

ENGLEWOOD DOWNTOWN PLAN

ENGLEWOOD, CO | JUNE 2021





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How This Plan Is Organized

Chapter 1: Executive Summary

This section provides an overview and summary of the Downtown Englewood Plan.

Chapter 2-6: Downtown Plan Goals & Strategies

These chapters contain goals and strategies organized into five main topic areas. The goals and strategies establish policies and programs to guide the selection of implementation actions over the life of the Plan. For each topic area (each its own chapter), there is an analysis of existing 2020 conditions, goals, strategies, and sub-area considerations. The five categories are:



Economy, Jobs & Homes



Marketing & Programming



Public Space Enhancements & Placemaking



Mobility & Transportation



Land Use & Urban Design

Chapter 7: Implementation

This chapter provides specifics on how the proposed DDA and the City can take action on the goals and strategies. It provides the full 18-month action plan to guide DDA priorities and programs in the short-term, and explains the overall role a DDA could play as an implementation tool for Downtown Englewood moving forward.

Chapter 8: Process & Supporting Information

This section explains the planning process that was undertaken to complete the Plan. It provides results from community outreach which engaged more than 350 stakeholders to help shape the Plan. This section closes with information on how this plan is consistent with related, past planning efforts in Englewood.





I. Executive Summary

EXECUTIVE SUMMARY

Why Downtown Matters

In Colorado and across the country, communities are taking a new look at their downtown areas, especially smaller cities like Englewood that lack the size, mixed uses, and financial resources of larger downtowns. People want deeper connections to the heart of their community; places to live, shop and socialize, more ways to get around. Employers want centrally located offices with light rail access to larger cities. And downtown economic activity helps cities provide quality services and amenities for everyone.

With the reinvention of Cinderella City to Englewood CityCenter, one of the nation's first transit-oriented developments 20 years ago, Englewood was a pioneer and innovator in downtown revitalization. But time has taken its toll on Downtown Englewood, evidenced by empty storefronts, dormant retail sites, and an overall lack of cohesiveness. All of this and more are noted in recommendations to improve the area from a variety of planning documents, including Englewood's Comprehensive Plan and two recent Urban Land Institute studies. The need for revitalization and resiliency has now been greatly accelerated by the COVID-19 pandemic, creating even more urgency for a short-term economic recovery plan and long-term vision and plan for Downtown.

The City of Englewood, with the Greater Englewood Chamber of Commerce, kicked off the grant-funded "Downtown Matters" planning initiative in January 2020. The Downtown Matters Plan is intended to cultivate a more cohesive vision for Downtown Englewood, defined by three sub-areas: (1) the traditional downtown "Main Street" portion of South Broadway, (2) the CityCenter area near the light rail station and including the current Englewood Civic Center, and (3) commercial areas around Craig Hospital and Swedish Medical Center, or the Medical District. Other factors that prompted the Downtown Matters Plan include property sales in the CityCenter area, hospital expansions, new business and development on South Broadway, and new residents seeking convenient, sustainable lifestyles. In addition, there was an increasing sense that the overall financial sustainability and vitality in Downtown Englewood had started to trend down, in part because the City currently lacks any type of platform such as a Downtown Development Authority (DDA) to brand and market its Downtown, program events, coordinate its merchants and help finance needed operations and capital improvements.

The Downtown Matters process included broad outreach to commercial property and business owners and community members to create a Plan that allows Downtown Englewood to evolve in an intentional way while maintaining its unique character. More than 350 community members have contributed to the Plan. The Downtown Matters Plan considers market trends, economic development, placemaking, business support, marketing, and safety.

A key initiative that has emerged as a priority for Downtown Englewood through this process and previous planning efforts is the creation of a Downtown Development Authority (DDA). Many small cities in Colorado successfully utilize DDAs for downtown revitalization and resiliency, and a DDA in Downtown Englewood could similarly serve as a key funding and implementation tool for Downtown improvements and initiatives. The DDA is now viewed with urgency, as it can help champion, quarterback and fund economic recovery efforts as the public health emergency created by COVID-19 gradually subsides.

**The Downtown Matters Plan was funded by a DRCOG Next Step Grant Study.*

Study Area/Sub-Areas

Through the DDA study process, a broader definition of Downtown Englewood has been conceptualized that expands beyond the historical South Broadway main street corridor sub-area to include the Englewood Station-CityCenter sub-area and the Swedish Medical Center-Craig Hospital sub-area. This is where much of the City's commercial and employment activity is centered. These three sub-areas are currently interrelated but not cohesive. The map below illustrates both the boundaries of the overall Downtown Englewood area, and each of the three sub-areas as depicted in Englewood Forward: The 2016 Englewood Comprehensive Plan; South Broadway, CityCenter, and the Medical District.



Study Area/Sub-Areas, cont.

The boundaries of the overall Downtown Englewood area include:

- South Santa Fe Drive to the west
- Kenyon Avenue to the south
- South Lafayette Street to the east
- Eastman Avenue to the north

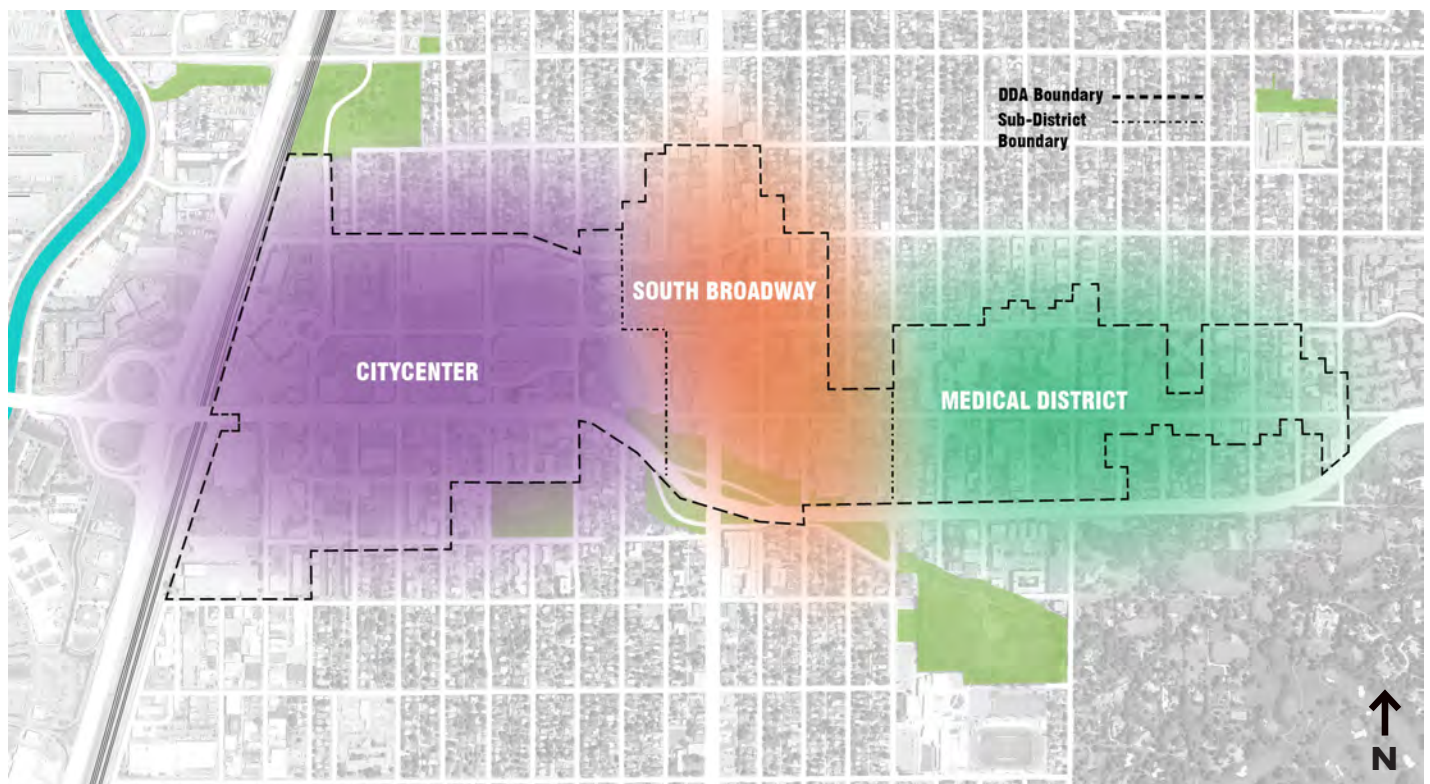
DDA sub-area boundaries include:

- CityCenter sub-area located west of South Bannock Street/Englewood Parkway/South Acoma Street
- South Broadway sub-area located east of South Bannock Street/Englewood Parkway/South Acoma Street and west of South Logan Street
- Medical District sub-area located east of South Logan Street

Within the Study Area, commercially zoned properties were selected in an initial first cut for inclusion in the Englewood DDA, while residentially zoned single family properties were intentionally excluded.

Subsequent refinements to the identified Englewood DDA properties were made on the basis of strategic gateways, district cohesion, redevelopment potential, and land use, including key additions along the Broadway and Old Hampden Avenue corridors, and the exclusion of newly developed multi-family residential and long-standing senior housing properties.

Downtown Matters Study Area Map





Englewood Downtown Plan Overview

The Englewood Downtown Plan will serve as the governing document for the proposed Englewood Downtown Development Authority (DDA), and is intended to provide a business plan and policy guidance for the proposed DDA over the next 10 years and beyond. Informed by past planning efforts, a market assessment conducted in 2019, and broad outreach to community members and Downtown business and property owners, the Downtown Plan lays out a vision, big ideas, goals and strategies, and implementation tactics for Downtown Englewood moving forward.

The Vision for Downtown Englewood

Downtown Englewood, Colorado is one of those special places – a friendly, authentic small city nestled within a large metropolitan area. Downtown has its own history and distinct character, and is being discovered by both newer and older generations as a great place to live, work, shop, and socialize. With consistent stewardship and investment, the proposed DDA could ensure that Downtown Englewood becomes an even more vibrant, cohesive, and resilient place.

BIG IDEAS: Taking Downtown Englewood to the Next Level

Peer communities to Englewood along the Front Range and throughout Colorado have successfully leveraged the resources made available by a DDA to take their downtowns to the next level. Downtown Englewood currently has many strengths and challenges, and a clear focus and coordinated effort is needed to advance a cohesive vision and program for Downtown moving forward. Drawing on input received throughout the Downtown Matters planning process and previous planning efforts, these eight big ideas were identified to guide the proposed Englewood DDA in ensuring Downtown can effectively compete with other Front Range communities, and to take Downtown Englewood to the next level:



Create a Downtown Development Authority to help guide economic recovery beyond the COVID-19 pandemic in the near-term, and to be a steward and champion for Downtown in the long-term.

Downtown Development Authorities (DDAs) are quasi-public agencies that provide both organization and financing for redevelopment projects that focus on the downtown's vitality and attractiveness. DDAs facilitate partnerships, joining businesses, property owners, and other civic partners such as Chambers of Commerce and local government to create a self-sustaining organization designed to champion downtown for the long term. The proposed Englewood DDA would not only serve as a problem-solver in the COVID-19 economic recovery process, but would provide a clear, unified voice for Downtown Englewood moving forward.



Extend the vibrancy of Downtown throughout the day and evening by adding more residents, jobs, and entertainment.

To cultivate a vibrant Downtown activity zone that extends throughout every evening and weekend, the proposed DDA could work with private developers and property owners to create a wider mix of land uses in Downtown Englewood. The DDA could help drive additional residential density to underutilized sites in the CityCenter sub-area, in proximity to Englewood Station. Additionally, the DDA could help attract more office employers to bring more daytime workers Downtown, which in-turn will support existing and new local merchants and restaurants.



Create a distinct, authentic brand identity and marketing program for Downtown.

Downtown Englewood is in need of an authentic brand identity and program to market Downtown as a destination, support local businesses and attract new investment. Downtown's brand identity could then be utilized in physical enhancements, such as decorative lighting, gateways, and public art, to better integrate and create synergy between Downtown's three sub-areas and establish a sense of place.



Cultivate street-level activation of storefronts and public spaces throughout Downtown.

To establish Downtown as a distinct, unique environment, the proposed DDA could help fill vacant storefronts with engaging uses such as pop-up art galleries, office space, or pop-up retail concepts, and could assist local partners in programming existing and new open spaces Downtown, such as paseos and public parks. The DDA could also facilitate physical enhancements, including landscaping, street furniture, street trees, and wayfinding signage to increase vibrancy and activation along retail streets such as South Broadway, Old Hampden, and Englewood Parkway.



Create a connected, multi-modal Downtown that is convenient, comfortable, and accessible for all ages and abilities.

The proposed DDA could undertake public improvements that increase multi-modal connectivity throughout all three sub-areas in Downtown Englewood, and improve transit and trail connections to the greater Denver Metro area. Examples of these improvements include upgrading on- and off-street pedestrian and bicycle facilities, cultivating a connected greenspace network, enhancing and maintaining public infrastructure, and creating a parking management district or strategy.



Collaborate with a variety of local partners to enhance Downtown vitality.

The Downtown Matters planning process identified a number of shared priorities between the proposed DDA, the City of Englewood, the Greater Englewood Chamber of Commerce, and other community partners. To take Downtown Englewood to the next level, collaboration between these entities will be needed more than ever, particularly in light of the disruption caused by the COVID-19 pandemic. The DDA could also work with partners on a range of social equity and value-based policies, including attainable housing, services for people experiencing homelessness, reducing involuntary displacement, and aging in place.



Increase safety and comfort to a level that is welcoming to all.

It is important that all people feel comfortable in Downtown at all times of the day. Physical enhancements such as lighting, wayfinding signage, street and sidewalk cleaning, and public alleyway improvements are needed to discourage nuisance behaviors and improve perceived safety of Downtown. The proposed DDA could not only support physical improvements of Downtown to promote safety and comfort, but could explore programmatic solutions as well, such as employing uniformed safety or welcome ambassadors to monitor Downtown Englewood happenings.



Partner with the private sector to promote coordinated infill development at catalytic sites.

The proposed DDA could help facilitate development of underutilized properties throughout Downtown Englewood. Examples of catalytic public-private partnerships could include working closely with the hospitals in the Medical District and other large landowners to improve the public realm and attract new investment, exploring redevelopment opportunities on underutilized parcels near Englewood Station, attracting a new hotel to Downtown, and helping to explore and guide private sector redevelopment on South Broadway north and south of Downtown.

Goals and Strategies

To transform the vision and “Big Ideas” for Downtown Englewood into a menu of measurable policy and program recommendations, goals and strategies were developed for the Downtown Matters Plan to guide the proposed DDA for the next ten years and beyond. These goals and strategies are divided into five categories:



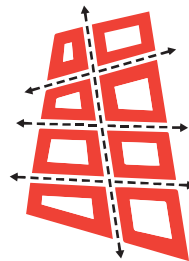
Economy, Jobs & Homes, including filling vacant storefronts, retaining and supporting small businesses, increasing the Downtown employment base, and supporting housing and social services.



Mobility & Transportation, including enhancing multimodal connectivity, improving the Englewood Trolley, and managing the Downtown parking supply.



Marketing & Programming, such as cultivating a brand and identity for Downtown, improving marketing, communication, and promotion, and coordinating events.



Land Use & Urban Design, such as identifying catalytic redevelopment sites, building on existing mixed-use energy, promoting best practices in urban design in Downtown, and encouraging adaptive reuse of buildings where appropriate.



Public Space Enhancements & Placemaking, such as ensuring Downtown is clean, safe, and accessible, activating existing public spaces, improving the pedestrian experience, and improving the physical environment through streetscape enhancements.

Within each of these categories, there is an assessment of 2020 existing conditions, including strengths and weaknesses of the Downtown Englewood area overall, and each of the sub-areas. Each Plan section also contains high-level goals, strategies the proposed DDA could employ to achieve those goals, and specific sub-area considerations for South Broadway, CityCenter, and the Medical District.

18-Month Action Plan

Mid-way through the Downtown Matters planning process, COVID-19 became a global pandemic, severely impacting the health and economy of downtowns across the country. Downtown districts led by organizations such as DDAs and BIDs, played an important role in providing critical recovery tools to property and business owners throughout Colorado.

In Englewood, the pandemic highlighted the urgency for a strong voice with resources and implementation capacity to support Downtown Englewood stakeholders beyond the immediate crisis. The proposed Englewood DDA is intended to fill this role.

The Englewood Downtown Matters Plan provides an 18-month economic recovery framework that is intended to serve as an illustrative action plan with initiatives a DDA could lead to support economic recovery efforts for Downtown Englewood.

Short-term priority projects could include:

Support existing businesses

- Provide information and access to local, state and federal assistance.
- Help businesses adapt to evolving health restrictions, such as outdoor merchandising, on-line platforms, shared space options and more.
- Marketing and promotional efforts to promote local business and draw people Downtown as public health confidence grows.
- Encourage membership in the Englewood Chamber to access their educational programs.

Build a broader downtown consumer market

- Work with the city to streamline delivery of new businesses and residential/office development projects in each sub-area.
- Analyze DDA investments in infrastructure and catalytic sites in CityCenter and the Medical District.

Maintain and improve Downtown appearance and sense of safety

- Provide supplemental maintenance of Downtown public spaces, including medians, paseos, pocket parks and sidewalks.
- Work with police and property owners on crime and safety programs; address nuisance activity.
- Activate vacant storefronts with tactics such as pop-ups, shared retail/office concepts, marketing graphics and art displays.

Enhance a sense of local identity and attract new investment

- Create a distinct Downtown brand identity and integrated marketing program.
- Work with city planners on design of Downtown wayfinding signage and a gateway at US 285/Hampden.
- Work with property owners and city leaders to attract new business and development investment.

Additional project and program priorities are listed in each section of this plan.

DDA Overview

Downtown Development Authorities (DDAs) are quasi-public agencies that provide both organization and financing for downtown redevelopment projects that focus on the city center’s vitality and attractiveness. DDAs facilitate partnerships, joining businesses, property owners, and other civic partners such as Chambers of Commerce and local government to create a self-sustaining organization designed to champion downtown for the long term. Property owners, business owners, residents, and tenants within the proposed DDA area must vote on the DDA’s creation and funding. The governing board is made up of these stakeholders as well as representatives from the City, appointed by the City Council. Downtown Development Authorities are subject to Colorado Revised Statute 31-25-801.

One of the first tasks for a DDA is to finalize and adopt a Downtown Plan of Development, which is the Englewood Downtown Plan, aligned with the City’s comprehensive plan and approved by the City Council, that sets forth a long-term vision, goals and strategies. Examples of DDA activities include:

- Public improvements such as pedestrian crosswalks, bicycle facilities, multimodal amenities (including shuttles), streetscape improvements, and place enhancement projects,
- Large-scale infrastructure improvements such as parking structures and stormwater improvements,
- Maintenance of public improvements,
- Economic development initiatives such as public-private partnerships, marketing, programming (events, promotions), and small business support,
- Public safety initiatives,
- Hiring staff, commissioning studies, and market research

Downtown Development Authority operations and projects are typically funded through an operations property tax of up to 5 mills within the district, and Tax Increment Financing (TIF), both of which must be approved by stakeholders in the district as well as City Council. Tax Increment Financing allows a DDA to leverage future increased sales and property taxes to help finance development and improvement projects. Downtown Development Authorities have no taxing power (beyond the possible 5 mills) and no power of eminent domain.







LEASING CENTER

ARTWALK
APARTMENTS

AT CITYCENTER

ARTWALK
APARTMENTS

AT CITYCENTER

403
CITY CENTER

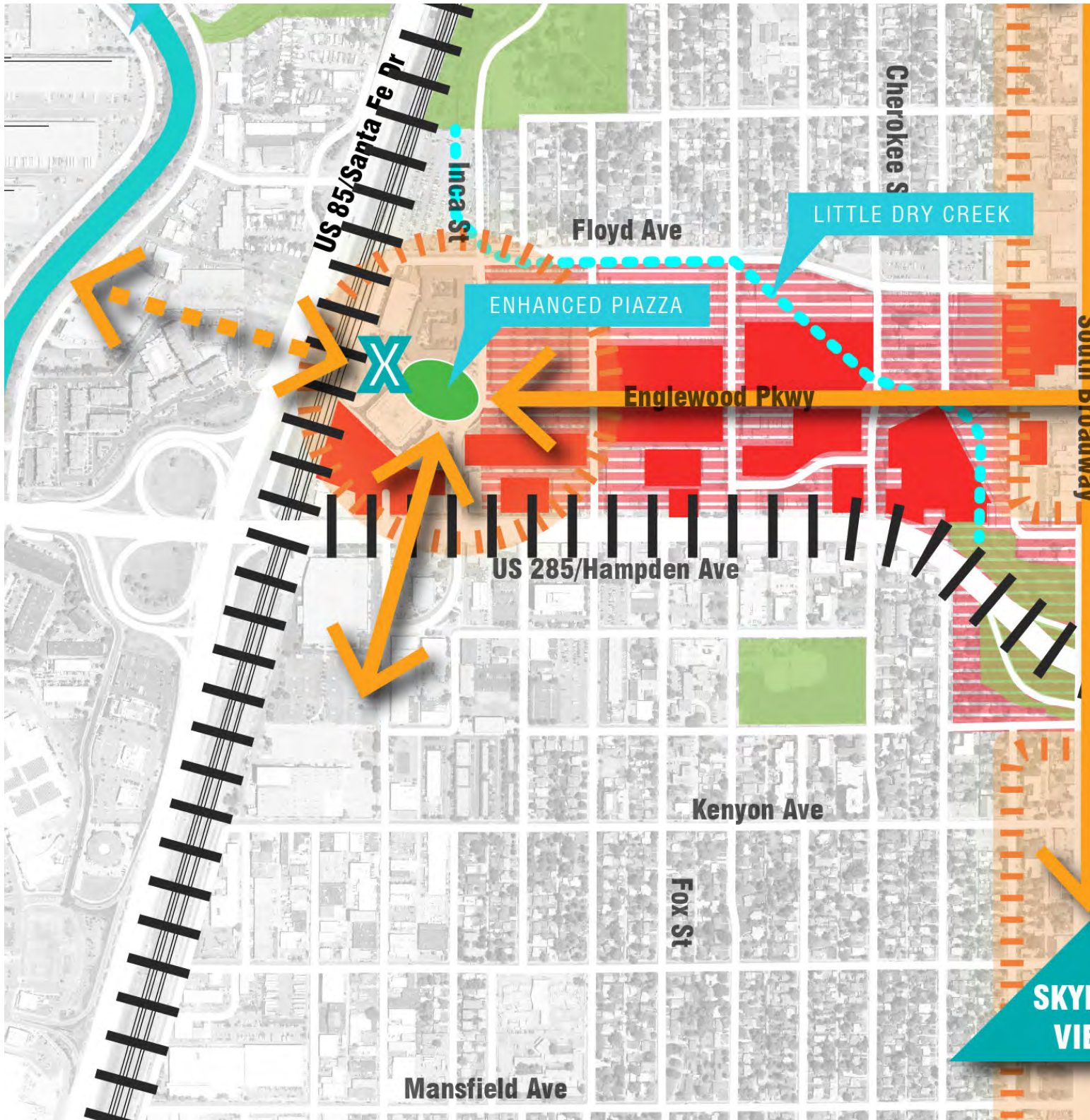
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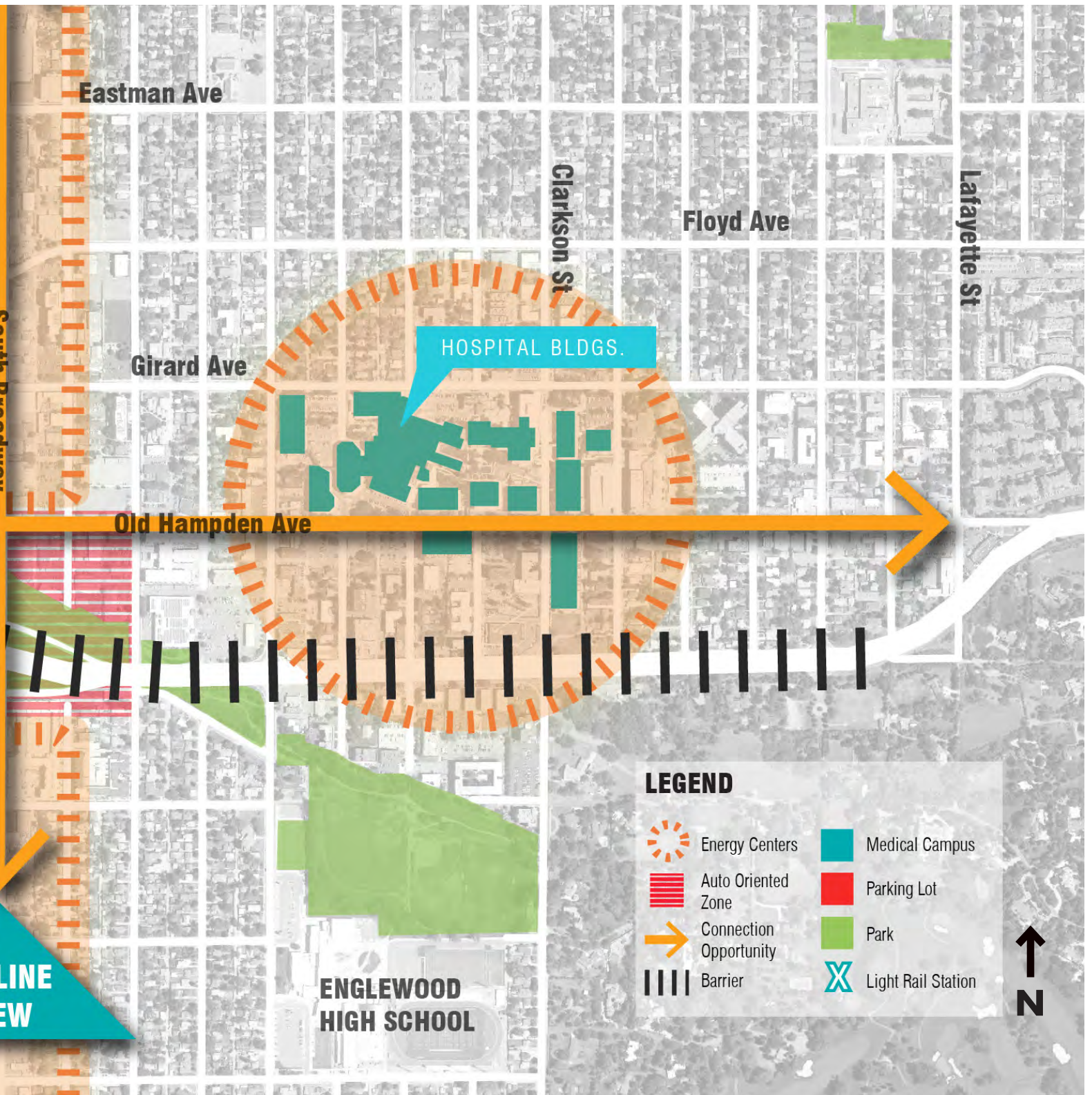
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II. Downtown Plan Goals & Strategies

Existing Opportunities & Challenges



This map identifies existing opportunities and challenges identified by the planning team during both a study of current conditions in Downtown Englewood and a thorough analysis of previous citywide plans. These observations are not indicative of future projects at this time.



Economy, Jobs & Homes

2020 Existing Conditions

Downtown Englewood currently has many economic advantages including a unique identity as a small city next to Denver and a strong central location in the Denver Metro market. It is located near the major employment centers of Downtown Denver and the Denver Tech Center, is relatively affordable compared to other Metro cities, has excellent light rail access, two nationally recognized and growing hospitals, and a diverse mix of small businesses. Downtown Englewood also has convenient north-south and east-west access to neighboring communities via transit and major roadways.

The three sub-areas that comprise Downtown Englewood--CityCenter, South Broadway, and the Medical District, also have unique economic strengths that the proposed DDA could leverage and build upon moving forward. As a first-generation transit-oriented development or TOD, CityCenter has the strategic advantages of convenient regional transit access and some housing density. CityCenter is also currently home to a number of national retailers, including Walmart, and quick-serve eateries, which are a draw for residents of the area. A number of locally-owned retail establishments and restaurants are clustered in the South Broadway sub-area, particularly along South Broadway between Hampden Ave and Dartmouth Ave. Home to two hospitals, Craig Hospital and Swedish Medical Center, the Medical District is the major employment center for the area, as well as the entire City. There are also a growing number of restaurants and services that have located in the Medical District in recent years, particularly along East Hampden Avenue (also referred to as "Old Hampden").

While Downtown has many economic strengths, it also has notable challenges. The need to fill existing vacant storefronts in Downtown Englewood has emerged as a key community priority. Redeveloping CityCenter with a higher density mix of uses and adding more home types and price points could further enhance Downtown Englewood's competitive edge and address concerns about traffic congestion. The following goals and strategies reflect the findings of numerous past planning efforts, and the priorities that emerged throughout this Plan's community engagement process.





Sub-District Considerations

South Broadway

- Leverage and strengthen South Broadway’s authentic feel with historic and/or older and locally significant storefronts, character, and local businesses.
- Fill vacant storefronts along the corridor, targeting a variety of businesses that maintain and enhance South Broadway’s unique storefront mix.
- Attract office employers to vacant spaces, many of which were traditionally retail, to support existing Downtown restaurants, stores and businesses.

City Center

- Attract a hotel for business visitors, hospital patrons and community members.
- Attract more multifamily residential homes near transit.
- Attract anchor employers to existing and new office space, leveraging CityCenter’s walkability and transit access as key amenities.
- Strengthen the retail “street” in CityCenter (Englewood Parkway) by improving visual access from the transit station, adding additional supportive uses, and using placemaking as an economic development tool.

Medical District

- Leverage existing medical employment anchors to attract complementary employers, such as medical offices, outpatient clinics, training facilities, medical equipment suppliers, insurance companies, and conference centers.
- Attract supportive uses such as affordable community-serving retail, services, and restaurants to accommodate hospital employees, patients, and visitors.
- Continue to encourage more mixed-use residential development adjacent to and near the Old Hampden corridor.

Economy, Jobs & Homes

Goals & Strategies



1 Fill Vacant Storefronts In The DDA District

- Assist new and existing businesses in navigating the permitting process for adaptive reuse of older, locally significant structures.
- Increase foot traffic and street-level activation along corridors with vacant storefronts.
- Partner with the City of Englewood to explore incentives that support businesses locating to vacant storefronts while also being sensitive to limit the displacement of existing small businesses.
- Support property owners with vacant storefront space in activating it with pop-up retail, short- or long-term art galleries, live-work space, marketing graphics, art displays, etc.
- Advocate for any city regulatory modifications to allow for small, flexible spaces in vacant storefronts.



2 Strategically attract and leverage reinvestment in Downtown to increase sales tax and property tax revenues

- Implement strategic marketing program set forth in this document.
- Participate in the formation of local economic development strategies and be a voice of influence in local policy that impacts Downtown's future.
- Utilize growth in Downtown's sales tax and property tax revenues to support needed investments in the District, including programs to attract and retain small business.
- Explore parking management solutions to help fortify downtown's economic development.
- Cultivate public/private partnerships to make private development attractive, support existing businesses and catalyze new Downtown activity as well as to be competitive with other cities in the Denver Metro area.



3 Retain, Recruit, & Support Successful, Community-Serving Businesses In Downtown Englewood

- Work with the Greater Englewood Chamber of Commerce the City of Englewood to create and implement a robust strategy for attraction and retention of small businesses, while also attracting non-retail employers with higher numbers of office employees.
- Implement strategic marketing program set forth in this document.
- Assist property and business owners with City regulatory processes, permitting, and development review.



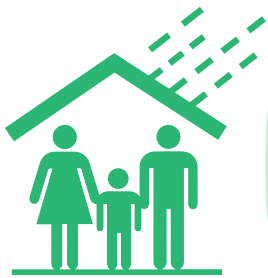
4 Increase And Diversify The Downtown Employment Base To Provide More Jobs Near Services, Retail Stores, And Cultural Amenities

- Attract anchor employers to potential new and existing office space in all three sub-areas.
- Collaborate with the City of Englewood to explore, develop, and utilize incentives to target job creation and grow occupancy of new and existing office space.
- Encourage the development of a hotel in Downtown Englewood including the exploration of various redevelopment financing options and incentives, to fill the need of hospitals, employers, and Englewood residents and support local businesses.
- Create and distribute marketing and promotional materials that highlight Downtown Englewood's amenities and attributes to potential primary employers.
- Support the creation of new or reimagining of existing office space to modern formats, such as shared and flexible workspace, to accommodate a variety of office tenants.



Encourage The Development Of A Variety Of Home Types At A Range Of Price Points To Attract Those Who Seek An Accessible, Downtown Lifestyle And To Build A Larger Customer Base For Local Businesses

- Explore with larger redevelopment site owners, potential redevelopers and the City ways to attract new housing that is attainable for Downtown employees and business owners, and is appealing for households of different sizes, ages, and incomes.
- Assist the City in evaluating opportunities for more workforce housing in proximity to Downtown.
- Encourage continuity of housing character in Downtown and adjacent neighborhoods by focusing new home opportunities near transit.
- Partner with area hospitals and other major employers to explore opportunities for creating more attainable workforce housing.



Partner With Local Organizations To Connect People Experiencing Homelessness To Supportive Services And Housing Opportunities

- Collaborate and coordinate with the City of Englewood to improve access to services for people in need.
- Engage with local institutions and nonprofit organizations, such as the hospitals, police, and non-profit organizations to explore innovative social service delivery methods such as co-location of services, workforce training and education programs, and resource centers.
- Support community outreach to people experiencing homelessness to better understand the type of supportive services that are needed in Downtown Englewood.



Marketing & Programming

2020 Existing Conditions

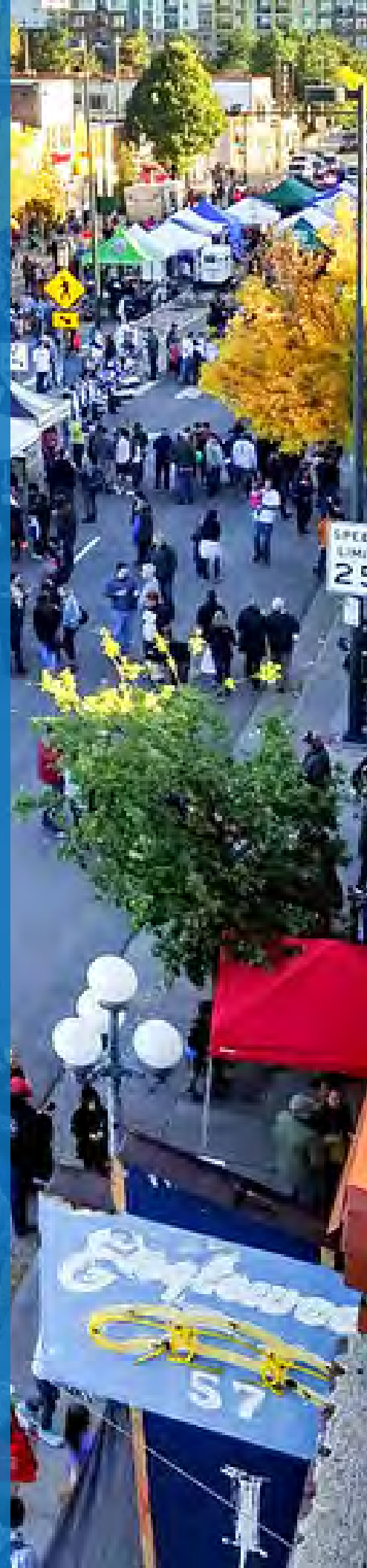
Downtown Englewood has many strong marketing attributes, but currently has no organized program for branding, marketing, promoting or programming events for public spaces. There is a strong sense of place as a friendly, walkable small city next to Denver, but there is no unique brand identity to enhance civic pride, support Downtown businesses and property owners, and draw customers and new activity to Downtown.

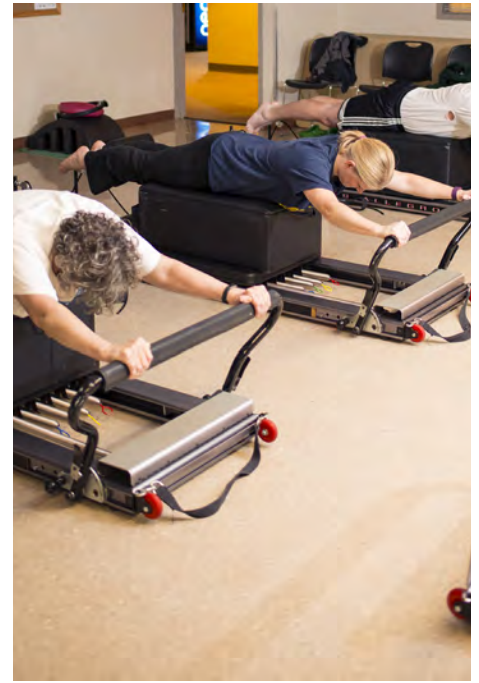
Over the years, local merchants, civic and cultural institutions, and the Greater Englewood Chamber of Commerce have partnered and leveraged limited resources to organize special promotions and seasonal events, enjoyed by many community members. Eighty-two percent of respondents in a community survey come to Downtown Englewood once a week or more, with restaurants, bars, and groceries as top draws. There is potential to draw more people to Downtown on evenings and weekends with more nightlife and entertainment, but the current Downtown population is not big enough to support more community-serving businesses.

In recent years, younger and older people have been moving to Englewood because of its affordable lifestyle and easy access to Downtown stores and services. New employers have been attracted to Englewood's proximity to commuter light rail, Downtown Denver, southern office parks and major medical facilities. These new residents and workers are new customers for Downtown businesses, generating new economic activity and revenue for the City to provide quality services and amenities for all of Englewood.

While Downtown Englewood has many strengths, there are also significant challenges. This is particularly true during an economic downturn when public funds are scarce and metro area commercial districts are competing for fewer relocating businesses and development projects.

There are other challenges as well. Downtown itself is disorienting. It is unclear how to get around on foot or bike or trolley or how to connect to the FasTracks light rail station. The three sub-areas of Downtown—South Broadway, CityCenter, and the Medical District—are not cohesive or accessible, and lack a sense of identity. The proposed DDA offers a key opportunity to create an authentic brand identity and strategic marketing program for Downtown Englewood to advance the goals and strategies in the Downtown Matters Plan.





Sub-District Considerations

South Broadway

- Develop messaging around “traditional main street” to inform marketing promotions and tactics.
- Partner with and leverage local business promotions and events; engage with area employers.
- Utilize main street light poles and banner (s) to celebrate Downtown events and welcome people to the area.

City Center

- Develop messaging around “mixed-use transit village” to inform marketing promotions, and tactics.
- Utilize public spaces for community events of different sizes.
- Partner with the library and Museum of Outdoor Arts on cultural programs or events.
- Create business marketing promotions with major employers.
- Explore commuter transit-related marketing opportunities, such as coffee stand, food kiosks or live music on the light rail bridge.

Medical District

- Develop messaging around “healthy living” to inform marketing promotions and tactics.
- Create marketing partnerships between Downtown restaurants and services and hospitals.

Marketing & Programming

Goals & Strategies



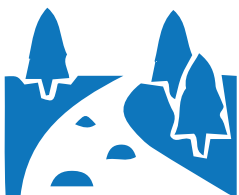
1 Create a distinct, authentic brand identity and value proposition for Downtown Englewood that resonates with the community, business and property owners, and prospective investors

- Cultivate an inclusive, welcoming brand identity that flows from the overall Downtown vision and informs Downtown marketing strategies and tactics, to present a cohesive public image and reputation.
- Design Downtown placemaking elements such as gateways, wayfinding signage, street furniture, public art, bicycle amenities, and beautification projects that are informed by the brand to enhance a sense of local identity and cohesiveness.
- Utilize the brand identity to inform Downtown economic development marketing materials to attract new businesses, investment, and a larger Downtown population to frequent local restaurants and stores.



2 Implement an integrated marketing program to attract consumer spending and new investment to Downtown

- Create a strategic communications and marketing plan for Downtown designed to position and promote it as a consumer destination and investment opportunity. Key audiences would include local and metro consumers, Downtown employees and residents, Downtown stakeholders (businesses, civic/cultural organizations, property owners), and prospective investors (relocating businesses, brokers, developers).
- Create a high-impact website that promotes Downtown Englewood with the three sub-areas, business lists, maps, event information, real estate listings or links, business support services, links to the chamber website for membership, and program information.
- Create marketing tactics such as e-newsletters, local advertisements, and a dynamic digital marketing program to drive consumer traffic and promote Downtown businesses.
- Create unique messaging and sub-brand for each sub-area of Downtown: South Broadway, the Medical District, and CityCenter.
- Work with the local news media and industry publications to promote new business openings, employers, events, and development projects.
- Partner with local businesses, employers, and developers on seasonal promotions and events by segment and sub-area (i.e., restaurant/bars, retail). Help leverage their efforts.
- Work with the Englewood community development and communications departments to create Downtown marketing strategies and tactics to attract new businesses, employers, and developers to Downtown.
- Coordinate marketing efforts with the Greater Englewood Chamber of Commerce to share information and cross-promote events and programs.
- Evaluate and measure marketing initiatives for effectiveness and value to ratepayers.



3 Enhance Visibility and Access to Downtown Destinations and Amenities

- Work with urban designers to create a branded wayfinding system of gateways, signage, and kiosks.
- Manage “lights over Broadway,” banners, and other seasonal decorations.
- Create a Downtown guide with a map and business directory, highlighting parking, trolley stops, bike and pedestrian paths, public spaces, civic services, and community amenities.
- Work with urban designers on other placemaking elements that draw consumer traffic to Downtown.



4 Build Community Through Timely Gatherings

- Participate in seasonal events informed by brand identity, local history, and marketing objectives. Be strategic and selective; events are the most time and resource-intensive marketing tactics.
- Leverage efforts by partnering with, or promoting community events organized by other parties, including the City of Englewood, Greater Englewood Chamber of Commerce, Museum of Outdoor Arts, and area cultural arts organizations.
- Work with Downtown merchants and restaurants to produce sales-oriented consumer events.
- Activate public spaces with events and programs, supported by specialized maintenance, secure power supply, lighting, and bike amenities. Work with the City to streamline event permits.
- Encourage Downtown businesses to join the Greater Englewood Chamber of Commerce and participate in their programs, events, and networking opportunities.
- Ensure that accessibility, transportation and parking are addressed in event plans.



5 Keep DDA Ratepayers Informed and Engaged in District Programs

- Distribute regular print and electronic news and updates to district property owners and businesses.
- Produce an annual report of Englewood Downtown Development Authority actions, programs, and outcomes.
- Walk the district and meet regularly with district property owners and businesses.
- Work with city officials to advocate for policy issues of concern to Downtown stakeholders; partner with the Greater Englewood Chamber of Commerce on shared interests.



Public Space Enhancements & Placemaking

2020 Existing Conditions

Downtown Englewood currently has a variety of parks and public spaces to serve residents, employees, and visitors. The Piazza in front of Englewood Civic Center functions as a civic green and the paseos on either side of South Broadway provide a space for local gatherings and events, often organized by adjacent businesses. Little Dry Creek Park at South Broadway and US 285/Hampden Avenue is unfortunately underutilized, and is often occupied by people experiencing homelessness. The trail connection underneath South Broadway and Hampden/Jefferson offers connectivity to Englewood High and Middle School complex. There are also several smaller city parks on the perimeter of Downtown that serve the immediate neighborhoods around them.

There is a critical need for both more public open spaces within Downtown as well as improvements to the existing public realm spaces. Well-designed, accessible public spaces can improve customer experience, enhance Downtown identity, support property values, provide connections between destinations and encourage community gatherings. Land use and infrastructure changes at Englewood Station would also help make the piazza more usable and feel more integrated into the CityCenter sub-area. The paseo on South Broadway could benefit from improved lighting and space planning to accommodate community events. Streetscape improvements on South Broadway, Englewood Parkway, and Old Hampden Avenue could make these streets more welcoming, accessible, and comfortable for pedestrians. Celebrating Englewood's history and efforts toward historic preservation should also be encouraged. Finally, additional accessible public open spaces should be incorporated into new development to increase the amount of outdoor public spaces within Downtown. The following goals and strategies outline key actions for the public realm, place enhancements, and open space elements for Downtown Englewood moving forward.



Public Space Enhancements & Placemaking

Goals & Strategies



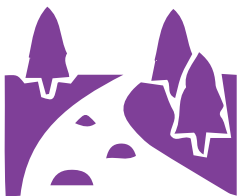
1. Ensure that the Downtown Public Realm is Clean, Safe and Accessible to All

- Coordinate proposed DDA and City of Englewood resources on a comprehensive clean and safe program for all public spaces and streetscapes.
- Work with the police and other partners to promote and increase safety across the Downtown districts.
- Improve and help maintain lighting and visibility along walking routes, trails, alleys, and in parking areas.
- Coordinate and/or oversee maintenance and landscape beautification of publicly owned parking lots, alleys, breezeways, medians, and areas where streetscape improvements have been implemented.
- Discourage nuisance activity within Downtown and develop a strategy in partnership with the City of Englewood to mitigate the negative impacts of nuisance activity on the public's perceptions of Downtown as a safe and inviting place.



2. Work to make design and safety improvements to existing public spaces as well as create new public spaces within Downtown

- Design, maintain, and upgrade public spaces to be flexible for accommodating a wide variety of uses, enhance visibility and function, and activation.
- Identify locations for new public spaces and seek funding mechanisms to acquire and develop them.
- Work on the renovation of the existing creek and plaza area improvements at Broadway and Hampden, then work on the programming of these spaces.
- Ensure new open spaces are incorporated into redevelopment efforts, especially within the CityCenter sub-area.
- Ensure that Downtown public spaces can support events and accommodate gatherings of various sizes.
- Provide connections to the broader regional trail system including the Platte River Trail to the NW and the Highline Canal Trail to the SE.



3. Improve The Pedestrian Experience Throughout Downtown

- Utilize future DDA funds and resources for streetscape enhancements including paving, landscaping, furnishings, lighting, and wayfinding.
- Promote active edge/ground floor use guidelines along the primary pedestrian streets of Englewood Parkway, South Broadway, and Old Hampden Avenue.
- Create a Downtown wayfinding and signage program, complimentary to the current City-wide efforts, to improve accessibility and to reinforce Downtown's brand.
- Utilize future DDA funds and resources to create high-quality gateways at strategic locations that announce arrival, draw consumer traffic into, and reinforce Downtown's brand.
- Through the DDA, establish a Downtown tree planting program and guide to expand the tree canopy and encourage best practices for urban tree plantings in new developments.



Build Upon And Enhance The Sense Of A Local Identity For Downtown

- Support downtown identity through the strategic use of unifying elements including streetscape design, site furnishings, plantings, signage and wayfinding, and gateways.
- Foster civic pride within the larger city by supporting businesses and community events with a strong, recognizable physical environment Downtown.
- Support the local art community through the establishment of art-focused events and locations for public artworks within Downtown in coordination with the Outdoor Art Museum.



A possible approach to public spaces within Downtown may include a series of streetscape improvements, signature gateways, improvements to existing public spaces and a new greenway connection of the Little Dry Creek. This map illustrates planning concepts that may be pursued by the DDA, not actual projects at this time.



Current conditions



Re-imagined paseo on the east side of South Broadway with space for small events, new seating and landscaping.



Current conditions



To create a vibrant “Main Street” through the Medical District, improvements to Old Hampden Avenue could include widened sidewalks, new lighting and landscaping and future infill.

Mobility & Transportation

2020 Existing Conditions

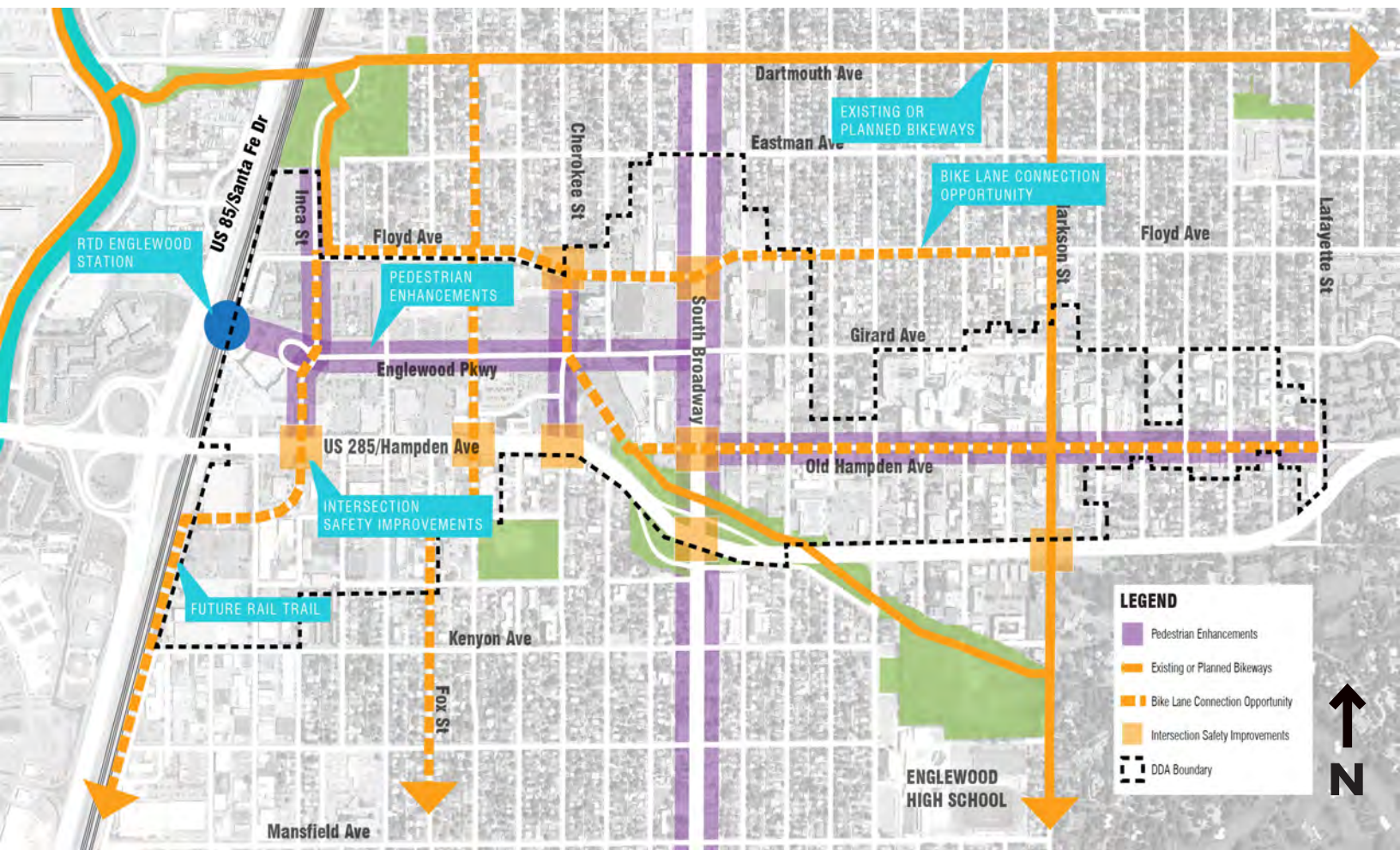
Downtown Englewood boasts a strong transportation framework to support multimodal mobility. City Center's Englewood Station serves RTD's FasTracks C and D light rail lines and provides close connections to eight bus routes, including Routes 32, 24, 0, 0L, 12, 35, 51, and the Englewood Trolley. The sidewalk network is well-connected, although sidewalk widths vary throughout the District. Most major street crossings are signalized, marked, and have curb ramps. Little Dry Creek runs diagonally through Downtown Englewood, offering an off-street facility for bicyclists and pedestrians and connections to the regional trail system. Three bicycle routes run north/south through Downtown Englewood along South Elati, South Sherman, and South Clarkson streets, while east/west bicycle travel occurs along Dartmouth.

The existing infrastructure in Downtown Englewood well-serves vehicular travel. Nearly a quarter (24%) of Downtown Englewood's total surface acreage (490 acres) is dedicated to public or private parking (116 acres), which does not account for additional acreage offered through multi-level parking structures. The primary local access and collector streets connecting the three sub-districts are Floyd Avenue, Englewood Parkway, Girard Avenue, and East Hampden Avenue. The Downtown District is bisected by two major roadways and designated truck routes that facilitate regional travel. South Broadway is an arterial running north/south with average daily traffic volumes over 30,000 through downtown. West Hampden Avenue or US-285 runs east/west with average daily traffic volumes ranging between 50,000 to nearly 70,000 through downtown.

There are notable mobility and local connectivity challenges facing Englewood's Downtown Districts. The area street network follows a grid pattern, but deviations along Englewood Parkway through the Civic Center and grade separation at South Broadway and US-285 make east-west connectivity challenging for people walking and bicycling. Given the traffic volumes along US-285 and South Broadway, pedestrian visibility and safety is a key concern at all intersections throughout downtown. These physical conditions coupled with the lack of pedestrian-level wayfinding throughout the District can make navigating the downtown



difficult or intimidating. The existing bicycle network supports travel around the perimeter of downtown, but does not link directly to downtown businesses, entertainment or other areas of interest. The Englewood trolley is an important community amenity that connects the three sub-districts, but the trolley does not operate during peak entertainment periods, such as nights and weekends. While much private and public parking exists, parking signage and wayfinding is limited preventing visitors from locating surface parking and relying more heavily on turnover of on-street parking along Broadway. The following goals and strategies reflect the findings of numerous past planning efforts, and the priorities that emerged throughout this Plan’s community engagement process.



Mobility enhancements through Downtown could include new bikeways, the Englewood Rail Trail, pedestrian streetscape and intersection safety improvements. This map illustrates planning concepts that may be pursued by the DDA, not actual projects at this time.

Mobility & Transportation

Goals & Strategies



1. Enhance Multimodal Mobility And Accessibility For All Residents Through The Maintenance And Improvement Of Transportation Corridors

- Ensure that commercial and entertainment uses are accessible via all modes of transportation.
- Ensure all curb ramps within the District are compliant with the Americans with Disabilities Act (ADA) regulations.
- Implement pedestrian crossing safety improvements at high use and/or high crash intersections.
- Utilize a variety of traffic calming, speed reduction and right-of-way design measures to slow traffic on local and collector routes.
- Improve pedestrian, bicycle and multi-modal circulation along Highway 285 by working with CDOT to increase sidewalk width on both sides of the street and ensure safe, visible pedestrian crossings.



2. Ensure Adequate, Well-Distributed, And Well-Marked Parking Supply For Mixed-Use Commercial Districts

- Develop parking-specific wayfinding systems that serve both public and commercial interests.
- Form a transportation management association (TMA) or arm of the District to identify and encourage relevant transportation demand management (TDM) strategies that leverage infrastructure investment in multi-modal mobility options.
- Investigate the development of a parking district to manage parking supply, costs and maintenance.



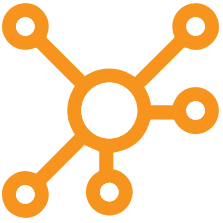
3. Support and improve the Englewood Trolley

- Extend the Englewood trolley hours of operation to include nights and weekends.
- Implement a low-floor, accessible vehicle model.
- Evaluate routing and stop location to ensure efficiency of service in relation to land uses.
- Enhance trolley stop amenities to improve user experience.



4. Strengthen The Multimodal Network Between And Throughout All Three Sub-Areas Comprising Downtown Englewood

- Complete an east/west bicycle and pedestrian priority corridor between the Englewood light rail station and Swedish & Craig medical campus, especially focused on Old Hampden and Englewood Parkway.
- Create visible connections to existing bikeways along Dartmouth Avenue and Clarkson Avenue.
- Coordinate with City of Englewood to improve the bicycle and pedestrian network along Floyd Avenue, Old Hampden Avenue, Fox Street, Inca Street, and Kenyon Avenue, and other corridors that offer connections to retail, schools, recreation, and regional networks.



Achieve A Well-Connected Downtown

- Improve pedestrian-level wayfinding.
- Establish a minimum sidewalk width along main activity streets within the District to promote pedestrian activity.
- Establish mobility hubs at key nodes serving the District and leveraging future Broadway bus rapid transit.
- Implement managed curb lanes or other measures of right-of-way flexibility to accommodate future development conditions and densities along Englewood Parkway.
- Leverage future adjacent projects that increase connectivity to the District, such as the Rail Trail or a bicycle/pedestrian bridge over US 85.
- Improve regional bicycle connections and signage to the Platte River Trail to the Northwest and the Highline Canal Trail to the Southeast.

Sub-District Considerations

South Broadway

- Install parking signage and pedestrian-level wayfinding to ensure that visitors can easily access businesses along South Broadway by all modes.
- Identify key locations for mobility hubs central to Downtown and integral to supporting modal options to and from downtown.
- Investigate the development of a South Broadway parking district to evaluate and manage parking needs.
- Increase pedestrian activity through dedicated pedestrian facilities and safe crossings

City Center

- Englewood Parkway to create a visible connection between the commercial district and the Englewood light rail station.
- Enhance Englewood Parkway with dedicated pedestrian, bicycle, and greenway improvements.
- Implement managed curb lanes or other measures of right-of-way flexibility along Englewood Parkway to support mobility options relevant to future development conditions and densities.

Medical District

- Install parking signage and pedestrian-level wayfinding to ensure that hospital visitors and employees can easily navigate the medical district by all modes.

Land Use & Urban Design

2020 Existing Conditions

Downtown Englewood is characterized by a wide variety of land uses and development patterns, and is very well connected to the larger Denver metropolitan area via light rail and roadway networks. Downtown Englewood's strategic location on the Regional Transportation District's C and D light rail and at the intersections of US 85/Santa Fe Drive, US 285/Hampden Avenue and South Broadway create the opportunity for an even greater variety and density of land uses, development styles, and a unique urban environment. The proximity of the region's first transit-oriented development, a classic streetcar main street and a major medical district give Downtown Englewood a unique identity and incredible opportunity to be one of the premier small city Downtown environments in the larger metro area.

A Downtown Development Authority in Englewood could leverage the existing strengths of the built environment while helping foster high-quality development to make Downtown a more interesting, walkable, and economically-diverse place to live, shop, work, and play. The CityCenter sub-area, centered on RTD's Englewood Station, is the region's first transit-oriented development, but still exhibits many of the auto-centric development patterns of the 1990s. While there are several large multi-family residential complexes near the station, the majority of the sub-area is characterized by large surface parking lots and big-box retailers, making the pedestrian environment between the station and South Broadway unpleasant and dangerous. The location of RTD parking directly north of the station also prevents transit users from passing directly by the few small businesses that do exist on Englewood Pkwy. CityCenter is a major retail draw for the larger area but could capitalize on these strengths to become a more unique urban hub for Englewood and the larger south metro area.

South Broadway, the historic Downtown sub-area of Englewood has a wonderful pedestrian environment and many unique small businesses. However, this sub-area is not well connected to or visible from Englewood Station and CityCenter. There are some blocks along South Broadway



that continue to struggle with vacant storefronts and auto-centric development patterns, and there is an opportunity for infill development that could bring more residents and employment directly to the City's Main Street.

The Medical District has a unique and diverse mix of land uses and development patterns, but large healthcare facilities and their parking structures often loom large over the small-scale retail and residential buildings that share the streets. There are several examples of new, high-quality redevelopment within this sub-area, and new restaurants and bars that have opened in recent years and become quite popular. There is also new residential development, though primarily at higher price points that replaced existing middle and lower range housing options. Expansion of large healthcare facilities within this sub-area contribute to the vitality and economic opportunity in Downtown Englewood but also present unique design challenges.

The following goals and strategies reflect the findings of numerous past planning efforts, and the priorities that emerged throughout this Plan's community engagement process around land use, urban design, and the larger built environment of Downtown Englewood.



There are many opportunities for redevelopment within Downtown. The DDA should focus redevelopment strategies on the opportunity sites along Englewood Pkwy., South Broadway and Old Hampden Ave. in order to accomplish the larger goal of increasing vibrancy along these key corridors.

Land Use & Urban Design

Goals & Strategies



1 Focus Redevelopment Efforts Within The Downtown Core

- Concentrate redevelopment in the CityCenter sub-area on commercial properties south of Floyd Avenue and the existing City-owned RTD parking area.
- Seek to concentrate medical facility expansions between US 285, Girard Ave., Logan St. and Clarkson St., and the properties owned by the hospitals north of Girard Ave.
- Leverage DDA investments within the public realm to attract high-quality development within Downtown.
- Encourage development and redevelopment projects that expand opportunities for residential and employment uses to concentrate a mix of people within Downtown.



2 Identify Key Catalytic Redevelopment Sites Within Downtown And Employ Targeted Efforts To Attract High-Quality Development

- Utilize DDA funds for physical improvements to drive mixed-use redevelopment on prime sites along Englewood Parkway, South Broadway, and Old Hampden Avenue.
- Work with property owners to attract redevelopment interest and promote business retention on-site as much as possible.
- Focus higher-density and larger housing development efforts near Englewood Station and in the CityCenter sub-area.
- Encourage small-scale redevelopment opportunities and adaptive reuse on key sites along South Broadway and Old Hampden that include a mix of housing, offices, and street-level retail.
- Encourage redevelopment of larger parcels south of Hampden Avenue/US 285 with pedestrian connections to the CityCenter sub-area, however place a catalytic priority focus on CityCenter properties for redevelopment.
- Encourage all new development projects to respect build-to lines along the street right-of-way's so a less auto dominant interface between public streets and building frontages are established.
- Encourage the use of quality building materials at the 1st and 2nd levels of new buildings to create a more pedestrian scaled street setting.



3 Where Appropriate, Encourage Compact Redevelopment Models That Promote Walkability And Utilize Best Practices In Urban Design

- Investigate possible enhancements to the existing zoning and regulatory tools with Downtown urban design guidelines or overlay districts.
- Create active edge and ground floor use guidelines along the primary pedestrian streets of Englewood Parkway, South Broadway, and Old Hampden Avenue.
- Encourage the development of new, high-quality open spaces as part of redevelopment efforts, especially within the CityCenter sub-area.
- Work collaboratively with current owners and/or developers on catalytic sites to facilitate their redevelopment plans.



4 **Build Upon And Expand The Mixed-Use Energy Within Downtown**

- Encourage more housing development within Downtown at a variety of price points, and for-rent and for-sale market opportunities.
- Focus retail energy along Englewood Parkway, South Broadway, and Old Hampden Avenue.



5 **Encourage The Adaptive Reuse Of Existing And Historic Buildings Where Appropriate Along South Broadway And Old Hampden**

- Provide and promote funding mechanisms for the preservation and rehabilitation of existing structures through available national, state, and local sources.
- Work to attract diverse new retail and office users to fill vacant storefronts along South Broadway.
- Review city adaptive reuse policies to ensure alignment with the vision for these subareas, and make incremental improvements feasible.
- Look for new development opportunities that create active building faces along the South Broadway and Englewood Parkway right-of-way edges.

Sub-District Considerations

South Broadway

- Attract high-quality, small-scale development to key sites along South Broadway, including residential and office uses.
- Ensure that new development along South Broadway includes active, transparent uses at the ground floor to create a pleasant pedestrian experience.
- Establish zoning overlays or lower building height limits along South Broadway to preserve views and sunlight while maintaining the small-town main street character.

City Center

- Encourage the highest intensity of residential development on sites nearest Englewood Station.
- Protect and maximize views to the Rocky Mountain front range with building forms.
- Focus retail uses along Englewood Parkway and near Englewood Station.
- Utilize best practices of urban design to preserve views to Englewood Station and maximize a quality pedestrian environment on all streets.

Medical District

- Encourage health care facilities to contribute to a high-quality, pedestrian-oriented environment during expansion projects.
- Leverage DDA funds to improve the pedestrian environment, especially along Old Hampden Avenue.
- Establish design guidelines or zoning overlay districts to ensure development that respects the scale of adjacent residential areas and maximizes sunlight on streets.



III. Implementation

18-Month Action Plan

Mid-way through the Downtown Matters planning process, COVID-19 became a global pandemic, severely impacting the health and economy of downtowns across the country. Downtown districts, such as DDA's and BID's, have played an important role in providing critical recovery tools to property and business owners, employees, and residents in response to the COVID-19 pandemic. Examples of programs employed by downtown organizations in Colorado include small business grants, distribution of information on how to access local, state, and federal financial resources, and providing online portals for businesses to offer gift card sales or takeout food orders.

The following economic recovery framework provides an illustrative action plan outlining what initiatives a Downtown Development Authority (DDA) could lead in the near-term to support economic recovery efforts for downtown Englewood. Any final decisions for DDA action will be decided by the DDA board.

Economic Stabilization and Recovery - Underlying Assumptions

- 3- to 6-months of extreme disruption, followed by phased recovery
- 12- to 18-month to resumption of most economic activity
- Demographic and lifestyle trends remain positive long-term
- City of Englewood will have budget constraints; new DDA will have limited mill levy budget and no immediate TIF for projects, mill levy proceeds can be used for programming beginning in 2021
- Downtown organizations and civic partners will need to pivot resources, skills, and approaches through each stage of recovery

Economic Stabilization - Currently Underway

- City and Chamber resources on websites
- Small business assistance
 1. Outreach and communication to help navigate available resources, programs, and financial aid
 2. Direct financial assistance through City-administered grants
- Marketing/Promotion
 1. Time for Takeout initiative for Englewood restaurants
 2. Virtual informational and learning events
 3. Online Gift Guide for businesses selling gift cards or products online
- Coordination with Tri-County Health, State, other relevant entities
- Rent assistance program for Englewood residents with a household income of 300% of the Federal Poverty Level or less
- City is focusing on getting restaurants open and functioning via immediate use of outdoor seating areas
- Continuing to communicate available resources, programs, policies, and safety protocols for businesses, residents, property owners, etc. as new information becomes available

Economic Recovery - Next 3 to 18 Months

Key Year 1 Objectives

1. Support existing businesses within the DDA boundaries
2. Expedite delivery of new businesses and development currently in the pipeline
3. Build a broader downtown consumer base
4. Maintain & improve downtown appearance and sense of safety
5. Promote downtown as a destination with an image/brand designed to attract new visitors and customers
6. Program more Downtown events, big and small
7. Focus on Year 1 and 2 as recovery programming, funding for capital investment (i.e. TIF) will follow



Economic Development

Encourage efficient, phased re-opening of existing businesses:

- Work with the City to reduce time and expenses by streamlining regulations and reducing fees and accommodating new ways of doing business
- Assist businesses in adapting to new public health restrictions by exploring creative solutions, like:
 - Expanded outdoor dining opportunities for restaurants on parking lots or converting existing parking spaces into outdoor patios
 - Outdoor merchandising options, on-line sales capacity, no contact or distancing tools and practices
 - Help communicate health safety measures being taken by downtown businesses.
- Coordinate and advertise economic assistance and job opportunities for laid off workers
- Be an information clearinghouse and problem-solver, providing ongoing information, advocacy and access to local, state and federal assistance programs for existing businesses
 - Beyond direct financial assistance, an example might be joining advocacy efforts to change the pandemic exclusion in insurance interruption of service clauses
 - Working with commercial landlords and tenants to find equitable approaches to rent relief, lease modifications and other win/win solutions (seek legal resources to assist)

Reinvestment planning

- Work with the City and SKB to advance City Center redevelopment plans, including evaluation of potential use of TIF to help finance public infrastructure and community benefits
- Work with Medical District to explore use of TIF to support new development and improve Old Hampden infrastructure and streetscape

Expedite new Downtown investments and increases to the customer base:

- Work with the City to expedite the opening of new downtown businesses and employers, completion of adaptive reuse projects, and new developments in progress by streamlining entitlements, inspections and permits and reducing fees where possible.
- Work with the City Economic Development Department to consider creative incentives to attract new businesses, such as a sales tax share-back program

Explore opportunities for large companies to purchase goods and services from small businesses

Advocate for any planned and funded public improvements for downtown; assist the City by implementing construction outreach to downtown stakeholders

Clean & Safe

- Provide supplemental maintenance of downtown main streets and public spaces: supplement City standard maintenance of South Broadway, Old Hampden and Englewood Parkway, including the South Broadway Paseo, the City Center Plaza and Little Dry Creek plaza and creek areas, with spot cleanups, graffiti removal, light bulbs in public spaces, taking down fliers and removing debris
- Work with the police and property owners on crime and safety information, tips and patterns; address nuisance or criminal activity

Marketing

- Modify existing Downtown Matters brand and utilize existing tools: web page, email update, direct mail database, social media platforms
 - Marketing and promotional efforts to support re-opening businesses, new employers and development projects; attract local and south metro markets and build public confidence
 - Phase in events that are proportional to confidence in public health, in partnership with businesses
 - Test new concepts and activate vacant storefronts – pop-ups, shared retail/office concepts, local entrepreneurs, marketing graphics, art displays
- Consider investing in rebranding in Year 2 or when post-pandemic conditions stabilize
- Keep downtown property and business owners informed of economic and health news, assistance, policy changes, and investment activity
- Actively work with property owners and civic partners to attract new investment, businesses, and jobs
- Encourage downtown stakeholders to join the Greater Englewood Chamber of Commerce; promote Chamber educational programs, networking opportunities, and events

Illustrative Budget: 1 & 2 Year (Pre-TIF)

Year 1: Assumes \$200K+ from 2 mill levy

Year 2: Assumes \$300K+ from 3 mill levy

ACTIVITY	YEAR 1	YEAR 2
Management Services (part-time or contract)	\$ 75,000	\$ 90,000
Economic Development/Business Support	\$ 30,000	\$ 30,000
Clean & Safe Contracts	\$ 30,000	\$ 50,000
Marketing/Branding	\$ 50,000	\$ 75,000
Place Enhancement & Activation		\$ 50,000
Contingency	\$ 15,000	\$ 5,000
TOTAL	\$ 200,000	\$ 300,000

What is a Downtown Development Authority?

Downtown Development Authorities (DDAs) are quasi-public agencies that provide both organization and financing for downtown revitalization efforts, including place enhancements, marketing and promotion, economic development, and public improvements that focus on the city center’s vitality and attractiveness. DDAs facilitate partnerships, joining businesses, property owners, and other civic partners such as Chambers of Commerce and local government to create a self-sustaining organization designed to champion downtown for the long term. Property owners, business owners, residents and tenants within the proposed DDA area must vote on the DDA’s creation and funding. The governing board is made up of these stakeholders as well as representatives from the City, appointed by the City Council. Downtown Development Authorities are subject to Colorado Revised Statute 31-25-801.

One of the first tasks for a DDA is to finalize and adopt a Downtown Plan, officially referred to under State statute as the “Downtown Plan of Development,” aligned with the City’s comprehensive plan and approved by the City Council, that sets forth a long-term vision, goals and strategies.

DDA activities may include:

Economic development, including:

- Partnerships with the private sector to redevelop large amounts of land area that are currently dedicated to parking in order to create additional housing and commercial activity
- Promote coordinated development on large infill sites to ensure new development integrates with its surroundings
- Small business support: incentives and services

Branding, Marketing, Promotion, and Programming

- Marketing, to both commercial prospects and consumers
- Programming: special events and promotions

Undertake public improvements, such as:

- Pedestrian crosswalks and bicycle facilities
- Multimodal connections and amenities, including shuttles
- Streetscape improvements: sidewalks, lighting, street furniture, signage, public art
- Place enhancement projects: plazas, alleys, park amenities

Maintenance of public improvements

Public safety initiatives

Hire staff, commission studies and market research

Downtown Development Authority operations and projects are typically funded through an operations tax of up to 5 mills within the district, and Tax Increment Financing (TIF), both of which must be approved by stakeholders in the district as well as City Council. Tax Increment Financing allows a DDA to leverage future increases in sales and property taxes to help finance public improvement projects. TIF funds can be generated using sales and/or property taxes in the redevelopment area. Downtown Development Authorities have no taxing power (beyond the possible 5 mills) and no power of eminent domain.

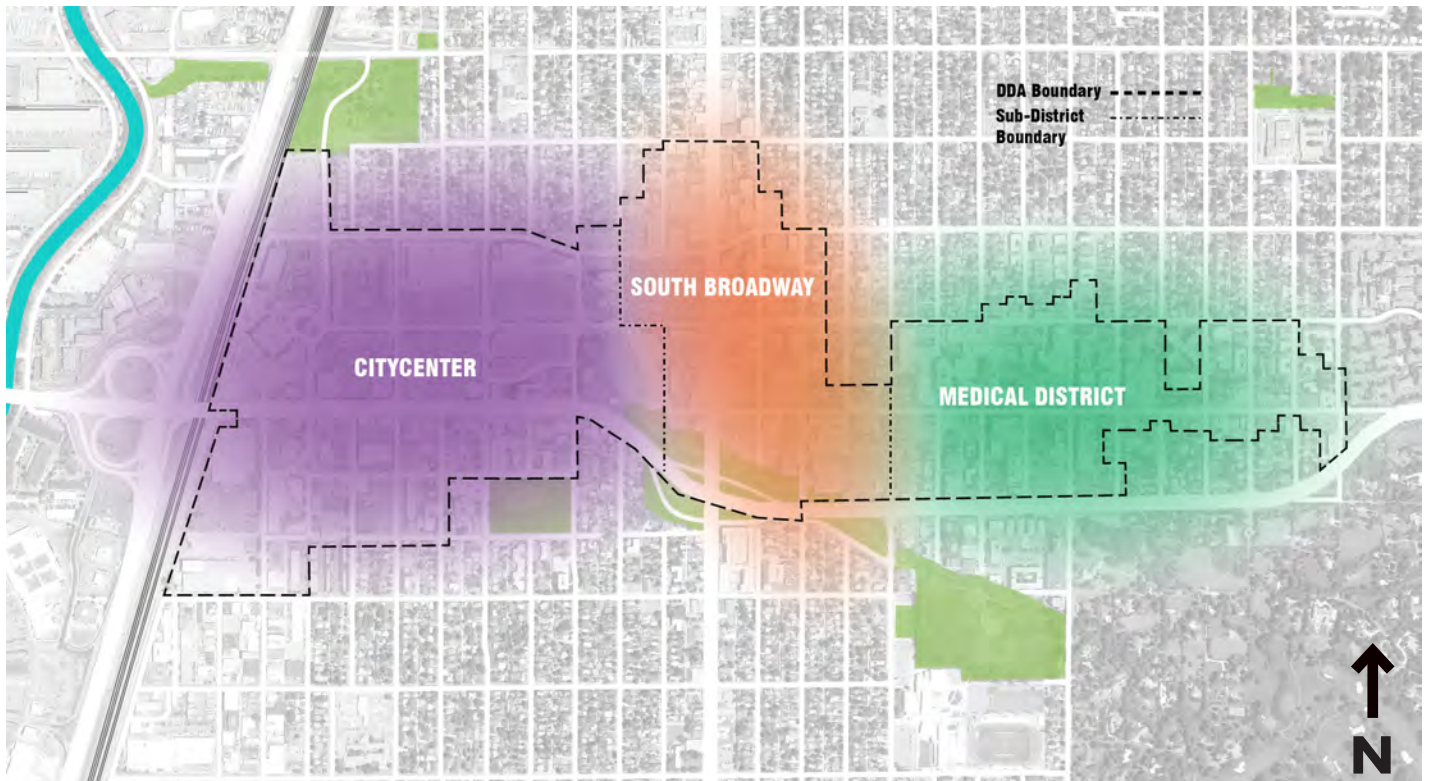
How DDA's Work in other Colorado Downtowns

	LONGMONT	CASTLE ROCK	COLORADO SPRINGS
GOVERNING ORGANIZATION	Longmont Downtown Development Authority (LDDA)	Downtown Castle Rock Alliance	Downtown Colorado Springs Partnership
DISTRICT SIZE	242 Acres	384 Acres*	682 Acres
MILL LEVY RATE	5 mills (2020 budget \$231,686) for DDA, 6.798 additional mills for properties in a GID	3 mills (2018 - \$174,242)	5 mills (2020 budget about \$1 million)
TOTAL ANNUAL BUDGET	\$6.8 million (2020)	\$1.5 million (2020 estimated total revenues)	\$2.0 million
FUNDING SOURCES	2020 TIF budget estimate \$961,399, Mill Levy, GID Mill Levy	2020 property and sales tax TIF budget estimate \$1,556,336, Town of Castle Rock Service contract (\$175,000 2020 estimate), Mill Levy	Mill Levy, TIF
BOARD STRUCTURE	7-member board that is appointed by City Council to 4-year, volunteer terms (board members must be property or business owners within LDDA boundary)	7-member board appointed by Town Council	11-member volunteer board appointed by the Colorado Springs City Council
PROJECT EXAMPLES	Downtown Alley & Breezeway project, public improvements and streetscaping, business incentives, South Main Station Development, façade grant program	Festival Park improvements, The Move, placemaking projects such as decorative crosswalks and public art, Lights over Wilcox (overhead street lighting), TIF funding for mixed-use development (Encore, Mercantile Commons, Riverwalk)	Public space investment and project management, permitting and entitlement support, TIF reimbursement agreements, mobility, connectivity, and parking leadership, Downtown gateways
PROGRAM EXAMPLES	Building a better city lecture series, Clean and Safe program, holiday lights, marketing, business trainings and services, district-wide promotions and events	Year-round events, ice rink in winter months, façade improvement grants, carriage rides, demographic tracking, Main Street micro loan program	Small business relief grants, building enhancement grants, business retention and expansion support, holiday pop-up shops, consumer marketing, research and market reports, job growth incentives, informational tours
*Approximation, exact area not available			

Plan for Englewood DDA

The Englewood DDA will encompass a service area bounded roughly by:

- South Santa Fe Drive to the west
- Kenyon Avenue to the south
- South Lafayette Street to the east
- Eastman Avenue to the north



The DDA boundary has been drawn to include most existing commercial properties and exclude most existing residential properties. All future development within the DDA boundary area, including both commercial and new residential uses, will be included within the DDA.

Additional property can be added to the DDA boundary after it is established. The conditions for adding property are that 1) it must be adjacent to the existing district; 2) 100% of affected land owners must sign petitions that they want to be added; and 3) the request must be approved by both the DDA Board of Directors and the City Council.

DDA Sub-Areas:

The DDA boundary also includes three geographic sub-areas, including:

- CityCenter sub-area located west of South Bannock Street/Englewood Parkway/South Acoma Street
- South Broadway sub-area located east of South Bannock Street/Englewood Parkway/South Acoma Street and west of South Logan Street
- Medical District sub-area located east of South Logan Street

For the purposes of the use of **tax increment financing (TIF)**, each sub-area will be its own Plan of Development area, allowing for each sub-district to focus TIF-financed improvements within each sub-area through the adoption of one or more appropriate Plans of Development for the specific sub-area. TIF funds may be used in all sub-areas if a benefit can be demonstrated for all sub-areas (i.e. connections, street improvements, crosswalks, mobility features such as a shuttle, etc.).

For the purposes of the use of a **mill levy**, a uniform rate must be applied throughout the entire DDA boundary area, and operational and program expenses must be compatible with the DDA Plan of Development and demonstrate benefit throughout the entire DDA area. While this Plan of Development will serve as the guiding document for the formation of a DDA and implementing the DDA-related mill levy, future Plans of Development will be considered in order to implement TIF in any sub-area.

DDA Tools & Intentions

Establishment of a DDA and approval of its Plan of Development provide for two significant tools that can assist marketing, public improvements and support development within the DDA boundary. The two tools and their proposed application in Englewood include the following:

Mill Levy: The mill levy would be in addition to property tax currently assessed to properties within the boundaries of the DDA. Englewood currently has a tax mill levy of about 72.9 mills, or 0.0729 times the assessed value of a property. The Colorado state law enabling the creation of a DDA allows a maximum of 5.0 mills to be levied for exclusive use of the DDA. DDA mill levy funds pay for the operations of the DDA, and can include a variety of marketing, promotion, and event programming.

The Englewood DDA is expected to begin operations in the latter stages of the COVID-19 pandemic beginning in January 2021, therefore, acknowledging challenging economic conditions, a phased approach is recommended for implementing a mill levy. The Year 1 mill levy is proposed to not exceed 2 mills. Mill levy rates for subsequent years will be determined by the DDA Board of Directors.

Tax Increment Financing (TIF): TIF is a financing tool that allows for the reallocation of future increases in sales and/or property taxes to be captured within the DDA boundary and utilized to help finance public improvements and support community benefits from development projects. TIF does not raise taxes, but rather reallocates the end-use from future increases in tax revenue. A base year for TIF is established during the calendar year that the DDA Board of Directors adopts the DDA Plan of Development. Any increase, or “increment”, beyond the base year can be utilized within the boundary area of the DDA. State laws provides for a 30-year term on the use of TIF.

The property tax TIF collected by the DDA includes funds that would be otherwise directed to support taxing agencies other than the City, including local schools and counties. It is proposed that TIF will be utilized in consultation with any affected taxing authorities. Unlike Colorado Urban Renewal law, Colorado DDA statute does not require TIF revenue sharing with other taxing entities. However, school districts which include all or part of a plan of development area may participate with the DDA in an advisory capacity regarding investments or projects that use property tax TIF.

In Englewood, the timing and implementation of TIF is dependent on the adoption of Plans of Development that will be brought forward and considered by the DDA board as more clarity is available regarding future development activity in any sub-area or portion thereof.



DDA Board of Directors

As provided by the State law, the DDA is governed by a Board of Directors that can include from five to 11 members. The Board is appointed to terms of up to four years by the City Council and includes one seat designated for a City Council member. A majority of the Board members must reside or own property within the boundary of the DDA. The Board's primary power is to plan and implement its "plan of development, whether economic or physical".

For Englewood, a DDA Board of seven members is recommended. The Board composition should include:

- At least two members representing property and/or businesses from each of the three sub-areas,
- A majority of Board members be and/or represent owners of property,
- At least two board members are business owners that do not own property,
- One member of the Englewood City Council.

DDA Staff

Downtown Development Authorities can also employ staff personnel to implement DDA programs. While the DDA Board sets policy priorities, DDA staff can help execute these policies under the direction of an Executive Director. The Englewood DDA could employ a part-time or contract Executive Director in its first few years, and can reevaluate staff needs over time.

Process to Form the Englewood DDA

The following steps are anticipated to form the Englewood DDA and then approve its Plan of Development:

TASK	ESTIMATED TIMELINE
City Council consideration of ordinance to establish the DDA	Summer 2020
Election by qualified electors within the DDA to organize DDA, establish mill levy and authorize TIF (qualified electors include residents, landowners and lessees within the DDA boundaries)	November 2020
Begin DDA operations and use of mill levy	January 2021
Approve Plan of Development, which establishes the prior year as the base year for use of TIF	2021 or Later



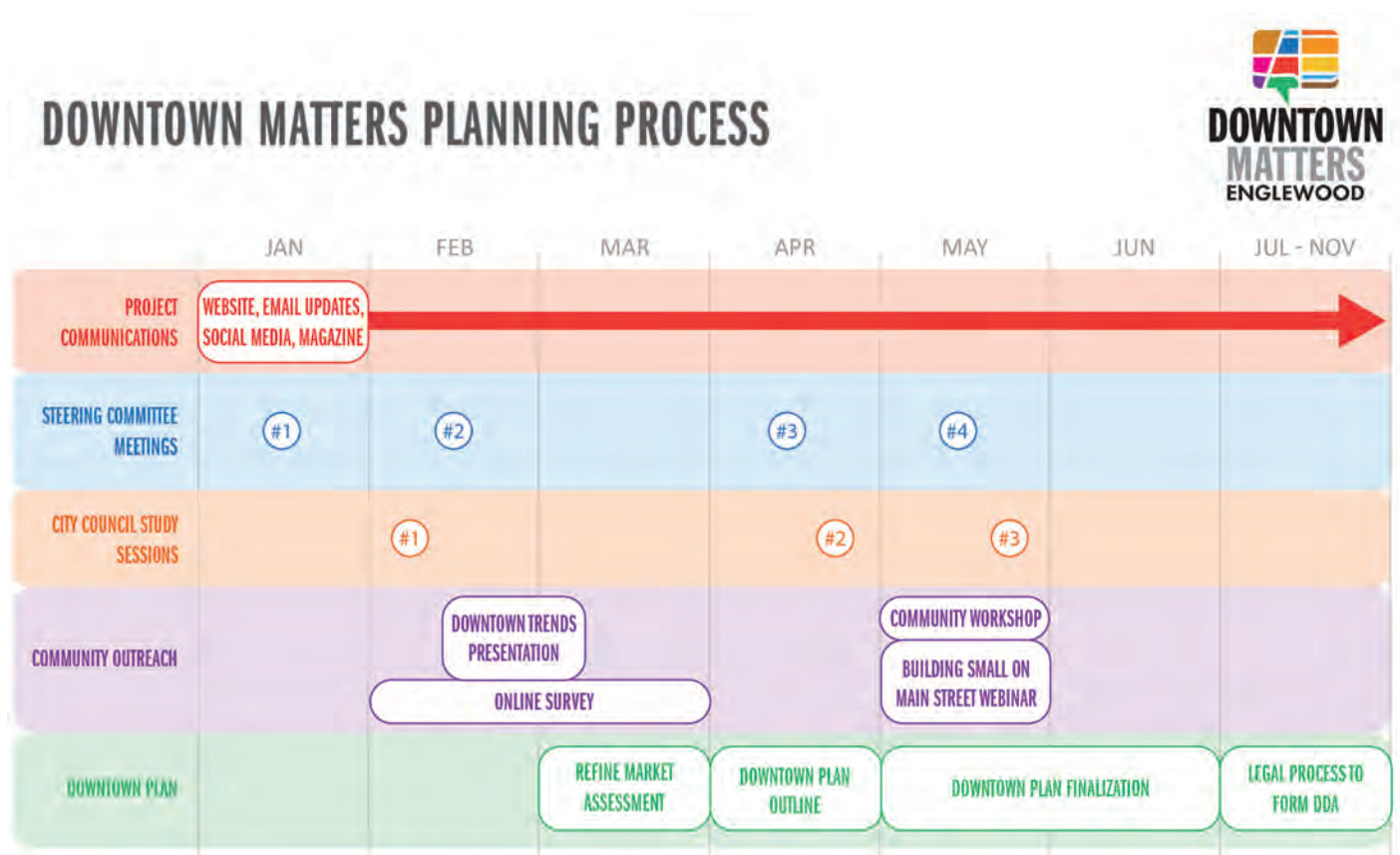
IV. Process & Supporting Information

Process and Supporting Information

The Downtown Matters Plan was created through a 7-month process to build consensus among diverse stakeholders regarding a downtown plan and implementation entity. The process was facilitated by the City of Englewood with the Greater Englewood Chamber of Commerce.

Two preliminary events in November 2019 were hosted by the Chamber to gauge interest among Downtown business owners. A steering committee, comprised of 25 key stakeholders from throughout the Downtown study area, guided city staff and consultants. The steering committee offered creative input and a “reality check” as recommendations were developed. The committee helped define challenges and opportunities, priorities for Downtown improvements, a framework for the plan, as well as identify potential catalyst projects.

The Downtown Matters process was supported by a comprehensive community outreach program. A project website presented the rationale, schedule, upcoming events, how to stay involved, as well as documents, presentations, and webinars. More than 1,000 Downtown commercial property and business owners received a kick-off newsletter and email updates were sent to more than 600 interested parties. A community e-survey in February yielded responses from nearly 320 community members. Events, field work and on-line forums were attended by 180 participants. Project milestones were publicized citywide in the local news media, multiple social media platforms and a quarterly community magazine. The draft plan was presented at an on-line community forum, posted on the project website for a month and made available upon request to those who did not have access to the internet. The Englewood Planning and Zoning Commission and City Council were briefed several times throughout the process.



Community Outreach Summary

Date	Type of Outreach	Topic	Reach
16-Nov	Business Event	Overview	26
16-Nov	Business Event	Overview	30
16-Jan	Project Website	Launched	
16-Jan	Business Event	Downtown Matters Launch	24
27-Jan	Direct Mail	Downtown Matters Launch, e-survey	1,023 Downtown commercial property and business owners
3-Feb	Facebook	Downtown Matters, e-survey	1339
3-Feb	Linked In	Downtown Matters, e-survey	307
3-Feb	Next Door	Downtown Matters, e-survey	940
4-Feb	Facebook	Spring Citizen Magazine, featuring Downtown Matters	526
4-Feb	Linked In	Spring Citizen Magazine, featuring Downtown Matters	272
4-Feb	News Media	Denver Post: "Downtown Englewood Reboot"	Metro Denver
7-Feb	Facebook	Community E-Survey	1682
7-Feb	Facebook--Chamber	Community E-Survey	
10-Feb	E-newsletter	Downtown Matters Launch	600 Downtown property and business owners
10-Feb	Next Door	Community E-Survey	810
10-Feb	City Council	Project Overview	10
18-Feb	News Media	Englewood Herald: "City, Chamber, Developing a Plan for Downtown"	Citywide
19-Feb	Planning & Zoning Commission	Downtown Matters Launch	9
19-Feb	Facebook--Chamber	Community E-Survey	
24-Feb	Facebook--Chamber	"Downtown Trends" event	
25-Feb	Steering Committee	Downtown Matters Launch	25
25-Feb	Twitter	Community E-survey	471
25-Feb	Facebook	Community E-survey	483
25-Feb	Linked In	Community E-Survey	139
25-Feb	Next Door	Community E-Survey	710
25-Feb	Steering Committee	Downtown Planning Review, Existing Conditions	25
26-Feb	News Media	Colorado Real Estate Journal: "SKB Joins Downtown Englewood Revitalization Team"	Statewide real estate industry
27-Feb	Event	"Downtown Trends" event	45
1-Mar	Englewood Citizen Magazine	Downtown Matters Launch, Community Survey	Citywide

1-Mar	E-newsletter	Downtown Trends, Community Survey	600 Downtown commercial property and business owners
4-Mar	News Media	Englewood Herald: "Advocates for Downtown Englewood Eye Trends"	Citywide
6-May	Next Door	"Building Small on Main Street" webinar	494
14-May	Next Door	On-line Community Forum	631
15-Mar	Field Work	South Broadway, CityCenter	15
24-Mar	Steering Committee	Downtown Plan, DDA Overview	22
27-Apr	City Council	Project Update	10
28-Apr	Steering Committee	Downtown Plan goals, economic recovery	17
4-May	News Media	Englewood Herald "Downtown Development Authority May Head to Election"	Citywide
4-Feb	Twitter	Spring Citizen Magazine, featuring Downtown Matters	548
1-May	Magazine	Summer Citizen Magazine, Downtown Matters and Economic Recovery	Citywide
5-May	E-newsletter	"Building Small on Main Street event, Online Community Forum	600 Downtown commercial property and business owners
6-May	Facebook	"Building Small on Main Street" webinar	287
11-May	Facebook	"Building Small on Main Street" webinar	398
11-May	Facebook--Chamber	"Building Small on Main Street" webinar	
13-May	Event-webinar	"Building Small on Main Street"	31
14-May	Facebook	Online Community Forum	271
14-May	Twitter	Online Community Forum	230
15-May	E-newsletter	Online Community Forum	600 Downtown commercial property and business owners
15-May	Chamber Board Briefing	Update, discussion	8
18-May	E-newsletter	Online Community Forum	600 Downtown commercial property and biz owners
20-May	Facebook--Chamber	Online Community Forum	
21-May	News Media	Englewood Herald: "Thinking Small Rather than Big for Downtown"	Citywide
21-May	Community Forum-online	Draft Downtown Plan Overview	40

Downtown Matters Online Survey Summary

An online survey was developed as part of the Downtown Matters planning process led by the City of Englewood and Englewood Chamber of Commerce to identify a vision, priorities, and improvements for Downtown Englewood over the next five to ten years and beyond. In this process a broader definition of downtown is being explored that includes the traditional downtown portion of South Broadway, Englewood CityCenter, and the commercial areas around Craig Hospital and Swedish Medical Center. The online survey ran from February 2nd, 2020 to March 31st, 2020, and collected 318 responses. This survey was distributed broadly and received input from a variety of stakeholder types.

Key Findings

Downtown Englewood Today

- 82% of survey respondents come to Downtown Englewood once a week or more.
- Restaurants and bars (50%) and shopping/larger stores such as Walmart, King Soopers, Safeway, etc. (17%) are the top two amenities bringing survey respondents to Downtown.
- Characteristics of Downtown Englewood that have gotten either ‘much better’ or ‘slightly better’ are new restaurants and nightlife (85%) and general appearance, including landscaping and beautification (60%).
- The characteristics that have been perceived as ‘slightly worse’ or ‘much worse’ are presence of people experiencing homelessness (70%), Englewood Trolley service (60%), traffic (60%), and parking options (52%).

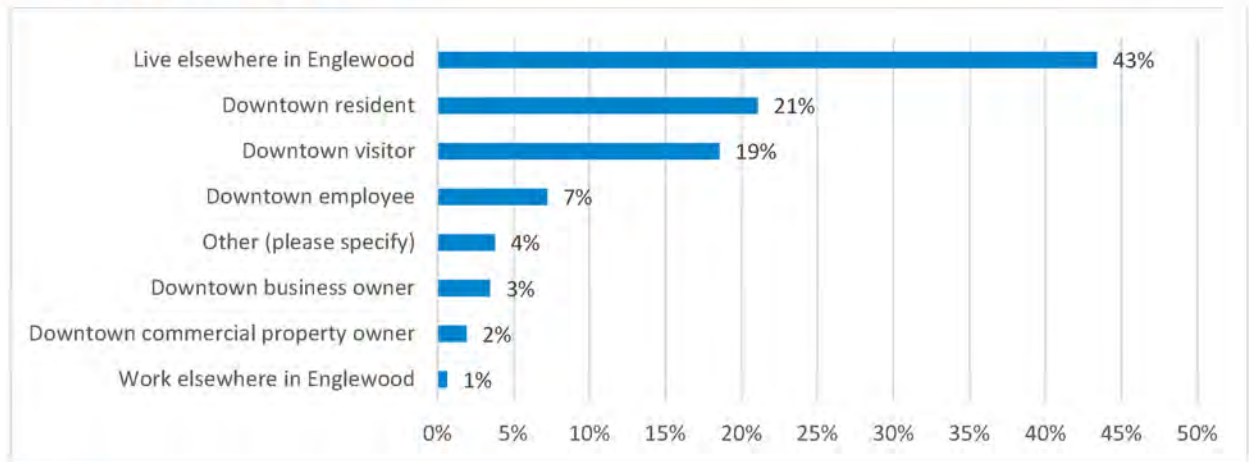
Downtown Englewood Tomorrow

- The top ten words that capture respondents’ vision for Englewood in the future are walkable, safe, vibrant, clean, community, restaurants, housing, affordable, accessible, and diverse.
- The top five ‘Very Important’ improvements needed for Downtown Englewood are fill vacant storefronts (70%), enhance the physical environment Downtown (53%), make Downtown more bike- and pedestrian-friendly and accessible (51%), improve the safety of Downtown, including better lighting, shorter crosswalks, etc. (50%), and more events and entertainment options to draw people on weekends and evenings (48%).
- When survey respondents were asked to select the one most important improvement needed in Downtown Englewood, the two actions that received more than 10% of the responses are fill vacant storefronts (16%) and redevelop CityCenter with mixed uses and more density (11%).

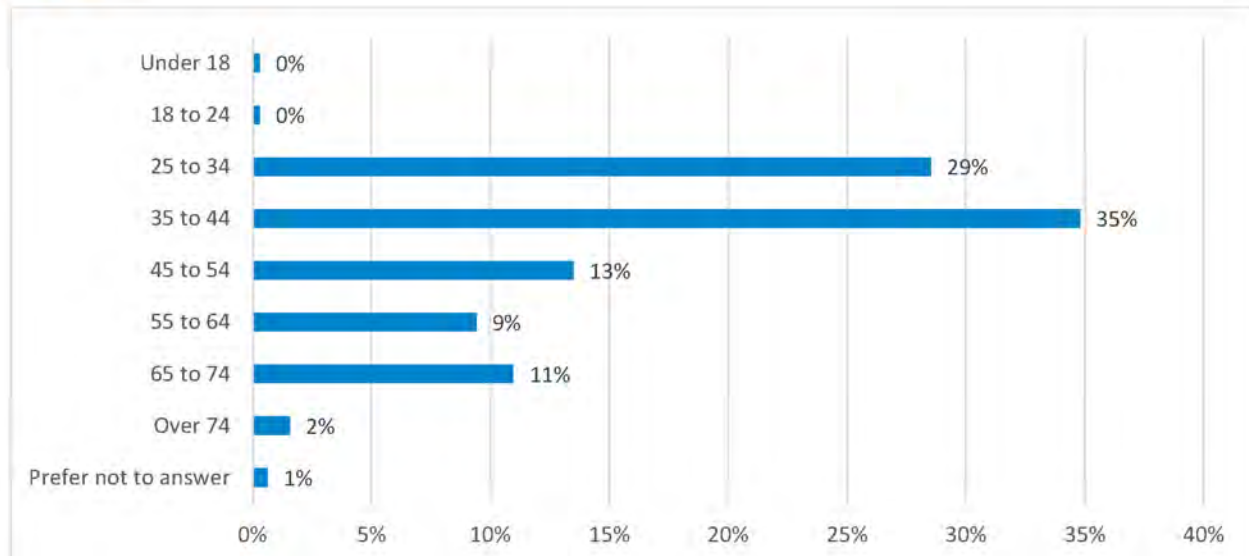


SURVEY RESPONDENTS

WHICH OF THE FOLLOWING BEST CHARACTERIZE YOUR PRIMARY INTEREST(S) IN DOWNTOWN ENGLEWOOD?

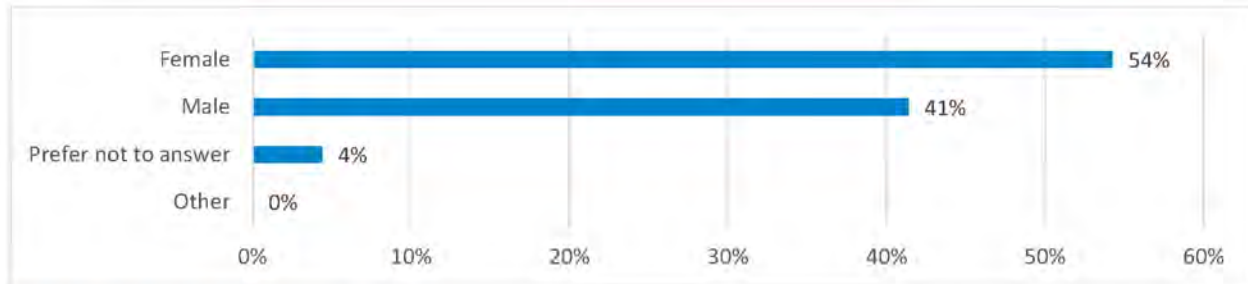


AGE

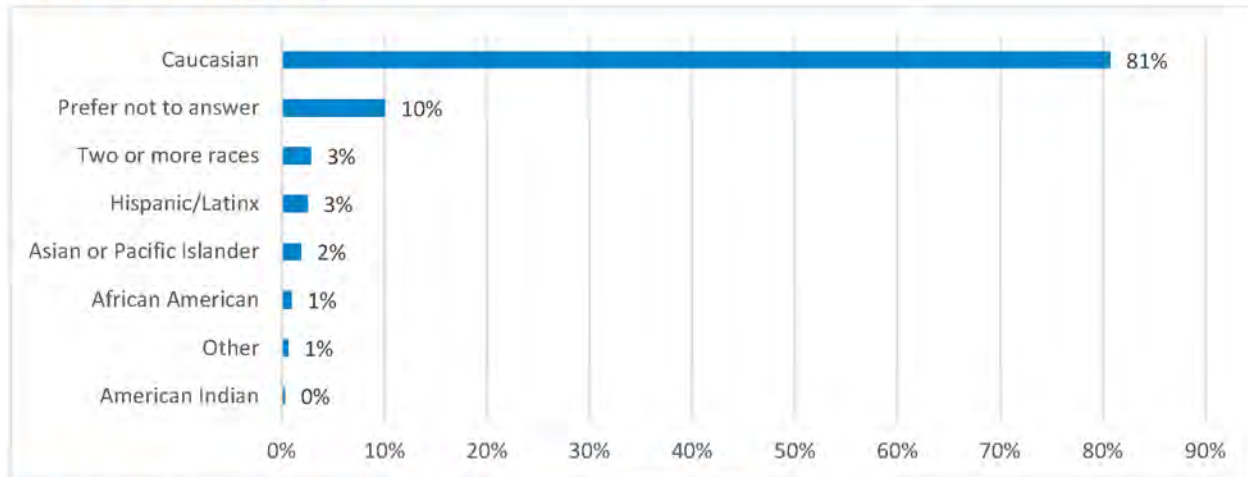




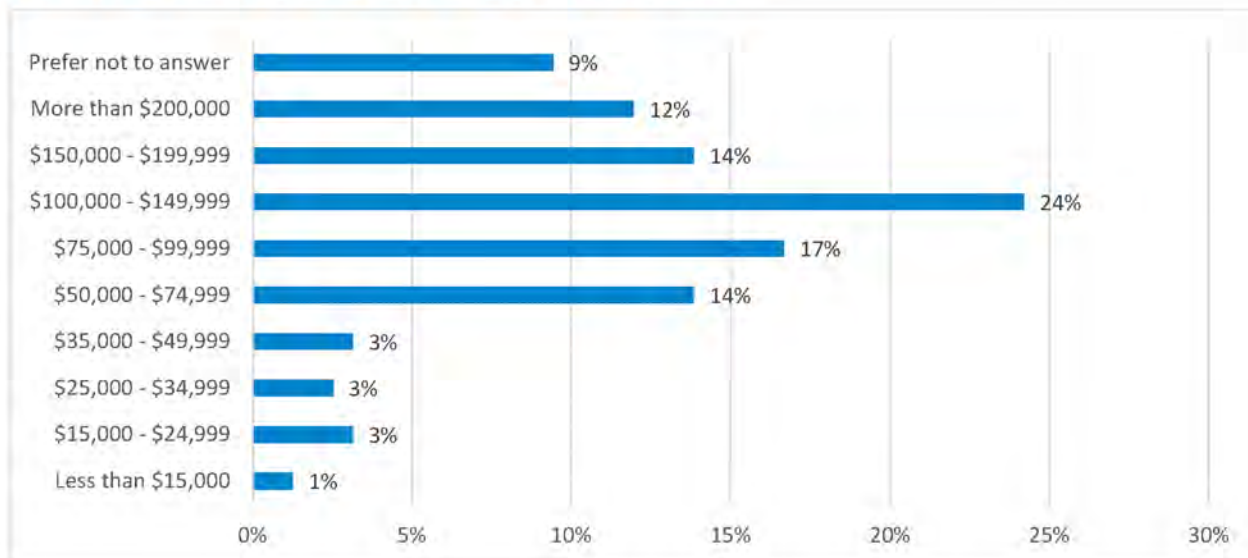
GENDER



RACE/ETHNICITY

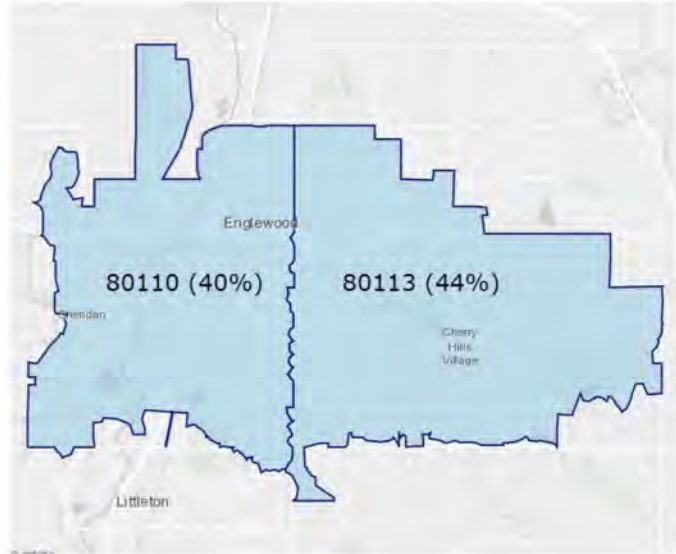


ANNUAL HOUSEHOLD INCOME



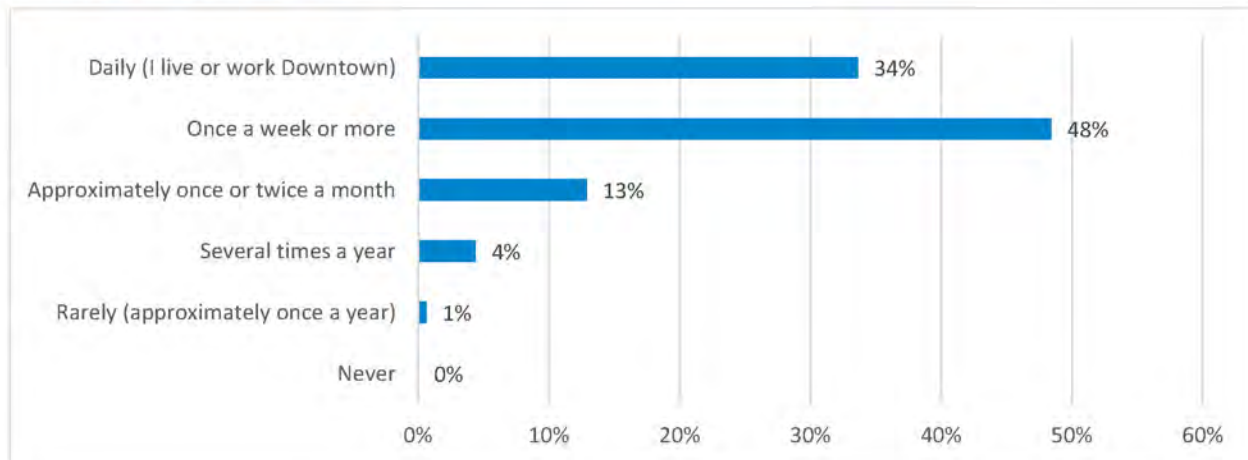
HOME ZIP CODE

Survey respondents provided **34 different zip codes**, the bulk of which are in the greater Englewood area. The zip codes with the vast majority of representation in the survey are 80113 (44%) and 80110 (40%). The next closest zip codes were 80210 (2%), 80120 (1%), and 80122 (1%). These zip codes cover Downtown Englewood and the areas directly west and east of Downtown, as seen in the map to the right.



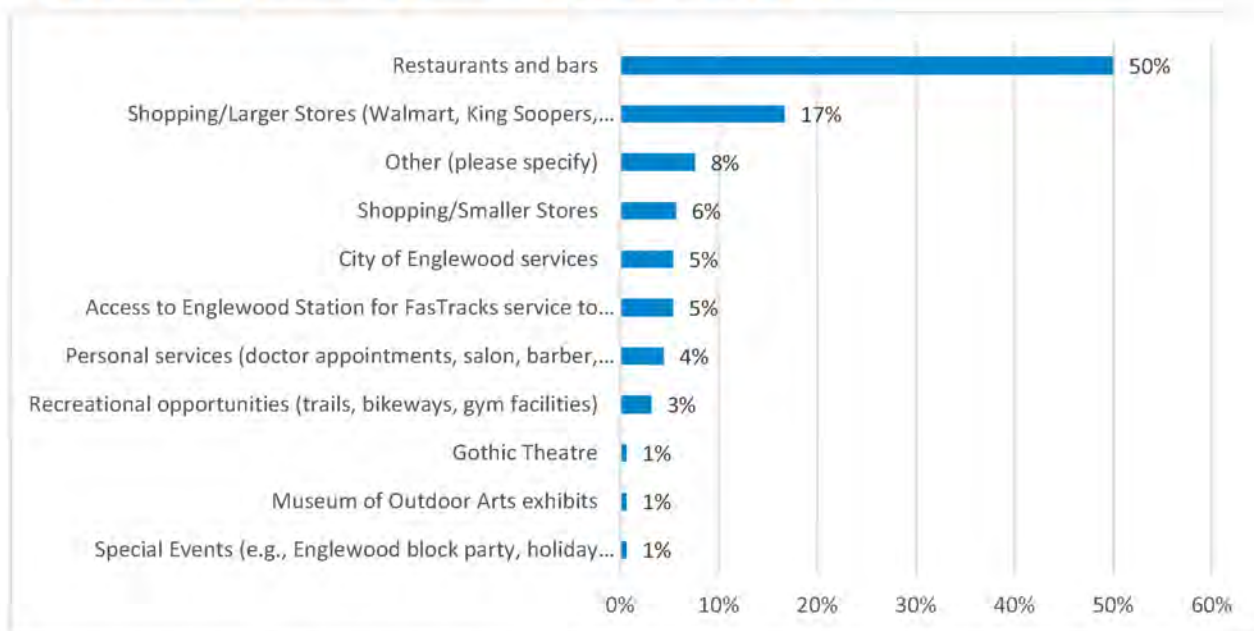
ENGLEWOOD TODAY

HOW OFTEN DO YOU COME TO DOWNTOWN ENGLEWOOD?





OUTSIDE OF WORK, WHAT MOST OFTEN BRINGS YOU TO DOWNTOWN ENGLEWOOD?



Responses in the 'other' category include:

- Visiting friends or family
- Englewood Public Library
- Church

DO YOU THINK THE FOLLOWING CHARACTERISTICS OF DOWNTOWN HAVE BECOME BETTER OR WORSE IN THE PAST FIVE YEARS?

The characteristics of Downtown Englewood that over 50% of survey respondents perceived as having gotten either 'much better' or 'slightly better' are new restaurants and nightlife (85%) and general appearance, including landscaping and beautification (60%). Overall, more than half of survey respondents indicated that the provided characteristics of Downtown Englewood have either gotten 'much better,' 'slightly better,' or have not changed in the past five years. The characteristics that have been perceived as 'slightly worse' or 'much worse' are presence of people experiencing homelessness (70%), Englewood Trolley service (60%), traffic (60%), and parking options (52%).

	Much Better	Slightly Better	No Change	Slightly Worse	Much Worse
New restaurants and nightlife	47%	38%	7%	1%	2%
General appearance, including landscaping and beautification	14%	46%	18%	12%	5%



Light rail access via Englewood Station	10%	14%	43%	9%	1%
Housing options	9%	33%	11%	13%	11%
New retail and shopping options	9%	40%	28%	11%	3%
Arts and cultural activities	6%	39%	34%	3%	1%
Pedestrian & bicycle friendliness	5%	34%	31%	10%	3%
Parks and open space	4%	13%	57%	8%	6%
Businesses and jobs	4%	35%	24%	4%	2%
Englewood Trolley service	3%	9%	28%	3%	1%
Cleanliness (e.g., litter removal, sweeping, graffiti removal)	3%	25%	35%	18%	7%
Presence of people experiencing homelessness	3%	8%	20%	31%	27%
Safety (reality)	3%	24%	34%	16%	7%
Transit service (busses, light rail, Englewood Trolley)	3%	15%	40%	11%	1%
Traffic	3%	5%	33%	35%	16%
Parking options	2%	12%	35%	27%	10%
Safety (perception)	2%	31%	29%	19%	9%

Responses in the ‘other’ category include:

- Overall, the Downtown Englewood experience has improved
- Affordability of housing and commercial spaces has gotten worse in recent years
- Nuisance behaviors in public spaces have also gotten worse (drug use, solicitation, etc.)

ENGLEWOOD TOMORROW

LOOKING TO THE FUTURE, WHAT THREE WORDS BEST CAPTURE YOUR DESIRED FUTURE FOR DOWNTOWN ENGLEWOOD IN THE YEAR 2030?

The word cloud below represents the words most frequently used by respondents to describe their vision for Downtown Englewood in the future. The larger the word, the more frequently it was used. The top ten responses were (in order): **walkable, safe, vibrant, clean, community, restaurants, housing, affordable, accessible, and diverse.**



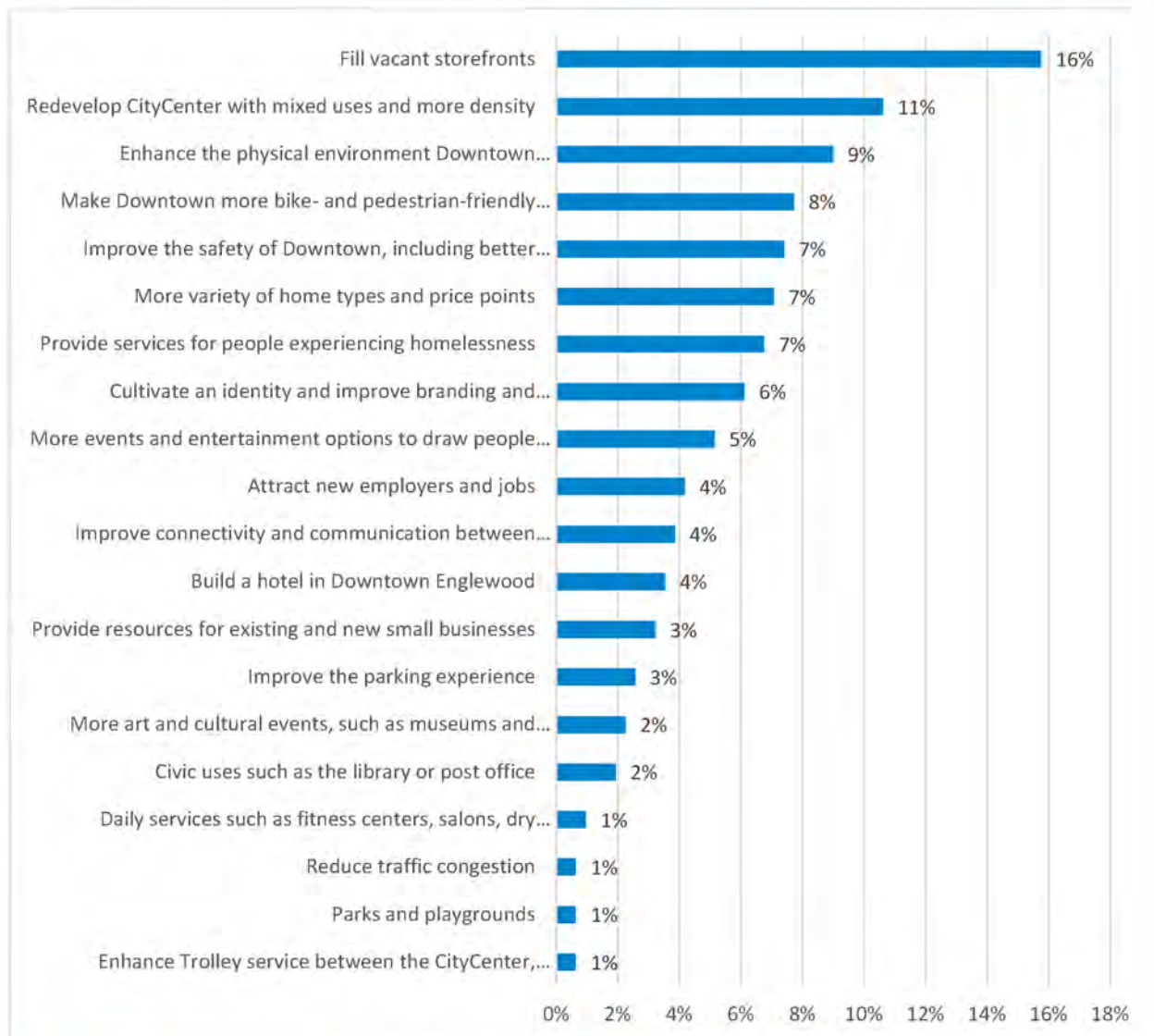
More events and entertainment options to draw people on weekends and evenings	48%	31%	16%	6%
Parks and playgrounds	46%	34%	16%	4%
Provide resources for existing and new small businesses	44%	42%	11%	3%
Attract new employers and jobs	43%	41%	13%	3%
Cultivate an identity and improve branding and marketing of Downtown Englewood	42%	30%	20%	8%
Redevelop CityCenter with mixed uses and more density	39%	32%	15%	14%
Provide services for people experiencing homelessness	39%	35%	17%	9%
Civic uses such as the library or post office	38%	38%	19%	6%
More art and cultural events, such as museums and theaters	35%	38%	19%	8%
More variety of home types and price points	35%	31%	21%	13%
Reduce traffic congestion	31%	29%	26%	14%
Improve connectivity and communication between Downtown sub-areas (CityCenter, Broadway, and Medical District)	25%	38%	25%	12%
Daily services such as fitness centers, salons, dry cleaners, daycare, doggy day care	24%	38%	27%	11%
Improve the parking experience	23%	33%	29%	16%
Build a hotel in Downtown Englewood	16%	18%	27%	38%
Enhance Trolley service between the CityCenter, Broadway, and the Medical District	14%	30%	33%	23%

OF THE IMPROVEMENTS LISTED IN THE PRIOR QUESTION, WHICH ONE ACTION WILL BE MOST IMPORTANT?

When required to select just one action, it is been P.U.M.A.'s experience that any selection receiving over 10% of responses is generally considered significant. The two actions that received more than 10% of the responses are fill vacant storefronts (16%) and redevelop CityCenter with mixed uses and more density (11%). The next most popular responses were enhance the physical environment Downtown (9%), make Downtown more bike- and pedestrian-friendly and accessible (8%), and improve the safety of Downtown (7%). However, as the chart below shows, there was not a significant spread between the percentage of votes and a number of the provided actions that were considered important. Despite not being in the top five 'Very Important' improvements needed in Downtown Englewood on the previous question, redevelop CityCenter with mixed uses and more density rose to the top when respondents were asked to select one response. Additionally, while more events and entertainment options to draw people on weekends and evenings dropped was in the top five 'Very Important' improvements for the



previous question, this option became less of a priority when respondents were asked to select one improvement.



IF YOU COULD SUGGEST ONE ADDITIONAL IMPROVEMENT TO ENHANCE DOWNTOWN ENGLEWOOD, NOT LISTED ABOVE, WHAT WOULD IT BE?

The word cloud below represents the words respondents used to suggest an improvement for Downtown Englewood in an open-ended question format. The size of the word indicates how frequently it was used, with the largest words used most often.



IF YOU WERE TO CONSIDER LIVING IN DOWNTOWN ENGLEWOOD, WHAT TYPE OF HOME WOULD YOU MOST DESIRE?

When asked what types of housing respondents would want if they were to consider living in Downtown Englewood, the most popular housing types were ownership options including single family homes (38%), townhomes (21%), and condominiums (12%). 15% of respondents indicated they would not consider living in Downtown Englewood, while several respondents that provided specification in the 'other' category indicated they already live in Downtown Englewood.

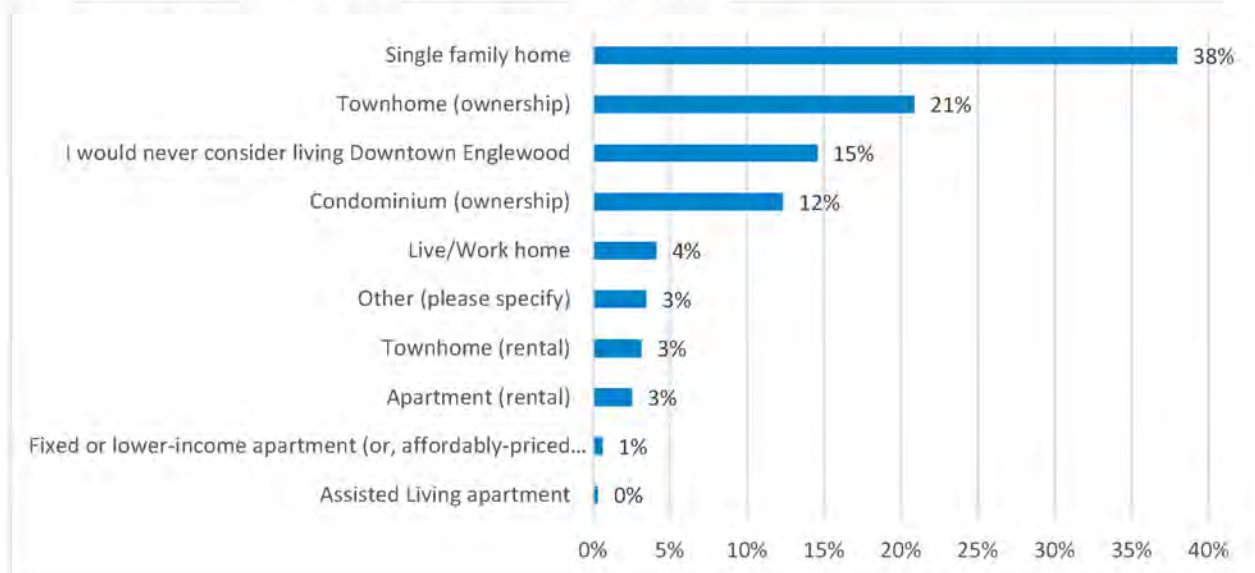


Exhibit 1
Resolution No. 6, Series of 2021

Plan of Development - Englewood Downtown Development Authority

The Englewood Downtown Plan dated June 18, 2021, attached hereto and incorporated herein as **Exhibit 2**, is modified and limited as set forth in this Exhibit 1. Together, Exhibits 1 and 2 constitute a plan of development of the Englewood Downtown Development Authority (the "EDDA") as defined in C.R.S. § 31-25-802(6.6) (the "Plan").

The Plan serves as the governing document for the EDDA and is intended to provide a business plan and policy guidance for the EDDA over the next 10 years and beyond. Informed by past planning efforts, a market assessment conducted in 2019, and broad outreach to community members and downtown business and property owners, the Plan lays out a vision, big ideas, goals and strategies, and implementation tactics for downtown Englewood moving forward.

The Plan defines three sub-areas within the downtown development area: 1) the Englewood Station-CityCenter District, 2) the South Broadway Main Street District, and 3) the Medical District area around Craig Hospital and Swedish Medical Center (each a "Sub-Area").

In Exhibit 2, the Plan anticipates and authorizes collection and use of tax increment financing ("TIF") via sales tax increment, collection and use of TIF via property tax increment, and use of a voter-approved additional mill levy throughout the entire downtown development area.

There is currently no voter approval for an additional mill levy, and none will be imposed. At this time, there is a desire to treat sales tax TIF and property tax TIF independently for the Sub-Areas to reflect current conditions and current prospects for development and improvement.

THUS, BY WAY OF THIS EXHIBIT 1, THE PLAN IS HEREBY MODIFIED AND LIMITED SO THAT IT ONLY AUTHORIZES AND TRIGGERS THE FOLLOWING TYPES OF TIF WITHIN THE FOLLOWING SUB-AREA(S):

	Sub-Area		
	Englewood Station-CityCenter	South Broadway Main Street	Medical District
Property Tax TIF			X
Sales Tax TIF		X	X

A plan amendment shall be required before the EDDA may collect and use property tax TIF or sales tax TIF in any other Sub-Area, and voter approval along with a plan amendment shall be required before any additional property tax mill levy may be collected. Except as modified and limited in this Exhibit 1, all provisions of Exhibit 2 remain in full force and effect.