270.00	14,404.67	3.67	0.89
NEW YORK LIFE GLO					0.00	(4,306.75)	(3,859.68)						
12572QAA3	08/05/11	5.400	08/01/13	1,000,000.00	1,088,050.00	1,021,921.66	1,024,525.00	2,603.34	0.00	4,500.00	27,000.00	2.77	0.92
CME GROUP INC					0.00	(3,754.54)	(3,984.00)						
06406HBK4	08/27/10	5.125	08/27/13	1,000,000.00	1,113,040.00	1,021,349.71	1,026,470.00	5,120.29	0.00	4,270.83	21,923.61	2.83	1.27
Bank of New York					0.00	(3,197.30)	(4,470.00)						
36962G4X9	08/25/11	2.100	01/07/14	500,000.00	506,185.00	502,428.29	508,352.50	5,924.21	5,250.00	875.00	700.00	1.29	1.57
GE Capital					0.00	(221.40)	146.50						
06406HBT5	08/31/11	1.500	01/31/14	600,000.00	611,292.00	604,649.65	606,714.00	2,064.35	0.00	750.00	4,500.00	1.55	0.71
Bank of New York					0.00	(395.98)	(304.80)						
478160AX2	05/20/11	1.200	05/15/14	1,000,000.00	998,830.00	999,498.11	1,011,366.00	11,867.89	0.00	1,000.00	2,533.33	2.54	1.24
Johnson & Johnson					0.00	33.24	(445.00)						
59217GAM1	09/19/12	2.000	01/09/15	1,000,000.00	1,027,020.00	1,022,687.81	1,025,664.00	2,976.19	10,000.00	1,666.66	1,222.22	2.61	0.81
Met Life Glob					0.00	(994.80)	(1,319.00)						
369604BE2	10/30/12	0.850	10/09/15	1,000,000.00	1,002,470.00	1,002,253.82	1,001,638.00	(615.82)	0.00	708.33	2,644.44	2.55	0.76
GENERAL ELECTRIC					495.83	(71.29)	(1,805.00)						
TOTAL (Corporate)				7,960,000.00	8,314,484.20	8,051,405.26	8,084,188.52	32,783.26	15,250.00	21,176.23	82,829.31	21.14	
					495.83	(14,340.41)	(18,018.48)						

GRAND TOTAL

38,760,000.00

39,334,860.67

38,993,887.14

39,128,402.72

134,515.58

34,200.00

45,512.29

162,971.68

100.00

10,972.92

(19,086.70)

(61,731.41)

V = variable rate, current rate shown, average rate for Cash & Equivalents

City of Englewood
GASB 40 - Deposit and Investment Risk Disclosure
January 31, 2013

CUSIP	Type	Coupon	Maturity Date	Call Date	S&P Rating	Moody Rating	Par Value / Shares	Historical Cost	% Portfolio Hist Cost	Market Value	% Portfolio Mkt Value	Weighted Avg Mkt Dur (Yrs)
<u>FNMA</u>												
3136G0CF6	U.S. Instrumentality	1.125	04/26/2017	04/26/2013	AA+	Aaa	1,000,000.00	1,001,000.00	2.54	1,001,840.00	2.56	0.24
3135G0NX7	U.S. Instrumentality	1.000	03/13/2017	09/13/2013	AA+	Aaa	1,000,000.00	1,000,000.00	2.54	1,005,178.00	2.57	0.61
31398A4N9	U.S. Instrumentality	1.000	10/15/2013		AA+	Aaa	1,000,000.00	1,001,170.00	2.55	1,004,363.00	2.57	0.70
3136G03Z2	U.S. Instrumentality	0.500	10/30/2017	10/30/2013	AA+	Aaa	1,000,000.00	999,000.00	2.54	1,000,081.00	2.56	0.75
3135G0HA4	U.S. Instrumentality	0.750	01/30/2015	01/30/2014	AA+	Aaa	1,000,000.00	1,004,962.00	2.55	1,003,810.00	2.57	1.00
3136G0WX5	U.S. Instrumentality	0.500	08/24/2017	02/24/2014	AA+	Aaa	1,000,000.00	1,000,000.00	2.54	1,000,652.00	2.56	1.06
3135G0ES8	U.S. Instrumentality	1.375	11/15/2016		AA+	Aaa	2,300,000.00	2,334,223.63	5.93	2,361,166.20	6.03	3.68
3135G0PU1	U.S. Instrumentality	1.000	10/11/2017	10/11/2013	AA+	Aaa	1,000,000.00	1,001,000.00	2.54	998,653.00	2.55	4.56
3136G05Q0	U.S. Instrumentality	0.700	11/27/2017	11/27/2013	AA+	Aaa	1,000,000.00	999,900.00	2.54	996,895.00	2.55	4.71
3136G1BG3	U.S. Instrumentality	0.750	01/30/2018	01/30/2014	AA+	Aaa	1,000,000.00	999,750.00	2.54	996,789.00	2.55	4.87
ISSUER TOTAL							11,300,000.00	11,341,005.63	28.83	11,369,427.20	29.06	2.39
<u>FHLB</u>												
313373JK9	U.S. Instrumentality	2.100	04/29/2015	04/29/2013	AA+	Aaa	1,000,000.00	1,002,500.00	2.55	1,004,448.00	2.57	0.24
3133XWKV0	U.S. Instrumentality	2.375	03/14/2014		AA+	Aaa	1,000,000.00	1,030,620.00	2.62	1,024,327.00	2.62	1.10
313370JS8	U.S. Instrumentality	1.375	09/12/2014		AA+	Aaa	1,000,000.00	1,011,560.00	2.57	1,017,725.00	2.60	1.59
313380L96	U.S. Instrumentality	0.500	11/20/2015		AA+	Aaa	1,000,000.00	999,680.00	2.54	1,002,947.00	2.56	2.78
313380S57	U.S. Instrumentality	0.700	10/11/2016	02/11/2013	AA+	Aaa	1,500,000.00	1,500,000.00	3.81	1,496,364.00	3.82	3.63
313378WF4	U.S. Instrumentality	1.125	03/10/2017		AA+	Aaa	1,000,000.00	1,006,070.00	2.56	1,012,389.00	2.59	3.99
3133813D5	U.S. Instrumentality	1.000	11/15/2017	05/15/2013	AA+	Aaa	1,000,000.00	1,000,000.00	2.54	998,039.00	2.55	4.65
ISSUER TOTAL							7,500,000.00	7,550,430.00	19.20	7,556,239.00	19.31	2.63
<u>FHLMC</u>												
3134G24E9	U.S. Instrumentality	1.200	11/17/2015	05/17/2013	AA+	Aaa	1,000,000.00	1,002,500.00	2.55	1,002,708.00	2.56	0.29
3134G3XE5	U.S. Instrumentality	1.150	06/07/2017	06/07/2013	AA+	Aaa	1,000,000.00	1,000,312.50	2.54	1,002,045.00	2.56	0.35
3134G3MZ0	U.S. Instrumentality	1.100	02/24/2017	02/24/2014	AA+	Aaa	1,000,000.00	1,007,640.00	2.56	1,007,114.00	2.57	1.05
3134G3MK3	U.S. Instrumentality	1.000	02/24/2016	02/24/2014	AA+	Aaa	1,000,000.00	1,004,140.00	2.55	1,006,253.00	2.57	1.05
3134G3SE1	U.S. Instrumentality	1.000	03/21/2016	03/21/2014	AA+	Aaa	1,000,000.00	1,003,410.00	2.55	1,006,951.00	2.57	1.13
3134G2UA8	U.S. Instrumentality	1.000	08/20/2014		AA+	Aaa	1,000,000.00	1,007,500.00	2.56	1,011,070.00	2.58	1.54
ISSUER TOTAL							6,000,000.00	6,025,502.50	15.32	6,036,141.00	15.43	0.90
<u>T-Note</u>												
912828MH0	U.S. Treasury	2.250	01/31/2015		AA+	Aaa	1,000,000.00	1,061,484.38	2.70	1,039,375.00	2.66	1.96

City of Englewood
GASB 40 - Deposit and Investment Risk Disclosure
January 31, 2013

CUSIP	Type	Coupon	Maturity Date	Call Date	S&P Rating	Moody Rating	Par Value / Shares	Historical Cost	% Portfolio Hist Cost	Market Value	% Portfolio Mkt Value	Weighted Avg Mkt Dur (Yrs)
912828QP8	U.S. Treasury	1.750	05/31/2016		AA+	Aaa	1,000,000.00	1,046,953.13	2.66	1,041,797.00	2.66	3.23
ISSUER TOTAL							2,000,000.00	2,108,437.51	5.36	2,081,172.00	5.32	2.60
<u>FFCB</u>												
3133EAWZ7	U.S. Instrumentality	0.790	07/11/2016	07/11/2013	AA+	Aaa	1,000,000.00	1,000,560.00	2.54	1,002,130.00	2.56	0.44
3133EC3U6	U.S. Instrumentality	0.280	11/21/2014	05/21/2013	AA+	Aaa	1,000,000.00	999,250.00	2.54	999,681.00	2.55	1.80
ISSUER TOTAL							2,000,000.00	1,999,810.00	5.08	2,001,811.00	5.12	1.12
<u>Bank of New York</u>												
06406HBK4	Corporate	5.125	08/27/2013		A+	Aa3	1,000,000.00	1,113,040.00	2.83	1,026,470.00	2.62	0.56
06406HBT5	Corporate	1.500	01/31/2014		A+	Aa3	600,000.00	611,292.00	1.55	606,714.00	1.55	0.99
ISSUER TOTAL							1,600,000.00	1,724,332.00	4.38	1,633,184.00	4.17	0.72
<u>NEW YORK LIFE GLOBAL FDG</u>												
64953BAP3	Corporate	4.650	05/09/2013		AA+	Aaa	1,360,000.00	1,441,967.20	3.67	1,375,173.52	3.51	0.27
ISSUER TOTAL							1,360,000.00	1,441,967.20	3.67	1,375,173.52	3.51	0.27
<u>Met Life Glob</u>												
59217GAM1	Corporate	2.000	01/09/2015		AA-	Aa3	1,000,000.00	1,027,020.00	2.61	1,025,664.00	2.62	1.90
ISSUER TOTAL							1,000,000.00	1,027,020.00	2.61	1,025,664.00	2.62	1.90
<u>CME GROUP INC</u>												
12572QAA3	Corporate	5.400	08/01/2013		AA-	Aa3	1,000,000.00	1,088,050.00	2.77	1,024,525.00	2.62	0.49
ISSUER TOTAL							1,000,000.00	1,088,050.00	2.77	1,024,525.00	2.62	0.49
<u>Johnson & Johnson</u>												
478160AX2	Corporate	1.200	05/15/2014		AAA	Aaa	1,000,000.00	998,830.00	2.54	1,011,366.00	2.58	1.28
ISSUER TOTAL							1,000,000.00	998,830.00	2.54	1,011,366.00	2.58	1.28
<u>GENERAL ELECTRIC CO</u>												
369604BE2	Corporate	0.850	10/09/2015		AA+	Aa3	1,000,000.00	1,002,470.00	2.55	1,001,638.00	2.56	2.65
ISSUER TOTAL							1,000,000.00	1,002,470.00	2.55	1,001,638.00	2.56	2.65

City of Englewood
GASB 40 - Deposit and Investment Risk Disclosure
January 31, 2013

CUSIP	Type	Coupon	Maturity Date	Call Date	S&P Rating	Moody Rating	Par Value / Shares	Historical Cost	% Portfolio Hist Cost	Market Value	% Portfolio Mkt Value	Weighted Avg Mkt Dur (Yrs)
ING Funding												
4497W0Q68	Commercial Paper	0.000	03/06/2013		A-1	P-1	1,000,000.00	996,850.00	2.53	999,781.00	2.56	0.00
ISSUER TOTAL							1,000,000.00	996,850.00	2.53	999,781.00	2.56	0.00
Rabobank USA												
74977KRF8	Commercial Paper	0.000	04/15/2013		A-1+	P-1	1,000,000.00	998,340.83	2.54	999,643.00	2.55	0.00
ISSUER TOTAL							1,000,000.00	998,340.83	2.54	999,643.00	2.55	0.00
GE Capital												
36962G4X9	Corporate	2.100	01/07/2014		AA+	A1	500,000.00	506,185.00	1.29	508,352.50	1.30	0.93
ISSUER TOTAL							500,000.00	506,185.00	1.29	508,352.50	1.30	0.93
Met Life Global Funding												
592179JG1	Corporate	5.125	04/10/2013		AA-	Aa3	500,000.00	525,630.00	1.34	504,285.50	1.29	0.19
ISSUER TOTAL							500,000.00	525,630.00	1.34	504,285.50	1.29	0.19
GRAND TOTAL							38,760,000.00	39,334,860.67	100.00	39,128,402.72	100.00	1.76

Highlighted totals are issuers representing 5.00% or more of the portfolio's market value

**City of Englewood
Securities Purchased
January 1, 2013 - January 31, 2013**

CUSIP/Description	Purchase Date	Rate/Coupon	Maturity/ Call Date	Par Value/ Shares	Unit Cost	Principal Cost	Accrued Interest Purchased	Yield
U.S. Instrumentality								
3135G0ES8 FNMA	01/29/2013	1.375	11/15/2016	1,300,000.00	102.472	1,332,133.63	3,674.31	0.71
3136G1BG3 FNMA	Call 01/30/2013	0.750V	01/30/2018 01/30/2014	1,000,000.00	99.975	999,750.00	0.00	1.06
TOTAL (U.S. Instrumentality)				2,300,000.00		2,331,883.63	3,674.31	
GRAND TOTAL				2,300,000.00		2,331,883.63	3,674.31	

V = variable rate, current rate shown, average rate for Cash & Equivalents

City of Englewood
Securities Sold and Matured
January 1, 2013 - January 31, 2013

CUSIP/ Description	Sale or Maturity Date	Rate/ Coupon	Maturity/ Call Date	Par Value/ Shares	Historical Cost	Amortized Cost at Sale or Maturity / Accr/ (Amort)	Sale/ Maturity Price	Fair Value at Sale or Maturity / Chg. In Fair Value	Realized Gain (Loss)	Accrued Interest Sold	Interest Received	Interest Earned	Yield
Commercial Paper													
48802XHQ2	01/28/2013	0.000	01/28/2013	1,000,000.00	997,300.00	1,000,000.00	100.00	1,000,000.00	0.00	0.00	0.00	0.00	0.55
KELLS FUNDING L						405.00		131.00					
TOTAL (Commercial Paper)				1,000,000.00	997,300.00	1,000,000.00		1,000,000.00	0.00	0.00	0.00	0.00	
						405.00		131.00					
U.S. Instrumentality													
3136FTG60	Call 01/25/2013	1.300	04/25/2017	1,325,000.00	1,327,080.25	1,325,000.00	100.00	1,325,000.00	0.00	4,306.25	0.00	1,148.33	1.05
FNMA			04/25/2013			(216.13)		649.25					
TOTAL (U.S. Instrumentality)				1,325,000.00	1,327,080.25	1,325,000.00		1,325,000.00	0.00	4,306.25	0.00	1,148.33	
						(216.13)		649.25					
GRAND TOTAL				2,325,000.00	2,324,380.25	2,325,000.00		2,325,000.00	0.00	4,306.25	0.00	1,148.33	
							188.87	780.25					

V = variable rate, current rate shown, average rate for Cash & Equivalents

**City of Englewood
Transaction Report
for the period January 1, 2013 - January 31, 2013**

Date	CUSIP	Transaction	Sec Type	Description	Maturity	PAR Value/Shares	Principal	Interest	Transaction Total	Balance
01/07/2013	36962G4X9	Interest	COR	GE Capital	01/07/2014	500,000.00	0.00	5,250.00	5,250.00	5,250.00
01/09/2013	59217GAM1	Interest	COR	Met Life Glob	01/09/2015	1,000,000.00	0.00	10,000.00	10,000.00	15,250.00
01/11/2013	3133EAWZ7	Interest	INS	FFCB	07/11/2016	1,000,000.00	0.00	3,950.00	3,950.00	19,200.00
01/25/2013	3136FTG60	Call	INS	FNMA	04/25/2017	1,325,000.00	1,325,000.00	4,306.25	1,329,306.25	1,348,506.25
01/28/2013	48802XHQ2	Maturity	CP	KELLS FUNDING LLC	01/28/2013	1,000,000.00	1,000,000.00	0.00	1,000,000.00	2,348,506.25
01/29/2013	3135G0ES8	Bought	INS	FNMA	11/15/2016	1,300,000.00	1,332,133.63	3,674.31	(1,335,807.94)	1,012,698.31
01/30/2013	3135G0HA4	Interest	INS	FNMA	01/30/2015	1,000,000.00	0.00	3,750.00	3,750.00	1,016,448.31
01/30/2013	3136G1BG3	Bought	INS	FNMA	01/30/2018	1,000,000.00	999,750.00	0.00	(999,750.00)	16,698.31
01/31/2013	91282MH0	Interest	TSY	T-Note	01/31/2015	1,000,000.00	0.00	11,250.00	11,250.00	27,948.31
Portfolio Activity Total									27,948.31	

Net Contributions:	0.00
Net Withdrawals:	24,689.87

Fees Charged:	3,258.44
Fees Paid:	3,258.44

**City of Englewood
Securities Bid and Offer
for the period 1/1/2013 - 1/31/2013**

Trans	Settle	Description	Call Date	Broker	Par Value	Discount	Price	YTM/YTC	Competitive Bids
BUY	01/29/2013	FNMA 1.375 11/15/2016		CIT	1,300,000		102.472	0.71	MOR @ YTM 0.71 JP @ YTM 0.70
BUY	01/30/2013	FNMA .75 01/30/2018	01/30/14	MOR	1,000,000		99.975	1.06/0.77	MIZ - FHLMC 0.75% 01/12/18 @ YTM 0.87 UBS - TSY NOTE 2.625% 01/31/18 @ YTM 0.77

**City of Englewood
Upcoming Cash Activity
for the next 45 days**

Date	Transaction	CUSIP	Description	Coupon	Maturity Date	Next Call Date	Par / Shares	Principal	Interest	Transaction Total
02/01/2013	Interest	06406HBT5	Bank of New York	1.500	01/31/2014		600,000.00	0.00	4,500.00	4,500.00
02/01/2013	Interest	12572QAA3	CME GROUP INC	5.400	08/01/2013		1,000,000.00	0.00	27,000.00	27,000.00
02/20/2013	Interest	3134G2UA8	FHLMC	1.000	08/20/2014		1,000,000.00	0.00	5,000.00	5,000.00
02/24/2013	Interest	3136G0WX5	FNMA	0.000	08/24/2017	02/24/2014	1,000,000.00	0.00	2,500.00	2,500.00
02/24/2013	Interest	3134G3MZ0	FHLMC	1.100	02/24/2017	02/24/2014	1,000,000.00	0.00	5,500.00	5,500.00
02/24/2013	Interest	3134G3MK3	FHLMC	1.000	02/24/2016	02/24/2014	1,000,000.00	0.00	5,000.00	5,000.00
02/27/2013	Interest	06406HBK4	Bank of New York	5.125	08/27/2013		1,000,000.00	0.00	25,625.00	25,625.00
03/06/2013	Maturity	4497W0Q68	ING Funding	0.630	03/06/2013		1,000,000.00	1,000,000.00	0.00	1,000,000.00
03/10/2013	Interest	313378WF4	FHLB	1.125	03/10/2017		1,000,000.00	0.00	5,625.00	5,625.00
03/12/2013	Interest	313370JS8	FHLB	1.375	09/12/2014		1,000,000.00	0.00	6,875.00	6,875.00
03/13/2013	Interest	3135G0NX7	FNMA	1.000	03/13/2017	09/13/2013	1,000,000.00	0.00	5,000.00	5,000.00
03/14/2013	Interest	3133XWKV0	FHLB	2.375	03/14/2014		1,000,000.00	0.00	11,875.00	11,875.00

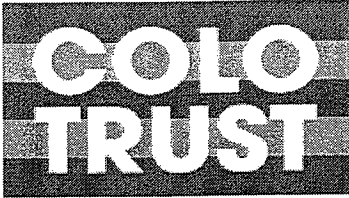
END OF REPORTS



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For any questions concerning this report please contact accounting either by phone or email to



Summary Statement

January 2013

City of Englewood

1000 Englewood Parkway
Englewood, CO 80110-2304
USA

COLOTRUST PLUS+

Average Monthly Yield: 0.18%

		Beginning Balance	Contributions	Withdrawals	Income Earned	Average Daily Balance	Month End Balance
CO-01-0074-8001	General - 8001	5,230,132.77	802,806.83	2,000,000.00	828.38	5,485,309.08	4,033,827.93
CO-01-0074-8005	2003 GOLF RESERVE	293,500.00	0.00	0.00	44.44	293,500.00	293,500.00
CO-01-0074-8006	2012 WATER BONDS	5,609,842.67	0.00	0.00	849.26	5,610,310.65	5,610,691.93
CO-01-0074-8007	2001 STORM RESERVE	102,500.00	0.00	0.00	15.51	102,500.00	102,500.00
CO-01-0074-8008	2009 WATER BONDS	0.00	0.00	0.00	0.00	0.00	0.00
Total		11,235,975.44	802,806.83	2,000,000.00	1,737.59	11,491,619.73	10,040,519.86

FOREWORD

~~2003-2013~~ENGLEWOOD COMPREHENSIVE PLAN

THE THREE R'S: REVITALIZATION, REDEVELOPMENT, REINVENTION

The 2003 Englewood Comprehensive Plan lays out a three-part strategy for the growth and development of the city. Collectively, the strategies are formally entitled as *The Three R's: Revitalization, Redevelopment, Reinvention*.

REVITALIZATION

Comment [JW1]: Why are we deleting?

Englewood's assets include established neighborhoods, a strong downtown, existing community infrastructure, and excellent transportation options. These assets need to be preserved, protected, reinvested in, added to, and improved upon in order to ensure the vitality of the city. A revitalization focus embodies all of these strategies. The objective of revitalization efforts is to strengthen predominantly stable residential and commercial areas.

REDEVELOPMENT

Englewood is beset with a number of challenges that need to be addressed. These challenges include marginally productive, deteriorating, or contaminated commercial properties; pockets of blighted and obsolete housing; a relative lack of socio-economic diversity; physical limitations to expansion; and limited ability to independently solve regional scale problems. In order to successfully meet these challenges, Englewood must adopt strategies focused on redevelopment. The City of Englewood seeks to replace deteriorated ~~single use~~ developments with high quality, ~~mixed use,~~ economically diversified developments that will hold economic value for the city over time.

REINVENTION

In the struggle to improve Englewood's quality of life, Englewood must reinvent itself to stay current with the times, and maintain interest from both current and prospective residents and businesses. Englewood ~~must overcome~~

~~perceptions of stagnation,~~ opening itself to and embracing positive change. In the process of reinventing itself, Englewood will strive to become one of the premier suburbs in the Denver Metropolitan Area. In the future, Englewood will be known as a place people go for entertainment, nightlife, restaurants, and the cultural arts. The city will be known as a place to live, work, and play due to high-quality transit service, ~~quality housing~~ and mixed-use developments. The city will be recognized as an environmentally aware, clean, and visually attractive community. Finally, the city will become an active participant in the development of the Denver Metropolitan Area's regional trail, open space, and recreational system.

SECTION 1

INTRODUCTION

~~Happy Birthday, Englewood! The year 2003 marks the 100th anniversary of the incorporation of Englewood as an independent city. The City of Englewood's birthday celebration has been christened Englewood Jubilee II (50 years X 2). The official Englewood Jubilee II slogan, "Old Century Charm, New Century Vision", is a reflection of the city's philosophy of blending the city's historical character with progressive and visionary redevelopment projects.~~

As Englewood begins its second decade of its second century, excitement concerning the city's future is apparent. The City of Englewood ~~has recently created the Denver Metro area's first transit oriented development (TOD) in~~ completed-complting a community-defining redevelopment project known as CityCenter Englewood. CityCenter replaced Cinderella City's traditional, single use, retail center with a diversified, mixed-use project. The project incorporates multi-family housing, offices ~~and employment~~, a mix of small ~~and to~~ large retailers, ~~and~~ Civic and cultural uses including a library, the museum of outdoor arts and gallery, and indoor and outdoor performing arts venues are also included. CityCenter was designed with a strong pedestrian and transit orientation in order to take advantage of the recently completed Southwest Light Rail Transit Line and to reflect the existing community character.

A NEW COMPREHENSIVE PLAN FOR ENGLEWOOD

The success of the CityCenter Englewood project has generated enthusiasm and interest in the city, and a strong desire to continue the positive momentum towards redeveloping, revitalizing, and reinventing Englewood. ~~The Englewood community is intensely interested in how other parts of the city may benefit from the positive energy generated by the CityCenter Englewood project.~~

In order to harness the excitement over the community's future, the City of Englewood embarked on a mission to develop the 2003 Englewood Comprehensive Plan. The 2003 Comprehensive Plan document is intended to serve as a visioning and decision-making guide for the City of Englewood's future planning efforts. The City of Englewood is pleased that the new Comprehensive Plan will serve the citizens of

Englewood as well as the surrounding Denver Metropolitan Region.

ENGLEWOOD PAST AND PRESENT

In 1858, gold was discovered near the mouth of Little Dry Creek where it flows into the South Platte River at Dartmouth Avenue, in present day Englewood. Permanent settlers soon followed the prospectors. The area's first permanent settler, Thomas Skerritt, arrived in 1864. In 1903, a large number of scattered settlements in the area banded together to form the City of Englewood. Industrial manufacturing and health care, represented by Swedish Hospital, anchored the city's economy, just as they do today.

Today, Englewood is a full-service community located within the first ring of suburban growth surrounding the Denver core central city. The majority of Englewood's land area was developed during the post World War II era, between 1945 and 1960. The city's residential areas include a mix of housing styles as well as established schools, parks, recreational facilities, and trail systems. The Broadway, U.S. 285, and Federal Boulevard corridors serve the city's commercial needs, and the Santa Fe Drive/South Platte River corridor provides a strong industrial employment base. The heart of the city includes a ~~traditional~~ historic downtown shopping district, located north of the Broadway and U.S. 285 interchange, flanked on the west by CityCenter Englewood, and on the east by Swedish and Craig Medical Centers.

Comment [J2]: Are we still? Fire Department Study

Comment [J3]: Maybe new paragraph on major events in last 10 years

COMMUNITY ASSETS AND CHALLENGES

A paper on aging suburban communities entitled *Valuing America's First Suburbs: A Policy Agenda for Older Suburbs in the Midwest* was recently published by the Brookings Institution Center on Urban and Metropolitan Policy. Although the focus of the paper was limited to first-ring suburbs located in midwestern metropolitan areas, many of the paper's findings are applicable to first-ring suburbs located in other regions of the United States. This section structures the review of community assets and challenges outlined by the paper. As a first-ring

Comment [J4]: Use more recent publications: maybe Retrofitting America or Designing Healthy Communities

suburb of the Denver Metropolitan Area, the assets and challenges facing first-ring suburbs outlined in the paper can be directly related to the current situation in which Englewood finds itself today.

COMMUNITY ASSETS

The following areas are viewed as typical assets that are characteristic of first-ring suburbs:

- **Design and Quality**
- **Centrality and Convenience**
- **Infrastructure and Networks**

Comment [J5]: Consider better terms, maybe from new publication

Design and Quality

First-ring suburbs tend to have mixed-use and established neighborhoods, with sidewalks, stately trees, and established community parks; a balance of jobs, services, and housing; good transit service; and houses and buildings constructed with high quality materials and designs. Englewood possesses many of these same characteristics:

- Walk-able street layout
- Established neighborhoods
- Attractive downtown
- Mixed use Successful developments
- ~~Strong balance between jobs and housing~~
- Exceptional transit service

Conclusion: The City of Englewood can build upon and enhance the attractive attributes and characteristics of the city's established, quality neighborhoods and commercial districts.

Centrality and Convenience

First-ring suburbs have a strategic geographical edge. The development of second- and third-ring suburbs on the metropolitan fringe has put the first-ring suburb in an advantageous central position, located between new employment centers on one side, and the traditional metropolitan central business district on the other. The first-ring suburb's locational advantage is becoming ever more important to commuters, as well as people desiring convenient access to culture, health care, sporting events, shopping, and

entertainment. Englewood enjoys the benefits of a strategic location within the Denver Metropolitan Area:

- Located between Denver Central Business District, and the Denver Tech Center
- Good highway access (Santa Fe Drive, U.S. 285)
- Good access to South Platte River Regional Trail System
- Excellent light rail transit and bus service

Conclusion: A central location between the two largest metropolitan employment centers, together with excellent mass transit, trail, and highway access, make Englewood attractive to commuters and businesses as a place to live, work, and play.

Infrastructure and Networks

Transportation networks, water and sewer systems, and community facilities such as hospitals, schools, and parks are well established in first-ring suburbs. The existence of critical infrastructure and facilities is an attractive factor for new developments. Englewood has much to offer in terms of existing infrastructure and community facilities:

- Ample water supply and additional water system capacity
- Additional sewage system capacity
- Established schools, hospitals, parks, and recreational facilities
- Excellent range of city services

Conclusion: Englewood possesses considerable capacity for additional residents and business. Most of the critical infrastructure the city needs for additional growth is already in place.

COMMUNITY CHALLENGES

The following challenges face first-ring suburbs:

- **Fiscal Stress**
- **Aging Infrastructure**
- **Aging Homes**
- **Working Families**
- **Fragmented Governance**

Fiscal Stress

First-ring suburbs often face the challenge of providing high levels of service and maintaining community infrastructure and facilities. The needs of first-ring suburbs are often great, yet the tax base for these communities is often quite low. Local fiscal stress is compounded by the community's relatively lower capacity to secure grants, capital, and flexible financing. Englewood's dependence on sales tax generated by the Cinderella City Regional Mall proved to be detrimental to the City of Englewood's financial condition as sales at the mall began to decline. In order to prevent a similar occurrence of large-scale economic deterioration, the City of Englewood must not only increase, but also diversify the local tax base through a sustainable development model of economic growth.

Conclusion: The City of Englewood needs to increase and diversify its tax base in order to continue to provide exceptional municipal services that contribute to the city's overall quality of life.

Aging Infrastructure

Private commercial, office, and industrial buildings require maintenance or replacement over time. Unfortunately, there is a tendency for private property owners to defer maintenance, leading to the deterioration of the property's ability to generate income. Englewood faces the following infrastructure and facility challenges:

- Deteriorating office, commercial, and industrial properties
- Brownfield properties

Conclusion: The City of Englewood must work with private property owners in order to keep up with maintenance and replacement of aging private infrastructure to avoid citywide deterioration and decline creating disincentives for reinvestment.

Aging Homes

As people gain wealth, they tend to buy larger, more expensive homes. Unfortunately, the majority of the housing stock found in first-ring suburbs is over fifty years old, undersized, or functionally obsolete by today's standards. As a result, first-ring suburbs face challenges to keeping upwardly mobile households in the community. Englewood faces a number of similar challenges stemming from the nature of the city's housing stock:

- Majority of homes under 1000 square feet

- Lack of homes with 2 or more baths or garage stalls
- Majority of homes built before 1960
- Deteriorated and blighted properties
- Relative absence of certain housing types, such as for-sale multi-family housing, and senior housing

Conclusion: The City of Englewood must commit to promoting housing expansions, rehabilitation, and replacement of substandard housing, increasing home ownership, and promoting a greater diversity of housing types, in order to retain existing citizens, as well as attract new citizens.

Working Families

Despite the economic ~~prosperity challenges~~ of the last few years, the ~~personal~~ income gap ~~between social classes~~ has widened. Professionals possessing ~~higher education~~ degrees ~~in higher education~~, as well as successful business owners have realized greater income growth than lower skilled workers. At the same time, the cost of many items has increased substantially more than the overall rate of inflation or income growth. First-ring suburbs tend to have large populations of working families who struggle to keep up. ~~A majority~~ Many of Englewood households fall into this category. As a result, the city faces the following challenges:

- Concentration of working and lower income households
- Escalating ~~housing costs~~ ~~housing prices~~ leading to reductions in disposable income

Conclusion: The City of Englewood must support programs to assist low income and working families with ~~quality~~ quality housing ~~equality~~ and affordability issues.

Fragmented Governance

Although first-ring suburbs enjoy many advantages of localized control and responsiveness, there are a number of disadvantages that work against first-ring suburbs. The small size of most first-ring suburbs severely limits the ability of these communities to grapple with problems that are regional in nature such as traffic. Secondly, first-ring suburbs must compete against each other for favored commercial, industrial, and residential developments that are needed to support high-quality city services. Finally, the land area of first-ring suburbs is constrained, which hinders the community's potential for growth. Englewood shares many of these challenges:

Comment [J6]: Demeaning?

- Competition for quality office, industrial, commercial, and residential investments
- Need for cooperation with neighboring jurisdictions in solving regional problems
- Limited fiscal and land resources

Conclusion: In order to provide amenities that contribute to a higher quality of life, as well as pursue solutions to regional problems, the City of Englewood will need to work closely with neighboring communities to create win-win strategies for the city and the entire region.

CAPITALIZING ON ASSETS AND MEETING CHALLENGES

The Englewood community has many strong, positive characteristics that make the city an attractive option as a place to live, work, and play. However, issues that do not work in the city's favor also affect the community. The challenges facing the community, (including fiscal stress, an aging housing and building stock, concentrations of struggling families, limited opportunities for expansion, and limited ability to deal with regional problems independently of other jurisdictions), act as barriers that significantly affect the assets the city has to offer (established neighborhoods and infrastructure, central location, etc.)

Over the last thirty years, Englewood has accomplished great things for its citizens, yet it has been a struggle for the city to maintain the levels of population, employment, shopping, and recreation that defines the overall quality of life desired by Englewood citizens. This struggle is born out of an economic life cycle that results in a constant depreciation of value for public and private infrastructure over time.

The City of Englewood's mission is to attract new residents, employers and employees, merchants, and service providers to the city. If the City of Englewood fails to attract these groups, the city will be unable to maintain the current level of quality services and amenities that current residents now enjoy, nor afford any improvements or enhancements to the city's overall quality of life.

THE THREE R'S: REVITALIZATION, REDEVELOPMENT, REINVENTION

Although the economic life cycle cannot be repealed or avoided entirely, it is possible to lessen the boom and bust effects caused by the economic life cycle. The strategies that will allow Englewood to maintain and even increase the city's relative wealth, prosperity, and quality of life include the concepts of revitalization, redevelopment, and reinvention.

REVITALIZATION

Englewood's assets include established neighborhoods, a strong downtown, existing community infrastructure, and excellent transportation options. These assets need to be preserved, protected, reinvested in, added to, and improved upon in order to ensure the vitality of the city. A revitalization focus embodies all of these strategies.

The objective of revitalization efforts is to strengthen predominantly stable residential and commercial areas. Revitalization strategies for residential areas include regulatory tools and incentive programs that encourage home expansion, home improvements and rehabilitation, home ownership, property maintenance, and civic responsibility. Revitalization strategies for commercial areas include facade improvement programs, enterprise zone tax credits, and brownfield loan programs. Revitalization strategies aimed at preservation and improvement can also be applied to public infrastructure and community resources, including recreation facilities, parks, trails and open space; streetscape improvements such as lighting, sidewalks, benches, trees, medians; road, sewer, and water improvements; and new transportation improvements including new streets, transit routes, and bicycle/pedestrian connections.

REDEVELOPMENT

Englewood is beset with a number of challenges that need to be addressed. These challenges include marginally productive, deteriorating, or contaminated commercial properties; pockets of blighted and obsolete housing; a relative lack of socio-economic diversity; physical limitations to expansion; and limited ability to independently solve regional scale problems. In order to successfully meet these challenges, the City of Englewood must adopt strategies focused on redevelopment.

The CityCenter Englewood project serves as an example of redevelopment of a deteriorated, single-use development into a

quality, mixed-use, economically diversified development that will hold its economic value for the long term. Areas with similar prospects for redevelopment are located in close proximity to the CityCenter Englewood project site, as well as at light rail transit station locations, adjacent to downtown Broadway, and in the vicinity of Swedish and Craig Medical Centers.

Englewood residents will benefit from the new opportunities for housing, employment, shopping, and entertainment these new developments will bring to the city. The additional residents and businesses that will occupy these new developments will generate income that can be applied to programs and services designed to maintain and enhance the city's established neighborhoods, benefiting all Englewood citizens.

REINVENTION

Reinvention of a community is a concept that focuses on the image, perception, and substance of a city. Reinvention strategies focus on the qualitative nature of the city represented as a collection of value added products, services, and amenities that entice individuals and organizations to make decisions to invest in the community as a place to live, work, and play.

First-ring suburbs such as Englewood tend to suffer from negative perceptions held by citizens and people outside the community alike. First ring suburbs are often seen as old and tired, just one of a group of many similar communities. They may be perceived as unchanging, stagnant, and outdated. Finally, the media often overlooks first-ring suburbs, focusing more on the central city or new developments taking shape on the suburban fringe. Just as an older company attempts to stay relevant and fresh in the minds of the consuming public, so also must first-ring suburbs.

In the struggle to improve Englewood's quality of life, Englewood must reinvent itself to stay current with the times, and maintain interest from both current and prospective residents and businesses. This does not mean that Englewood must throw away its identity or purge all traces of what it has developed into over the years. Englewood is known as a full-service city, with a large base of employment, attributes and characteristics that cannot and should not be changed. However, Englewood must not be satisfied with itself, thinking there is no need for change, no need for new types of

commercial development which could help the city broaden its horizons and improve the community's quantitative and qualitative future.

The CityCenter Englewood project represents a first step towards reinventing Englewood. The award-winning project brought a new style of development without precedent in the Denver Metropolitan Area. The project is a fine example of transit-oriented, pedestrian-friendly, mixed-use redevelopment. The project provides a glimpse of what Englewood's future could look like. The CityCenter Englewood project has allowed Englewood to begin the process of reinventing the city's identity.

In order for Englewood to successfully continue reinventing itself, the City of Englewood must strive to attract high quality development. These developments will have a strong pedestrian orientation, public outdoor spaces, attractive signage, artistic design elements, and in most cases, multiple stories with active uses below and residential and office uses above. Furthermore, these developments will be transit-oriented, and pedestrian-friendly.

In the process of reinventing itself, Englewood strives to become one of the premier suburbs in the Denver Metropolitan Area. In the future, Englewood will be known as a place people go for entertainment, nightlife, restaurants, and the cultural arts. The city will be known as a place to live, work, and play due to high-quality transit service and mixed-use developments. The city will be recognized as an environmentally aware, clean, and visually attractive community. Finally, the city will become an essential part of the Denver Metropolitan Area's regional trail, open space, and recreational system.

THE 2003 ENGLEWOOD COMPREHENSIVE PLAN: A POLICY AND DECISION MAKING GUIDE

The 2003 Englewood Comprehensive Plan is not a concrete picture of what Englewood will look like twenty years from now, nor is it a rigid, step-by-step instructional guide to a specific future. The 2003 Englewood Comprehensive Plan is a policy driven document containing the community's vision and values.

CONTEXT

This first section of the 2003 Englewood Comprehensive Plan laid out the situational context in which Englewood finds itself in today. As a first-ring suburb of a large metropolitan area, Englewood possesses a number of community assets that are highly attractive to prospective residents, businesses, and employers. However, Englewood also faces a number of challenges that must be addressed in order for the city to fully capitalize on its competitive advantages. The Three R's strategy - revitalization, redevelopment, and reinvention - is the key to increasing Englewood's future quality of life.

INDICATORS

The second section of the 2003 Englewood Comprehensive Plan provides a comprehensive analysis of the state of Englewood in relationship to the Denver Metropolitan Area for each of the key components of the 2003 Englewood Comprehensive Plan. The key components include Housing, Parks and Open Space, Business and Employment, Transportation, Environmental Quality, and Cultural Arts. Key socio-economic indicators give a much more detailed look at aspects of the more general concepts of community assets and challenges presented in the first section.

VISION AND POLICY THEMES

The third section of the 2003 Englewood Comprehensive Plan presents a comprehensive vision of Englewood's future. Various commercial and residential areas of the city are discussed under the context of the types of change or general stability each may experience in the coming years. Areas of change are expected to experience economic and market incentives encouraging redevelopment, while areas of stability will be preserved and strengthened through public and private revitalization efforts.

Besides laying out a vision for Englewood, the third section presents four themes and their corresponding policy statements: Quality of Life; Sustainable Development; Community Infrastructure, Resources, and Networks; and Regional Cooperation. The various Housing, Parks and Open Space, Business and Employment, Transportation, Environmental Quality, Cultural Arts, and Regional Cooperation goals of the 2003 Englewood Comprehensive Plan support one of the four policy statements and are grouped under each theme, accordingly.

**PLAN COMPONENT SECTIONS:
GOALS AND OBJECTIVES**

Individual sections for Regional Cooperation, Housing, Parks and Open Space, Business and Employment, Transportation, Environmental Quality, and Cultural Arts follow the vision and policy themes section. Each of these sections begin with a narrative explanation of the goals and objectives that were crafted for each section, followed by a complete listing of each goal together with corresponding objectives. The goals and objectives for each component of the 2003 Englewood Comprehensive Plan are intended to serve as evaluation criteria which new implementation plans, revitalization programs, and redevelopment projects will be measured against.

AREAS OF CHANGE VERSUS AREAS OF STABILITY

Finally, space in the 2003 Englewood Comprehensive Plan has been reserved for various maps depicting areas of change and areas of stability as well as small area implementation plans. Determining the locations of areas of change and areas of stability represents the next phase in the comprehensive planning process. Englewood citizens will participate in community charrettes that will ask the participants where they would like to see change or stability within the community given the vision and goals.

IMPLEMENTATION

Small area plans will be developed for the designated areas of change over the next few years and will be added to the 2003 Englewood Comprehensive Plan as implementation pieces. Community Development staff will conduct detailed analysis of each area. Staff will work with stakeholders to craft redevelopment plans that strive to achieve the goals and objectives laid out in the 2003 Englewood Comprehensive Plan to the fullest extent possible.

SUMMARY

The next twenty years will prove to be an exciting and critical time in Englewood's history. As a first-ring suburb, Englewood possesses a number of assets that people and business find

attractive, yet the community is also faced with a number of challenges that must be addressed in order to assure the long-term success of the City. Englewood will capitalize on its assets and overcome its challenges by following the three R's strategy incorporating revitalization, redevelopment, and reinvention. The 2003 Englewood Comprehensive Plan contains a vision of the community's next twenty years, establishes a set of themes with corresponding policy statements, and goals and objectives. Community Development staff and community decision makers will use both the policy themes and the goals and objectives, as tools to measure the effectiveness of various implementation plans, revitalization programs, and redevelopment projects in overcoming Englewood's challenges and realizing the vision laid out for the community.

SECTION 2

CURRENT CONDITIONS AND INDICATORS

Comment [J7]: Update all numbers and graphs

The Current Conditions and Indicators section provides an analysis of the current state of Englewood in terms of Housing, Parks and Open Space, Business and Employment, Transportation, Environmental Quality, and Cultural Arts. Analysis of current community indicators and conditions provides the opportunity to understand the community's strengths and weaknesses. Current community indicators and conditions can also be used to establish a statistical baseline, which may serve as a reference for measurements of future progress. Both quantitative and qualitative measurements are used to depict the current condition of the community.

HOUSING

Residents who work in a diverse job market need a diverse range of housing opportunities. Balanced development of housing opportunities is necessary to ensure an adequate labor supply, enabling continued economic growth and stability. Further, a diversity of housing is needed to provide current residents with housing options that best meet their needs, dependent upon the current stage in their life cycle.

HOUSING MARKET

Housing conditions in Englewood can be measured in terms of market activity. Housing market indicators include home prices, assessed valuations, the number of homes sold in each price range, the number of home sales by unit size, and apartment rental rates.

Home Prices

The median home price in Englewood has increased from \$99,000 in 1995 to \$159,700 in 2000, a 61% increase over the five-year period. During the same period, the Denver Metropolitan Area median home price increased from \$127,300 to \$196,800, a 55% increase.

Overall, increases in household income have not kept pace with the rate of housing price increases. Median household income

for the Denver Metropolitan Area increased from \$43,729 in 1995 to \$60,691 in 2000, a 38% increase.

Conclusion: Housing affordability has become an issue in Englewood and the Denver Metropolitan Area in general.

Home Sales

As the median home price has gradually increased, home sales priced less than \$100,000 decreased from a 52% share of total sales in 1995 to only a 4% share of total sales in 2000. Evidence of increasing home prices is most striking in the \$160,000 to \$299,000 price range. Sales in this price range increased from a 5% share in 1995 to a 47% share in 2000 of total Englewood home sales.

Conclusion: Englewood's existing housing stock is currently concentrated within the lower-middle housing price ranges. However, there is a relative shortage of housing priced at both the low and high ends of the housing market.

Home Sizes

The size of homes sold in Englewood has shifted down slightly since 1995. While the majority of homes sold in 1995 were between 1,000 and 2,500 square feet, the majority (51%) is now slightly in favor of the "less than 1,000 square foot" homes.

Conclusion: Smaller houses under 1,000 square feet in area have become more attractive due to their relative affordability.

Apartment Rental Rates

According to the *Denver Metro Apartment Vacancy and Rent Survey*, apartment rental rates for the Englewood-Sheridan market have increased from an average of \$635 in 1996 to \$788 in 2000, a 24% increase. The Denver Metropolitan Area has experienced similar increases, from an average apartment rental rate of \$607 in 1996 to \$793 in 2000, a 30% increase.

From 1996 through 1999 the Englewood-Sheridan vacancy rate gradually decreased from 4.1% to 2.8% while the Denver Metropolitan Area apartment vacancy rate decreased from 5.0% to about 4.5%. In 2000, the apartment vacancy rate in Englewood jumped to 4.5% while the Denver Metropolitan Area vacancy rate increased slightly to 4.6%.

Conclusion: Demand for "for-rent" apartments in Englewood remains strong, with low vacancy rates, and rents that have slightly lagged behind median household income growth.

Assessed Valuations

Englewood's residential assessed valuation was \$104 million in 1995 and \$137 million in 2000, a 31% increase. Englewood consistently accounts for five percent of the residential assessed valuation in Arapahoe County and one percent of the total Denver Metropolitan Area. As more housing units are built in the CityCenter and General Iron Works areas, the city's residential assessed valuation will continue to increase.

Conclusion: Englewood property values have remained stable in comparison with county and metro property values.

HOUSING STOCK

Housing stock refers to the number and types of housing units available to Englewood residents. Few new homes have been constructed in the City of Englewood until recent residential construction at the CityCenter Englewood project. Redevelopment plans include 438 "for-rent" residential units.

Residential Building Permits

From 1996 through 2000, an average of 21 residential building permits for new construction has been issued each year by the City of Englewood. Total valuation for building permits remained relatively constant from 1996 through 1999, ranging from \$1.4 million to \$2.1 million. In 2000, the total valuation of residential building permits jumped to \$31.3 million. The increase in residential building permit valuation in 2000 is primarily due to the 438 new multi-family units within the CityCenter Englewood project.

Conclusion: Existing, low-density residential areas will continue to experience occasional infill housing, but the bulk of new residential construction will be dependent on larger scale, high-density projects, located in redeveloping mixed-use areas.

Single-Family and Multi-Family Units

In 1990, there were 15,358 housing units in Englewood. This figure includes 9,011 single-family attached and detached homes, 6,026 multi-family homes, and 321 mobile homes and other housing units. Based on the number of new homes constructed during the past decade, the number of single-family

units has increased to 9,184 units in 2000 and 9,218 in 2001. No new multi-family units were constructed in the ten years prior to 2000.

In 2000, construction on 438 new multi-family apartment units in the CityCenter redevelopment area began. As a result of this project and others, the number of multi-family units will increase to 6,489 in 2001. In 2001, it is estimated that there will be 16,028 housing units in Englewood.

Conclusion: The relatively slight pace of new single-family residential construction will continue the aging trend of the City's overall single-family housing stock. Although the City has a slightly higher percentage of multi-family housing than the metro average, the relatively slight pace of new multi-family construction over the last ten years means the City's multi-family housing stock is also aging as a whole.

Apartment Units

According to year 2000 Arapahoe County Assessor data, there are a total of 4,239 apartment units within the boundaries of the City of Englewood. This number will increase by 438 units as the CityCenter Englewood project is completed and occupied. A majority of the existing apartment units (58%) are one-bedroom units, with about 10% two-bedroom/one-bathroom, and 29% two-bedroom/two-bathroom units.

An examination of 1990 U.S. Census data indicates that of the 5,576 multi-family units in Englewood, 4,168 (75%) were occupied by renters. Allowing for some vacant units in 1990, it appears that Arapahoe County Assessor data is a good approximation of the current number of apartment units in Englewood.

Conclusion: The majority of multi-family units within the City of Englewood are rental properties as opposed to owner-occupied properties. Similar to the City's single-family housing stock, the majority of multi-family housing consists of relatively smaller-sized dwellings, in this case one-bedroom units.

Average Household Size

The average household size has decreased slightly in Englewood from 2.19 persons per household in 1990 to 2.15 in 2000. This overall decline may be explained by changing demographic trends that show an aging population and more non-traditional

and one-parent households. This trend may also explain why there is an active market for smaller housing units in Englewood.

As a general point of reference, standard household size for a single-family home in the western region of the United States is 3.25 people. The standard household size for a town home is 2.18 people.

Conclusion: Relatively smaller-sized Englewood homes are more likely to attract smaller household sizes than the average household size for the western United States.

PARKS AND OPEN SPACE

Intuitively, parks and open space provide many social and economic benefits to a community. Accumulating evidence indicates economic growth occurs where there is a high quality of life and that green space is an investment that produces long-term economic benefits. Parks and open space serve as important community assets for Englewood.

PARK LAND

Englewood possesses over 606 acres of parks and open space. This area includes 123 acres of active parks (ball fields and playgrounds), 122 acres of open space or undeveloped areas, and over 296 acres for public facilities, including the 267-acre City of Englewood Municipal Golf Course. The remaining 65 acres include school parks and other recreational facilities. Englewood parks and open space land comprises 13.7% of the total city land area.

Active Park and Open Space Lands

The Denver Metropolitan Area Cities of Northglenn and Wheat Ridge, similar to Englewood in terms of population and size, were used to determine how Englewood's parks and open space lands compares to other cities.

Englewood's active park land as a percentage of total land area (2.8%) is slightly less than the same figure for Northglenn (3.3%) but greater than the figure for Wheat Ridge (2.6%). Open space land, as a percentage of total city land, equals 2.8% for Englewood, 4.2% for Northglenn and 4.9% for Wheat Ridge. Compared to Northglenn and Wheat Ridge, Englewood has a comparable amount of active parks but significantly less open space.

Comment [J8]: Add dog parks and bike plan update. Or maybe the Parks and Rec Plan should be referenced.

A comparison of park and open space acres per 100 residents shows Englewood with 1.91 acres per 100 residents, Northglenn with 1.14 acres per 100 residents, and Wheat Ridge with 1.39 acres per 100 residents.

Comment [J9]: Update to include Cornerstone

~~When the golf course is omitted from the calculation, Englewood compares less favorably. Instead of 1.91 acres per 100 residents, the resulting figure drops to 1.07 acres per 100 residents, which falls below the figures for Northglenn and Wheat Ridge.~~

Englewood should have at least 317 acres of public recreation land available throughout the community for resident's use, according to population-based standards. Englewood has exceeded this standard with a total of 606 acres of land (339 acres not including the golf course).

Conclusion: Of the two categories of park lands (active parks and open space), Englewood's relative lack of open space is responsible for bringing the total park and open space ratio below similar figures for the other two cities.

DEMAND FOR RECREATION

All communities face the challenge of providing recreational amenities meeting the demand of local residents. The following recreational participation information is provided as a guide to determining today's recreational needs as well as future trends.

Englewood Population and Demographic Trends

Community demographic trends are an important element in determining what types of recreation facilities and amenities are necessary to adequately serve the public. The 2000 U.S. Census shows that a significantly larger senior population resides in Englewood as compared to the Denver Metropolitan Area as a whole. The census figures also show a slightly larger percentage of teens and young adults living in the city compared with the metropolitan area.

Conclusion: Englewood citizens who moved into the community as young families are now aging in place. At the same time a younger population is attracted to the community's relatively lower-cost housing. The provision of adequate facilities for seniors, youth, and young adults is a high priority.

Englewood Recreation Participation

A recently completed 2001 City of Englewood Citizen Survey indicated that the park and trail system had the highest number of frequent users at 27% of respondents. Frequent recreation center users comprised 17% of survey respondents while frequent golf course users included only 4% of respondents.

Using revenue and class registration data, as well as input from City Parks and Recreation staff, a summary of recreational trends in demand for existing services was prepared for the *Englewood Recreation Demand and Facilities Analysis* report. The results of the survey are found in the following table. (This table will be inserted at a later date with all of the other plan graphics)

Conclusion: Englewood citizens use parks, open space, and trails more frequently than specialized recreational facilities. Demand for fitness-oriented exercise programs, as well as youth and senior activities, is increasing. Participation in individual, competitive sports, such as tennis and racquetball, is declining.

National Recreational Participation

National recreational activity participation rates have been increasing in most recreation categories since 1995. In the western United States, recreational participation rates appear to be higher than the national rates with 68% of residents walking, 31% bicycling and 25% bird watching compared with rates of 45%, 20%, and 11% nationally.

According to the following table, (This table will be inserted at a later date with all of the other plan graphics) the fastest growing participation sports include in-line skating (+57.2%), roller hockey (+25.3%), soccer (+21.8%), fitness (+25.5%), and outdoor activities such as canoeing (+31.0%), boating (+27.6%), snorkeling (+21.1%), and hiking (+30.0%).

Conclusion: Non-competitive recreational fitness activities are the most popular throughout the country, and even more so in the western United States. Hockey and soccer are the fastest growing competitive team sports.

Population-based Standards

A table from the *Englewood Recreation Demand and Facilities Analysis* report shows national, population-based standards for various recreational facilities. The table also includes the number of facilities currently provided by the city in each

category, as well as the number of facilities the city would need to meet the national population-based standards.

Conclusion: According to the report, Englewood possesses adequate golf facilities, recreation centers, and indoor swimming pools for a city of 30,000. The city is currently lagging behind in the number of baseball/softball fields, as well as formal regulation fields dedicated to competitive play.

OPEN SPACE FUNDING

Communities are using a variety of mechanisms to obtain funding for the maintenance and acquisition of open space land. Sales taxes, user fees, and developer impact fees are a few of the many ways open space programs can be funded. The City of Englewood does not currently have any open space funding mechanisms in place but is exploring these options for future use.

Potential Englewood Sales Tax Funding

Arapahoe County is considering using the Adams County Open Space Sales Tax Program as a funding model for its own open space program. The City of Englewood may expect to receive approximately \$298,000 in open space funding per year from Arapahoe County.

Conclusion: A proposal for an open space sales tax levy distributed on the basis of local sales tax generation if approved by voters could result in \$298,000 per year for open space funding for the City of Englewood.

Impact Fees

Park and recreation impact fees vary widely in the Denver Metropolitan Area from a low of \$300 per unit (City of Arvada) to a high of \$1,634 per unit (City of Longmont). The City of Englewood does not currently have park and recreation impact fees for new construction.

Fees in lieu of land dedication are also used by many Denver Metropolitan Area cities to offset the impact of new development. The City of Arvada (6%) and the City of Wheat Ridge (5%) utilize a percentage of the land value to determine the fee in lieu of land dedication. The Cities of Lakewood, Littleton, Thornton and Westminster utilize a flat fee ranging from \$505 to \$1,300 in lieu of land dedication.

Conclusion: Impact fees and fees in lieu of land dedication for parks and open space land are used by many Denver Metropolitan Area municipalities to fund park and open space acquisition.

Comment [J10]: Update to include our policy

LAND PRICES

To understand the acquisition costs for parks and opens space recent property sales in the Englewood 80110 and 80113 zip codes were analyzed using Arapahoe County Assessor data. The Arapahoe County Assessor's actual value of industrial, commercial and residential land sold each year was also reviewed.

Market Value of Vacant Land

Industrial vacant land prices vary widely depending on the market variables driving the property sale. Between 1995 and 2000, eleven vacant commercial and industrial properties were sold, ranging in price from \$85,000 per acre to over \$6.9 million per acre. In general, commercial vacant land prices are significantly higher along the Broadway and U.S. 285 corridors and lower along the Federal Boulevard corridor. The value of vacant residential land sales gradually increased over time starting with an average price per acre of \$107,000 in 1996 and increasing to \$196,000 per acre in 2000.

Developed commercial property located along Broadway is typically twice as expensive as commercial property in other areas of Englewood. Prices for developed residential land have remained within a tight range of \$189,000 to \$210,000 per acre.

Conclusion: Broadway and U.S. 285 commercial property is twice as expensive as similar properties located in other parts of the city, while industrial land prices are affected more strongly by factors other than location. Residential land prices have consistently risen over the last five years throughout the city.

BUSINESS AND EMPLOYMENT

Business and economic indicators provide insight into the health of Englewood's business community, revealing trends responsible for shaping the city's current business environment, as well as providing guidance for establishing and achieving the vision of the city's economic future.

EMPLOYMENT AND LABOR

Employment indicators provide information about which sectors of the business community are growing and contracting over time. In addition to gaining an understanding of the companies that are located in Englewood, it is also important to identify characteristics of the labor force that lives in Englewood.

Employment by Sector

The service sector accounts for the largest concentration of jobs in the Englewood economy (33.5%), with health services representing nearly 17% of the city's employment base, significantly higher than the Denver Metropolitan Area average of 6%. Retail trade accounts for 19% of all jobs located within the city compared to 18% for the Denver Metropolitan Area. The city has one of the highest concentrations of manufacturing operations in the metropolitan area, representing 16.5% of the employment base compared to the metropolitan average of 9%.

Conclusion: Englewood's economic strength is found in the health services and manufacturing sectors of the economy.

Longevity of Businesses

The percentage of companies in business for 21 years or more has grown from 13% of all Englewood companies in 1997 to 18% in 2000. In contrast, the percentage of Denver Metropolitan Area companies in business for more than 21 years stood at 11% in 1997, growing to 13% in 2000. The city has a large percentage of mature companies that are creating additional, local-area employment opportunities.

Conclusion: Long-standing businesses in the community are thriving, offering stability to the city's business environment.

Average Wage by Sector

Based on Colorado Department of Labor and Employment ES202 data, the overall average wage in Englewood was \$34,513 compared to the Denver Metropolitan Area average wage of \$41,741 in the third quarter of 2000. Englewood industries with average annual wages above the metro area average include agriculture, retail trade and health services. In contrast, manufacturing wages fall below the metro area average.

Conclusion: Englewood workers enjoy higher wages than the metro average in the retail and health services industry, but lower wages overall, including manufacturing.

Occupational Employment Mix

In 1990, 22% of all Englewood resident workers were employed in clerical occupations. Another 20% of the resident workers were employed in sales occupations. Compared to the State of Colorado occupational employment mix for 1998, the city exceeds state concentrations in the manager/administration, sales, and clerical occupations.

Conclusion: Englewood resident employment is concentrated in clerical, sales, and management/administration job categories.

Median Household Income

Englewood's median household income in 2000 was estimated to be \$39,615, up 56% from the 1990 level of \$25,422. Median household income growth for the Denver Metropolitan Area posted a slightly higher gain of about 60% over the ten-year period, rising from \$33,490 to \$53,632.

Conclusion: Growth in median household income in Englewood tracked closely with both the State of Colorado and the Denver Metropolitan Area rates. However, median household income falls significantly below the figure for the metropolitan area.

Unemployment Rate

Englewood's unemployment has tracked closely with the Denver Metropolitan Area unemployment rate since 1995. The city's unemployment rate reached a high of 3.8% in 1995 and a low of 2.3% in 2000. The city's unemployment rate was also slightly higher than the rate for Arapahoe County.

Conclusion: Englewood's unemployment rate has tracked closely with unemployment rates for Arapahoe County and the Denver Metropolitan Area.

Educational Attainment

In 1990, 80% of Englewood's population had graduated from high school, exceeding the rate for the United States (78%) but falling slightly below the rates for the Denver Metropolitan Area (86%) and the State of Colorado (83%). The percentage of Englewood college graduates was 18%, which was below the national average (21%) as well as percentages for the metro area (31%) and the state (27%).

Conclusion: Educational attainment levels for Englewood residents have historically lagged behind similar figures for the State of Colorado and the Denver Metropolitan Area.

REAL ESTATE

An examination of the real estate market provides information about the size and competitiveness of the Englewood market in comparison to the greater Denver Metropolitan Area market.

Office

Englewood currently has 1.1 million square feet of office space with an extremely low vacancy rate of 0.1%. The city's office market makes up 14% of the 7.7 million square feet of office space in the southwest sub-market and about 1% of the 123 million square feet in the Denver Metropolitan Area office market. Office lease rates in Englewood average \$14.50 per square foot. This rate is significantly lower than the prevailing average lease rates of \$16 to \$21 in the southwest sub-market, and \$18 to \$24 throughout the entire Denver Metropolitan area.

Conclusion: Low vacancy rates for office space in Englewood have resulted from lower lease rates commanded by an aging office building stock.

Industrial

Englewood currently has 8.6 million square feet of industrial space with a vacancy rate of 3% and an average lease rate of \$7 per square foot. The city's industrial market makes up 34% of the 25 million square-foot southwest sub-market and 5% of the 180 million square-foot Denver Metropolitan Area industrial market. The city's industrial vacancy rate is slightly above the southwest sub-market rate of 2.4% but below the Denver Metropolitan Area rate of 5.6%. The average lease rate for industrial space in the city falls in the range of lease rates for the southwest sub-market (\$5.75-\$12.00) and the Denver Metropolitan Area market (\$3.00-\$13.50).

Conclusion: Englewood industrial vacancy rates and lease prices track closely with similar figures for the southwest sub-market, and the Denver Metropolitan Area.

Retail

According to the *Englewood South Broadway Corridor Market Study*, a total of 842,098 square feet of retail space existed within the Englewood primary trade area in mid-2000. The Englewood primary trade area comprises 2% of the metropolitan area retail market. The vacancy rate throughout the metropolitan area is currently 6.5%. The lease rate for retail space throughout the metropolitan area currently averages \$16 per square foot. Vacancy and lease rate information is not available for the Englewood retail market.

Conclusion: The market for retail space cannot adequately be assessed due to the lack of information in terms of vacancy and lease rates for the Englewood retail market.

TAX REVENUE

Total city property, sales, and use taxes are examined as well as tax totals for specific districts along the Broadway corridor. The four districts are defined as the Gateway District, Yale to Eastman; the Downtown District, Eastman to Kenyon; the Cherrelyn District, Kenyon to Chenango; and the Brookridge District, Chenango to the city limits.

Property Tax Revenues

Total Englewood property tax revenue supporting general fund operations has increased 41% between 1997 and 2000, from \$1.5 million to \$2.1 million. The four Broadway districts contribute 8% of the city's total property tax revenues, totaling \$172,000 for the year 2000. The Cherrelyn District contributes the largest amount of property tax revenue, generating \$63,700 in 2000 or 3% of the total city property tax revenues. The Brookridge District generates 2.2% of total property tax revenues while the Gateway District generates 1.6% and the Downtown District contributes 1.2%, respectively.

Conclusion: Property tax revenues, led by the Broadway corridor, have contributed increases to the City of Englewood's general fund.

Sales and Use Tax Revenues

Total Englewood sales and use tax revenues grew 72% from 1995 through 2000. State sales tax revenues grew 50% during this same period, while sales tax generated in the six-county Denver Metropolitan Area grew 58%. Of the four Broadway districts, the Downtown District generated the largest increase

in sales and use tax revenue (40%) between 1995 and 2000. The Gateway, Cherrelyn, and Brookridge Districts experienced sales and use tax revenue increases of 34%, 24%, and 18%, respectively. However, the Broadway districts percentage share of total city sales and use tax receipts fell from 44% in 1996 to 33% in 2000. The loss in total sales and use tax revenue percentage share may be explained by the growth of businesses in other parts of the city, such as the U.S. 285 and Santa Fe Drive corridors.

Conclusion: Sales and use tax collections have recently outpaced similar figures for the Denver Metropolitan Area. Although the Broadway corridor has posted percentage gains in sales and use tax collections, the corridor's overall city-wide receipts has decreased, primarily due to new development at CityCenter.

Fiscal Condition of the City Since 2000

The longest period of economic expansion on record in the United States history came to an end in 2001. The first, second, and third quarters saw economic retraction in the national gross domestic product, signaling an official economic recession. Although gross domestic product began growing again during the fourth quarter, a precipitous decline in the stock markets has translated into substantial loss of personal wealth, as well as mass layoffs in the high technology sector of the economy.

The effects of uncertain economic times have made their presence felt at the local level as well. Englewood has experienced a significant drop in sales tax revenue, which has forced the City to make across-the-board budget cuts. Englewood's budget problems are compounded by the defaulted Urban Renewal Authority Districts that were established in the 1980's for much of the central business district. The last of these districts is scheduled to expire in 2010.

Conclusion: As the national economic picture slowly improves over the long-term, the City of Englewood's difficult fiscal situation will lessen. It is important that the City of Englewood continues to actively plan now so that the City will be ready to seize opportunities to solidify its long-term fiscal condition when the economy fully recovers.

TRANSPORTATION

Englewood's transportation infrastructure include roadways shared by motorized vehicles, public bus service, and bicycles;

light rail transit; and off-street trails, paths, and sidewalks dedicated to the exclusive use of bicyclists and pedestrians. Ensuring mobility while mitigating the adverse effects arising from the transportation system is a difficult balancing act that presents many challenges to the community.

New Street Classification System

The City of Englewood adopted an official street classification system in 1985 that has been continuously used up to the present time. A number of changes have been made to the official street classification system as a result of the transportation study conducted as a part of the comprehensive planning process.

North-south arterials serving Englewood include from west to east, Federal Boulevard, Santa Fe Drive (U.S. Highway 85), Broadway, and University Boulevard. East-west arterials serving the city include from north to south Evans Avenue, Hampden/Jefferson Avenues (U.S. Highway 285), and Belleview Avenue. No changes have been made to the 1985 arterial street system designations.

Lowell, Logan, and Downing Streets, have been classified as north-south major collector streets. East-west major collectors include from north to south, Dartmouth, Old Hampden Avenue between Broadway and U.S. 285, Oxford and Quincy Avenues between Broadway and Santa Fe Drive, and Union Avenue from Santa Fe Drive to the entrance to Centennial Park, respectively. Union and Quincy Avenues, and Lowell and Downing Streets are new additions to the major collector street grouping.

A number of changes have been made to the 1985 minor collector street system. North-south running Fox Street between U.S. 285 and Belleview Avenues and east-west running Tufts Avenue between Broadway and Windermere Street have been reclassified as local streets due to low traffic volumes and frequently required stops. Windermere and Navajo Street have been reconfigured to act as a single minor collector street extending from Belleview to Kenyon Avenue. The new Inca Street, serving the new Englewood Civic Center on the former site of the Cinderella City Mall, connects U.S. 285 and Dartmouth Avenues and continues south to Jason Street and on to Kenyon Avenue. Floyd Avenue has also been extended from Elati Street to the new Inca Street.

Future changes to the City of Englewood Street Classification System include adding new minor collector streets to the system to serve areas that have changed since 1985, are currently redeveloping or are expected to do so. An extension of the new Inca Street collector is envisioned to continue north of Dartmouth Avenue and eventually merge into Elati Street and connect to Yale Avenue at the city's northern edge to serve the redeveloping General Iron Works Site. New streets may be developed along the South Platte River Corridor in order to offer better recreational access to the river, as well as improve access to industrial properties in the area.

Conclusion: Changes to the transportation system occurring between 1985 and the present and anticipated future changes have required the City of Englewood to re-evaluate street classification designations, and make appropriate changes based on current conditions and current and future traffic volumes.

Traffic Volumes

In 1990, annual average daily traffic volumes (AADT) for portions of certain arterials and collectors running through Englewood were already greater than the maximum capacity volume level for those particular roads. Arterials with AADT volumes greater than capacity volume included Broadway, U.S. 285, and Santa Fe Drive. AADT volume for Downing Street, a minor collector, was also greater than the maximum capacity volume for that street. Although no major collectors had AADT volumes that were greater than maximum capacity volumes, Logan Street and Dartmouth Avenues were nevertheless severely congested.

By the year 2000, yearly increases in AADT volumes had resulted in an expanded list of roadways at or over capacity. In addition to Downing Street, minor collectors above maximum capacity included Windermere and Lowell Streets. Although Logan and Dartmouth Streets had become more severely congested during the 1990's, future capacity increases were still possible. Additionally, Oxford Avenue had also become severely congested.

Conclusion: Santa Fe Drive, U.S. 285, and Broadway all had traffic volumes that were over the designed capacity levels for the roadways in 1990. Traffic volumes have continued to increase, resulting in an expansion of the rush hour time frame. Traffic volumes have also increased on collector streets, resulting in severe rush hour congestion.

Traffic Speed and Crash Data

A large amount of traffic speed data has been collected for collector and residential streets within the City of Englewood between 1995 and the present. Speed data is normally analyzed using the 85th percentile speed as a benchmark to determine the speed at which 85% of drivers feel comfortable driving on a particular roadway.

Collector and residential streets with more than one occurrence of 85th percentile speeds of 35 miles per hour include Franklin, Dartmouth, Oxford, Logan, Clarkson, Prentice, and Union. Streets with one occurrence include Zuni, Delaware, Huron, and Windermere.

Crash data indicates that arterial intersections primarily serving adjacent commercial land uses are the most dangerous in the city. Intersections with the highest number of crashes tend to be clustered along Broadway in the vicinity of downtown between Dartmouth and Kenyon Avenues, and US 285, between Clarkson Street and Santa Fe Drive, serving the CityCenter area. The worst of these intersections are Dartmouth/Broadway, US 285/Broadway, Kenyon/Broadway, US 285/Elati, US285/Logan, and US 285/Clarkson.

There are three intersections outside of these areas that are also areas of concern in terms of traffic safety. The Santa Fe and Dartmouth intersection is the worst in the city for crashes, with 234 crashes occurring there over a three-year period. The Belleview/Broadway and Union/Santa Fe intersections are the other two locations with an inordinate number of crashes.

Conclusion: Traffic speed data indicates that a number of collector streets currently experience an 85th percentile speed of 35 miles per hour. Crash data indicates that the most dangerous intersections in the City are typically found along the Broadway and US 285 corridors.

Transit System

The public transit system has become a more vital piece of the regional transportation picture with the opening of the Southwest Light Rail Transit (LRT) Line. The Southwest LRT Line runs along the Santa Fe Drive corridor. The line originates at Mineral Avenue in the City of Littleton, travels through Englewood and Denver, and eventually reaches the Denver Central Business District. Two LRT stations currently serve

Englewood: Oxford Station and Englewood Station at CityCenter Englewood. A third station is envisioned to serve the General Iron Works redevelopment area at Bates Avenue.

A number of feeder bus routes were readjusted in order to connect with LRT stations. Englewood Station is served by South Broadway (0), South Downing (12), Yale Crosstown (27), Hampden Crosstown (35), Sheridan Crosstown (51), and Pine Junction/Conifer/DTC Regional (U). Oxford Station is served by Sheridan Crosstown (51). Additional routes that serve peripheral areas of the city include Fort Logan (36) and (36L) (Lowell Street), Riverbend (29) (Federal Boulevard), Evans Crosstown (21), and University Crosstown (24).

RTD route schedules including information on days and times of service were used to make comparisons between route segments serving the Englewood and Oxford LRT Stations. Routes without weekend service include Hampden Crosstown (35), and Sheridan Crosstown (51) (service does not run to Englewood Station on Sunday). Routes with headways exceeding the thirty and sixty minute thresholds include Hampden Crosstown (35), Yale Crosstown (27), South Downing (12), and the segment of South Broadway between Highlands Ranch and Englewood Station.

In addition to looking at frequency of service, accessibility to transit service is also important. A bus route or transit station can be defined as accessible to homes located within as little as one quarter to as much as one half mile of the bus route or transit station. The only section of Englewood that does not meet the half-mile standard is a small portion of the city located west of Huron Street and south of Stanford Avenue. Using the quarter mile standard, additional areas of the city, such as the area east of Logan Street and south of Mansfield Avenue, are relatively inaccessible to walk-able transit access. Extending existing routes to these areas offers a potential solution.

Additional improvements to the transit system that would benefit Englewood citizens include a route system that improves direct accessibility to a LRT Station, and CityCenter Englewood. The City of Englewood is actively pursuing a shuttle route that would link the Englewood LRT Station at CityCenter Englewood with the Downtown Broadway district and Swedish Medical Center. A shuttle route would effectively link a major employment center to nearby commercial and civic areas, as well as mass transit.

Conclusion: Englewood enjoys excellent transit service. Minor improvements to designated routes and frequency of service will improve access for Englewood citizens.

Bicycle and Pedestrian Systems

Englewood's Bicycle Route and Trail System Plan was established in the early 1980's. Off-street trails included the Little Dry Creek and Big Dry Creek Trails, which were envisioned connecting to the South Platte River Trail, and the NW and SW Greenbelt Trails. An off-street bicycle route system was also designated with signage.

Missing sections of the bicycle trail system include a section of the Little Dry Creek Trail from Little Dry Creek Plaza to Elati Street and Englewood Parkway, and a two-block segment linking the NW Greenbelt Trail with the South Platte River Trail, within the city limits of Denver. Other trail opportunities include the extension of the Big Dry Creek Trail east of Broadway to the Englewood-Littleton border, and a trail connecting the General Iron Works site to CityCenter Englewood via the Little Dry Creek Trail.

The City of Englewood also recognizes the need to update the off-street bicycle trail system with additional routes, improved signage, and bicycle signal detector loops. Additional needs include bicycle parking racks and associated infrastructure in commercial areas and adjacent to LRT stations.

Englewood offers a reasonably good system of pedestrian infrastructure and connections through a system of sidewalks that compliment the predominant grid pattern of streets found in the city. However, major arterial roadways present unattractive barriers to pedestrian traffic. A number of connections to CityCenter Englewood across U.S. 285 and Santa Fe Drive are envisioned.

The City of Englewood will continue its program of filling in missing sidewalk segments. Other potential sidewalk improvement opportunities include widening sidewalks, and providing pedestrian amenities such as medians, lighting, benches, landscape planters, bus shelters, and garbage receptacles.

Conclusion: The City of Englewood is committed to a quality of life transportation philosophy that emphasizes the development of a comprehensive bicycle and pedestrian system.

ENVIRONMENTAL QUALITY

Environmental quality issues are usually regional in scope. However, improving environmental quality also depends on actions at the local level. The City of Englewood acknowledges and accepts its role as a participant in solutions to regional environmental quality problems.

Air Quality

Over the years, the Denver Metropolitan Area frequently violated standards for carbon monoxide, ozone, and particulates. In order to effectively deal with the problems associated with the region's poor air quality, the Regional Air Quality Council (RAQC) was established in order to develop plans for air pollution mitigation measures to bring the metro area into compliance with federal air quality standards. The efforts of the RAQC have been quite successful, as the metro area has not violated federal air quality standards since 1995.

The following chart shows the air quality benefits of the Regional Air Quality Council's recommended measures for reducing air pollution over the next twenty years. The chart indicates that current programs that include public education have been effective in reducing discharge levels for a number of pollutants. Although the largest reductions in future pollutant discharges are projected to result from strategies designed to reduce emissions from power plants and automobiles, efforts to reduce air pollution at the local level will continue to play an important part in minimizing the effects of urban growth on regional air quality.

Conclusion: The region's air quality has greatly improved since 1990. Local efforts to reduce air pollution are critical in maintaining the region's current level of air quality in the face of growth in population and vehicle miles traveled.

Water Quality and Conservation

Englewood's drinking water is drawn from senior water rights on the South Platte River as well as Bear Creek. Water is a precious resource in semi-arid Colorado, and water resource conservation and water quality are important issues for the region.

The City of Englewood holds senior water rights to a total of 14,488 acre-feet of water per year. The City also holds junior water rights to approximately 13,850 acre-feet of water per year. In normal precipitation years, city residents consume 8,500 acre-feet of water each year. The City of Englewood's senior water rights are sufficient to support a total population of 50,000. At current, average consumption levels, a population of 50,000 would consume 13,281 acre-feet of water per year. The City of Englewood's excess water resources allow the City to sell some of the surplus water. In the past, the City of Englewood has agreed to sell a minimum of 1,500 acre-feet to the Centennial Water and Sanitation District. The City is currently working on an agreement with Centennial to sell all of its surplus water in a given year. The average transfer is expected to fall between 1,800 and 2,800 acre-feet per year.

Englewood residents have often complained about noticeable tastes and odors emanating from the city's tap water. The City of Englewood Utilities Department is committed to improving water quality. The Utilities Department recently installed a new system that absorbs compounds responsible for the tastes and odors that are most noticeable during low river flows.

The City of Englewood is committed to water conservation. The Utilities Department is currently engaged in a program to replace all non-metered water accounts with metered accounts by the year 2009, in accordance with Colorado State Statutes. Non-metered accounts charge customers with flat rates for water, while metered accounts charge according to the amount of water used. Metered accounts will provide an incentive to conserve water. The Utilities Department also engages in water conservation education through the City's website. The department currently publishes a voluntary watering schedule, allowing landscape watering to occur every third day. Englewood residents responded to the drought conditions that occurred in 2002 by decreasing water usage by twenty percent, avoiding the need for mandatory watering restrictions.

Conclusion: Conservation programs and the voluntary efforts of Englewood citizens have resulted in a twenty percent reduction in water usage during the recent drought. A combination of senior water rights, adequate supply facilities, and conservation management ensures that Englewood will enjoy a sufficient supply of water resources for the future.

Wastewater

Pipelines maintained by the City of Englewood Utilities Department transport Englewood wastewater to the Littleton/Englewood Wastewater Treatment Plant (LEWWTP). The wastewater collection system is capable of serving a total population of 50,000, with minor, site-specific modifications.

The Littleton/Englewood Wastewater Treatment Plant is a regional facility, which consolidated the wastewater treatment operations for the City of Englewood and the City of Littleton. In addition to the sponsoring cities, the plant also serves 23 connector districts in the South Denver Metropolitan Area. The plant service area generally stretches from Ken Caryl Ranch in Jefferson County on the west to I-25 on the east, and south from Englewood to the Douglas County Line, with a notable extension into Douglas County along the I-25 corridor. The plant is designed to handle a capacity of 36.3 million gallons of wastewater per day. Currently, the plant treats 27 million gallons of wastewater per day, serving over 250,000 customers. The plant site can accommodate a maximum plant expansion capacity of 60 million gallons per day, serving a population of 480,000.

The LEWWTP developed a long-range facilities plan in 1989. Phase 1a improvements were designed to rehabilitate equipment, phase out operation of the pre-existing Englewood plant, convert secondary treatment processes, and add ammonia removal systems. Phase 1b improvements were designed to maintain the current capacity requirements of the wastewater treatment plant. Phase 2 and 3 will study the future wastewater needs of the wastewater treatment system and the South Denver Metropolitan Area community, and make recommendations for future capacity expansion.

The LEWWTP has partnered with Colorado State University in the development of a bio-solids research program. Bio-solids are nutrient-rich organic materials resulting from the treatment of wastewater that can be potentially used as a fertilizing soil enhancement for croplands. Currently, there are three separate research projects located in rural areas of eastern Colorado. The goal of the program is to provide a long-term program to ensure an environmentally safe and cost efficient method of domestic bio-solids utilization. The Littleton/Englewood Wastewater Treatment Plant has purchased a total of 7,040 acres of farmland on two separate sites for Bio-solids application. The Bio-solids farmland is expected to meet the

needs of the program beyond the year 2015, at which time additional farmland may be purchased.

The LEWWTP conducts many programs designed to regulate pollutants that are difficult to handle and treat effectively through the wastewater treatment system, as well as pollutants produced through a large number of industrial processes. The plant operates an oil and grease inspection program that requires restaurants to install grease traps to prevent clogging of utility equipment. The plant has developed a silver reduction program for enterprises that utilize silver in commercial processes. The plant also hosts a mercury drop-off site for items that contain small amounts of mercury. Finally, the plant is also involved in inspections and the issuing of permits for a large variety of industrial processes that produce significant amounts of pollutants discharged into the wastewater treatment system. The plant's Industrial Pretreatment Division currently oversees 29 Wastewater Contribution permits.

Conclusion: The Littleton/Englewood Wastewater Treatment Plant has made a number of investments in the wastewater treatment system, which has resulted in an excellent operational record. Long-term needs assessment will allow the plant to plan for the region's future wastewater needs.

Brownfields

The City of Englewood has taken a leadership role in developing brownfield remediation and revitalization programs. Over time, a large number of properties situated in the South Platte River/Santa Fe Drive corridor have been degraded by environmental contamination from industrial and commercial operations, which hinder the productive use of these properties. A 1999 pilot study entitled *Review of Known Environmental Conditions for the South Santa Fe Drive Corridor* revealed 30 instances of adverse environmental conditions located on a total of 23 separate properties. Soil contamination was found to be pervasive throughout the corridor. Leaking above- and below-ground storage tanks for petroleum-based products compromises soil and groundwater. Finally, there are a number of chlorinated solvent plumes that flow in a variety of directions away from the corridor.

In 1997, the City began a program for brownfield remediation and revitalization efforts using grants from the Environmental Protection Agency. Funds were used to conduct site assessments for three high profile projects, which included the

General Iron Works site, Centennial Park expansion areas, and the Thomas Plating site. Voluntary Cleanup Plans were developed for General Iron Works and Centennial Park. Additional funds were set-aside for a Brownfields Revolving Loan Fund (BRLF), which offers low interest loans for environmental cleanup of contaminated properties. Recipient properties included Keogh and Company, Navajo Enterprises, and Thomas Plating. The BRLF program resulted in the retention of 90 positions and the addition of 97 new jobs.

Conclusion: The South Platte River/Santa Fe Drive corridor suffers from the existence of a number of brownfield properties. The City of Englewood recognizes the importance of restoring brownfield properties to productive use as viable commercial, residential, or open space lands.

Keep Englewood Beautiful

The Keep Englewood Beautiful Commission (KEB) conducts the majority of the Englewood's grass roots efforts toward the improvement of environmental quality. Patterned after and closely aligned with the national Keep America Beautiful non-profit organization, KEB sponsors a number of events annually that deal with specific environmental quality issues.

Programs offered by KEB include the Household Materials Round-up, Leaf and Tire Drop-off, Good Neighbor Days (trash), the South Platte River Clean-up, and the Photometric Litter Index. The Household Material Round-up attracts 200 to 250 vehicles disposing nearly 900 gallons of hazardous wastes each year. The annual Leaf and Tire campaign began in 1993 and has collected a total of 6,620 cubic yards of leaves, and 1,277 tires from 2,172 participants. Good Neighbor Days provides Englewood residents with an opportunity to dispose of oversized and unwanted trash at a reduced rate, with an average annual participation rate of 105 households. The multi-jurisdictional South Platte River Cleanup project focuses on cleaning up a twenty-five mile stretch of the South Platte River. The Photometric Index, sponsored by the national Keep America Beautiful organization, involves random sampling of litter as a way to measure the effectiveness of anti-littering campaigns, and has shown a decrease in the amount of litter for 2001 and 2002.

Additionally, KEB sponsors many educational and promotional events and activities. KEB has been involved in the promotion of Arbor Day, and also sponsors the annual Holiday Lighting

event that encourages and showcases individual efforts to creatively illuminate Englewood residences. KEB also sponsors citizen volunteer efforts such as Adopt-a-Garden. Finally, KEB conducts research on community environmental issues, and develops educational campaigns on such issues as recycling.

Conclusion: The work of the Keep Englewood Beautiful Commission is critical to local grass roots efforts to improve environmental quality on both the local and regional level.

CULTURAL ARTS

Cultural arts are becoming ever more important to community quality of life. The presence of an outstanding arts community and civic arts program makes a huge difference in the livability of a community.

Scientific and Cultural Facilities District

Cultural arts and institutions have historically enjoyed strong public support both across the State of Colorado, and in the Denver Metropolitan Area. From this support, a number of cultural attractions and institutions were created, including the City of Denver's Art Museum, Botanical Gardens, City Zoo, and Museum of Nature and Science; the City of Boulder's Chautauqua Park; and Central City's Opera House, plus many others. In 1982, in the face of severe economic hardships, the Colorado State Legislature voted to end direct financial support for a number of regional, cultural institutions. In 1988, the voters of the six-county Denver Metropolitan Area made a collective decision to establish an additional sales tax to exclusively support not only regional cultural institutions, but also cultural institutions and activities at the local level as well. This cultural taxing authority is known as the Scientific and Cultural Facilities District (SCFD). As a number of suburban communities have begun to mature, cultural arts in these cities have been institutionalized into the very fabric of the community.

The City of Englewood is a tier III organization within the funding structure of the SCFD. The City has applied for and received funding for a number of high profile cultural arts activities and performances. The City received a total of \$23,600 for the Englewood Funfest, Sounds of Summer Concert Series, and the Summer Drama Program for the year 2000.

Conclusion: Englewood has benefited from participation in the SCFD funding formula for financial support of cultural arts at the local level.

City of Englewood Cultural Arts Organizations

Both private and public organizations and groups play a role in the development of cultural arts in Englewood. Public organizations include the City of Englewood's Cultural Arts Commission, and its sponsor, the City of Englewood Parks and Recreation Department. Private cultural arts organizations active in the city include the Museum of Outdoor Arts, the David Taylor Dance Studio, and the Englewood Cultural Arts Center Facility Association.

The Cultural Arts Commission works to bring quality cultural arts performances, activities, and displays to Englewood. In 1998, the Englewood City Council approved resolution 42, which makes 1% of yearly project funds available for cultural arts projects. The Parks and Recreation Department also offers a wide range of educational and recreational arts activities for youth, adults, and elderly groups at both the Englewood Recreation Center, and the Malley Senior Center.

The City of Englewood maintains a close relationship with private arts organizations in the community. The City invited the Museum of Outdoor Arts and the David Taylor Dance Studio to occupy a prominent space in the City's new Englewood Civic Center.

The Englewood Cultural Arts Center Association is a non-profit organization made up of prominent members of the cultural arts community in Englewood and the South Denver Metropolitan Region. The goal of the organization is to develop a regional cultural arts institution focused around a signature, cultural arts center facility. The group has conducted preliminary planning efforts such as marketing, financial studies, conceptual facility plans, and the identification of potential site locations. The next steps in the development of a regional cultural arts center facility include site selection, property acquisition, formal architectural plans, and fundraising efforts.

The Englewood Cultural Arts Association has been involved in sponsoring a number of cultural arts activities as well. These activities have included a number of concert performances and dance events, hands-on educational workshops, art shows, and food tasting events.

Conclusion: The City of Englewood is committed to bringing quality cultural arts experiences to the citizens of Englewood, and the South Denver Metropolitan Area. The City is interested in working with the Englewood Cultural Arts Center Association in order to realize the goal of developing a regional cultural arts institution and cultural arts center facility.

Market Area Analysis for an Englewood Cultural Arts Center

The Englewood Cultural Arts Center Association, with the assistance of the Englewood City Council, commissioned a study through BBC Research and Consulting in the Fall of 2000 to determine whether the potential market for an Englewood cultural arts center would be strong enough to help support the facility. The study used the market for the Arvada Center for the Arts and Humanities, a similar sized facility in the Denver Metropolitan Area, as a direct comparison for the potential Englewood market. The study projected the size of a potential Englewood market, and compared this market with the Arvada Center market in terms of total population, population over age 40, total households, median household income, and educational attainment.

Using data collected by the Arvada Center to determine primary and secondary market size, the primary market area for the potential Englewood market includes Southern Jefferson County, South Denver, Southwestern Arapahoe County, and northern Douglas County, with the secondary market expanding to encompass the entire southern half of the Denver Metropolitan Area. These areas have historically shown high rates of attendance at cultural events throughout the metro area.

The combined primary and secondary Englewood markets include a total population of 1.4 million, compared with 1.6 million for the Arvada Center market. The Englewood primary market (794,054) is larger than the Arvada Center primary market (710,192). The Englewood primary market is expected to experience a rapid growth rate of 20% over the next ten years. Similar rates of growth are expected in terms of households. By 2009, the Englewood primary market is projected to have 40% more households than the Arvada Center primary market.

Cultural arts attendance is highest for people over age 40. The population over age 40 is higher for the potential Englewood

primary market (319,343) than the Arvada Center primary market (279,113). By 2009, the population over age 40 is expected to be 50% larger than the same figure for the Arvada Center.

Increasing household incomes are also associated with higher cultural arts attendance rates. The Englewood primary market enjoys a significantly higher median household income (\$52,854) than the Arvada Center market (\$47,124). Furthermore, the difference between the two primary market area figures for median household income is expected to widen over the next ten years.

Finally, educational attainment is also a good indicator of cultural arts attendance rates. Individuals with post-secondary education are more likely to attend cultural arts performances. The population residing in the Englewood primary market having obtained a college degree equals 40% as opposed to a 36% figure for the Arvada Center primary market.

Conclusion: The market area analysis for a regional Englewood Cultural Arts Facility suggests that the Englewood primary and secondary markets compare favorably with the existing markets of the highly successful Arvada Center.

SECTION 3

COMPREHENSIVE PLAN VISION AND GOALS - COMMON THEMES

INTRODUCTION

Community assets present opportunities that Englewood can improve upon and use in efforts to increase new private investments in the community. Community deficiencies present challenges to the community that require strong determination and a willingness to take risks, in order to guarantee successful change, and a better quality of life for Englewood citizens. Such opportunities and challenges also require imagination, the ability to see beyond what is, to what could be. The ability to see into the future is far from perfect, but signs of tomorrow can often be found in the present, sometimes in neighboring communities, sometimes in other regions, in cities large and small.

The purpose of this section is to imagine a vision of the future for the Englewood. The vision for the City must be grand enough to inspire the community, yet be rooted in the reality of the place, time, and conditions that exist today. The famous quote of Daniel Burnham, author of the Plan of Chicago, and father of modern planning, speaks to the need for a vision that is large enough to provide the necessary inspiration for accomplishing great things: "Make no little plans. They have no magic to strike man's blood and probably will themselves not be realized."

THE VISION FOR ENGLEWOOD

During the last ~~three~~-four decades, Englewood began a long journey that would profoundly change the City from what it had formerly been defined by, and give rise to a potentially different, yet brighter future. By the start of the 1970's, Englewood was no longer a new suburb at the outskirts of a large central city. New suburban areas had sprung up further south, drawing interest and investment. Older, first-ring cities, including Englewood, were often overlooked in terms of new investment or interest as a place to live, and the Englewood was no exception. Many commercial investments began to decline, including the Cinderella City Regional Mall, while other

commercial areas saw changes in mix and types of businesses. ~~Small pockets of residential areas began to suffer as well.~~

Today, Englewood stands at the threshold of a great journey. After years of enduring socio-economic trends that worked to the city's disadvantage, a number of profound changes in American society have begun to occur that favor Englewood. Many of these trends became evident during the 1990's within the City and County of Denver. A great awakening of interest in the central city led to a renaissance for the City of Denver. Individuals, couples, and families began to rediscover the advantages of living close to major employment centers, shopping, and cultural attractions located in the central city, yet avoiding the growing transportation crunch that began to affect the rapidly growing metropolis. ~~Many long-suffering Denver neighborhoods were transformed by new commercial investments that followed the new urbanites.~~

Comment [J11]: Discuss impact of recession

At the same time, the advent of the Denver Metropolitan Region's first high-speed light rail transit line changed the development prospects and potential for Englewood overnight. The Southwest Light Rail Transit (LRT) Line runs along the entire length of the city, and passes directly adjacent to the areas of the city that had ~~suffered most heavily from lack of investment and decay.~~ The success of the Southwest LRT Line has reawakened interest in the community among potential future residents, businesses, and developers.

Comment [J12]: traditionally been industrial. This corridor is now being redeveloped

~~The demise of the Cinderella City Regional Mall illustrated the fate of the overall community. The death of the mall brought much hardship to the city and spelled the end of an era, yet presented the opportunity to turn the city around, in order to begin its rebirth, and a long ascent toward a grand future. The city took its first steps toward that future with the development of CityCenter Englewood, a forward looking, mixed use, transit-oriented development.~~

CITYCENTER ENGLEWOOD: FORERUNNER OF ENGLEWOOD'S FUTURE

~~The city's journey into the future began a few short years ago in the passing of an era and the subsequent struggle to find the city's future. Finding that future was not easy. It is often difficult to imagine a new vision for a place that we have personally known for so long. Early ideas for the rebirth of the former Cinderella City Regional Mall site involved a continuation of a~~

single-purpose retail use, but in a form that reflected present day retailing trends. However, a number of city leaders dared to dream and demand more for the site. These visionaries could foresee the opportunity associated with the coming of the Southwest LRT Line, as well as the prospect of turning a key structure of the former site into a new asset for the city. They believed the redeveloped site should not resemble a typical single-use retail development found in every American city, but instead should be something unique. The city's leadership dreamed of a full-service, mixed-use center that would generate activity both day and night. They looked to create a sense of place, a place where people wanted to be, and a place that was alive with activity.

The eventual concept for the site called for a mixed-use development that would take advantage of the opportunity afforded by the adjacent light rail investment. This idea had been utilized in a number of American cities with heavy investments in mass transit, but was completely new for the Denver Metropolitan Area. The entire metro area watched the pioneering effort closely. The concept included multi-family housing, office space, a transitional commercial streetscape, civic uses, and a public piazza that would serve as a public gathering and performance space.

Today, CityCenter Englewood is complete. The multi-family housing has filled up. A diverse collection of small restaurants and retailers has set up shop along Englewood Parkway. The large retail stores are enjoying large numbers of shoppers. Every day, the project seems to attract a few more people than the day before, increasing the liveliness of the place.

GENERAL IRON WORKS: THE NEXT STEP TOWARDS THE FUTURE

The energy of CityCenter Englewood has begun to spill out into other areas of the city. The old General Iron Works site located in north Englewood is currently being cleaned up for a future light rail maintenance facility, a new light rail station, and a mixed-use, transit-oriented village. The success of the General Iron Works project will demonstrate the desirability of Englewood as a place to live, work, and play. The project will serve as a catalyst for redevelopment to occur in areas directly adjacent to LRT stations.

~~The success of the General Iron Works project represents the next step in the renaissance the City is now experiencing, which began with CityCenter Englewood. However, the story does not end there. The CityCenter Englewood and General Iron Works projects are precursors of opportunities for additional redevelopment projects throughout the City. In general, these opportunities will be near the Oxford LRT Station, in areas immediately adjacent to CityCenter Englewood, and along the Broadway Corridor.~~

FUTURE HORIZONS FOR REDEVELOPMENT

Comment [J13]: Add paragraph about future of General Iron

Oxford LRT Station

Comment [J14]: Add comments about high density residential

The prospects for development in the areas around the Oxford LRT Station are promising. Land uses and properties that have been stagnant or in decline for a number of years may give way to vibrant new commercial uses attracted to the area due to the proximity of a light rail transit station and the presence of the Englewood Recreation Center and Englewood Golf Course.

CityCenter Englewood Area

The success of the CityCenter Englewood project has created the potential for similar changes in areas immediately adjacent to the development. These areas include the district east of CityCenter Englewood from Elati Street to Broadway, the district immediately south of CityCenter Englewood from U.S. 285 to Kenyon Avenue, and the district west of CityCenter Englewood from Santa Fe Drive to the South Platte River. Single land use and automobile-oriented highway developments that offer little more than the service of basic functions, may give way to a development pattern similar to the mixed-use type found in CityCenter Englewood.

Future projects in these areas will likely include higher-density residential, office, retail, and other employment uses that will reinforce the pattern set at CityCenter Englewood and bring new residents, employees, and businesses to the city. Of the three districts, the district located east of CityCenter Englewood ranks as the City of Englewood's highest priority due to its strategic location between CityCenter Englewood and downtown Broadway and corresponding potential to strengthen both of these commercial areas. The City of Englewood would especially like to encourage the inclusion of restaurant, cultural, and entertainment uses in redevelopment projects for this district.

Broadway Corridor

The Broadway corridor presents new opportunities for growth and development for the city. The corridor is composed of several distinct character districts. Strategies to enhance character in these districts will create strong business areas and strong adjacent neighborhoods. Opportunities exist for both revitalization of existing buildings, and for new buildings and businesses that will replace under-used, under-valued and/or obsolete uses and structures. Recent, positive redevelopment examples include the restoration of ~~the Gothic Theatre and an infill building with first floor office, and second floor residential uses.~~ The style of the new building blends well with its older neighbors. Many other structures along Broadway have benefited from City of Englewood programs to enhance the appearance of the building facades.

Comment [J15]: Add BIDs improvements, paseo improvement

Comment [J16]: Add gateway building as 1st LEEDS buiding

The vision for downtown Broadway consists of a walk-able, attractive destination, with a historical connection to Englewood's past, retaining the ambiance and character of small town Englewood. Downtown Broadway will continue efforts to attract customers looking for a unique, specialized product or service with a special human touch that cannot be duplicated in a standard mall or big-box retail setting. The development of additional entertainment, cultural, and eating establishments will add value to the mix of specialized boutiques, clothing, and furniture stores. Small offices and multi-family housing will complete the mix of downtown uses, contributing to a vibrant new nightlife, and a strong destination-shopping district. Other sections of the Broadway corridor will see a transitioning to businesses that provide quality goods and services, generating sales tax revenue for the City of Englewood, and employment opportunities and shopping amenities for Englewood citizens.

Neighborhood Shopping Centers

The City of Englewood also envisions the revitalization of neighborhood shopping centers throughout the city. Examples of neighborhood shopping centers in Englewood include Centennial Shopping Center located at Belleview Avenue and Federal Boulevard, ~~and the Shops at Hampden Avenue and Logan Street.~~ The City endeavors to study current conditions found at the city's various neighborhood shopping centers in order to identify opportunities for cosmetic upgrades, improved retail mix, fiscal enhancements, and center expansion. The City will work with shopping center owners to make revitalization efforts feasible.

Comment [J17]: Add Brookridge, Kent Place, and maybe Market Place and Hobby Lobby. Add retail study implications

Swedish and Craig Medical Centers

The area surrounding the Swedish and Craig Medical Centers also presents opportunities for the city. Areas with high redevelopment potential include the district south of the medical complex from Old Hampden Avenue to U.S. 285, ~~the area west of the medical complex from Logan Street to Broadway,~~ and properties currently controlled by Swedish and Craig Medical Centers. The City of Englewood will work together with both Swedish and Craig Medical Centers to develop plans for new improvements to the medical facilities, as well as for the mix of housing and services surrounding the area. The City encourages new ~~bio~~-medical related businesses that will benefit from a location near the two hospitals. The City also sees a potential for additional businesses that will provide goods and services to hospital employees, patients, and visitors.

Industrial Areas

Englewood's industrial areas also present challenges and opportunities for the city. The city's industrial areas provide an important niche within the community and region, providing the bulk of industrial sites and industrial employment for the South Denver Metropolitan Area. ~~Unfortunately, much of the city's industrial stock is aging and does not conform to current standards for industrial developments.~~ The City of Englewood will use a combination of rehabilitation and redevelopment tools to bring new life to industrial areas, including new businesses, and additional employment.

Comment [J18]: Add national trend of revitalization of industrial corridors and that is happening for us now

Residential Areas: Areas of Stability

The city's residential areas will also see positive changes in the years to come. Many of the city's existing residential areas are stable, well-maintained neighborhoods with a strong sense of ownership and community pride. These neighborhoods will continue to enjoy stability. Changes in these areas will be primarily driven by private decisions to add a second floor to an existing house, or additional rooms on the ground floor. The City of Englewood will continue to support residential home improvements through various low-interest loan and grant programs. Other improvements may come from public expenditures for street surfacing, sidewalks, and landscaping improvements. The City will continue to take an active role in promoting these neighborhoods to first time homebuyers and young families in order to strengthen single-family areas through increased owner occupancy. The combination of programs to promote home ownership and home expansions will help the City to attract and retain young families. Attraction and

retention of young families is the key to maintaining the viability of neighborhood schools.

Residential Areas: Areas of Change

~~Residential areas that have not fared as well over the years in terms of property maintenance will require the development of comprehensive neighborhood revitalization and redevelopment plans. These plans will target more~~The City hopes to increase substantial investments in housing rehabilitation as well as new neighborhood housing. The creation of a new Unified Development Code will give owners, developers, contractors, and planners' greater predictability in designing residential plans.

Englewood citizens feel strongly about the character of their existing neighborhoods. It is important that new residential investments and housing rehabs are designed to be compatible and consistent with surrounding residential neighborhoods. Residential designs should reflect the existing character of the neighborhood. Design features that enhance Englewood's residential character include front porches, garages located in the rear, and walk-able pedestrian ways.

Parks and Open Space: South Platte River

The City of Englewood is poised to move forward with visionary plans to restore lands adjacent to the South Platte River in order to increase the amount of regional open space and trail connections. The South Platte River corridor provides a number of opportunities for the development of amenities such as additional trails, wildlife viewing areas, and active recreational parks. Other lands along the corridor will benefit from a restored river habitat and may attract new office, employment, and residential developments to this corridor. The city's entire inventory of parks and open space will be tied together through the use of connecting commuter and recreational trails wherever possible.

Comment [J19]: South Platte Working Group and accomplishments

Parks and Open Space: Recreation

Improvements to the city's active recreation fields and facilities are planned for the near future. The city ~~will have~~has a full-scale, state of the art aquatic center, including a lap pool, leisure pool, beach area, water slides, diving boards, and a lazy river with an adventure channel. ~~An expanded recreation center will include a larger weight and fitness area, a new physical therapy room, a new aerobics room, new family locker facilities, additions to the pool area in order to accommodate parties, and a new youth center.~~ An expanded Malley Senior Center ~~will~~

Comment [J20]: Did this happen? Any new plans?

includes a small gymnasium, a weight and fitness room, a computer lab, additions to the arts and crafts area, and additional classroom and office space.

Transportation

The City of Englewood is committed to a transportation vision built upon better transportation opportunities and choices, lessening the adverse impacts associated with the transportation system, enhancing the relationships between land use and the transportation system, and the promotion of an attractive, pedestrian-friendly community. The City will emphasize mass transit, bicycle, and pedestrian modes, while continuing to optimize the flow of automobile traffic at safe speeds.

The vision for Englewood includes a commitment to public transportation as an important part of the city's future. The pioneering Southwest LRT Line, the region's first light rail investment, has given Englewood an opportunity to become the most active transit suburb in the Denver Metropolitan Area. The public transportation system will become ever more crucial in efforts to mitigate the effects of traffic congestion as future automobile traffic volumes increase.

The City of Englewood recognizes the importance of creating connections between the city's various commercial areas and the surrounding residential neighborhoods. Some of the improvements that will help to accomplish this goal include a shuttle service connecting the Swedish Medical Center to downtown Englewood and CityCenter Englewood; extensions to the Big Dry Creek, Little Dry Creek, South Platte River, and NW Greenbelt Trails; and a new trail connecting the General Iron Works site to CityCenter Englewood. In the future, Englewood will also be known for its extensive off-street bicycle route system, as well as infrastructure conducive to bicycling such as signal detector loops, detailed route signage, bicycle parking, and air stations.

~~New pedestrian connections will play an important role in the transformation of areas adjacent to CityCenter Englewood, particularly the areas across U.S. 285 and Santa Fe Drive from CityCenter. These connections may take the form of bridges or tunnels that will allow easy access to the Englewood LRT Station. The area across Santa Fe Drive from CityCenter Englewood could potentially become the site of a regional cultural arts facility, along with office, and residential uses. The site would open CityCenter Englewood to a revitalized South~~

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Comment [J21]: Add Bike Plan and Art Bus

~~Platte River open space and recreational amenity. A connection to the south side of U.S. 285 would allow direct access to CityCenter for the employees of the new Gart Sporting Goods headquarters, as well as set the stage for attracting similar new employers to Englewood. A number of surface parking areas and highway-oriented uses may give way to intensive office, retail, and residential uses.~~

Environmental Quality

Englewood will strive to become the most environmentally aware and groundbreaking community in the metro area in terms of the environment. Programs designed to eliminate household hazardous waste, regular household debris and trash, promote recycling and composting, remove unsightly graffiti, reduce light pollution, enhance the vegetative landscape, and protect air and water quality ~~will~~ has created a positive image of Englewood as a green community, and inspire other nearby communities to join Englewood in efforts to provide solutions to regional environmental problems.

Comment [J22]: Add Energy Audit through Governor's Office and upgrades that are totally funded by the savings: Individual building audits, Solar project, building retrofit, and bulb replacement. City recycling program at facilities. Add community garden and how it helps environment buy proving a local food source.

Cultural Arts

Englewood has a strong cultural arts leadership that is quite active in the community and heavily involved in the success of CityCenter Englewood. The Englewood cultural arts community desires to elevate the status of cultural arts in Englewood to a major player and participant in the development, promotion, and support of cultural arts in the Denver Metropolitan Region. ~~The centerpiece of the cultural arts community's goal is the establishment of a signature cultural arts facility that will serve as the premier site for the arts in the South Denver Metropolitan Area.~~ The City of Englewood has embraced the cultural arts community, and shares in the vision to promote the display of public arts throughout the city. Public art displays will be used to mark the main entry points to Englewood, helping to create awareness of, and pride in the community.

Comment [J23]: Add MOA, Art bus Stops, BID flowers

COMPREHENSIVE PLAN GOALS: COMMON THEMES

The vision for Englewood serves as the basis for the establishment of goals and objectives. Like the vision, goals are highly generalized, and are designed to articulate the path that will lead to the realization of the vision of the community twenty years from today. Objectives under each goal articulate areas

of action that the City of Englewood can undertake and accomplish that ultimately furthers the city's progress toward the goals, as well as the community's vision of its future.

Although it is both useful and necessary to categorize goals under topical areas, such as housing, transportation, parks, etc., it is imperative to demonstrate how various goals under different topical areas relate to, connect with, and build upon one another, to present a truly comprehensive guide to decision-making. Four common themes have been identified that are found throughout each topical goal area: Quality of Life; Sustainable Development; Community Infrastructure, Networks, and Resources; and Regional Cooperation. The four themes help to simplify, summarize, and define the community's vision, tying the goals together in a way that is both meaningful and understandable.

QUALITY OF LIFE

Quality of Life refers to the special attributes and characteristics of the community that enhance the everyday lives of its citizens, and give people pride in their city and neighborhoods. These special attributes and characteristics include the following items and principles:

- Comprehensive cultural arts community
- Environmentally attractive, responsible, and sustainable, "green" community
- Connected, pedestrian and bicycle-oriented streets and paths
- Quality, historically sensitive, artistic neighborhood designs
- Involved citizenry, civic pride, and community participation
- Comprehensive and connected parks, recreation, open space, and trails
- Attractive commercial and industrial areas

Cultural Arts Goal 1

Enhance the City of Englewood’s quality of life through cultural programming, communication, organizational funding, and artistic opportunity.

Cultural Arts Goal 3

Integrate cultural arts into the urban landscape.

Comment [J24]: Numbers need to be corrected?

Environmental Goal 1

Increase awareness of the community’s environmental needs and issues in all facets of work and daily living.

Environmental Goal 3

Improve community safety, cleanliness, visual beauty, and civic pride.

Environmental Goal 5

Conserve energy and improve air quality.

Transportation Goal 2

Improve environmental qualities adversely impacted by automobiles for both local residents and visitors to the community, while also accommodating commuters.

Transportation Goal 4

Promote a quality of life transportation philosophy that seeks to create an environmentally attractive, pedestrian-friendly community.

MetroVision Goal 4

Restore and maintain the chemical and physical integrity of both regional air and water resources.

Housing Goal 4

Improve community quality of life through improved neighborhood design, neighborhood identity, and civic pride.

Parks Goal 5

Provide a balanced and connected system of open lands, natural areas, recreation facilities, parks, trails and greenbelts.

Business and Employment Goal 5

Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood’s commercial, industrial, and mixed-use districts.

SUSTAINABLE DEVELOPMENT

The concept of sustainable development refers to the establishment of enduring quality and value in Englewood's residential, commercial, and industrial districts; and in facilities, amenities, services, operations, and practices that result in long-term economic growth, environmental protection, and fiscal returns for the city. In turn, steady fiscal returns will enable the City of Englewood to provide enhanced services that contribute to an improved quality of life for the citizens of Englewood. Sustainable development goals are based on the following items and principles:

- Diverse base of commercial businesses and employment opportunities
- Quality workforce
- Mixed-use, transit-oriented, multi-modal redevelopment
- Cultural arts/economic development partnership
- Recycling and adaptive reuse
- Environmentally sensitive urban designs
- Restored, environmentally-sensitive lands and brownfields
- Integrated parks and open space planning within new developments

Business and Employment Goal 1

Provide an economically viable environment that builds and maintains a diverse base of businesses.

Business and Employment Goal 2

Build, attract, and retain a quality workforce.

Business and Employment Goal 3

Promote economic growth by building on Englewood's strong sense of community image, identity, and quality of life.

MetroVision Goal 3

Develop a range of urban centers that will serve as transit origins and destinations that support retail, employment and housing, and contain higher densities than average that encourage pedestrian-oriented travel.

Transportation Goal 3

Recognize and enhance the relationships between land use and the transportation system.

Cultural Arts Goal 4

Increase economic development through the promotion of cultural arts in Englewood.

Environmental Goal 4

Promote recycling and adaptive reuse of waste materials and structures.

Environmental Goal 6

Promote the principles of environmental sustainability and conservation in the land use and development planning process.

Environmental Goal 7

Preserve and enhance environmentally sensitive lands and restore brownfield properties.

Parks Goal 6

Integrate planning for parks and open space in the land use, housing, transportation, environmental, economic, and cultural plans of the city.

**COMMUNITY INFRASTRUCTURE,
NETWORKS, AND RESOURCES**

Community infrastructure, networks, and resources include Englewood's investments in physical systems and community amenities that play critical roles in the operations of the city. These investments include roads, utilities, recreational and cultural facilities, and facilities used to support and deliver city services. In addition to city-owned facilities, the community also has an interest in maintaining and improving the private, residential housing and commercial/industrial building stock. Englewood's goals for community infrastructure, networks, and resources area based on the following ideas and principles:

- Balanced, multi-modal transportation system

- Diverse, well-maintained housing and building stock
- Modern cultural, recreational, and park facilities
- Restored open space system
- Maintained infrastructure systems
- High quality municipal services
- Protected water resources

Transportation Goal 1

Enhance both the mobility and the accessibility of the transportation system.

Housing Goal 1

Promote a balanced mix of housing opportunities serving the needs of all current and future Englewood citizens.

Housing Goal 2

Improve the quality of the city's existing housing stock.

Parks Goal 1

Provide sufficient parks and recreation facilities to serve the needs of Englewood citizens.

Parks Goal 3

Develop a full range of programs for the preservation of open space and park development.

Parks Goal 4

Preserve, utilize, and improve the South Platte River corridor.

MetroVision Goal 2

Create a balanced, multi-modal transportation system that will include rapid transit, a regional bus network, regional beltways, bike and pedestrian facilities, and improvements to the existing roadway system.

Business and Employment Goal 4

Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.

Cultural Arts Goal 5

Expand the City of Englewood's cultural arts infrastructure through the development of new facilities and through the creative utilization of existing public and private spaces.

Comment [J25]: Add public art at community garden?

Environmental Goal 8

Improve water quality and conservation through the effectiveness and efficiency of utility system programs and infrastructure.

REGIONAL COOPERATION

The City of Englewood recognizes the interdependencies that inevitably develop between multiple jurisdictions tied together as a major metropolitan area. The City is willing to work with neighboring communities to create effective solutions to the following issues affecting the entire metropolitan area:

- Regional park and open space system
- Environmental quality
- Regional cultural arts collaboration and cooperation
- Regional jobs/housing balance

MetroVision Goal 1

Develop a regional open space system that shapes the region's form, protects environmental resources and provides recreational opportunities.

Environmental Goal 2

Partner with various Englewood groups, neighboring communities, and regional and national organizations in order to make environmental programs and activities more effective on a larger scale.

Cultural Arts Goal 2

Collaborate with other groups, organizations, and institutions to bring a diverse mix of cultural and artistic programs, activities, and performances to Englewood.

Parks Goal 2

Provide recreational opportunities that are consistent with the city's role in regional park and open space preservation.

Housing Goal 3

Encourage a regional Jobs/housing balance in order to reduce vehicle miles traveled, traffic congestion, and commuting times, and improve air quality.

COMPREHENSIVE PLAN ELEMENTS

Sections four through ten contain the individual elements of the 20193 Englewood Comprehensive Plan. Each element includes an introduction explaining the intent behind the goals and objectives for that particular element of the Comprehensive Plan. Goals and corresponding objectives are presented at a greater level of detail than in the Comprehensive Plan Vision and Goals-Common Themes section.

The elements of the 20193 Englewood Comprehensive Plan include Regional Cooperation, Housing, Parks and Open Space, Business, ~~and~~ Employment, and Economic Development, Transportation, Environmental Quality, and Cultural Arts. These elements represent both traditional and contemporary planning concerns and issues facing the community.

The Regional Cooperation section represents regional planning efforts led by the Denver Regional Council of Governments (DRCOG) to reach a metro-wide consensus on issues of urban growth, transportation, environmental quality, and open space preservation. The resulting goals and objectives from this regional planning process are included in DRCOG's MetroVision 2020 Plan. The City of Englewood recognizes and acknowledges its role in regional planning efforts for the Denver Metropolitan Region. The City has adopted the MetroVision 2020 goals and objectives and is committed to their implementation.

The Housing element of the 20193 Englewood Comprehensive Plan represents the City of Englewood's desire to reinvest in the community's traditional neighborhoods, to revitalize stagnant residential areas, rehabilitate existing structures, and encourage new housing developments and housing types within the community. The Transportation element establishes goals and objectives that will help the community balance the needs of residents, commuters, and businesses, through a transportation system that combines automobile, transit, bicycling, and pedestrian modes. The Parks and Open Space element represents the community's deep appreciation for parks, trails, recreational programs and facilities, and protected open space areas, and the desire to improve upon these community assets.

The Business, ~~and~~ Employment element recognizes the importance of commercial and industrial activity within the community, as well as the City's commitment to assist existing businesses in Englewood and recruit new businesses to the city.

The Environmental Quality element represents the City's commitment to responsible programs and efforts to make the city environmentally safe and attractive. Finally, the Cultural Arts element represents the City's interest and support for the fine arts.

SECTION 4

REGIONAL COOPERATION DRCOG METROVISION ~~2035~~2020

INTRODUCTION

The Denver Regional Council of Governments (DRCOG), of which the City of Englewood is one of ~~forty-nine~~fifty-six members, adopted the MetroVision ~~2035~~2020 Regional Plan to serve as a regional context for local government decision-making. The plan identifies the following interdependent core elements that will have a broad effect on the region's quality of life.

1. Extent of Urban Development
2. Open Space
3. Free-standing Communities
4. Balanced, Multi-modal Transportation System
5. Urban Centers
6. Environmental Quality

Comment [J26]: Maybe update if changed

The City of Englewood Planning Commission adopted four of the six core elements that directly applied to Englewood, as an amendment to the 1979 Comprehensive Plan. The four core elements adopted include open space; a balanced, multi-modal transportation system; urban centers; and environmental quality.

The City of Englewood recognizes the need to cooperatively work with other local governments in the Denver Metropolitan Region to ensure that the entire metropolitan area maintains and continues to enjoy a high quality of life. The City is committed to taking advantage of opportunities to attract quality urban development near transit stations that will help achieve goals to preserve open space, provide economic development potential and greater housing choice, and reduce air pollution. The City is also determined to take a proactive approach to efforts to preserve and restore the natural ecology of the South Platte River corridor as an open space amenity and an environmental water resource.

In order to meet its regional obligations and responsibilities, the City of Englewood is committed to following the concepts outlined in the goals and objectives of the four core elements adopted from MetroVision ~~2020~~2035. Many of these concepts

have been incorporated into the goals and objectives found in the Housing, Parks and Open Space, Transportation, Business and Employment, Environmental Quality, and Cultural Arts elements of the ~~2003~~-2013 Englewood Comprehensive Plan. In the evaluation of local strategies, the core element goals and objectives will be used as criteria for achieving the regional vision adopted by DRCOG.

REGIONAL COOPERATION GOALS AND OBJECTIVES

Goal 1: Open Space

Develop a regional open space system that shapes the region's form, protects environmental resources and provides recreational opportunities.

- Obj. 1-1** Develop a regional open space system as a key part of the regional plan.
- Obj. 1-2** Conserve and protect important natural resources, including environmentally sensitive lands, wetlands and wildlife habitat.
- Obj. 1-3** Use environmental features, constraints, and impacts to guide development into areas that minimize environmental degradation and avoid natural and man-made hazards.
- Obj. 1-4** Provide for the physical and aesthetic enjoyment of the out-of-doors.
- Obj. 1-5** Shape the region's pattern of growth and development by buffering and defining communities.
- Obj. 1-6** Protect prominent visual features such as the Rocky Mountain Front Range and the South Platte River corridor.

Goal 2: Balanced, Multi-modal Transportation System

Create a balanced, multi-modal transportation system that will include rapid transit, a regional bus network, regional beltways, bike and pedestrian facilities, and improvements to the existing roadway system.

- Obj. 2-1** Restore and maintain the designed transportation function of existing and future transportation facilities.
- Obj. 2-2** Provide high-capital transportation facilities where development actions support the efficient use of those facilities.
- Obj. 2-3** Implement rapid transit to reduce the need for traditional roadway capacity and reconfigure the bus network to serve the rapid transit system.
- Obj. 2-4** Implement high service frequency on principal bus corridors and alternative bus services for suburb-to-suburb travel and other markets not well served by the rapid transit system.
- Obj. 2-5** Enhance the attractiveness and convenience of non-motorized modes in serving non-recreational travel.
- Obj. 2-6** Improve the connection of passenger and commercial transportation systems within modes, between modes, and between the metropolitan area and other areas of the state; and,
- Obj. 2-7** Demonstrate the need for increased revenues to close the gap between needed facilities and the region's ability to pay for them.

Goal 3: Urban Centers

Develop a range of urban centers that will serve as transit origins and destinations that support retail, employment and housing, and contain higher densities than average that encourage pedestrian-oriented travel.

- Obj. 3-1** Focus a major portion of future growth into urban centers to reduce land consumption and the loss of open space while increasing transit ridership.
- Obj. 3-2** ~~Create~~ Promote compact, mixed-use centers thereby making transit, bicycle, carpooling and

walking more feasible alternatives to single-occupant auto travel.

Obj. 3-3 Locate employment, services, housing and other development in close proximity so that walking between activities is easier and multipurpose trips are encouraged, thereby reducing auto travel and auto emissions.

Obj. 3-4 Develop a network of urban centers so that jobs, entertainment, public spaces and retail services are in closer proximity to a greater number of residents.

Obj. 3-5 ~~Create~~ Maintain and promote urban centers designed for pedestrians to achieve a sense of place and community identity.

Obj. 3-6 Promote a network of connected streets and sidewalks, with buildings oriented toward sidewalks rather than parking lots, to create more usable public spaces and amenities.

Goal 4: Environmental Quality

Restore and maintain the chemical and physical integrity of both regional air and water resources.

Obj. 4-1 Achieve a locally defined, balanced, ecological community through implementation of water quality protection and appropriate water resource management initiatives, provided that a balance will be maintained between the natural environment and those designated uses of the resource.

Obj. 4-2 Restore and maintain the chemical and physical integrity of the region's aquatic environments through a coordinated watershed management process.

Obj. 4-3 Identify effective wastewater treatment through a regional process, with local implementation of wastewater management strategies.

- Obj. 4-4** Achieve effective and balanced storm water and nonpoint source management through local implementation processes.
- Obj. 4-5** Develop integrated resource management programs to provide effective and cost-efficient water quality management and water supply.
- Obj. 4-6** Protect human health and environmental quality into the future by achieving and maintaining national ambient air quality standards.
- Obj. 4-7** Reduce growth in mobile source air pollution emissions by changing key features of the pattern of urban development to reduce the dependence on auto travel.
- Obj. 4-8** Modify local comprehensive plans and zoning ordinances to provide greater community accessibility and pedestrian, bicycle, and transit travel opportunity.
- Obj. 4-9** Provide pedestrian and transit transportation facilities as needed adjuncts to automobile travel in the future.

SECTION 5

HOUSING

INTRODUCTION

A home is as basic in our lives as food and clothing. Our homes provide us with protection and privacy and often much more. A home in a community like Englewood provides a sense of belonging, perhaps the common ground for our connection to other people who live with us or nearby. Whether large or small, functional or flashy, our homes are varied to meet our needs.

As our housing needs change during our lives, we may choose different types of housing. We may want to maintain our connection to the community even while moving to a home that better matches our needs. Providing the variety of housing required to meet the needs of singles, couples, and [especially](#) families with children is important to maintaining community. Likewise, the encouragement of home ownership, as well as property improvement and maintenance, is critical in fostering civic pride and community well-being. Efforts to ensure sensitive, high-quality neighborhood designs, including both architectural elements and public improvements, will help to increase community quality of life. Finally, providing opportunities to live and work at the same location will result in tangible benefits to individuals as well as the local and regional community.

Englewood is one of a number of older, first-ring suburbs that grew up around the metropolitan core city of Denver. Originally, these cities were primarily bedroom communities with local retail centers that attracted a population of families with children looking for affordable housing in a less dense, urban setting. Over time, however, the role of first-ring cities began to change as new communities developed on the outer urban fringe and took on the first-ring suburbs' previous role.

Today, maturing first-ring suburbs, including Englewood, have developed into more diversified, full-service, urban centers, with housing, employment, and a full array of commercial goods and services. The Englewood community includes both stable neighborhoods where little change is expected in the foreseeable future, and areas that are either presently experiencing or likely to undergo transition due to a variety of

factors. These factors may include proximity to urban core, physically aging and deteriorating structures, obsolescent land uses caused by changing technologies and economies, and societal changes including increasing numbers of non-traditional families and households, an aging population, delayed marriage, more single households, a decrease in family size, and movement towards two income households. The City of Englewood recognizes the challenge to positively manage redevelopment pressures in transitioning areas, while protecting the integrity of stable neighborhoods.

The City of Englewood recognizes the need to work towards increasing the diversity of the city's housing stock. Housing is necessarily varied in type, but also in size and cost that appeals to a wide range of household sizes, special needs, age groups, preferences and budgets. The majority of the Englewood housing stock primarily consists of older single-family homes of modest size that are suitable for smaller families and households. More than half of the homes in Englewood were built before 1960 and the average size is approximately one thousand square feet.

Comment [J27]: Add desire to improve/expand existing housing so it's more suitable to moderate to larger families. Including providing information about resources for upgrades/expansions

Housing affordability is also a major concern for the community. The cost of housing in Englewood increased through the 1990's as rapidly as in suburban Arapahoe County and the Denver Metropolitan Area as a whole. For the five-year period between 1995 and 2000, the median home price in Englewood rose 61%, while median household income increased only 69% over the course of the entire decade. The median Englewood single-family home sold for well over \$160,000 in 2000. Average Englewood rents at the end of 2000 exceeded \$750 per month.

Comment [J28]: Update #s

Societal changes in household compositions have increased the need for a greater diversity of housing types and sizes. A national trend between 1990 and 2000, and reflected in Englewood is for fewer traditional families to occupy the homes. Half of the homes in 1990 contained families with children while only a fourth of the homes in 2000 have children. Finally, housing preferences have become more varied over time. Many people prefer ranch type homes and flat lots for ease of access and maintenance, while others prefer taller homes and lofty locations to enjoy views of Mount Evans and Pikes Peak.

Comment [J29]: Update trends

The City of Englewood recognizes the value of home ownership and property improvement and is committed to increasing home ownership levels in the city, as well as assisting current

homeowners with home improvements. Understanding housing in Englewood requires looking beyond housing type to housing tenure and maintenance. About two thirds of Englewood homes are single-family dwellings of which about 85% are owner-occupied. Of the one third that are multi-family homes, less than 3% are owner-occupied. Taken together, 50% of Englewood homes are occupied by their owners. Nationally, about 66% of homes are owner-occupied. The City is committed to increasing Englewood owner-occupancy rates to more closely reflect national rates. Whether owned or rented, houses built more than forty years ago require major renovations to major systems, including electrical service, plumbing, furnaces and major appliances. Maintaining the community housing stock requires investments in roofing, windows, fixtures, flooring, and insulation and the City has a role in educating homeowners on opportunities to cost effectively improve their homes and connecting them with community resources.

Comment [J30]:

Comment [J31]: Update needed?

The City of Englewood's encouragement of mixed-use, residential neighborhoods with business and employment opportunities is expected to enhance the quality of life locally and regionally by reducing commuting times and road congestion, and improving air quality. As workplace and housing needs change, so too must the notion of strictly separating those activities. The City desires to expand the range of appropriate work/live opportunities throughout the community.

Reinforcing community identity using historical, cultural and architectural references in new development contributes to community quality of life and sense of place. Community pride is enhanced with both private and public effort. Encouraging homeowners to maintain or add on to their homes for their comfort, safety, and convenience will help the city to maintain its image as a desirable place to live and work. Civic pride is fostered when local designs are emulated in new buildings. Civic pride is also fostered as existing buildings are renovated and preserved. As public investments are made in infrastructure, Englewood should identify opportunities to include materials, designs, and historical or cultural themes. Perhaps the greatest opportunities for civic life in Englewood will be in the public spaces: the plazas, squares, parks and streets that get daily use as the community strengthens the pedestrian orientation that in turn encourages interaction between citizens.

HOUSING GOALS AND OBJECTIVES

Goal 1

Promote a balanced mix of housing opportunities serving the needs of all current and future Englewood citizens.

- Obj. 1-1 Provide a balance throughout the City for affordable housing for low- and moderate-income groups including workforce housing, accessory living units, and efficiency units.
- Obj. 1-2 Encourage housing that serves different economic and life-cycle stages including housing for singles, couples, small and large families, empty nesters, and the elderly.
- Obj. 1-3 Encourage housing investments that improve the housing mix, including both smaller and larger unit sizes, and a wider range of housing types, including single-family, duplex, town home, and condominium units.
- Obj. 1-4 Encourage housing investments that accommodate groups with special needs, including independent and assisted living, as well as full time nursing care.

Goal 2

Improve the quality of the city's existing housing stock.

- Obj. 2-1 Encourage and promote home ownership, property improvement, and house additions.
- Obj. 2-2 Establish programs for abating residential health hazards, including lead-based paint, asbestos, and radon gas, as well as unsafe structural conditions.
- Obj. 2-3 Support the Upgrading or replacement of substandard residential units.

Goal 3

Encourage a regional jobs/housing balance in order to reduce vehicle miles traveled, traffic congestion, and commuting times, and improve air quality.

Obj. 3-1 Encourage mixed-use and dense developments that include both housing and business and employment opportunities.

Obj. 3-2 Expand the range of appropriate work/live opportunities throughout the community.

Goal 4

Improve community quality of life through improved neighborhood design, neighborhood identity and civic pride.

Obj. 4-1 Improve neighborhood identity through the incorporation of thematic designs and materials into new public improvements.

Obj. 4-2 Celebrate civic pride by incorporating local historical, cultural, and aesthetic references in new housing developments.

Obj. 4-3 ~~Provide~~ Maintain and encourage opportunities for civic engagement, such as community presentations, gatherings, events, and programs focused on education, outreach, involvement, and participation in neighborhood and civic affairs.

Obj. 4-4 Strengthen pedestrian orientation in urban designs for new developments and in neighborhood revitalization plans.

Obj. 4-5 Encourage traditional designs in residential and mixed-use areas in order to foster both neighborhood and civic identity.

SECTION 7

PARKS AND OPEN SPACE

INTRODUCTION

Parks and open space arguably provide the greatest amenity for the greatest number of people than any other public lands or facilities for highly urbanized areas. Parks and open space provide citizens with recreational opportunities as well as places of rest, relaxation, and natural beauty. The dedication of parks and open space is also instrumental in protecting sensitive habitats for wildlife and native plant species. Community facilities such as recreation and senior centers help to complete a full, comprehensive range of recreational activities. Finally, a complete system of bicycle and pedestrian trails enhances all of the other elements of the park system, by connecting each element or facility to the others. An extensive, high-quality park and open space system is an asset that increases property values and adds to a community's quality of life, which in turn will attract new residents, retail businesses, and major employers to Englewood.

Englewood has historically embraced and acknowledged the importance of parks and open space. The present-day site of CityCenter, and formerly the site of the Cinderella City Regional Mall, was ~~originally developed as at one time~~ the city's only public park. However, this large park was not conveniently located to serve all parts of the city. In the mid 1960's, a shopping mall developer approached the City of Englewood with a proposal to purchase the strategically located park in order to build the Cinderella City Regional Mall. The city's voters approved the sale, with the proceeds to be used to acquire and develop parkland in each residential area of the city. In addition to the development of the current neighborhood park system, the City also invested in community facilities such as the Malley Senior Center, the Englewood Recreation Center, the City of Englewood's Broken Tee Municipal Golf Course, and a number of athletic fields, and pedestrian and bicycle trails along the South Platte River. The Northwest and Southwest Greenbelts were developed as open space drainage ways.

Comment [JW32]: Incorporate Parks Master Plan, updated bike plan and South Platte Improvements

The City of Englewood recognizes the need to continually monitor and assess the City's relative success in providing an optimum level of recreational park facilities and services to its

citizens. The demand for types of services changes over time with the tastes and interests of the general public. New parks and recreational facilities should be designed with flexibility in mind, in order to more easily adapt them to new uses that are in demand in the future. Additionally, the City should pursue a wider variety of park classifications for the community's park and open space system.

Because the vast majority of the land in Englewood is fully developed, the City of Englewood faces constraints to acquiring new parklands within the city's boundaries. The City recognizes the need to work closely with other jurisdictions in providing land for parks and open space beyond the city's borders. It is necessary for the City to view both current resources and needs for recreational facilities on a regional scale, in order to meet its regional responsibilities and obligations as well as avoiding duplication of services.

Funding considerations also dictate that the City of Englewood should ~~take a more~~ and has taken a more innovative and cooperative approach to parks and open space acquisition. The City recognizes the necessity to seek alternative funding methods and sources in order to make the acquisition of land for new parks and open space more feasible. The City is also committed to the use of creative tools to forge cooperative agreements with public and private parties that effectively reserve new lands for open space.

Comment [J33]: Add comments about our fee in lieu
Comment [J34]: Add comments about possibility of future pocket parks

Perhaps the City of Englewood's most ambitious and important parks and open space goal is to preserve the South Platte River corridor as an urban greenway. The corridor has historically suffered from environmentally degrading uses adjacent to the river. Many of these properties are not utilized to their highest and best use, and have left a legacy of brownfield contamination. It is in Englewood's interest to continue to restore the river as an open space and wildlife habitat corridor. Restoration ~~will~~ enables the South Platte River corridor to serve as a significant amenity in Englewood's park and open space system, and as a catalyst for the general redevelopment and cleanup of the adjacent area.

The City of Englewood recognizes the added value to be gained by each park or civic facility through their comprehensive connection to the larger park and open space system. These connections will be accomplished by way of bicycle and pedestrian trails, green belts, and waterway corridors. The

general development patterns of the existing city will often prevent the full achievement of this goal. However, a number of gaps in the system of trail connections can be innovatively developed and designed to connect major parks and civic facilities.

Parks, open space, and recreation planning must become more fully integrated with all aspects of future city plans. The City of Englewood recognizes the opportunities for both project and park system enhancement derived from the early consideration, evaluation, and incorporation of parks and recreational facilities into future development plans. A conscious effort must be made to evaluate development plans for housing, transportation, utilities, environmental remediation, economic development, and cultural facilities in terms of enhancing the overall park system.

PARKS AND OPEN SPACE GOALS AND OBJECTIVES

Goal 1

Provide sufficient parks and recreation facilities to serve the needs of Englewood citizens.

- Obj. 1-1** ~~Continue~~ Developing a parks and recreation system which meets National Parks and Recreation Association standards taking into consideration regional needs, resources, availability, community development and acquisition costs.
- Obj. 1-2** Develop active and passive recreation facilities, both indoors and outdoors, to serve the needs of Englewood citizens.
- Obj. 1-3** Encourage a variety of park classifications.
- Obj. 1-4** Develop cooperative agreements with schools to provide for the joint use of facilities.
- Obj. 1-5** Monitor citizen trends and experiences in leisure activities, both active and passive, to assure adequate service levels.

Goal 2

Provide recreational opportunities that are consistent with Englewood's role in regional park and open space preservation.

- Obj. 2-1** Utilize recommendations provided in DRCOG's MetroVision ~~2020-2035~~ to guide development of regional park assets.
- Obj. 2-2** ~~Continue to work~~ cooperatively with other jurisdictions to implement adopted, regional parks and open space goals.
- Obj. 2-3** Provide the level of service consistent with Englewood's role in the overall system of parks for the region.
- Obj. 2-4** Identify and preserve significant view corridors of the Rocky Mountain Front Range.

Goal 3

Develop a full range of programs for the preservation of open space and park development.

- Obj. 3-1** Encourage the use of tax benefits and incentives to provide greenway or open space easements where corridors are identified.
- Obj. 3-2** Utilize funding mechanisms for park and open space acquisition such as general revenue funds, voter-approved bond issues, federal, ~~and~~ state ~~and county~~ funds, special improvements districts and fee simple and private donations.
- Obj. 3-3** Utilize creative tools to acquire parks and open space such as conservation easements, restrictive covenants, transfer of development rights, leasing of lands, and required land dedication or fees in lieu of dedication.
- Obj. 3-4** Identify and acquire park and open space in advance of need to obtain land at the most appropriate locations and at a reasonable cost.
- Obj. 3-5** Develop cooperative agreements to fund development of park and recreation uses.

Obj. 3-6 ~~Develop~~ When advantageous explore and implement cost saving and revenue enhancement mechanisms including contracting out for services and utilization of user fees.

Comment [J35]: Move to objective 1.6

Obj. 3-7 Utilize volunteer programs to assist in the development and maintenance of park facilities, greenways and open space areas.

Obj. 3-8 Expand open space resources through the retention of blighted land in critical recreational system locations.

Comment [J36]: What does this mean? Remove?

Goal 4

Preserve, utilize, and improve the South Platte River corridor.

Obj. 4-1 Capitalize on the location, topography and resources available along the South Platte River.

Obj. 4-2 Manage development adjacent to the South Platte River to minimize impacts on, and restore the riparian ecology of the river.

Obj. 4-3 Develop innovative planning and design practices such as buffering and mitigation when development occurs in close proximity to natural resources.

Obj. 4-4 Develop effective partnerships with regional land stewardship organizations focused on preservation of the South Platte River corridor.

Obj. 4-5 Develop linkages to the South Platte River corridor to further integrate the river corridor into the multi-modal, integrated transportation system within the city.

Obj. 4-6 Utilize drainage ways for flood control as well as parks and beautification efforts.

Goal 5

Provide a balanced and connected system of open lands, natural areas, recreation facilities, parks, trails, and greenbelts.

- Obj. 5-1** Build an accessible and diverse system of both active and passive open lands that will include parks, recreation centers, athletic fields, scenic areas, open spaces, landscaped areas and trails.
- Obj. 5-2** Create continuous connections between parks, recreational facilities, and natural open spaces, as well as urban centers, schools, and transportation links through pedestrian and bicycle trails, easements, and greenbelts.
- Obj. 5-3** Utilize appropriate opportunities to develop public access along river and drainage corridors in order to provide additional trail linkages throughout the community.

Goal 6

Integrate planning for parks and open space in the land use, housing, transportation, environmental, economic and cultural plans for the city.

- Obj. 6-1** Recognize the interrelationship between land use and transportation infrastructure when developing new park facilities.
- Obj. 6-2** Encourage the sustainability of the park system as an integral infrastructure feature of the proper functioning of a healthy city.
- Obj. 6-3** Consider open space and parkland in all aspects of capital project planning, transportation plans, individual development plans, facility plans and area plans.
- Obj. 6-4** Accommodate innovative approaches for the provision and maintenance of viable parks, trails, and open space resources through the development review process.

SECTION 7

BUSINESS AND EMPLOYMENT

INTRODUCTION

Regional commerce has an enormous influence on how, where, when, and why cities develop. Healthy urban communities are driven by vibrant and diversified business sectors. Businesses provide goods and services for both export and local consumption, opportunities for personal profit or fulfilling employment, and an economic base for public services, which all contribute to a higher quality of life in the community.

Englewood is a full-service city with a large and dynamic base of businesses relative to its size and status as a first-ring suburb of the Denver Metropolitan Region. The primary business sectors of the city's economy have historically included retail trade, industrial manufacturing, and healthcare goods and services. These three economic sectors will continue to play a strong role in Englewood's economy into the foreseeable future. However, it is highly probable that Englewood's three chief economic sectors will undergo pressures for change and adaptation in an increasingly fast-paced, high-tech, post-industrial economy. During the last twenty years, many pressures for change and adaptation have affected both the business community and the community at large. The retail sector witnessed the decline and death of the Cinderella City Regional Mall, as well as its rebirth as the mixed-use CityCenter Englewood development. Large international industrial operations such as General Iron Works and Alcoa have disappeared, while smaller-scale, localized industrial firms have continued to thrive. Swedish Medical Center has been transformed from a non-profit to a for-profit enterprise, and the overall healthcare sector has continued to grow.

The City of Englewood recognizes the important role business continues to play in the overall success of the community. The City is committed to providing an economically viable environment that will support a diverse base of businesses. Active economic analysis on the City's part will allow the City to develop strategies to retain competitive businesses, and attract new types of businesses that fill a vacant niche in the community in order to create a more balanced mix of complementary goods and services.

Comment [JW37]: Still correct?

Englewood's business community recognizes the mutual inter-relationships between an economically viable business environment and the attraction of a highly skilled workforce. The business community supports the efforts of the City of Englewood to invest in human capital through programs that foster education and job training, create and maintain work force housing, and attract employers providing living wages.

The business community also recognizes the value of working with the City of Englewood, in conjunction with the surrounding residential community, to **maintain and** build on Englewood's strong sense of community image, identity, and quality of life. In order to enhance Englewood's image as a special place to live, work, shop, and play, the business community fully supports efforts to improve community quality of life. Efforts to improve community quality of life include support for educational, recreational, and cultural amenities and activities; a greater pedestrian, bicycle, and transit orientation; a safe, healthy, and attractive business environment; and the enhancement of commercial and residential physical appearance.

The City of Englewood is fully committed to providing the critical infrastructure and municipal services that are necessary for business to thrive. The City also recognizes the need to work with private communications firms in order to support investment in the development of high technology infrastructure in the city in order to attract high-technology enterprises. The information and technology sector of the economy provides the greatest prospects for employment and wage growth in the long-term economic **picture**.

Comment [JW38]: Is this still true?

Englewood's greatest advantage lies in both the vitality and opportunity associated with its commercial, industrial, and mixed-use districts in proximity to high-frequency bus transit and the successful Southwest Light Rail Transit (LRT) Line. The transportation nodes within the city contribute to the potential for the development of office capacity and housing along the Santa Fe Drive corridor, which will spur demand for new retail businesses, and overall greater retail sales at both CityCenter, and downtown Englewood. Opportunities for new high-density housing associated with high bus transit frequency along the Broadway corridor will also help attract new retail businesses and greater overall retail sales to the Broadway corridor. Industrial areas will also benefit from increased demand due to a highly accessible, centralized location within the metropolitan

area, which will create incentives for improvements as well as opportunities for redevelopment.

BUSINESS AND EMPLOYMENT GOALS AND OBJECTIVES

Goal 1

Provide an economically viable environment that builds and maintains a diverse base of businesses.

- Obj. 1-1** Actively engage in outreach activities to retain and assist existing businesses.
- Obj. 1-2** Actively engage in attracting new businesses to the city.
- Obj. 1-3** Create a balanced mix of businesses that complement each other.

Goal 2

Build, attract, and retain a quality workforce.

- Obj. 2-1** Foster job education and training opportunities to enhance the skill level of Englewood's labor force.
- Obj. 2-2** Create and maintain workforce housing meeting the needs of both employers and employees.
- Obj. 2-3** Focus business attraction efforts towards employers providing a living wage.

Goal 3

Promote economic growth by building on Englewood's strong sense of community image, identity, and quality of life.

- Obj. 3-1** Promote and enhance educational, recreational, cultural, and civic amenities and activities.
- Obj. 3-2** Provide a safe, healthy, and attractive business environment.

Obj. 3-3 Recognize the complementary effects between the physical appearance of both commercial districts and the surrounding residential areas.

Obj. 3-4 Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas, and other communities.

Goal 4

Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.

Obj. 4-1 Continue to provide a high level of critical public services including water, wastewater, public safety, and various other municipal services.

Obj. 4-2 Continue to maintain critical infrastructure such as roadways, water delivery systems and wastewater collection systems.

Obj. 4-3 Support the development of technology infrastructure to enhance Englewood's business community.

Goal 5

Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial, industrial, and mixed-use districts.

Obj. 5-1 Encourage the development of mixed-use projects in order to achieve a vibrant community.

Obj. 5-2 Increase the value and appeal of Englewood's retail and industrial corridors in order to stimulate economic growth.

Obj. 5-3 Facilitate the improvement of the commercial and industrial building stock.

SECTION 8

TRANSPORTATION

INTRODUCTION

Transportation can be most simply defined as the movement of people, goods, and services. People move between their homes and places of work, education, shopping, services, and entertainment to fulfill their needs. Goods and services must be moved through the city to various locations, as well as to and from other communities. Goods and services not produced within the community must be imported into the community as well. The manner in which the transportation system is designed to function yields both positive and negative impacts on the livability of the community and quality of life. The City of Englewood is committed to identifying ways in which ~~negative aspects of the transportation system can be diminished~~ improved. The City also seeks to capitalize on opportunities to positively enhance both the transportation system and the physical form of the community as a whole.

Comment [J39]: Maybe rewrite?

The City of Englewood's ability to affect the regional transportation system is limited. Freeways including Santa Fe Drive and U.S. 285, as well as principal arterials such as Broadway, University, and Belleview, serve as high volume commuter routes through Englewood. These commuter routes are already at peak capacity during the morning and evening rush hour. Scarce federal and state transportation dollars are allocated through the Denver Regional Council of Governments, of which the City of Englewood is but one of ~~forty-nine~~ fifty-six communities represented. The majority of these corridors cannot feasibly be expanded through widening due to the limited, existing right of way, and the fully developed land uses on either side. Automobile traffic volumes are forecasted to increase substantially over the next twenty years due to regional population growth. Increasing traffic volumes are already appearing on collector streets and will continue to worsen in the absence of mitigating actions.

Although the ability of the City of Englewood to finance and construct large-scale road capacity improvements is relatively limited, the city enjoys the advantages of the recently completed, regional Southwest Light Rail Transit (LRT) Line. Light rail has ~~the potential to substantially increase~~ the effective carrying capacity of the Santa Fe Drive corridor, which ~~would~~

has essentially created an additional transportation facility equal to a high-capacity freeway. The City ~~can~~ works closely with the Regional Transportation District to increase ridership through the creation of high-quality transit, bicycle, and pedestrian connections to light rail transit stations. The existence of the light rail line also gives the City the ability to plan for future growth in a manner that provides alternatives to the automobile. Light rail also provides opportunities for redevelopment of obsolete, ~~or~~ deteriorated, or underutilized areas with high-quality, mixed-use developments.

The City of Englewood recognizes its responsibility to its citizens and surrounding communities to assist in efforts to enhance both the mobility and the accessibility of the transportation system. Objectives toward this end include the optimization of traffic movement along major arterials, while recognizing the limitations of increasing arterial roadway capacity. As an alternative to road widening, emphasis will be placed on capacity improvements to pedestrian, bicycle, and transit modes. The City recognizes the importance of maximizing travel mode choice opportunities and universal access to public and non-motorized modes of transportation for all persons. Improving way finding through attractive signage will benefit both businesses and citizens alike. Finally, the City is committed to maintaining efficient movement of goods and services along designated freight routes, while keeping freight movement out of residential areas.

A number of objectives have been established to improve environmental qualities adversely impacted by the motorized segment of the transportation system. The City of Englewood will discourage commuter traffic on collector streets traveling through residential neighborhoods by utilizing a variety of traffic calming and speed reduction methods. The City will also seek to minimize noise levels through the innovative design and construction of new transportation improvements. Finally, strategies to improve air quality and reduce fossil fuel usage will be pursued.

The City of Englewood is committed to taking advantage of the opportunities associated with the Southwest Light Rail Transit Line for redeveloping obsolete land uses and physically deteriorated areas as mixed-use developments. The City also recognizes the potential for enhancing the relationships between land use and the transportation system in general that high-frequency transportation lines afford. The generalized

future land use plan for the city calls for the location of pedestrian-oriented, mixed-use redevelopment projects along primary mass transit routes. The City also recognizes the need to maintain traffic patterns that are compatible with existing land uses in areas of stability, encourage land uses that reduce dependency on automobiles in new developments, and maintain an adequate parking supply for all mixed-use districts.

Key to the relative health of the transportation system and community in general is the goal of promoting a quality of life transportation philosophy. This philosophy seeks to create an environmentally attractive, pedestrian-friendly community. The City of Englewood recognizes the potential benefits derived from the creation of continuous transit and non-motorized connections between various business and mixed-use and residential districts. In order for such connections to draw people, they must be designed with physical attractiveness and safety in mind. Furthermore, the incorporation of high-quality, aesthetic design elements in all new transportation facilities will add to the community's quality of life. Finally, the conceptual vision of Englewood as one community, seamlessly connected through the design of the transportation network is established as a major tenet of the transportation plan.

TRANSPORTATION GOALS AND OBJECTIVES

Goal 1

Enhance both the mobility and the accessibility of the transportation system.

- Obj. 1-1** Optimize the movement of traffic along major arterials at consistent, safe speeds, with minimal delays and within existing capacities.
- Obj. 1-2** Recognize the limitations of increasing arterial road capacity by emphasizing capacity improvements to pedestrian, bicycle, and transit modes.
- Obj. 1-3** Support new regional transportation system enhancements, capacity improvements, and corridor studies through the DRCOG planning process.

Obj. 1-4 Maximize travel mode choice opportunities both within and between residential, commercial, recreational, and civic areas.

Obj. 1-5 Build a transportation system that ensures universal access to ~~historically underserved or disadvantaged groups~~ all travelers, including the elderly, children, the disabled, minorities, and low income groups.

Obj. 1-6 Maintain efficient movement of goods and services along designated freight routes, while discouraging freight movement within residential areas.

Obj. 1-7 Improve directional signage for automobile traffic, pedestrians, and bicyclists.

Goal 2

Improve environmental qualities adversely impacted by automobiles for both local residents and visitors to the community, while also accommodating commuters.

Obj. 2-1 Utilize a variety of traffic calming and speed reduction methods to slow traffic on collector routes and on adversely impacted local residential streets.

Obj. 2-2 Design and construct new transportation improvements that effectively minimize noise levels.

Obj. 2-3 Pursue strategies to improve air quality and reduce fossil fuel usage.

Obj. 2-4 Support educational efforts to increase awareness of automobile traffic, pedestrian, and bicyclist safety issues.

Goal 3

Recognize and enhance the relationships between land use and the transportation system.

Obj. 3-1 Capitalize on opportunities for urban renewal associated with ~~obsolescent~~ obsolete land uses

in close proximity to major transportation investments.

- Obj. 3-2** Encourage higher-density, pedestrian-oriented, mixed-use development along primary mass transit routes.
- Obj. 3-3** Maintain traffic patterns that are compatible with adjacent land uses.
- Obj. 3-4** Encourage land use patterns and urban designs that reduce dependency on automobiles.
- Obj. 3-5** Maintain an appropriate parking supply for mixed-use districts.

Goal 4

Promote a quality of life transportation philosophy that seeks to create an environmentally attractive, pedestrian-friendly community.

- Obj. 4-1** Create continuous transit and non-motorized connections between CityCenter and downtown Englewood, as well as the surrounding residential and business community.
- Obj. 4-2** Improve bicycle facilities and infrastructure in strategic locations throughout the city.
- Obj. 4-3** Design safe, attractive, high-volume pedestrian routes connecting public places, ~~that encourage the attention and presence of people at all hours of the day and night.~~
- Obj. 4-4** Incorporate high-quality, aesthetic design elements in all new transportation facilities.
- Obj. 4-5** Promote Englewood as one community by achieving integration between individual neighborhoods as well as neighboring commercial districts through the design of a full transportation network.

SECTION 9

ENVIRONMENTAL QUALITY

INTRODUCTION

The concept of environmental quality has evolved over time to encompass a wide range of ideas, practices, regulations, and values. Fundamentally, the environment refers to the earth's natural systems that surround us and sustain our very existence. These systems include the air we breathe, the water we drink, and the land from which our daily food comes. The concept of resource conservation developed to address the use of natural resources in ways that sustain or replenish the natural resource over time. The notion of the romantic beauty of nature and the unspoiled qualities of pristine wilderness has provided inspiration for the efforts of environmentalists and local citizens to preserve special places and keep local streets, waterways, parks, [urban and community gardens](#), and neighborhoods in a clean and orderly state.

The concept of environmental quality can arguably be traced to the ideas of a number of renowned American thinkers, including, but not limited to, George Perkins Marsh, Henry David Thoreau, John Muir, Theodore Roosevelt, Gifford Pinchot and Aldo Leopold. During the 1960's, the seeds planted by these figures began to take root in the American public consciousness. In the decades that followed, landmark legislation setting standards for water and air quality, and formal review of federal projects for the mitigation of adverse environmental impacts, was passed into law. At the same time, grass roots efforts to beautify neighborhoods and improve environmental quality at the local level also took hold across the country. The trend toward local environmental awareness and activity was manifested in Englewood through the establishment of the Keep Englewood Beautiful Commission (KEB). Over the years, community volunteers have committed countless hours to KEB activities, including household hazardous waste round ups, tire and leaf drop offs, South Platte River cleanups, and tree plantings. Today, the City of Englewood recognizes the contributions and valuable community service rendered by KEB as well as the value and benefit of environmental planning for the future.

KEB and the City of Englewood recognize the importance of continually reaching out to the community in order to increase

environmental awareness and community participation. Both KEB and the City of Englewood desire to establish reciprocal communication between local government, businesses, and citizens, regarding the identification and investigation of the community's environmental needs. Reciprocal communication will assist KEB in efforts to develop, facilitate, and sponsor environmental education programs and increase community and citizen participation in environmental programs.

KEB recognizes the need to partner with various departments, groups, and organizations, on a local, regional, and sometimes national basis. KEB desires to engage various City of Englewood departments as partners in environmental programs and practices. In the past, KEB has worked with neighboring communities in sponsoring joint environmental programs. KEB desires to continue this tradition in the future by identifying new areas for cooperation, and seeking to include additional communities. KEB and the City of Englewood recognize the importance of participating in environmental education activities, programs, and events sponsored by regional organizations such as the Regional Air Quality Council, and the Colorado Department of Health and the Environment. Finally, it is the intention of KEB to maintain its affiliation with the Keep America Beautiful Organization, and explore opportunities to partner with other national environmental organizations.

KEB and the City of Englewood recognize the importance of continuing environmental programs and activities that improve civic life at the neighborhood level. Programs and events to ensure the proper disposal of both hazardous materials, [recycleable electronics, outdated or unused medication](#), and trash, and the mitigation of environmental health hazards in the home will help to improve community cleanliness and safety. Additional programs that promote litter- and graffiti-free neighborhoods, reduce light pollution, and enhance the vegetative landscape, will improve visual beauty and increase civic pride.

KEB and the City of Englewood are committed to the practice of recycling and adaptive reuse in order to reduce the need for waste disposal and to conserve precious resources. KEB members will study market impacts and the economics of recycling programs in order to discover new opportunities to recycle or reuse various materials. Expanding opportunities for citizens, businesses, and local government to recycle and purchase products utilizing recycled materials is critical to the

realization of this goal. Special emphasis will also be placed on the practice of community gardening and composting organic materials. Furthermore, the City will encourage the adaptive reuse of existing buildings, and the use of “green” construction materials, building methods and designs.

Although energy conservation and air quality are issues that are ~~global~~regional-in scope, the City of Englewood recognizes that solutions to these problems must start at the local and regional level. The City will continue its policy of promoting and encouraging transportation alternatives to the automobile, including mass transit, bicycling, and walking. Telecommuting and home-based employment will be encouraged as a way to reduce traffic congestion resulting in air pollution. Methods and programs designed to reduce street dust and motor vehicle and wood-burning emissions will be explored and implemented. The City is committed to working with state and regional air quality organizations in order to continue meeting the City’s obligation to improve regional air quality.

The City of Englewood recognizes that a commitment to improved land planning and urban design will lead to a more environmentally friendly city. Higher densities and mixed-use developments along transit corridors and at transit nodes will be encouraged. The City is also supportive of pedestrian- and bicycle-friendly commercial developments with appropriately reduced or shared parking requirements.

ENVIRONMENTAL QUALITY GOALS AND OBJECTIVES

Goal 1

Increase awareness of the community’s environmental needs and issues in all facets of work and daily living.

Obj. 1-1 Continue to identify and investigate community environmental needs in order to improve existing programs or develop new programs.

Obj. 1-2 Develop, facilitate, and sponsor environmental education programs throughout the community.

Obj. 1-3 Increase community participation and citizen involvement in environmentally responsible activities and programs.

Obj. 1-4 Promote reciprocal communication regarding environmental issues between the City, schools, businesses, and citizens.

Goal 2

Partner with various Englewood groups, neighboring communities, and regional and national organizations in order to make environmental programs and activities more effective on a larger scale.

Obj. 2-1 Explore potential working relationships with various City departments, boards, and commissions concerning community programs, as well as environmental issues and solutions.

Obj. 2-2 Partner with neighboring communities to continue existing joint programs and explore new areas for cooperation, as well as expansion to include other communities.

Obj. 2-3 Participate in environmental education activities, programs, and events sponsored by regional organizations.

Obj. 2-4 Maintain the City's affiliation with the Keep America Beautiful national organization and explore opportunities to partner with other national environmental organizations.

Goal 3

Improve community safety, cleanliness, visual beauty, and civic pride.

Obj. 3-1 Continue and expand programs designed to ensure proper disposal of hazardous materials, and the mitigation of environmental health hazards in the home.

Obj. 3-2 Continue and expand programs designed to ensure the proper disposal of garbage and used or discarded materials.

Obj. 3-3 Reduce light pollution ~~from new~~ developments.

Obj. 3-4 Develop programs and enforce regulations to promote litter-free and graffiti-free neighborhoods.

Obj. 3-5 Continue and expand programs that enhance and beautify the vegetative landscape, while conserving water.

Goal 4

Promote recycling and adaptive reuse of waste materials and structures.

Obj. 4-1 Study market impacts on recycling programs and investigate areas of opportunity for recycled materials.

Obj. 4-2 Facilitate opportunities for citizens, businesses, and City government to participate in recycling efforts.

Obj. 4-3 Facilitate opportunities for citizens, businesses, and City government to purchase products that utilize recycled materials.

Obj. 4-4 Facilitate the practice of composting organic materials.

Obj. 4-5 Facilitate efforts to adaptively reuse existing structures.

Obj. 4-6 Facilitate the use of “green” construction materials, building methods, and designs.

Goal 5

Conserve energy and improve air quality.

Obj. 5-1 Promote and encourage transportation alternatives to the automobile, including mass transit, bicycling, and walking.

Obj. 5-2 Partner with state and regional air quality organizations in order to continue meeting the City’s obligation to improve regional air quality.

Obj. 5-3 Continue to pPromote energy-efficient technologies, alternative fuels, and the use of renewable energy.

Obj. 5-4 Encourage telecommuting and home-based employment as ways to reduce air pollution and promote energy conservation.

Obj. 5-5 Support regional air quality standards for airborne particulates produced by wood burning, road dust and gravel, and automobile and power plant emissions.

Goal 6

Promote the principles of environmental sustainability and conservation in the land use and development planning process.

Obj. 6-1 Encourage higher densities and mixed-use developments along transit corridors and at transit nodes.

Obj. 6-2 Encourage pedestrian- and bicycle-friendly commercial developments with reduced or shared parking requirements where appropriate.

Goal 7

Preserve and enhance environmentally sensitive lands and restore brownfield properties.

Obj. 7-1 Preserve and continue to enhance the South Platte River corridor as a critical wetland, watershed, wildlife, open space, and floodplain ecosystem.

Obj. 7-2 Partner with property owners to facilitate the restoration of brownfield properties within and adjacent to the community.

Goal 8

Improve water quality and conservation through the effectiveness and efficiency of utility system programs and infrastructure.

- Obj. 8-1** Continue program to require metering of all water accounts by the year ~~2009~~ 2033 in accordance with Colorado State Statutes.
- Obj. 8-2** Provide a long-term, beneficial-use, bio-solids program in order to ensure an environmentally safe and cost-efficient method of domestic bio-solids utilization.
- Obj. 8-3** Continue and enhance efforts to reduce the amount of medication, oil, grease, silver, mercury, and other harmful contaminants entering the wastewater treatment system.
- Obj. 8-4** Continue and enhance educational efforts designed to promote water conservation, reduce per capita water usage, and encourage water-conserving landscaping methods.

SECTION 10

CULTURAL ARTS

INTRODUCTION

The importance of and need for cultural arts in our lives is manifested in our deep desire to experience the beauty and richness of each and every aspect of the world in which we live. Creative skill and imagination serve to create another way of looking at, understanding, or experiencing life. Cultural arts satisfy our creative impulses and need for self-expression; nurture our curiosity; inspire us in our daily living; celebrate our achievements; and fulfill our thirst for knowledge, wisdom, understanding, and joy. Cultural arts are essential to our quality of life.

Cultural arts in Englewood have become increasingly more visible over the last two decades. A formal Englewood Cultural Arts Commission was established under the sponsorship of the City of Englewood Parks and Recreation Department. The work of the Cultural Arts Commission and the Parks and Recreation Department has resulted in a wonderful series of cultural arts activities and performances. In turn, these efforts have helped to attract a number of arts organizations to form close associations, collaborations, and partnerships with the City. This critical mass of artistic creativity has allowed supporters to create a far-reaching vision for the establishment of a signature, cultural arts center facility for Englewood and the South Denver Metropolitan Region.

Comment [J40]: Is this still the long term vision?

The Englewood Cultural Arts Commission and the City of Englewood are committed to enhancing the city's quality of life by continuing efforts to increase the level of cultural programming, communication, organizational funding, and artistic opportunity available to Englewood citizens. The Commission and the City seek to develop a wide range of cultural arts opportunities accessible to all segments of the population, in order to increase community participation, attendance, and enjoyment of cultural arts opportunities, as well as providing artists with increased opportunities for self-expression and fulfillment. Furthermore, the Commission recognizes the challenge to improve upon the communication and promotion of cultural arts opportunities to the public in order to maximize the benefits of cultural arts for the entire community and to build support for the future. In order to fully

achieve these objectives, the Commission endeavors to elevate the status of cultural arts within the governmental structure of the City of Englewood to department-level status and funding.

Comment [J41]: Is this still the vision and is this possible?

The Englewood Cultural Arts Commission recognizes the value in collaborating with various cultural arts groups, organizations, and institutions in order to bring a more diverse mix of cultural and artistic programs, activities, and performances to Englewood. The Commission will continue to work closely with the City of Englewood Parks and Recreation Department, as well as local schools, to develop joint cultural arts educational programs, events, activities, and performances. ~~The Commission also desires to work with the Englewood Historical Society in order to sponsor joint projects that combine historical and artistic elements.~~ New opportunities to partner with local, national, and international arts organizations will be explored in order to bring world-class programs, activities, events, and performances to Englewood. Finally, in order to fully pursue its mission, the Commission endeavors to qualify for and pursue funding from various public and private arts funding sources.

The Englewood Cultural Arts Commission and the City of Englewood are fully committed to the integration of cultural arts into the urban landscape. The Commission and the City will continue to work closely with the Museum of Outdoor Arts in order to exhibit outdoor art pieces around the Englewood Civic Center and the CityCenter Englewood development. ~~The Commission is also committed to the creation of a Santa Fe Cultural Arts corridor, with a regional cultural arts facility as the focal point of the cultural corridor.~~ Other commercial areas such as the Broadway corridor, Swedish Medical Center, and key entry points to the city, are also targeted for the development and implementation of art displays. Schools, parks, open space, and other city facilities provide additional opportunities for hosting visual and performing arts. The Commission and the City are committed to the incorporation of artistic and historical elements in new developments and existing buildings, as well as neighborhood sidewalks, streets, driveways, medians, and public right-of-ways.

The Englewood Cultural Arts Commission and the City of Englewood recognize the potential of cultural arts to serve as a catalyst for economic development in the city. In order to allow cultural arts to reach its full economic enhancement potential, the Commission seeks to increase awareness and communication of activities and services between the public,

artists, arts-related businesses, and schools. The Commission also desires to promote Englewood to artists, arts organizations, and entrepreneurs as a prime location for studio, performance, and commercial space, as well as develop partnerships with local businesses in order to promote cultural arts and local business marketing activities. Finally, the Commission and the City seek to promote cultural arts events and activities in order to attract visitors to the community.

The Englewood Cultural Arts Commission and the City of Englewood recognize the importance of new facility development as well as the creative utilization of existing public and private spaces in order to serve the cultural arts needs of the community. The most important objective towards this end involves the development of a signature cultural arts center facility that will serve as the focal point of cultural arts activities and education in Englewood and the South Denver Metropolitan Region. In addition to a major cultural arts center, a future arts incubator is seen as an essential complementary facility providing cost-efficient space for fledging artists, artistic organizations, schools, and arts-related businesses. Existing public spaces will continue to be utilized as performance, display, and activity venues, as well as office and studio space. These facilities include the Englewood Civic Center building, atrium, and out-door plaza, as well as local schools, parks, the Malley Senior Center, and the Englewood Recreation Center. Finally, the Commission may also seek to collaborate with private performance venues in order to stage performances and activities appropriate for such spaces.

Comment [J42]: See questions above.

CULTURAL ARTS GOALS AND OBJECTIVES

Goal 1

Enhance Englewood's quality of life through cultural programming, communication, organizational funding, and artistic opportunity.

- Obj. 1-1** Develop a wide range of visual, musical, dramatic, and performing arts activities, programs, and performances.
- Obj. 1-2** Develop cultural arts activities and programs to serve all segments of the community.
- Obj. 1-3** Improve communication and promotion activities to increase community participation,

attendance, and enjoyment of cultural arts opportunities.

Obj. 1-4 Elevate the status of cultural arts within the governmental structure of the City of Englewood to department level status and funding.

Obj. 1-5 Provide artists with greater opportunities for self-expression and fulfillment.

Obj. 1-6 Improve the accessibility of cultural arts activities and performances to the general public.

Goal 2

Collaborate with other groups, organizations, and institutions to bring a diverse mix of cultural and artistic programs, activities, and performances to Englewood.

Obj. 2-1 Collaborate with the City of Englewood Parks and Recreation Department to develop joint cultural arts programs, events, activities, and performances.

Obj. 2-2 Collaborate with Englewood schools in the development of educational and cultural opportunities for children.

~~**Obj. 2-3** Collaborate with the Englewood Historical Society in order to sponsor joint projects that combine historical and artistic elements.~~

~~**Obj. 2-4**~~ **Obj. 2-3** Explore opportunities to partner with local, national, and international arts organizations in order to bring world-class programs, activities, events and performances to Englewood.

~~**Obj. 2-5**~~ **Obj. 2-4** Endeavor to qualify for and pursue funding from public and private arts funding sources.

Goal 3

Integrate cultural arts into the urban landscape.

Obj. 3-1 Continue and expand collaboration with various arts organizations in terms of displays around Englewood Civic Center and CityCenter Englewood.

Obj. 3-2 Develop a Cultural Arts corridor with a major, regional cultural arts facility as the focal point.

Comment [J43]: See above questions

Obj. 3-3 Develop and implement art displays along major commercial corridors and city entry ports.

Obj. 3-4 Incorporate visual and performing arts at schools, city facilities and parks, and along South Platte River open space.

Obj. 3-5 Incorporate artistic and historical elements into new developments and facade enhancements.

Obj. 3-6 Incorporate artistic elements into neighborhood improvements such as sidewalk, streets, driveways, medians, and public right of ways.

Goal 4

Increase economic development through the promotion of cultural arts in the City of Englewood.

Obj. 4-1 Increase awareness of and communication between the public, artists, arts-related businesses, and schools.

Obj. 4-2 Promote Englewood to artists, arts organizations, and entrepreneurs as a prime location for studio, performance, and commercial space.

Obj. 4-3 Develop partnerships with local businesses in order to promote cultural arts and local business marketing activities.

Obj. 4-4 Promote cultural arts events and activities to attract visitors to the community.

Goal 5

Expand Englewood’s cultural arts infrastructure through the development of new facilities and through the creative utilization of existing public and private spaces.

- Obj. 5-1** Build a signature cultural arts center to serve as the focal point of cultural arts activities and education in Englewood.
- Obj. 5-2** Establish a cultural arts “incubator” to support fledgling artists, artistic organizations, schools, and arts-related businesses.
- Obj. 5-3** Continue the use of the Englewood Civic Center building, atrium, and out door plaza as office, studio, display, and performance space.
- Obj. 5-4** Continue to hold various cultural arts performances and activities at a variety of public spaces including schools, parks, the Malley Senior Center, and the Recreation Center.
- Obj. 5-5** Collaborate with private venues in order to stage performances and activities appropriate for such spaces.

Comment [J44]: See questions above



Memorandum

To: Mayor Penn and Members of City Council
Through: Gary Sears, City Manager
From: Dorothy Hargrove, Director of Library Services
Subject: Update on Hampden Hall
Date: February 5, 2013

2012 was a busy year for Hampden Hall. The Library has scheduled and managed over 100 different events, ranging from the superb performances provided by Englewood Arts to training seminars by various business and City groups. Total revenues for the year were \$5,211.25 while expenses, primarily salary for the Facility Attendant, were less than \$3,000.

Because of this high use, however, we deemed it necessary to invest in some needed upkeep and improvements. Several City departments, including the Cultural Arts Commission, allocated funds to update the lighting and sound systems and to install a larger projection screen. These updates allow for a more professional experience for everyone who uses the Hall. This project was ably managed by Dave Henderson from Public Works. The Public Works team is also putting on a fresh coat of paint this month as part of their continuing effort to ensure that the space is well maintained.

2013 bookings are on target to meet or exceed last year's numbers. It is clear that the Englewood community continues to value this unique asset.



C I T Y O F E N G L E W O O D
F I R E D E P A R T M E N T

MEMORANDUM

TO: Mayor Penn and Members of City Council
THROUGH: Gary Sears, City Manager
FROM: Mike Pattarozzi, Fire Chief
DATE: February 11, 2013
SUBJECT: January, 2013 Fire Department Monthly Summary

Attached is the monthly summary for January, 2013. The Fire Department responded to 356 calls for service during January. In 2012, the Fire Department responded to 354 calls during the same time period.

During the month of January, Fire Department personnel completed 53 primary inspections and 11 follow-up inspections. The total square footage inspected was 453,886.

During the month of January, Fire Department personnel completed 1,276 staff hours of training.

Incident Response Summary for Englewood Fire Rescue

For period 01/01/2013 Through 01/31/2013

Type of Incident	Current Year		
	In Jurisdiction	Outside	Totals
Fires			
Fire, not otherwise classified	2	0	2
Structure fire involving an enclosed building	1	1	2
Vehicle fire, not otherwise classified	1	0	1
Outside rubbish, trash or waste fire	1	0	1
Outside equipment fire	1	0	1
Structure Fire - Aid Given to another Fire Dept.	0	2	2
	6	3	9
EMS			
Emergency medical incident	212	2	214
Vehicle accident with injuries	11	0	11
Motor vehicle vs. pedestrian or bicycle accident	1	0	1
Lift Assist	5	1	6
	229	3	232
Alarms			
False call (other than a fire alarm)	5	0	5
False Medical Alarm	3	0	3
Fire alarm, malicious activation, no fire	1	0	1
Fire alarm system malfunction, no fire	4	0	4
Fire alarm sounded due to dust, lack of maintenance, or similar cause	5	0	5
Carbon monoxide (CO) detector activation due to malfunction	3	0	3
Alarm system activation (no fire), unintentional	3	0	3
	24	0	24
Other			
Natural gas or LPG leak (outside)	1	0	1
Natural gas or LPG leak (inside)	4	0	4
Carbon monoxide incident	5	0	5
Vehicle accident, non-injury	2	0	2
Water problem, other	1	0	1
Public service assistance, other	16	0	16
Assist police or other governmental agency	2	0	2
Public service	1	0	1
Blood Draw	15	0	15
Public Education - Schools	3	0	3
Car seat check	10	0	10
Good intent call, other	1	0	1
Dispatched & cancelled en route	6	3	10
Smoke or odor investigation, no fire	9	0	9
EMS call, party transported by non-fire agency	3	0	3

Incident Response Summary for Englewood Fire Rescue

For period 01/01/2013 Through 01/31/2013

Type of Incident	Current Year		
	In Jurisdiction	Outside	Totals
Other			
Fire alarm sounded due to cooking or burnt food	7	0	7
Citizen complaint	1	0	1
	87	1 *	3
			91
Grand Totals	346	1 *	9
			356

Englewood Police Department Summary Report

For Period January 1, 2013 through January 31, 2013



TYPE OF INCIDENT	January 2013	January 2012	YTD 2013	YTD 2012
PATROL AND TRAFFIC				
Total Activities	4,174	6,818	4,174	6,818
Misdemeanor Arrests	149	168	149	168
Felony Arrests	20	16	20	16
Warrant Arrests	52	64	52	64
DUI Arrests	33	39	33	39
Patrol Division Traffic Summonses	1,071	415	1,071	415

INVESTIGATIONS				
Case Filings	29	17	29	17
Summons	4	2	4	2
Deactivated (no additional leads)	49	44	49	44
Unfounded	9	5	9	5
Victim Failure to Prosecute	5	3	5	3
Other Jurisdiction	4	7	4	7
Located Missing Person/Runaway	5	3	5	3
Non Criminal Death Investigations	7	5	7	5
Prosecution Declined by District Attorney	1	0	1	0
TOTAL	113	86	113	86

NEIGHBORHOOD SERVICES				
<i>Impact Team</i>				
Projects initiated	11	17	11	17
Residential	8	3	8	3
Business	3	14	3	14
Projects Cleared	8	15	8	15
Community Contacts	10	3	10	3
Residential	0	0	0	0
Business	10	3	10	3
Community Events	5	10	5	10
<i>Code Enforcement</i>				
Cases Opened	184	302	184	302
Notices of Violation	105	111	105	111
Postings	5	21	5	21
Summons	9	16	9	16
Patrol Referrals	18	59	18	59
TOTAL	321	509	321	509
<i>Traffic Bureau</i>				
Traffic Summonses	349	146	349	146
Parking Summonses	367	7	367	7
TOTAL	716	153	716	153
<i>Community Relations</i>				
Community Events/Activities	7	11	7	11
Persons in Attendance	41	484	41	484

ENGLEWOOD POLICE DEPARTMENT SUMMARY REI

For Period January 1, 2013 through January 31, 2013



TYPE OF INCIDENT	January 2013	January 2012	YTD 2013	YTD 2012
COMMUNICATIONS/RECORDS				
<i>Reported Part I Crimes</i>				
Murder/Manslaughter	0	0	0	0
Rape	2	0	2	0
Robbery	5	0	5	0
Assault (includes all assaults)	32	41	32	41
Burglary	19	27	19	27
Theft	153	119	153	119
Auto Theft	17	10	17	10
Arson	0	0	0	0
Reported Part I Crimes TOTAL	228	197	228	197
Calls for Service TOTAL	4,174	4,427	4,174	4,427

VICTIM ASSISTANCE RESPONSE				
Incidents with victim assistance provided	64	82	64	82
People served relative to incidents	88	100	88	100
Domestic Violence victims	24	41	24	41

**CITY OF ENGLEWOOD
2013 CALENDAR OF EVENTS**



Mon., Feb. 18		City Hall closed — President's Day
Tues., Feb. 19	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Wed., Feb. 20	7:00 p.m.	Local Liquor and Medical Marijuana Licensing Authority, City Council Chambers
	7:00 p.m.	Planning and Zoning, City Council Conf. Room/Council Chambers
Thurs., Feb. 21	3:00 p.m.	Firefighters Pension Plan Board, Public Works Conf. Rm.
Mon., Feb. 25	6:00 p.m.	Study Session, Community Room
Tues., Feb. 26	4:00 p.m.	NonEmergency Employees Retirement Plan Board, Public Works Conference Room
	7:30 a.m.	Englewood Business Summit, Hampden Hall
Wed., Feb. 27	4:00 p.m.	Englewood Housing Authority Board Meeting, Housing Authority Board Room
Mon., March 4	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues., March 5	7:00 p.m.	Planning and Zoning, City Council Conf. Room/Council Chambers
Wed., March 6	5:45 p.m.	Cultural Arts Commission, City Council Conference Room
	Cancelled	Local Liquor and Medical Marijuana Licensing Authority, Telephone Poll
Mon., March 11	Cancelled	Study Session
Tue., March 12	7:00 p.m.	Library Board, Library Board Room
	5:00 p.m.	Water and Sewer Board, Comm. Dev. Conference Room
	6:30 p.m.	Keep Englewood Beautiful, Council Conference Room
Wed., March 13	7:00 p.m.	Board of Adjustment and Appeals, Council Chambers
	6:30 p.m.	Englewood Urban Renewal Authority, Community Development Conference Room

Thurs., March 14	11:30 a.m.	Alliance for Commerce, City Council Conference Room
	5:30 p.m.	Parks and Recreation Commission, Malley Senior Recreation Center
	6:30 p.m.	Transportation Advisory Committee, City Council Conference Room
Mon., March 18	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues., March 19	7:00 p.m.	Planning and Zoning, City Council Conf. Room/Council Chambers
Wed., March 20	6:30 p.m.	Code Enforcement Advisory Board, City Council Conf. Rm.
	7:00 p.m.	Local Liquor and Medical Marijuana Licensing Authority, City Council Chambers
Mon., March 25	6:00 p.m.	Study Session, Community Room
Mon., April 1	6:00 p.m.	Study Session, Community Room
	7:30 p.m.	Council Meeting, Council Chambers
Tues., April 2	7:00 p.m.	Planning and Zoning, City Council Conf. Room/Council Chambers
Wed., April 3	4:00 p.m.	Englewood Housing Authority Board Meeting, Housing Authority Board Room
	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., April 8	6:00 p.m.	Study Session, Community Room
Tue., April 9	7:00 p.m.	Library Board, Library Board Room
	5:00 p.m.	Water and Sewer Board, Comm. Dev. Conference Room
	6:30 p.m.	Keep Englewood Beautiful, Council Conference Room
Wed., April 10	7:00 p.m.	Board of Adjustment and Appeals, Council Chambers
	6:30 p.m.	Englewood Urban Renewal Authority, Community Development Conference Room
Thurs., April 11	11:30 a.m.	Alliance for Commerce, City Council Conference Room
	5:30 p.m.	Parks and Recreation Commission, Broken Tee Golf

TENTATIVE

STUDY SESSIONS TOPICS

FOR ENGLEWOOD CITY COUNCIL



- February 25 Study Session (2013 Business Summit on 2/26/13 – 7:30 a.m.)
 Solar Friendly Cities
 Comprehensive Plan Subcommittee Report
 Board and Commission Reports
 Station RTD TOD Plan Reminder
 Business Summit Reminder
 Acoma Property RFP Update
- March 4 Study Session & Regular Meeting
 Joint Meeting w/Littleton to discuss Fire Services Survey
- March 11 Study Session - Cancelled - NLC Conference – Washington D. C.
- March 18 Study Session & Regular Meeting
 RTD Representative – 6:00 p.m.
 Marijuana Ordinance
 Board and Commission Appreciation Event Discussion
- March 25 Study Session
 Executive Session (Real Estate/Depot)
 Executive Session (Union Negotiations)
 Executive Session (Personnel)
 Financial Report
 Security Camera Update
 Gun Legislation/ Community Safety
 Board and Commission Reports
- April 1 Study Session & Regular Meeting
 Executive Session – Negotiations (Xcel)
- April 8 Study Session
- April 15 Study Session & Regular Meeting
 Board and Commission Reports

April 22	Study Session Financial Report Mill Levy
April 29	No meeting scheduled – 5 th Monday
May 6	Study Session & Regular Meeting Board and Commission Members Reappointment Discussion
May 13	Citizen of the Year Celebration
May 20	Study Session & Regular Meeting CAFR - tentative Financial Report Board and Commission Reports
May 27	Memorial Day Holiday – No meeting scheduled
June 3	Study Session & Regular Meeting
June 10	Study Session Board and Commission Interviews
June 17	Study Session & Regular Meeting Financial Report (CML Conference – 6/18-21/13)
June 24	Study Session Board and Commission Appreciation Night
July 1	Study Session & Regular Meeting

FUTURE STUDY SESSION TOPICS

Executive Session – Negotiations (Xcel)
Water Conservation Plan
Citizen Engagement/Mindmixer
Public Comment Process
Nextdoor Network

**KEEP ENGLEWOOD BEAUTIFUL
MINUTES
January 8, 2013**



1. Meeting Opening

The meeting was called to order at 6:35 pm in the City Council Conference Room by Kaylene McCrum.

2. Roll Call

Present: Kaylene McCrum, James Garrett, Justin Geissler, Jennifer Jones, Paul Kern, Roger Mattingly, Catherine Townley, Jessie Van Gundel, Steven Scott

Absent/Excused: Susan Bayless; Brittany Yepsen

3. Approval of Minutes

Motion: Approve the November 13, 2012 Minutes as written. Moved by Jennifer Jones; Seconded by Roger Mattingly. Motion carried by unanimous vote.

4. Old Business

- Holiday Lighting Awards: Jennifer and Roger handed out the awards at the December 17, 2012 City Council meeting.



5. New Business

- Planning Session: Audra circulated a list of current Commission events. The Commission discussed the events and developed discussion items for the February Planning Session.



6. Staff's Choice

Audra offered a City calendar to each Commissioner.

7. Council Member's Choice

Councilmember McCaslin was absent.

8. Commissioner's Choice

Steven apologized for his 2012 attendance; he was dealing with family health issues.

9. Adjourn

There was no further business. The meeting adjourned at 7:05 pm.

/s/ Nancy G. Fenton
Nancy G. Fenton, Transcriber