I. **Final Recommendations on the Walk and Wheel Study 6:00 p.m. – 6:30 p.m.**
   Senior Planner Harold Stitt and OV Consulting will present the final recommendations for the Walk and Wheel Study.

II. **Englewood Forward Comprehensive Plan 6:30 p.m. – 7:30 p.m.**
    Community Development Department staff and consultants will be present to discuss the Englewood Forward Comprehensive Plan.

III. **Development Strategies 7:30 p.m. – 8:00 p.m.**
    Deputy City Manager/Acting Community Development Director Michael Flaherty and Economic Development Manager Darren Hollingsworth will be present to discuss development strategies with City Council.

IV. **Property Abatement 8:00 p.m. – 8:30 p.m.**
    Deputy City Manager Michael Flaherty and Chief Building Official Lance Smith will be present to discuss property abatement.

V. **Council Member’s Choice**

VI. **City Manager’s Choice**

VII. **City Attorney’s Choice**
TO: Mayor Penn and Council Members

THRU: Eric Keck, City Manager
       Mike Flaherty, Deputy City Manager

FROM: John Voboril, Planner II

DATE: September 14, 2015

SUBJECT: Draft Englewood Walk and Wheel Master Plan and Program

The Englewood Walk and Wheel Master Plan and Program is a replacement for the 2004 Englewood Master Bicycle Plan. The original plan became outdated in 2012, when the City successfully completed a grant project that signed the majority of designated bicycle routes in the 2004 plan. In order to continue investing in and upgrading the existing route system, a new Master Plan was needed. The new plan would require professional bicycle engineering and planning expertise. It would also need to be expanded to include the pedestrian environment.

The basis for the new plan was the compilation of a series of maps that laid out where people lived, worked, learned, shopped, played, and moved. The composite demand map showed where the hot spots for bicycling and walking activity were located in the community. This map was then combined with a level of traffic stress analysis for the Englewood street network. The combined maps display demand hot spots and stress points. This analysis was used to develop the preferred Walk and Wheel network, and prioritize the implementation of various sections of the Walk and Wheel network.

Chris Vogelsang of OV Consulting will present the draft Walk and Wheel Master Plan and Program to City Council.

Att: Draft Englewood Walk and Wheel Master Plan and Program
    Walk and Wheel Powerpoint Presentation
    Walk and Wheel Network Maps

C: Eric Keck
   Mike Flaherty
   Dan Brotzman
   Harold Stitt
Englewood
Walk & Wheel
Master Plan

Final Draft

September 2, 2015
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A. Introduction

The City of Englewood embarked on three simultaneous studies in 2014-2015 that directly address the City’s transportation network, options for improved multi-modal connectivity and increasing community awareness of biking and walking as a transportation alternative:

- Englewood Comprehensive Plan Update
- Englewood Light Rail Corridor Next Steps Study
- Englewood Walk and Wheel Master Plan and Program

These studies were collaborative in nature and were collectively termed Englewood Forward. Stakeholder and public input was essential to understanding Englewood today, developing a vision of Englewood tomorrow and identifying the recommendations to move Englewood toward that vision.

The Walk and Wheel Master Plan was funded by a grant from Kaiser Permanente and kicked off in September 2014. The plan’s purpose was to evaluate the City’s current walking and bicycling conditions and activity, as well as to develop recommendations for bicycle and pedestrian infrastructure and programs that improve safety, increase connectivity and transportation options, and encourage greater walking and biking among Englewood residents.

The Walk and Wheel Master Plan builds on the previous Bicycle Master Plan completed in 2004 and the Community-Wide Bicycle Route Signage Program implemented in 2012. The planning process, illustrated in Figure A-1, included extensive stakeholder and community engagement throughout the project. Recommendations for the plan were developed through the evaluation of existing conditions data and field assessment, bicycling and walking demand analysis, public input and network connectivity evaluation. The Plan identifies Englewood’s top priority “transformative” projects to the bicycle and pedestrian network, highlights “quick wins” for implementation to begin to enable broader biking and walking and proposes ideas for encouragement and education programming that increase visibility and awareness of these active transportation options.

Figure A-1: Planning Process
Today Englewood has great high capacity transit access with corridor bus service north-south along Broadway and two light rail stations (Oxford Station and Englewood Station at CityCenter Englewood). The City’s street grid creates a strong base for local connectivity and connects employment, shopping, and higher density residential uses that lie within the city core. Trail connections within the City link residents with recreational opportunities. Englewood offers a range of housing options with a strong base of traditional single-family neighborhoods, supported by an improving school system both in terms of programming and facilities. However, Englewood is missing a comprehensive strategy to enable pedestrian and bicycle mobility as an alternative to automobile travel throughout the community. The city lacks dedicated on-street facilities for bicycling and defined pedestrian corridors with enhanced pedestrian facilities and crossings that make walking and biking comfortable, viable options for the majority of residents and visitors. Also of interest is the current and future makeup of Englewood in terms of population and demographic trends. The City has a large population of seniors and is becoming increasingly attractive to the Millennial age group due to its proximity to Denver and lower relative housing costs. Several factors around these demographic groups strongly support the growth of a bike and pedestrian environment in Englewood:

- There has been a significant increase in bicycle use among seniors age 65 plus since 1995
- Baby boomers are looking for alternatives to the car and seeking options to “age in place”
- Millennials exhibit a preference for urban environments that have walkable places, and they are willing to pay a premium and reduce living space to be able to walk to shops and amenities
- 26% of Millennials do not have a driver’s license
- 45% of Millennials report making a conscious effort to replace driving with alternative forms of transportation

Through this study, the City of Englewood is looking to improve community awareness and increase the visibility of bicycle and pedestrian transportation options through the identification and implementation of enhanced bike and pedestrian facilities. The city also hopes to create a community environment that embraces active transportation, attracts new residents and creates a strong vibrant economic base for the City.
B. State of Walking and Wheeling

The state of Walking and Wheeling in Englewood today was assessed through the review of previous planning documentation, an inventory of bike and pedestrian infrastructure, targeted counts of walking and biking activity and an assessment of demand. Today’s conditions present many challenges to bike and pedestrian mobility and identify potential opportunities for improved connections and facilities.

Plan and Study Review

The following City of Englewood Plans and Studies were reviewed for bicycle and pedestrian goals and recommendations.

- Roadmap Englewood: The 2003 Englewood Comprehensive Plan
- Englewood South Broadway Plan
- Englewood Complete Streets Toolbox (2011)
- Englewood Master Bicycle Plan Route Development Study and Implementation Program
- Englewood Downtown and Medical District Small Area Plan
- Englewood Light Rail Corridor Plan
- Englewood Parks and Recreation Master Plan

These documents identify goals and related actions that informed the Plan process and served as a base for overall direction of the Plan. Relevant goals are listed.

ROADMAP ENGLEWOOD: THE 2003 ENGLEWOOD COMPREHENSIVE PLAN

Goal 1: Enhance both the mobility and the accessibility of the transportation system.

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

Goal 2: Improve environmental qualities adversely impacted by automobiles for both local residents and visitors to the community, while also accommodating commuters.

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

Goal 3: Recognize and enhance the relationships between land use and the transportation system.

Obj. 3-2: Encourage higher-density, pedestrian-oriented, mixed-use development along primary mass transit routes.

Goal 4: Promote a quality of life transportation philosophy that seeks to create an environmentally attractive, pedestrian-friendly community.

Obj. 4-1: Create continuous transit and non-motorized connections between CityCenter and downtown Englewood, as well as the surrounding residential and business community.

Obj. 4-2: Improve bicycle facilities and infrastructure in strategic locations throughout the city.

Obj. 4-3: Design safe, attractive, high-volume pedestrian routes connecting public places that encourage the attention and presence of people at all hours of the day and night.
ENGLEWOOD DOWNTOWN AND MEDICAL DISTRICT SMALL AREA PLAN

Urban Design and Amenities Goals

Goal 1: Enhance the Downtown and Medical Center urban streetscape.
Obj. 1-1: Develop wider, safer, handicapped-accessible sidewalks, pedestrian paths, and pedestrian crossings throughout the area, and especially near hospitals and senior facilities.
Obj. 1-5: Enhance streetscapes with urban design features including benches, lighting, planters, banners, street furniture, and bicycle racks.

Goal 2: Increase park, open space, and trail capacities and service levels, both within Downtown and the Medical Center and beyond.
Obj. 2-1: Create pedestrian-friendly, tree-lined streets and pedestrian paths.
Obj. 2-4: Develop and enhanced pedestrian-bicycle route and trail system connecting neighborhood parks, residential neighborhoods, and commercial areas.

Downtown Sub Area Goals

Downtown Sub Area 2 Goal: Extend the historical Broadway main street character into Sub-area 2.
Obj. 2-2: Enhance area with streetscape improvements and attractive store fronts in order to restore a pedestrian-oriented, main street character.

Downtown Sub Area 3 Goal: Transform the suburban, auto-oriented character of sub-area 3 to a more pedestrian-oriented character, with a stronger business mix.
Obj. 3-4: Explore new street configurations that create a safer and more pleasant pedestrian experience.

ENGLEWOOD SOUTH BROADWAY

Strategies supporting multiple modes of transportation:

1. Support pedestrian-friendly developments with mixed land use of sufficient scale to support neighborhoods and businesses. Reduce vehicle miles traveled (VMT) thus reducing congestion, and indirectly improving air and water quality. Create area on Broadway where people could choose to live without owing a personal vehicle based on excellent access to public transit employment, shopping and recreation. Recognize and enhance the relationships between land use and the transportation system.

1.1 Encourage and support mixed use projects with residential, office and retailing components.

1.2 Enhance pedestrian and bicycle amenities and links to light rail stations, bus stops, shopping and employment centers.

1.3 Enhance the accessibility of the transportation system.

1.4 Support and develop a balanced, multi-modal transportation system that includes rapid transit, regional bus service, bike and pedestrian facilities, and improvements to the existing roadway systems.

1.5 Provide safe and direct crosswalk movements along Broadway.
Additional plans served as a base for evaluating the bike and pedestrian network, and identifying future on and off-street bike facilities by location and type. The City’s Parks and Recreation Master Plan identifies primary connections and an expansive off-street trail network that fundamentally supports future on-street bike and pedestrian improvements. The Bicycle Plan Route Development Study and Implementation Program resulted in a signed network of bike routes that are the base network in the City today. The Light Rail Corridor Plan identified key projects for enhanced bike facilities and connections that were further studied in the Next Steps Study. The City’s Complete Street Toolbox also informs facility types and pedestrian facility recommendations within the city.
Existing Infrastructure

The City of Englewood’s bicycle transportation network today is made up of locally signed bicycle routes and regionally signed bicycle routes connecting Englewood to Denver, Littleton, Cherry Hills and Sheridan. The off-street facilities consist primarily of bike and pedestrian paths through city parks and Mary Carter Greenway, and link Englewood to the broader trail network in Denver and Littleton. There are currently 91 miles of bicycle paths/trails and 42.6 miles of on-street bicycle routes as shown Figure B-1.

Englewood’s street grid is uniform throughout the core of the city with some variances in street pattern to the west and south, at the edges with Littleton. This street configuration is the base of a uniform pedestrian network with the majority of local or neighborhood streets containing 3’ sidewalks along both sides of the street. The city is bisected by Broadway north-south and Hampden Ave. east-west. These busy arterials are barriers to easy bike and pedestrian movement between sections of the city and between residential uses and retail/commercial development. Traffic signals along Broadway and Hampden provide crossings but high traffic volumes, driveway access and turning movements along the length of these arterials make for an uncomfortable walking and biking environment through the core of the city, and inhibit connectivity between destinations.

Figure B-1: Map of Current Bicycle Paths/Trails and On-Street Routes
Bicycle Parking

Today, the City of Englewood has over 45 bicycle parking racks in place within the community. The majority of these facilities are located in high activity, high volume areas and include the Broadway corridor from Yale Avenue south to Hamden Blvd., the Hospital District and the Oxford and Civic Center LRT stations. The innovatory of bicycle parking performed as part of the Walk and Wheel Study identified current locations as illustrated in Figures B-2 and B-3. Additionally, several bikes were observed in the northwest area of the Hospital District locked to signposts or trees, and are indicated on the maps in black. RTD bike lockers are available at the Civic Center station for rental through RTD, but community concerns over capacity of these lockers and availability indicate a need for a different bike parking solution at this station.
Pedestrian and Bicycle Counts

Counts of pedestrian and bicycle activity were performed at eleven locations around the City from 7-10 am, 11am-1pm, and 4-6pm to determine the current level of pedestrian and bicycle activity. The counts were performed in late October and early November 2014 during periods of nice weather. The locations were:

- Dartmouth at Broadway
- Floyd at Broadway
- Oxford at Broadway
- Oxford at Navajo
- Clarkson at Old Hampden
- Inca at US 285
- Inca at Englewood Parkway
- Elati at US 285
- Sherman/Little Dry Creek Trail/
- Sherman at US 285
- Belleview at Delaware

Figure B-4: Pedestrian and Bicycle Counts Total

Figure B-5: Average Number of Bicycle and Pedestrian Counts Per Hour Over All Count Locations
Figure B-6: Total Bicycle and Pedestrian Volumes at Each Count Location

Figure B-7: Pedestrian and Bicycle Split

Figure B-8: Bicycle Intersection Preferences
Bicycle Travel Demand and Level of Traffic Stress

The Bicycle Suitability Index (BSI) model utilizes existing infrastructure (in a Geographic Information System (GIS) form) to develop composite demand-side (where resident trips would typically originate from and travel to) and supply-side (what physical infrastructure exists) models of Englewood. Objective tools such as this are utilized during the planning process to complement the more subjective input received during public input sessions and project team network evaluation exercises, as both are critical components to developing a well-rounded data and input-driven plan.

Following is a description of the methods and results of Bicycle Demand Analysis (demand side) and the Bicycle Level of Traffic Stress Analysis (supply side). The analytical methods within provide an objective, data-driven process of identifying network gaps as potential projects and identifying areas of high existing or potential bicycle and pedestrian activity. The resulting Supply and Demand Typologies Model presents an array of potential bicycle and improvement opportunities for Englewood.

Data Sources

The following data inputs were incorporated into the analysis. The table below displays variables, its sources, and notes on limitations of available data and assumptions made.

Table B-1: Data Inputs Information

<table>
<thead>
<tr>
<th>Model Input</th>
<th>Source</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posted Speed</td>
<td>Englewood</td>
<td>GIS data</td>
</tr>
<tr>
<td>Number of Travel</td>
<td>Englewood</td>
<td>GIS data</td>
</tr>
<tr>
<td>Bicycle Facilities</td>
<td>Englewood</td>
<td>GIS data + spot field</td>
</tr>
<tr>
<td>Demographic</td>
<td>US Census</td>
<td>2010 Census Block</td>
</tr>
</tbody>
</table>

Bicycle Demand Analysis (BDA)

Models serve as an effective means to understand how factors in a complex system interact by providing a simplified version of the system for study. However, by definition, models are representations of reality and are constrained by the quality of available data and the complexity of the system under consideration. Throughout the modeling process, significant effort was made to collect the best data possible for input to the model and field verify data as necessary and possible.

BSI provides a general understanding of expected activity in the pedestrian environment by combining categories representative of where people live, work, play, access public transit and go to school into a composite sketch of demand.

Generally speaking, the scoring method is a function of density and proximity. Scores reflect relative impact on walking or bicycling to and from census block corners that are located adjacent to the features used in the analysis. As such, scores are represented as density patterns of points within a ¼ mile of each other. Subsequently, the scores are effectively a result of two complementing forces: distance decay – the effect of distance on spatial interactions yields lower scores for features over ¼ mile away from other features; and spatial density – the effect of closely
clustered features yields higher scores. Scores will increase in high feature density areas and if those features are close together. Scores will decrease in low feature density areas and if features are further apart. In essence, the score is the intersection of distance and density. Thus, on the maps shown below, the highest density/usage/activity locations (shown in red) do not represent specific physical facilities, but rather represent relative higher use zones as calculated above.

Categories are scored on a scale of 1 – 5 based on density and proximity and then assigned weighted multipliers to reflect the relative influence categories have on pedestrian and bicycle activity. The feature weighting method is discussed in the following section.

**Where people live** includes 2010 census block level population density information. These locations represent potential trip origin locations. More trips can be made in areas with higher population density if conditions are right. “Live” trip hot spots include areas in the residential western-most arm of town, the northern end of town along Floyd Street, and the larger areas east and west of Broadway south of Hampden.
Where people work mainly represents trip ends, for people working in Englewood regardless of residency. Its basis is 2010 total employment by census block. Depending on the type of job, this category can represent both trip attractors (i.e., retail stores or cafes) and trip generators (i.e., office parks and office buildings) in terms of base employment population. It is therefore also used in the “where people play” category by overlaying with specific job types, such as retail. Hot spots for the “work” analysis include the area’s shopping centers along Englewood Parkway/Girard Avenue and south across Hampden, the Swedish Medical Center hospital, and the newly redeveloped shopping center just east of University Boulevard. The Broadway corridor is represented by moderate employee density because employment is spread out along the corridor, rather than clustered in a commercial shopping center.
**Where people learn** represents where students K-12, at community college, or at university go to school. Its basis is enrollment data from the Englewood Public School District individual school websites and information provided by district staff. As shown on Figure B-11, Englewood Middle and High School Campus has the greatest concentration of students and associated activity. In the southern portion of town the proximity of four schools increases the relative intensity of activity. Higher order streets, like Broadway are likely to act as barriers and reduce actual observed activity.
Where people shop and play is a combination of varied land use types and destinations. Overlays such as retail destinations, regional trails and parks contribute to this category. Regional trails travelling through Englewood were considered as parks in this analysis due to their recreational draw. Specific trailhead connections and locations will be strongly considered in the network recommendations due to public emphasis on trail connection desirability. These destinations are important and have higher activity due to the shorter term nature of these visits (typical duration of these visits is less than one half a day) and because they are likely to attract a wide variety of people who are likely to visit multiple destinations in close proximity. “Play and shop” hotspots identified in this analysis include retail in the Englewood Plaza/Englewood Marketplace area, retail and entertainment along Broadway and shopping centers along Hampden Avenue, as well as parks like Bellevue Park and trails along the South Platte River.
Where people access transit is assessed by location of bus stops and light rail stops. Stops with greater observed activity were weighted more heavily utilizing boarding data from the Regional Transit District (RTD). Use data was not available for the light rail stations and so an activity estimate was made based on a portion of adjacent bus boarding volumes. It is important to understand that, because potential bicycle and pedestrian destinations consider adjacencies and density of destinations (in this case, locations such as bus stops), this analysis considers not only the relative use (boarding data) for each stop, but analyzes each stop’s proximity to other stops and other lines, creating hot spots based on both proximity and use. In this case, the Broadway/Civic Center core, light rail stations, and Hampden Avenue are identified as “hot spots.”
Composite Demand. Figure B-14 shows the potential composite demand analysis for Englewood, which was developed by overlaying the factor maps and applying standard weights to each factor. This analysis shows that the highest potential for bicycle travel demand is along the Broadway Corridor, Hampden Avenue/Englewood Parkway/Girard Avenue corridor, areas near the light rail stations and the cluster of schools in southeast Englewood. It is also important that future bicycle and pedestrian improvements consider connectivity between the hot spots shown on this composite map.
Level of Traffic Stress Analysis

The methods used for the Level of Traffic Stress Analysis were adapted from the 2012 Mineta Transportation Institute (MTI) Report 11-19: Low-Stress Bicycling and Network Connectivity. The approach outlined in the MTI report uses roadway network data, including posted speed limit, the number of travel lanes, and the presence and character of bicycle lanes, as a proxy for bicyclist comfort level. Road segments are classified into one of four levels of traffic stress (LTS) based on these factors. The lowest level of traffic stress, LTS 1, is assigned to roads that would be tolerable for most children to ride, and could also be applied to multi-use paths that are separated from motorized traffic (not shown in this analysis); LTS 2 roads are those that could be comfortably ridden by the mainstream adult population; LTS 3 is the level assigned to roads that would be acceptable to current “enthusied and confident” bicyclists; and LTS 4 is assigned to segments that are only acceptable to “strong and fearless” bicyclists, who will tolerate riding on roadways with higher motorized traffic volumes and speeds.

A bicycle network is likely to attract a large portion of the population if its fundamental attribute is low stress connectivity. In other words, a network should provide direct routes between origins and destinations that do not include links that exceed one’s tolerance for traffic stress. The BSI is an objective, data-driven evaluation model which identifies high traffic stress links, bicycle network gaps and gaps between “low stress” links, and a score assessing the relative user comfort or level of stress a user may experience on each link is mapped. Each user is different and will tolerate different levels of stress in their journey so these maps should be used as a general guide rather than an absolute truth.

Table B-2: Methods for the Level of Traffic Stress Analysis

<table>
<thead>
<tr>
<th>Levels</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTS 1</td>
<td>Presenting little traffic stress and demanding little attention from cyclists, and attractive enough for a relaxing bike ride. Suitable for almost all cyclists, including children trained to safely cross intersections. On links, cyclists are either physically separated from traffic, or are in an exclusive bicycling zone next to a slow traffic stream with no more than one lane per direction, or are on a shared road where they interact with only occasional motor vehicles (as opposed to a stream of traffic) with a low speed differential. Where cyclists ride alongside a parking lane, they have ample operating space outside the zone into which car doors are opened. Intersections are easy to approach and cross.</td>
</tr>
<tr>
<td>LTS 2</td>
<td>Presenting little traffic stress and therefore suitable to most adult cyclists but demanding more attention than might be expected from children. On links, cyclists are either physically separated from traffic, or are in an exclusive bicycling zone next to a well-confined traffic stream with adequate clearance from a parking lane, or are on a shared road where they interact with only occasional motor vehicles (as opposed to a stream of traffic) with a low speed differential. Where a bike lane lies between a through lane and a right-turn lane, it is configured to give cyclists unambiguous priority where cars cross the bike lane and to keep car speed in the right-turn lane comparable to bicycling speeds. Crossings are not difficult for most adults.</td>
</tr>
<tr>
<td>LTS 3</td>
<td>More traffic stress than LTS 2, yet markedly less than the stress of integrating with multilane traffic, and therefore welcome to many people currently riding bikes in American cities. Offering cyclists either an exclusive riding zone (lane) next to moderate-speed traffic or shared lanes on streets that are not multilane and have moderately low speed. Crossings may be longer or across higher-speed roads than allowed by LTS 2, but are still considered acceptably safe to most adult pedestrians.</td>
</tr>
<tr>
<td>LTS 4</td>
<td>A level of stress beyond LTS 3.</td>
</tr>
</tbody>
</table>

Source: Mineta Transportation Institute Report 11-19
Bicycle Level of Traffic Stress (LTS) Analysis Results

Segment Analysis

The results of the segment-based LTS are shown below. Much of the network consists of disconnected clusters of low-stress (LTS 1 to 2) streets, shown in green and yellow. Individually, these islands of low-stress streets are comfortable to ride for most adults, but they are isolated from one another by larger roads with higher traffic speeds that disrupt bicycle mobility. Higher order roadways like Hampden Avenue, Broadway, and Santa Fe act as barriers to bicyclists.

Figure B-15: Level of Traffic Stress
While major roadways act as barriers along the roadways and at unsignalized crossings, signals provide a connection for cyclists to move between low-stress neighborhood roadways. Outside of this central core, however, low-stress roads have been built without connectivity across major roadways, making travel between neighborhoods inaccessible to most adults. This display makes apparent the gaps in the bicycle network that could be targeted for improvements to create connected bicycling routes that are comfortable for the mainstream adult population. Along with improvements along high-stress corridors, safe crossing opportunities across those corridors will greatly increase bicycling mobility.
**Bicycle Suitability Index Conclusions**

BSI provided a picture of several phenomena:

1. Geographic variation in demand - potential activity levels at different Census block corners
2. Geographic variation in supply - the quality of the physical pedestrian and bicycle network

Variation in demand and supply are combined into the Composite BSI models. A list of possible bicycle and improvement options is summarized below.

- **Areas with high demand for bicycling and high supply of suitable infrastructure** can benefit from innovative programs and capital projects that further support bicycling, closure of key gaps, and should be considered showcase areas where best practices can be modeled for the region. These areas provide cost-effective opportunities for improvements and should be high priority for investment.

- **Areas with high demand and low supply of suitable infrastructure** can benefit from infrastructure improvements to improve bicycling conditions. These areas may require bicycle facilities or intersection improvements to accommodate high level of demand. They should also be high priority for investment.

- **Areas with low demand for bicycling and high supply of suitable infrastructure** can benefit from programs to encourage bicycling and land use changes or development to increase the density of attractors and generators. These areas should be medium priority for investment.

- **Areas with low demand for bicycling and low supply of suitable infrastructure** can benefit from basic infrastructure improvements. These areas should be low-priority for investments.

Overall the areas of highest demand for bicycling are centered on Broadway Corridor, Hampden Avenue/Englewood Parkway/Girard Avenue, areas near the light rail stations and the cluster of schools in southeast Englewood. Other areas of Englewood are characterized by more modest potential demand.

Most adult cyclists can circulate comfortably on local and minor collector roadways. Higher order roadways, with speeds exceeding 30 miles per hour, such as Hampden and Federal, typically act as barriers to bicycling when appropriate bicycle facilities are not provided. Bike lanes can decrease the level of traffic stress on several of Englewood's roadways, but enhancing the facilities with bike lane buffers or vertical separation from traffic while also providing a continuous dedicated facility on higher speed or higher volume roadways will further enhance the bicycling experience for all users. Within Englewood, islands of connected facilities exist. Concentrating short term facility construction on gap closure between these islands can significantly increase bicycling access within Englewood and help the city realize the full potential of a safe, continuous and connected bicycling network.
C. Community and Stakeholder Engagement

Open and transparent community engagement and public participation were key elements in the process of developing the Plan. The goal of the community engagement and outreach process was to increase public awareness of biking and walking in Englewood and to promote community participation in the study process. Public input was solicited throughout the entire study process, and in coordination with the other concurrent planning studies; the Comprehensive Plan update and the Next Steps Study. Project management team meetings were held on a regular basis and coordination between the three planning processes was essential to success.

The public process for the Walk and Wheel Master Plan included two community workshops; stakeholder focus group and interviews; website, e-newsletter and email blasts; online questionnaire; meetings with school district; and participation in the comprehensive plan coordinated outreach.

Englewood Forward Branding and Communications

- **Brand/Logo/Templates:** An overall project brand with logos and templates were produced to give a similar look and feel between online and print materials across all projects.

- **Website:** Project materials, meeting notes, public meeting announcements and materials, and general project information was available through the project website at: www.englewoodforward.org.

- **Contact Database (Stakeholder/Public):** A contact database was developed for Englewood Forward as a whole with specific bike and pedestrian contacts updated on an ongoing basis.
Public Meetings

Two public meetings were held to garner support for the planning process and gain public perspective on the vision of the plan, community choices and review of the final plan. At each of the public meetings, attendees read informational boards exhibiting recent analysis for future demand for walking and biking in Englewood; and learned about potential pedestrian and bicycle facility types and engaged in discussion over a large scale map of the city, noting their particular interests or concerns. The project team gathered key information on the improvements or changes in facilities that would make biking or walking more comfortable and encourage a greater number of residents to do so.

The Public Meetings Included:

- Vision Workshop / Initial Project Kick-off Meeting | November 12, 2014
- Community Choices Workshop – held in conjunction with the two concurrent planning projects | February 11, 2015

Public meetings were advertised through the sources listed below to ensure input was gained from a broad range of community leaders, agencies, elected officials, citizens and organizations that have an interest in the outcome of the studies:

- Englewood Citizen
- E-Notifier sent out by City
- Postcard mailers
- Press Releases
- Quarterly Englewood Forward E-Newsletters
- Facebook
- Englewood Herald
- Your Hub weekly
- Chamber of Commerce
- Next Door
- Flyers at bike organizations, bike shops, library, coffee shops, etc.
Key Themes

- 60% of Englewood Public Meeting Attendees Would Walk or Bike More Frequently if Facilities Were Improved
- Use new bike facilities to reinvigorate Downtown Englewood and pull people from south Denver neighborhoods into this retail/restaurant/entertainment core
- Establish East-West Bicycle and Pedestrian Connections from LRT Stations to Commercial and Residential Areas
- Link City Center LRT Station to the Broadway/Downtown Area with a Strong Bicycle and Pedestrian Spine
- Improve Pedestrian Access Along and Across Broadway and in the Medical District
- Link Areas West of Santa Fe and Railroad Tracks to Core Community
- Ensure Safe Bicycle and Pedestrian Access to Schools
- Improve Off-Street Trail System and Connections to Trails

Connectivity

- Establish east-west bicycle and pedestrian connections from LRT stations to commercial and residential areas; north-south bicycle and pedestrian connections along Broadway
- Link City Center LRT Station to Broadway/Downtown Area with a Strong Bicycle and Pedestrian Spine
- Link Areas West of Santa Fe and Railroad Tracks to Core Community
- Improve Off-Street Trail System and Connections to Trails
- Improve connectivity at Oxford
- Improved route to the Platte Park area and to Denver
- Improving bike facilities along Bates would capture the Denver audience - excellent and safe alternative to riding on Dartmouth; connects east-west to Galapago and ties over to the Greenway connection at Dartmouth
- Franklin Street has always worked well as a connection from the east
- Eastman is a better bike path with less traffic and it connects to Cushing Park, unlike Floyd

- Tejon or Zuni should be a north-south bikeway in the northwest area of Englewood
- Southwest Greenbelt needs to connect through Rotolo Park and Jason Park up to a facility on Oxford or a pedestrian crossing on Oxford up to the Oxford Station to link the southern part of Englewood safely to LRT
- Regional connections with Littleton and Denver are important to making biking successful in Englewood

Infrastructure and Wayfinding

- Add more bike racks, bike boxes at Oxford station – Boulder and Rino models for bike security
- Bike facility on Oxford: Increase width or separate bike lane on Oxford; Protected bikeway along Oxford to get cyclists to the Platte River Trail; Two-way bike path on north side of Oxford tied to the Rec Center
- Bike facility on Dartmouth: replace on-street parking with bike lanes
- Logan better location for advanced bike facility than Clarkson
- On-street bike facility on Bates and Galapago to compliment pending rezoning of the properties at Galapago and new General Iron Works Trail
- Iconic pedestrian bridge like Downtown Denver to link Civic Center Station to west side of Santa Fe
- Raised crossing over Oxford to connect to the light rail platform
- Improved pedestrian facilities along Broadway with improved land uses to make it a destination
- Improve Southwest Greenbelt trail
- Build the Englewood Rail Trail!
- Signage on Little Dry Creek system, to LRT Station and within downtown - signage or painted lanes to show continuous connection of trail and street and General Iron Works Trail and Dartmouth link
- Signage or bike lanes along Floyd to access the LRT station
Better pedestrian way-finding and signage in Downtown and increased visibility of the downtown area
- Additional way-finding signage should be developed with more descriptive detail – no one knows what E-9a is
- Maps or kiosks with signage and directions to destinations and trail intersections
- Recreational path on one side/commuter path on the other side of Mary Carter bike path

Safety and Access
- Improve pedestrian access: along and across Broadway and in the Medical District - more visible crosswalks; improve crossing at Broadway and 285; green paint or bike box at Floyd and Broadway to avoid conflicts between right-turning cars from west-bound Floyd and bikers; safer connection at Inca/Dartmouth, 285/Santa Fe; Jason/Mansfield needs an RRFB light; ped. crossing Santa Fe/Oxford; ped. crossing Santa Fe/Dartmouth; safer crossing at Oxford to the Rec Center; better ped. crossing on Bates/Logan for safer access to Bates Park
- Ensure safe bicycle and pedestrian access to schools
- Improve the three underpasses of Little Dry Creek Trail with lighting and natural feel elements
- Improve the crossing at Englewood Parkway and Cherokee
- Crossing Hampden is hard to impossible on a bike unless you are at a major street – model what Glendale did with Birch Street
- Traffic light needed at Kenyon/Jason
- Increase cycling’s visibility in Englewood through education and events
- Observance of traffic laws leads to safety and respect for both user types
- Host bike event in Englewood like a Criterium race or a Cyclovia
- Consistent removal of debris on roadways and from snow removal
Focused Outreach

Senior Center Community Holiday Bazaar | The Walk and Wheel Master Plan was represented during the Englewood Holiday Bazaar at the O’Malley Senior Center to engage the senior population and gather input and opinions on key issues. The attendees viewed project maps and displays and discussed the project with the team.

Stakeholder Interviews | In-depth interviews were conducted with key stakeholders to gain understanding of stakeholder perceptions, key issues and opportunities. Stakeholders interviewed:

- Englewood School District
- South Broadway Businesses
- Englewood Transportation Advisory Committee

Englewood Walking and Wheeling Citizen Focus Group | City Staff and the Project Team Consultants identified a select group of Englewood Wheeling and Walking Enthusiasts based on board service, meeting attendance, career vocation, and advocacy work. The citizen focus group consisted of South Broadway business owners, Englewood city staff and community residents. The purpose of the Focus Group was to introduce the preliminary study findings, and to solicit input on identifying and prioritizing preferences for implementation of bicycle and pedestrian infrastructure projects.

Walk and Wheel Festival

The Walk and Wheel Festival was held on Saturday, June 23rd from 1:00-5:00 pm. The festival served as both a public meeting to present the final Walk and Wheel Master Plan network to the community, as well as a community celebration providing education and awareness of health and well-being in Englewood. The following agencies, organizations and businesses participated in the event:

- Kaiser Permanente
- Englewood School District
- Museum of Outdoor Art
- Brew on Broadway Brewpub
- Bicycle Colorado
- Englewood Police Department
- Englewood Wastewater
- Keep Englewood Beautiful
- Englewood Library
- Lifetime Fitness
- Yoga Tree/East West Professionals
- Swedish Hospital

The Walk and Wheel Festival included numerous outreach, educational programming and awareness activities, including: a bicycle facility demonstration to enable residents to test new facility types recommended in the plan such as protected bike lanes and sharrows; a bike rodeo to demonstrate bike safety, facilitated by Bicycle Colorado; gardening and fitness demonstrations; free chair massages; and health information from Kaiser Permanente. In addition, both the Next Steps and Englewood Comprehensive Plan teams were present to discuss updates and progress for each of the plans.
Outreach Activities at Walk and Wheel Festival

Education and Programming
Bike Facilities and Demonstration
D. Plan Recommendations

The framework for plan recommendations is built on the findings of the conditions and demand assessment and the input of the Englewood community and stakeholders. The framework emphasizes a primary bike and pedestrian connection east-west from Englewood Civic Center LRT Station to the Broadway retail/commercial corridor and east to the hospital district; east-west crossings of Broadway to link destinations especially within the core of the community; enhancements along Broadway and perpendicular local streets to enable comfortable pedestrian movement from residential areas to commercial uses; linkages to south Denver; linkages between the rail stations and connections west to trails and recreational uses at Dartmouth, Oxford and potentially near Civic Center.

Areas of Emphasis

The key emphasis of the recommendations is to encourage additional walking and biking trips in Englewood through the creation of a low stress travel network for bicycling, and the provision of enhanced pedestrian facilities and way finding signage for comfortable pedestrian mobility. The implementation of greater pedestrian visibility, street markings and dedicated space, coupled with way-finding signage is fundamental to establishing a stronger pedestrian environment within the community. Improved bike facilities such as bike boulevards and protected bike lanes are identified as means of increasing ridership and encouraging the 60% of Englewood riders who would be inclined to cycle if more comfortable facilities were developed. Examples of these types of improvements are described below.
**Pedestrian Facility Typologies**

**Improved Pedestrian Corridor** | This facility type is characterized by the presence of 5’ or wider sidewalks on both sides of the street, improved crossings of major streets with bulbouts, enhanced crosswalks, or other signing devices as necessary, and local destination way finding signage. They provide primary corridors for pedestrian mobility around the City.

**Priority Pedestrian Corridor** | This facility type is intended to be used in high pedestrian traffic areas in more commercial and retail areas of the City. It is characterized by enhanced intersection treatments such as colored crosswalks, bulbouts, special pedestrian signalization and timing, the installation of medians and mid-block crosswalks, and sidewalks of at least 8’ in width on both sides of the road. Sidewalk areas would preferably be 13’-16’ wide to accommodate a wide sidewalk, and an amenity zone.
**Bicycle Facility Typologies**

**Bikeway** | A bikeway is a roadway that has some form of markings and signage installed to indicate to drivers and cyclists how to interact and that bikes are to be expected here. Bikeways can include shared lane markings, bike lanes, or buffered bike lanes as space allows and traffic volumes and speeds dictate.

**Protected Bikeway** | A protected bikeway is characterized by the addition of some form of raised vertical element between the cyclists travel area and the vehicular travel area and they are restricted to bicycle use only so a separate pedestrian facility is provided as well. Examples of vertical elements are flexible posts, roadside planters, vertical curbs, and parked vehicles, among others. Studies have shown that cyclists feel more comfortable on a protected bikeway than a non-protected bikeway and this encourages more people to ride their bikes.

**Bike Boulevard** | A bike boulevard is a low volume, low speed street where bicycle travel is emphasized over automobile travel. Traffic calming elements are often installed on bike boulevards including diverters, chicanes, and bulb outs. The idea is to encourage automobile drivers to use the street only for local access and to allow for uninterrupted through movements for bicycles thus encouraging bicycle use and creating a safe and bicycle friendly environment. Bike boulevards also have improved way finding signage listing destinations and the distances and travel times to reach them by bike or by walking. Bike boulevard corridors are also good places for implementing Improved Pedestrian Corridors as described on the previous page.
**Bicycle Parking**

Throughout the planning process, Englewood residents expressed frustration over the bike lockers found today at the Civic Center LRT station. The rental of the lockers limits availability of bike storage at the station, and turnover is extremely low. Consideration should be given to a higher capacity secure bicycle parking facility at both the Civic Center and Oxford Stations.

Secure bicycle parking, which is a locked structure that is protected from the elements, is a growing trend across the country and transit agencies are beginning to incorporate secure bicycle parking facilities into station area plans. Secured bicycle parking facilities at Civic Center and/or Oxford Stations would work in conjunction with recommended bicycle facility improvements to Oxford Ave. and Floyd Ave, and would increase visibility and accessibility of bike parking.

Providing secure bike parking at light rail stations encourages greater use of bicycles as a means of transportation and serves to activate commercial and retail spaces surrounding station areas. In addition, secured bike parking facilities reduce the fear of theft and deter cyclists from locking bikes in undesired locations. Prefabricated bike cages are modular, which would allow Englewood to add additional facilities over time as demand increases.
Infrastructure Recommendations

Figure D-1 (next page) shows the infrastructure recommendations for pedestrians and bicycles for the entire City of Englewood. They are based on public and stakeholder comment, the existing condition assessment, and the level of traffic stress and bicycle demand analyses as well as looking at continuity with facilities in adjacent jurisdictions.

The map in Figure D-1 has several key improvements for pedestrian and bicycle travel in the City and are listed in the following section.
Figure D-1: Infrastructure Recommendations for Pedestrians and Bicycles for Englewood
Transformative Projects

The following projects are anticipated to have a transformative effect on Englewood’s pedestrian and bicycle system and are anticipated to catalyze other improvements in the City.

Transformative Pedestrian Improvements

- Broadway corridor from US 285 to Dartmouth: this corridor is identified as a Priority Pedestrian Corridor in the Plan. Key connectivity improvements include installing pedestrian-scale way finding signage, strengthening the connections between Broadway and the adjacent neighborhoods, installing mid-block crossings between Hampden and Girard at the mid-block pedestrian paseos and between Floyd and Eastman at the Gothic Theatre.
- Enhance pedestrian scale way finding signage between City Center LRT Station and the hospital district: signage that identifies key local destinations and guides pedestrians between the LRT station and the hospital district with expected travel time and distances will reinforce the active transportation links in this corridor and encourage more people to walk in this area.
- Improved pedestrian corridors along Kenyon, Sherman, and Bannock: these corridors are intended to provide low stress connections between neighborhoods and schools, commercial districts, and civic uses to encourage walking trips.

Transformative Bicycle Improvements

- Bicycle improvements to Dartmouth: Dartmouth currently has the highest level of bicycling activity of locations observed in the City and primarily serves bicycle commuters. It also traverses the entire City from east to west making it an important connection for Englewood. Dartmouth west of the Platte River is envisioned as an off street or protected bikeway facility linking west Englewood to the Mary Carter Greenway and the Little Dry Creek Trail that extends east to Inca. East of the Platte River Dartmouth is envisioned to be an on-street facility to serve bicycle commuters and to communicate to automobile drivers and bicyclists that they should expect each other on the road in this area. The parallel protected bikeway facility on Floyd east of Inca is intended to serve a wider cross section of bicyclists and is intended to complement the Dartmouth improvements and to provide a low stress connection to Inca and the little Dry Creek Trail.
- Rail Trail along LRT line: This facility provides an off street experience for pedestrians and bicyclists to travel the length of Englewood and to connect to key destinations. The first portion of this trail being evaluated for implementation is the section from the Big Dry Creek Trail to Oxford Station.

Other Key Recommendations

In order to better illustrate the infrastructure recommendations, we have divided the City into 4 quadrants for better map visibility in this document. A discussion of the key recommendations in each quadrant is included.
Key pedestrian recommendations:
- Improve the existing Harvard Gulch Trail segment in Englewood by replacing the current asphalt pavement with concrete pavement and creating a parallel soft surface trail for walkers and joggers.
- Add continuous sidewalk of at least 5’ in width along Dartmouth Ave to provide for a connection to the Mary Carter Greenway and the Little Dry Creek Trail.

Key bicycle recommendations:
- Create a north-south bikeway on Zuni St connecting west Englewood with Denver, Sheridan, the Mary Carter Greenway near River Point, and proposed improved bike facilities on Dartmouth Ave.
- Dartmouth Ave protected bikeway improvements west of Santa Fe Dr. to connect neighborhoods in the northwest area to the Mary Carter Greenway, to downtown Englewood and east to commercial/retail along Broadway.
- A future bikeway along Wesley Ave to connect to the Mary Carter Greenway and planned Denver improvements near the Evans LRT station.
- A new Mary Center Trail segment on the east side of the Platte River between Oxford Ave and Iliff Ave.
Key pedestrian recommendations:

- Implement an improved pedestrian corridor along Irving St in conjunction with the City of Sheridan and the City of Denver.
- Implement an improved pedestrian corridor along Federal Blvd in conjunction with the City of Sheridan and the City of Denver.
- Work cooperatively with the City of Sheridan to extend the existing Quincy Ave trail from Federal Blvd to Centennial Park

Key bicycle recommendations:

- Create a bikeway connection along Lowell Blvd. that enables residents of the Cities of Sheridan and Englewood to access City of Sheridan improvements along Oxford Ave.
- Add a parallel trail to the Mary Carter Greenway on the east side of the Platte River from Union Ave to north of Oxford Ave.
- Improve bikeway elements along Irving/Union to connect the western part of Englewood to the Mary Carter Greenway and the Big Dry Creek Trail.
Key pedestrian recommendations:

- Broadway corridor pedestrian improvements such as way finding signage and enhanced crosswalks.
- Mid block crossings of Broadway between Hampden and Girard and between Floyd and Eastman.
- Pedestrian improvements including intersection bulb outs along Kenyon Ave to improve connections between neighborhoods and the High School and Middle School.
- Pedestrian scale way finding signage between the City Center LRT station and the hospital district.
- Improved wayfinding signage for the Little Dry Creek Trail sidewalk connections between the Inca/Dartmouth intersection and the Cherokee/US 285 intersection.
- Pedestrian improvements along Bannock to better connect neighborhoods with the downtown area and to reinforce neighborhood connections to Broadway.
- Improved pedestrian corridor along Fox and Elati to provide a low stress experience in the center of the City.

Key bicycle recommendations:

- Protected bikeway and bikeway improvement along Dartmouth Ave to serve bicycle commuters.
- Protected bikeway improvements on Floyd Ave from Inca St to Sherman St and bikeway improvements from Sherman St to University Blvd to connect to the protected bikeway loop.
- Bicycle boulevard improvements along Sherman St coupled with improved pedestrian corridor elements to create a unique and attractive multi-modal travel corridor in the City.
- Rail trail along the LRT line between Oxford Ave, City Center LRT station, and Bates Ave to provide a low stress travel environment between major destinations in Englewood. This includes overpasses of Oxford Ave, US 285, and Dartmouth Ave.
Key pedestrian recommendations:

- Pedestrian improvements along the Broadway corridor such as intersection curb bulbouts and sidewalk amenity improvements.
- Pedestrian improvements along Bannock including an improved crossing of Oxford and improved connections to Broadway to encourage more walking trips.
- Fox St, Sherman St, Bannock St, Chenango Ave, and Tufts Ave. improved pedestrian corridors with enhanced crossings at busy intersections and wider sidewalks.

Key bicycle recommendations:

- Protected Bikeway improvements to Oxford Ave to serve a wider cross section of users and encourage more bicycle trips and leverage investments in the protected bikeway loop. This improvement connects to planned improvements by the City of Sheridan west of Santa Fe Dr.
- Bikeway improvements on Chenango, Fox, and Tufts to connect neighborhoods to schools.
- Extension of the Sherman St bicycle boulevard from Oxford Ave south to Belleview Ave.
- Extension of the Clarkson St bikeway improvements from Oxford Ave to Belleview Ave.
- Bikeway enhancements to Fox St.
Programmatic Recommendations

It is important to implement programmatic elements to complement physical infrastructure improvements to leverage those investments. Programmatic elements can be effective at improving the acceptance of walking and biking as a regular part of daily transportation activities as well as provide transparency and support for City decision making processes regarding walking and biking improvements. The following programmatic elements should be considered for implementation:

- Establish a sub-committee or special citizen group to be the voice of walking & biking in Englewood and continue the dialogue between citizens and policy makers;
- Seek community partners to promote increased walking and biking within the community;
- Increase visibility of walking and biking through events, programming and educational opportunities;
- Encourage the “interested but concerned” through the addition of new facilities
### Table D-1: Programmatic Recommendations

| **Bicycle Rodeos/ Safe Routes to Schools (SRTS) Educational Activities** | By offering bicycle rodeos and other youth educational activities, the City of Englewood can provide children with opportunities to practice bicycling (or walking) in safe learning environments. These events also give children the safety knowledge they need to continue riding as they mature.  

- Bicycle rodeos are set up as bicycle or street skills courses and use cones, signs, and striping to mimic actual on-street traffic scenarios. Trained instructors use the course to teach children skills including signaling, stopping, yielding, and turning. Rodeos can range from small and informal gatherings to large-scale events. Rodeos can also be coupled with activities such as helmet-fitting instruction, reward raffles, and bicycle registration.  

- Regardless of size, bicycle rodeos require forethought and planning. A course design that addresses a variety of traffic situations must be considered and required supplies must be assessed. To promote the rodeo and engage more participants, consider hosting it as part of an existing community and school event. |
| **Group Walks or Rides** | Group walks and bicycle rides are fun ways to engage community members from a variety of ages and backgrounds. These group activities can range in focus from a guided walking tour of local gardens or public art to a ride to a local concert series or farmers market, often highlighting local destinations, community assets, or special features. The focus of each walk or ride should creatively portray walking or bicycling as a positive and normal mode of transportation.  

- After the activity, residents may be surprised to learn that they traveled five miles by bike or one mile by foot—organizers should take advantage of this opportunity to drive home the point that bicycling and walking for everyday trips are possible. |
| **Walk/Wheel to Work Day or Week - Employer Involvement** | Employer involvement in a Walk/Wheel to Work day or week encourages employees to try walking or bicycling to work through fun activities, incentives, and peer-to-peer encouragement. Participants can report their bike and walk commute trips to a team captain or human resources representative to confirm their participation.  

- Encouragement activities for employees can include free breakfasts or lunches, gift card drawings, group walks or rides, happy hours, or an early release day.  

- Organizers and/or employers may consider hosting a bicycle safety overview for employees prior to the event. Messaging to encourage employees to continue bicycling and walking to work after the event is recommended. |
| **Walk/Wheel Rewards Program** | Walk or wheel rewards programs support community health goals by incentivizing shoppers to visit stores by foot or bike with discounts, free gifts, or rewards points for redemption. Rewards programs also benefit businesses and support economic vitality by opening parking spaces for other customers and encouraging more foot traffic around store fronts.  

- Organizers and participating businesses can promote the program through window decals, posters, mailers, or traditional advertising.  

- The program may require some type of system for identifying eligible patrons, such as showing one’s helmet or a membership card, or it may be based on the honor system.  

- Reasons2Ride is a program/app being developed by a local champion (Joel Phillips) that provides a platform for a rewards program. The program/app would be activated on a smart phone using QR codes on signs installed on area bikeways. The smartphone would then show a) where the rider is within the existing bike network, and b) nearby businesses that provide discounts to those riding bicycles. The Reasons2Ride organization would like to kick the program/app off in Englewood in association with the Walk and Wheel Plan. |
E. Implementation

Making the Plan recommendations a reality is an important step in transforming Englewood and encouraging walking, biking, and transit trips in the City. This section focuses on two areas of implementation; Quick Wins and Next Steps.

Quick Wins

A key focus of the Plan development process was to identify early action opportunities that were realistically achievable by Englewood in the near term. Analysis, discussions with stakeholders and citizens, and conversations with City staff led to the identification of the following projects as early action opportunities. They are listed below and shown in a figure on the following page.

- Dartmouth Avenue Shared Bicycle/Parking Lane
- Floyd Avenue Bikeway (Bike Lanes/Sharrows)
- Oxford Avenue Bikeway (Sharrows/Bike Lane/Signage)
- Sherman Street Bike Boulevard (Sharrows/Signage)
- Clarkson Street Bikeway (Sharrows/Signage)
- Irving St/Union Ave Bikeway (Sharrows/Signage)
- City Center/Broadway/Medical District Pedestrian Wayfinding Signage
- Little Dry Creek Trail Enhanced Wayfinding Signage
Of the Quick Win projects, the following projects were identified through the planning process and discussions with City staff as immediate implementation priorities for Englewood. More information about each project is presented on the following pages.

- Dartmouth Avenue: Inca to Downing
- Oxford Avenue: Broadway to Clarkson
- Oxford Avenue: Navajo to Broadway
- Clarkson Street: Belleview to Little Dry Creek Trail
- Sherman Street: Oxford to Dartmouth
- Floyd Avenue: Elati to University (Conceptual Design)
Description | Shared parking/bicycle lane of 10' in width with vehicular lanes reduced to 11'

Implementation Cost | $85,000

Note | This improvement is expected to help automobiles and bicyclists share this corridor more effectively by defining the vehicular operating space. On-street parking levels are low in most areas of the corridor, which will limit bicycle/parked vehicle conflicts. Other safety benefits are expected on the hill at Sherman St by providing positive guidance to drivers. The intersection of Dartmouth/Broadway requires further study to determine the best configuration and it may require removal of on street parking for ½ to 1 block on either side of Broadway.

Description | Shared travel lanes of 14’ in width marked with shared lane markings

Implementation Cost | $26,000

Notes | This improvement will emphasize the multi-modal nature of this corridor and provide positive guidance to bicyclists as to where to position themselves in the travel lane to maximize safety of travel. It will also provide visual information to automobile drivers that they should expect bicyclists on the road and are required to share the space with them. This section of Oxford Ave has lower traffic volumes than there are west of Broadway that lends itself to this type of improvement.
**Oxford Avenue: Navajo to Broadway**

**Description** | 6’ wide striped bicycle lane next to 7’ wide parking lane  

**Implementation Cost** | $50,000  

**Notes** | This section of Oxford has higher traffic volumes and speeds requiring a higher design treatment than shared lane markings. There are currently raised medians installed on portions of this corridor as traffic calming devices that would need to be removed to implement this improvement. This is an important corridor that connects neighborhoods to the Oxford Ave LRT Station as well as to the Sherman and Clarkson bicycle facilities.

**Clarkson St: Belleview to LDC Trail**

**Description** | Shared lane markings in 15’ travel lanes  

**Implementation Cost** | $50,000  

**Notes** | Clarkson St in this area is the boundary between Cherry Hills Village and Englewood. The boundary line varies in relation to the centerline of the street throughout this area resulting in the need for a joint project between Cherry Hills Village and Englewood. Traffic volumes and speeds in this section are commensurate with the installation of shared lane markings. The actual width of the pavement varies slightly due to the fact that the east side of the street has no curb or gutter. The current plan is to install painted shared lane markings here in the immediate terms and to install more permanent thermoplastic shared lane markings once the planned pavement overlay project for this roadway is completed in 2016.
**Description** | Bike boulevard consisting of shared lane markings in 11’ lanes and enhanced wayfinding signage

**Implementation Cost** | $35,000

**Notes** | This section of Sherman St connects the improvements planned for Dartmouth and Oxford on a low volume neighborhood street that runs the entire length of the City. Although it has a narrow cross section in this area, the traffic speeds and volumes are low enough to justify this type of treatment. Bicycle and pedestrian scale wayfinding signage directing users to connecting routes and local destinations should be installed in this corridor to enhance its’ status as an important bicycle and pedestrian connector.

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**Next Steps**

In addition, important projects that would cost more to implement and have bigger construction impacts were identified as high priorities. These projects would be the “Next Steps” projects to undertake to improve walking and biking in Englewood.

- Rail trail segment 1 from Big Dry Creek Trail to the Oxford LRT Station
- Rail trail segment 2 from City Center LRT Station to Bates Ave
- Protected bikeway on Floyd Ave from Inca St to Sherman St
- Protected bikeway on Oxford Ave between Navajo St and Broadway
- Priority pedestrian corridor improvements along Broadway from Hampden Ave to Dartmouth Ave
- Mid-block pedestrian crossing of Broadway at the Gothic Theater between Floyd Ave and Eastman Ave. A detailed engineering design for this improvement is already complete.
- Mid-block pedestrian crossing at the pedestrian paseos between Hampden Ave and Girard Ave.
F. Maintenance Considerations

The City of Englewood is considering investing further in the construction of bicycle and pedestrian facilities such as on-street bikeways, multi-use pathways and sidewalks, all of which provide significant, valuable recreational and transportation benefits to local residents and visitors. However, ongoing maintenance of these facilities, and in particular, funding sources to support maintenance must also be addressed.

This section summarizes existing maintenance activities in a number of peer cities to Englewood, based on interviews with staff of local agencies, and identifies challenges to maintaining on-street bike facilities, sidewalks and multi-use paths. It includes a description of components of successful maintenance programs in comparable communities.

Importance of Proper Maintenance

Maintaining on-street bike facilities, sidewalks and multi-use paths to a high standard is important for a variety of reasons.

Safety: Public agencies have a duty to protect the public welfare by maintaining facilities to a level that reduces potential safety hazards. This includes repairing damage on paths and sidewalks that may pose a tripping hazard, clearing snow in a timely manner, and preventing ice from forming.

Universal Access: Public agencies are required by federal law to maintain public facilities so that they are accessible to people with disabilities. Small but abrupt vertical changes in level along a path or sidewalk may not pose a safety hazard to able-bodied pedestrians, but may present an obstacle to people who are using wheelchairs or other mobility-assistive devices.

Attracting Use: Well-maintained facilities, with smooth surfaces, well-kept vegetation, and up-to-date signage will attract and sustain use, increasing the livability of the areas served by the network.

Liability: Allowing hazardous conditions to exist along a path or sidewalk exposes a local agency to potential lawsuits.

Protecting the Public Investment: Regular preventative maintenance on an on-street bike facility, path or sidewalk (e.g. periodic overlays on multi-use paths) can extend the lifetime of the existing facility and delay the need for more expensive repairs.

Primary Maintenance Functions

Primary functions of maintaining on-street bike facilities, sidewalks and multi-use paths include:

- Maintaining pavement quality through spot repairs, regular overlays and longer-term repaving
- Maintaining trails and sidewalks to ADA standards
- Sweeping and removal of garbage and debris on a regular basis
- Vegetation trimming to provide clear access on a monthly basis
- Snow removal after storms
- Restriping paths as needed, usually annually
- Landscaping maintenance on a weekly or monthly basis, including irrigation costs
- Lighting feature maintenance, including electricity costs
- Repair of damage due to storms, floods, collisions and other unforeseen events
- Repair and replacement of wayfinding or other signage
Research Methodology

The project team used the following strategies to research this topic and identify regional successes and struggles for reference.

- Interviews with Englewood staff
- Interviews with peer city staff
- National research on maintenance issues

Staff from Englewood and other peer communities were contacted and asked to share information about maintenance activities in their agency. Staff contacts are listed in Table F-1.

Table F-1: Agency Staff Contacted Regarding Bicycle and Pedestrian Facility Maintenance

<table>
<thead>
<tr>
<th>Name</th>
<th>Agency</th>
<th>Most Recent Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlie Blosten</td>
<td>City of Littleton</td>
<td>Spoke on 1/29/2015</td>
</tr>
<tr>
<td>Dave Bakett/John Padon</td>
<td>City of Lakewood</td>
<td>Email on 2/3/2015</td>
</tr>
<tr>
<td>Dave Lee</td>
<td>City of Englewood</td>
<td>Spoke on 2/11/2015</td>
</tr>
<tr>
<td>Previous Research Contacts</td>
<td>City of Madison, WI</td>
<td>Previous Research</td>
</tr>
<tr>
<td>Dan Raine/Emily Snyder</td>
<td>City and County of Denver</td>
<td>Spoke in August 2015</td>
</tr>
</tbody>
</table>

Research Findings

Maintenance policies and procedures varied among the communities contacted. Of the agencies contacted, none had specific money/funding budgeted for bicycle and pedestrian facility maintenance, and none regularly require additional maintenance funding to be provided or allocated when a new bike facility was built. Most agencies stated that bicycle and pedestrian facility maintenance was completed not by one department in particular, but was a cross-department collaboration, often without pre-defined assignments or agreements. Table F-2 shows a summary of agency responses to questions relating to bicycle and pedestrian facility maintenance.
Table F-2: Maintenance Policy and Funding Summary by Agency Interviewed

<table>
<thead>
<tr>
<th>City</th>
<th>Existing Maintenance Budget for Bike/Ped from Capital Budget?</th>
<th>Allocation for Bike/Ped?</th>
<th>Add funding to Maintenance Budget when new bike facilities are built?</th>
<th>Funding Sources Used</th>
<th>Maintenance Staff</th>
<th>Maintenance Prioritization</th>
<th>Citizen Reporting?</th>
<th>Existing Maintenance Programs</th>
<th>Maintenance Budget 2015</th>
<th>Current Capital Budget</th>
<th>Capital Budget Include Bike/Ped Improvements?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Littleton</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>General fund and then open space fund (20% of open space fund)</td>
<td>Grounds maintenance, streets</td>
<td>As needed. Funding is added incrementally throughout the years. Some scheduled (graffiti), but many as needed.</td>
<td>Pothole reporting app</td>
<td>Adopt a Trail, Adopt a Street</td>
<td>$1,950,000 (resurfacing)</td>
<td>$8.2 million</td>
<td>Sometimes, but not this year because of recent completions</td>
</tr>
<tr>
<td>Lakewood</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Operational budget and General fund for street resurfacing</td>
<td>PW and Community Resources</td>
<td>As needed. Funding is just absorbed highest risk areas addressed first. Unwritten - sweep trails once a month.</td>
<td>Yes and is highly used</td>
<td>Adopt a Street</td>
<td>$11,287,230 (PW only)</td>
<td>$22 million</td>
<td>$400,000 (plus one-time $2,000,000)</td>
</tr>
<tr>
<td>Englewood</td>
<td>Overall Open Space maintenance budget that is $2,137,252 for all Open Space facilities</td>
<td>No</td>
<td>No</td>
<td>Arapahoe Co Shareback funds</td>
<td>Open Space, Public Works, and SSPI</td>
<td>Safety first, then as needed; Vegetation and trash, scheduled</td>
<td>Generic form on the website for citizens to ask questions. Or phone call or email to the department.</td>
<td>None</td>
<td>$120,000 annually from Arapahoe Co sales tax in combination with overall Open Space budget</td>
<td>None anymore - years ago there was for open space projects. ($600,000 annually from Arapahoe County)</td>
<td></td>
</tr>
<tr>
<td>Madison</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Among others, sidewalks, Property Owner Assessment</td>
<td>Crosses departments (parks and City engineering). Added 1 FTE 3/12 year striping and 1/2 year bus stop snow removal</td>
<td>Prioritizes higher use trails. Documents for maintenance practices (among others) City owned sidewalks and school/handicap crosswalks are maintained during regular business hours during a storm. Main bike routes are maintained starting at 4AM on weekdays in order to be traversable on morning commute.</td>
<td>Website reporting</td>
<td>None</td>
<td>$560,000 for bikeways program (capital budget); includes some resurfacing, etc</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** All information provided for Littleton, Lakewood, and Englewood is for FY 2015.
Obstacles to Proper Maintenance

There are three main obstacles to successful bicycle and pedestrian facility maintenance programs, according to the peer city interviews completed for this and other projects:

1. The first, and most common issue in the cities examined, is a lack of dedicated funding. There are fewer grants available for maintenance activities than are available for construction of new facilities.
2. Second, proper equipment, trained, or allocated personnel may not be available. For example, shared-use trails require narrow snow-blowers for snow removal, but these machines may not be owned by the jurisdiction.
3. Third, there may be too little or too much coordination between different departments regarding whose responsibility it is to maintain bicycle and pedestrian facilities, and the exact duties that are required of the responsible party.
4. Most Cities “Make it Work”

Each of the communities that were surveyed (and many other communities that have been contacted through other studies) take an enthusiastic “make it work” approach to maintenance of bicycle and pedestrian facilities because the benefits of improved livability and desirability outweigh the additional money/time these facilities may require. It is worth noting that both Lakewood and Littleton have significantly higher lane miles of on-street and off-street bicycle facilities than Englewood, and they have continued to maintain them as necessary through alternate, combined, and shared funding and responsible agencies.

Case Studies – Why Other Communities are Successful

Additional information was gathered from case study cities (cities with readily available maintenance information) with successful maintenance programs or policies to aid in comparing with Englewood’s current policies and concerns. These case study cities (as well as peer cities) build and maintain bicycling and walking facilities because they are a priority for the community. As a result, they are privy to the economic benefits and quality of life benefits these types of facilities bestow on the community. A few examples of information provided by these cities to describe approach to maintenance or reasoning for providing bicycle and pedestrian facilities with continuing maintenance are listed below:

- Madison - “We treat bicycling infrastructure no different from other infrastructure we have. We don’t ask that [about maintenance cost concerns] about other development. We don’t stop building housing because of the cost of trash pick-up and sewers.”
- A study of Maryland’s Northern Central Rail Trail found that the state received $303,000 per year in trail related tax income while paying $192,000 per year in maintenance.
- Dayton and Miami Valley - the trail system, which cost approximately $50 million over 30 years, has an annual positive economic impact of nearly $15 million.
G. Potential Economic Benefits

There are two categories of potential economic benefits related to improving pedestrian and bicycle facilities in Englewood. The first category, labeled Qualitative Benefits, is related to improving the attractiveness of Englewood to new residents and supporting current residents desires to stay in the community. These benefits are hard to quantify and consist of quality of life improvements, property value increases, sales tax receipt impacts, and other more intangible benefits. The second are more quantifiable and measurable benefits related to lower transportation costs, improved community health and improved environmental characteristics.

Figure G-1 illustrates qualitative benefits of improving bicycle and pedestrian systems.
Additionally there are qualitative benefits for health and safety shown in Figure G-2.

Figure G-2: Health and Safety Benefits of Bikeways

Quantified Benefit Calculation

This section contains an analysis of the quantified benefits that might occur as the result of implementing the recommended projects in the Englewood Walk and Wheel Master Plan. The analysis estimates the number of bicycle and pedestrian trips that would directly result from the implementation of the project list, approximates the corresponding reduction in vehicle trips and vehicle miles travelled (VMT), and assesses the potential health-, environmental-, and transportation-related benefits.

The impact analysis utilizes a standard methodology for calculating health-, environmental-, and transportation-related benefits. All projections are based on five-year estimates from the U.S. Census Bureau, which are then extrapolated through the use of various multipliers derived from national studies and quantified in terms of monetary value where appropriate. The estimated monetary values are then calibrated to baseline values and compared to bicycling and pedestrian mode splits of peer cities that recently have implemented similar projects.

Selecting Peer Cities

The consultant team examined levels of bicycling and walking in municipalities with similar infrastructure already in place, called peer cities. Selection factors in choosing these municipalities included the existing street network, geographic location, climate, topography, socio-demographic data, and the completeness of the city’s bicycle and pedestrian network.
Bozeman, Claremont, Helena, Jackson, Littleton, Oak Park, and Park City were chosen by the consultant team as peer cities because they have similar design, geographic, and demographic characteristics to Englewood, and because each city except for Littleton has achieved a Bronze Level League of American Bicyclist’s Bicycle Friendly Community® award designation or higher. After the identification of peer cities based on general characteristics, the consultant team analyzed the bicycle and pedestrian commute data from each city. Compared to selected peer cities, Englewood has the second lowest bicycle commute mode share (1.55%) and third lowest pedestrian commute mode share (2.75%) according to five-year American Community Survey data from 2009 to 2013.
### Table G-2: Estimated Future Walk and bike Mode Split

<table>
<thead>
<tr>
<th></th>
<th>Englewood</th>
<th>Littleton, CO</th>
<th>Oak Park, IL</th>
<th>Claremont, CA</th>
<th>Jackson, WY</th>
<th>Park City, UT</th>
<th>Helena, MT</th>
<th>Bozeman, MT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed Population(^1)</td>
<td>16,606</td>
<td>21,011</td>
<td>26,792</td>
<td>14,493</td>
<td>6,224</td>
<td>4,262</td>
<td>15,122</td>
<td>21,050</td>
</tr>
<tr>
<td>Daily Bicycle Commute Trips(^1)</td>
<td>257</td>
<td>131</td>
<td>445</td>
<td>270</td>
<td>171</td>
<td>119</td>
<td>482</td>
<td>1,227</td>
</tr>
<tr>
<td>Bicycle Commute Mode Share(^1)</td>
<td>1.55%</td>
<td>0.62%</td>
<td>1.66%</td>
<td>1.86%</td>
<td>2.75%</td>
<td>2.79%</td>
<td>3.19%</td>
<td>5.83%</td>
</tr>
<tr>
<td>Scenario 1 Future Bicycle Commute Mode Share(^*)</td>
<td>1.76%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario 2 Future Bicycle Commute Mode Share(^**)</td>
<td>2.75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario 3 Future Bicycle Commute Mode Share(^***)</td>
<td>4.24%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daily Walk Commute Trips(^1)</td>
<td>456</td>
<td>497</td>
<td>967</td>
<td>1,392</td>
<td>608</td>
<td>77</td>
<td>1,187</td>
<td>2,055</td>
</tr>
<tr>
<td>Walk Commute Mode Share(^1)</td>
<td>2.75%</td>
<td>2.37%</td>
<td>3.61%</td>
<td>9.60%</td>
<td>9.77%</td>
<td>1.81%</td>
<td>7.85%</td>
<td>9.76%</td>
</tr>
<tr>
<td>Scenario 1 Future Walk Commute Mode Share(^*)</td>
<td>2.99%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario 2 Future Walk Commute Mode Share(^**)</td>
<td>7.85%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenario 3 Future Walk Commute Mode Share(^***)</td>
<td>9.76%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^*\)Based on the difference between Englewood’s existing bicycle and walk commute mode share and the 25th percentile bicycle and walk mode share of peer cities.

\(^**\)Based on the difference between Englewood’s existing bicycle and walk commute mode share and the 50th percentile bicycle and walk mode share of peer cities.

\(^***\)Based on the difference between Englewood’s existing bicycle and walk commute mode share and the 90th percentile bicycle and walk mode share of peer cities.
Multipliers

Multipliers were developed through an analysis of the relationship between two or more model inputs (such as the number of vehicle-miles reduced) and associated model outputs (such as the cost of road maintenance per every vehicle-mile travelled). The model used for this study utilizes over 50 multipliers in order to extrapolate daily, monthly, and annual trip rates, trip distance, vehicle trips replaced, emission rates, physical activity rates, and other externalities linked to an increase in bicycling and walking trips and to a decrease in motor vehicle trips. Individual multipliers of note are covered in more detail in the sections that follow.

Limitations

The primary purpose of the analysis is to enable a more informed policy discussion on whether and how best to invest in a bicycle and pedestrian network in Englewood. Even with extensive primary and secondary research incorporated into the impact analysis model, it is impossible to accurately predict the exact impacts of various factors. Accordingly, all estimated benefit values are rounded and should be considered order of magnitude estimates, rather than exact amounts.

Health Benefits

The implementation of a well-designed, connected bicycle and pedestrian network across Englewood will encourage a shift from energy-intensive modes of transportation such as cars and trucks to active modes of transportation such as bicycling and walking. The impact analysis model evaluates and quantifies the estimated increase in bicycling and walking trips, the estimated increase in hours of physical activity, and the annual savings resulting from reduced healthcare costs. In order to evaluate these health factors, the consultant team analyzed readily-available data inputs.

Health Calculations

The primary inputs into the health component of the impact analysis model come from five-year estimates of commute trip data from the U.S. Census Bureau. Five-year estimates were chosen because they are the most reliable dataset available from the U.S. Census Bureau between the 10-year censuses and because they allow for analysis at the individual census tract level.

After extrapolating the commute trip data to recreational trips and to estimate daily, monthly, and annual trip values, the consultant team used a series of multipliers and assumptions to calculate the various health factors. Englewood currently experiences 977,000 bicycle trips and 1,593,000 walk trips per year. If the City implements the recommended projects under Scenario 1, Englewood could experience 135,000 additional bicycling trips and 204,000 additional walking trips per year. If the recommended projects under Scenario 2 are implemented, the City could experience 757,000 additional bicycling trips and 4,311,000 additional walking trips per year. If the City implements the recommended projects under Scenario 3, Englewood could experience 1,702,000 additional bicycling trips and 5,929,000 additional walking trips per year. Using trip distance multipliers derived the National Household Travel Survey (NHTS) and annual vehicle trip replacement factors derived from a combination of US Census data, NHTS data, and historic Safe Routes to School data, the estimated increase in distance bicycled is 187,000, 1,048,000, and 2,357,000 miles per year for Scenario 1, 2, and 3, respectively. The estimated increase in distance walked is 61,000, 1,293,000, and 1,779,000 miles per year for the Scenario 1, 2, and 3, respectively. The combined bicycle and walk trips for Scenario 3 would result in 3,441,000 fewer vehicle-miles travelled (VMT) annually.

These annual distance estimates and VMT reduction estimates were used to calculate changes in physical activity rates among residents in Englewood. Implementation of the recommended projects for
Scenario 1 could result in 39,000 more hours of physical activity per year among Englewood residents, and 536,000 and 829,000 for Scenarios 2 and 3, respectively. This increase in physical activity means that no more residents will be meeting the Centers for Disease Control and Prevention (CDC) minimum number of hours of physical activity per day under Scenario 1, 4,000 under Scenario 2, and 6,000 under Scenario 3. This is equal to a jump from approximately 18.83 percent of the regional physical activity need being met at current baseline levels to 36.59 percent of the regional physical activity need being met under Scenario 3 – an increase of 17.76 percent. This growth in the percent of people within the City exercising also equates to a $238,000 reduction in healthcare expenses per year under Scenario 3.

### Table G-3: Annual Health Benefits

<table>
<thead>
<tr>
<th>Englewood</th>
<th>Baseline</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Bicycle Trips</td>
<td>977,000</td>
<td>1,112,000</td>
<td>1,734,000</td>
<td>2,679,000</td>
</tr>
<tr>
<td>Annual Miles Bicycled</td>
<td>2,240,000</td>
<td>2,427,000</td>
<td>3,288,000</td>
<td>4,597,000</td>
</tr>
<tr>
<td>Annual Walk Trips</td>
<td>2,319,000</td>
<td>2,523,000</td>
<td>6,630,000</td>
<td>8,248,000</td>
</tr>
<tr>
<td>Annual Miles Walked</td>
<td>1,593,000</td>
<td>1,654,000</td>
<td>2,886,000</td>
<td>3,372,000</td>
</tr>
<tr>
<td>Annual Hours of Physical Activity</td>
<td>755,000</td>
<td>794,000</td>
<td>1,291,000</td>
<td>1,467,000</td>
</tr>
<tr>
<td>Number of Resident Meeting CDC Recommended</td>
<td>6,000</td>
<td>6,000</td>
<td>10,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Number of Hours of Physical Activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Activity Need Met</td>
<td>18.83%</td>
<td>19.80%</td>
<td>32.20%</td>
<td>39.51%</td>
</tr>
<tr>
<td>Annual Healthcare Cost Savings</td>
<td>$105,000</td>
<td>$115,000</td>
<td>$262,000</td>
<td>$343,000</td>
</tr>
</tbody>
</table>

### Environmental Benefits

While the causes of physical inactivity and pollution stem from many sources, the implementation of the recommended bicycle and pedestrian projects in Englewood will contribute to a shift from energy-intensive modes of transportation such as cars and trucks to active modes of transportation such as bicycling and walking. The impact analysis model evaluates and quantifies the estimated increase in bicycling and walking trips and the annual savings from reduced vehicle emissions. In order to evaluate these environmental factors, a number of readily-available data inputs were analyzed.

### Environmental Calculations

The primary inputs into the environmental component of the impact analysis model come from five-year estimates of commute trip data from the U.S. Census Bureau. Using the same estimates of VMT reduction calculated in the health benefits analysis, changes in hydrocarbon, particulate matter, nitrous oxides, carbon monoxide, and carbon dioxide were analyzed. In total, the replacement of motor vehicle trips with active transportation trips may result in an estimated 302,000, 3,509,000, and 5,726,000 fewer pounds of CO2 emissions per year under Scenario 1, 2, and 3, respectively, and 7,000, 67,000, and 111,000 fewer pounds of other vehicle emissions under Scenario 1, 2, and 3, respectively. Based on a review of air emissions studies, each pound of emissions were assigned an equivalent dollar amount based on how much it would cost to clean up the pollutant or the cost equivalent of how much damage the pollutant causes the environment. The total reduction in vehicle emissions is equal to a savings of $115,000 in related environmental damage or clean-up per year under Scenario 3. Other potential ecological services associated with the bicycle projects such as water regulation, carbon sequestration, carbon storage, and waste treatment exist, but the quantifiable value of these services are negligible on the overall impact of the recommended project list.
### Table G-4: Annual Environmental Benefits

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Englewood</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reduction in CO2 Emissions (lbs)</strong></td>
<td>2,664,000</td>
<td>2,966,000</td>
<td>6,173,000</td>
<td>8,390,000</td>
</tr>
<tr>
<td><strong>Reduction in CO2 Emissions (lbs) (beyond baseline scenario)</strong></td>
<td>302,000</td>
<td>3,509,000</td>
<td>5,726,000</td>
<td></td>
</tr>
<tr>
<td><strong>Reduction in Other Vehicles Emissions (lbs)</strong></td>
<td>53,000</td>
<td>60,000</td>
<td>120,000</td>
<td>164,000</td>
</tr>
<tr>
<td><strong>Reduction in Other Vehicles Emissions (lbs) (beyond baseline scenario)</strong></td>
<td>7,000</td>
<td>67,000</td>
<td>111,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Vehicle Emission Cost Savings</strong></td>
<td>$55,000</td>
<td>$61,000</td>
<td>$123,000</td>
<td>$170,000</td>
</tr>
<tr>
<td><strong>Total Vehicle Emission Cost Savings (beyond baseline scenario)</strong></td>
<td>$6,000</td>
<td>$68,000</td>
<td></td>
<td>$115,000</td>
</tr>
</tbody>
</table>

### Transportation Benefits

The most readily identifiable benefits of the recommended project list derive from their use as a connection between activity centers and residences. While no money may change hands, real savings can be estimated from the reduction costs associated with congestion, vehicle crashes, road maintenance, and household vehicle operations.

**Transportation Calculations**

The primary inputs into the health component of the impact analysis model come from five-year estimates of commute trip data from the U.S. Census Bureau.

Utilizing the same calculations for estimated increase in annual bicycle and walk trips and annual VMT reductions used in the health and environmental components, transportation-related cost savings can be calculated. By multiplying the amount of VMT reduced by established multipliers for traffic congestion, vehicle collisions, road maintenance, and vehicle operating costs, monetary values can be assigned to the transportation-related benefits. In total, an annual cost savings of $245,000, $2,648,000, and $4,438,000 is estimated for the City under Scenario 1, 2, and 3, respectively.
Table G-5: Annual Transportation Benefits

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Congestion Cost Savings</td>
<td>$115,000</td>
<td>$128,000</td>
<td>$259,000</td>
</tr>
<tr>
<td>Vehicle Collision Cost Savings</td>
<td>$819,000</td>
<td>$914,000</td>
<td>$1,845,000</td>
</tr>
<tr>
<td>Road Maintenance Cost Savings</td>
<td>$245,000</td>
<td>$274,000</td>
<td>$554,000</td>
</tr>
<tr>
<td>Household Vehicle Cost Savings</td>
<td>$934,000</td>
<td>$1,042,000</td>
<td>$2,103,000</td>
</tr>
<tr>
<td>Total Vehicle Costs Savings</td>
<td>$2,113,000</td>
<td>$2,358,000</td>
<td>$4,761,000</td>
</tr>
<tr>
<td>Additional Cost Savings (beyond baseline scenario)</td>
<td>$0</td>
<td>$245,000</td>
<td>$2,648,000</td>
</tr>
</tbody>
</table>

Table G-6: Total Annual Benefits

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Baseline</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Health Benefits</td>
<td>$105,000</td>
<td>$115,000</td>
<td>$262,000</td>
<td>$343,000</td>
</tr>
<tr>
<td>Annual Environmental Benefits</td>
<td>$55,000</td>
<td>$61,000</td>
<td>$123,000</td>
<td>$170,000</td>
</tr>
<tr>
<td>Annual Transportation Benefits</td>
<td>$2,113,000</td>
<td>$2,358,000</td>
<td>$4,761,000</td>
<td>$6,551,000</td>
</tr>
<tr>
<td>Total Annual Benefits</td>
<td>$2,273,000</td>
<td>$2,534,000</td>
<td>$5,146,000</td>
<td>$7,064,000</td>
</tr>
<tr>
<td>Total Additional Annual Benefits (beyond baseline scenario)</td>
<td>$0</td>
<td>$261,000</td>
<td>$2,873,000</td>
<td>$4,791,000</td>
</tr>
</tbody>
</table>

Total Benefits

If all of the projects under Scenario 1 for the Englewood Walk and Wheel Master Plan are implemented, the City could experience a total of $261,000 in additional health-, environmental-, and transportation-related benefits per year. Scenario 2 could experience $2,873,000 in annual benefits, and Scenario 3 could experience $4,791,000 in annual benefits.
MEMORANDUM

TO: Mayor Penn and Councilmembers

THRU: Eric Keck, City Manager
        Michael Flaherty, Deputy City Manager

FROM: Harold J. Stitt, Senior Planner

DATE: September 9, 2015

RE: Englewood Forward – Comprehensive Plan Strategies

Process Update
City staff and consultants have been working to develop the initial working draft chapters of Englewood Forward, with the input of the Planning and Zoning Commission and public via the neighborhood area meetings held in July. The following summarizes the progress of the comprehensive plan document. Parts 1-3 are provided in your packet for reference.

Part 1 introduces the plan and its goals, outlines the public process used to develop Englewood Forward, and provides the overall vision for each theme - Live, Work, Shop, Learn, Play, and Move. Part 2 provides the foundation for the Plan by analyzing the existing conditions (snapshots) and refining specific city-wide goals and objectives. Part 3, the neighborhood area assessments, depicts the characteristics and key projects that define each area. These character-oriented areas contribute to the overall vision and implementation of the Plan. By focusing on how to make change work at the neighborhood level, the City will ensure that preservation and development occur in the desired amount, location, and type throughout the community. Part 4 will consist of an adaptive monitoring program and strategic plan that will be used to track progress towards meeting the vision and common themes. The preliminary strategies and indicators were vetted last month with the Planning and Zoning Commission.

Strategic Plan Development
The City Council will work to refine a strategic plan that is adaptive, flexible, and decisive in addressing the location and type of development desired. The strategic plan will consist of key strategies which would include potential projects, future plans or studies, and guidelines/regulations. It will also prioritize the strategies to create an annual work plan that outlines initial actions and 5 and 10 year goals that is tied to council’s strategic goals and is closely linked to the city’s budget and capital improvement plan (CIP). The strategic
plan will include a series of checks and balances to make sure that the plan is implemented in a way that contributes to the vision for Englewood. This will include recommended indicators and corrective actions, if necessary.

City staff and consultants will introduce the attached strategic plan and guide council through a discussion of key strategies that were heard at the neighborhood area meetings and Planning and Zoning Commission. Also, included for your review is a draft of the Indicators section describing specific indicators and the metrics associated with each as well as their current status. This document will assist the City Council in understanding the ongoing review built into the comprehensive planning process.

**Strategies for Discussion**

**2.0 Preservation of Traditional Character**
Strategy 2.1 Conduct a historic survey of homes in R-1 districts that maintain some local historical integrity and investigate programs to incentivize home improvements.

Strategy 2.2 Develop a handbook for home rehabilitation and expansion in R-1 districts while enhancing traditional neighborhood character and scale.

**3.0 Residential Transition Areas**
Strategy 3.2 Utilize neighborhood area analysis to identify areas where re-zoning to a more intense use is a community benefit.

Strategy 3.3 Refine and implement standards for accessory dwelling units.

**5.0 Community Centers**
Strategy 5.2 Investigate opportunities to help fund improvements in the Medical District, Downtown, and City Center areas such as a Downtown Development Authority.

**7.0 Industrial Areas**
Strategy 7.2 Investigate transportation oriented overlay north of Oxford Station that examines the potential for vertical mixed use of residential uses given the proximity to the light rail station and to create a thriving creative/artisan manufacture district.

**8.0 Neighborhood Serving Retail**
Strategy 8.1 Develop a corridor plan for Broadway that identifies Broadway as a neighborhood edge and looks at redevelopment sites, retail nodes, and streetscape improvements including methods to connect to local neighborhoods, mid-block crossings, branding, road dieting and appropriate locations to increase density.
Comprehensive Plan
City Council Worksession
September 14, 2015
Plan Development

Four Part Review Process

1. City-Wide Vision by Theme
2. Trends and Goals by Theme
3. Neighborhood Policies by Theme and Area
4. City-Wide Strategies & Indicators
**Strategies**

- Citywide, Neighborhood Area and Theme Focused
- Categorized by regulations/guidelines, projects, plans, or studies
- Measured by one or more key indicator that link to our annual community profile and our 5 year global trends report.
Indicators

- Help measure progress towards the vision
- Identified and described in common terms in the plan for our community
- Supports a desired trend and our goals
- Monitored annually through the Community Profile
## Indicators

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevant</td>
<td>Is the indicator relevant and related to the Englewood Forward vision?</td>
</tr>
<tr>
<td>Reliable</td>
<td>Is there a reliable source for the data so that the indicator can be consistently and accurately tracked over time?</td>
</tr>
<tr>
<td>Clear</td>
<td>Is the indicator simple and easy to understand, not relying on overly complex definitions or calculations that will be difficult for stakeholders and decision makers to understand?</td>
</tr>
<tr>
<td>Usable</td>
<td>Will the indicator be useful in evaluating city-wide objectives, neighborhood area character, and/or opportunities and guiding timely decision making? Can the comprehensive plan and its implementation lead to changes in this indicator over time?</td>
</tr>
<tr>
<td>Affordable</td>
<td>Can the indicator be easily replicated over time without excessive costs or staff time?</td>
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</tbody>
</table>
Adaptive Monitoring Program

Englewood Forward
A Living Plan

Plan Update
- Minor Amendments
- Work Plan Adjustments

Not Achieved
- Annual Review of Indicators/Community Profile Update
- 5-Year Indicator Report Update

Achieved
- Annual Work Plan
  Connection to Priority Based Budgeting

No Change
What’s Next

- City Council Session – October 5
  - Work plan, examples of reports
- Prepare Public Draft
- Englewood Forward Open House – Oct. 21
- Final Plan and Adoption
PART 1: THE IMPORTANCE OF ENGLEWOOD
Englewood Forward is a comprehensive plan that represents the City’s values. Organized in unique, character-oriented neighborhood areas, this plan envisions the future of Englewood by identifying locations of preservation, transition, and catalytic change.

Englewood is a first-ring Denver suburb with ample amenities and assets upon which to capitalize. Community and economic dynamics have changed since the last comprehensive plan, Roadmap Englewood, was completed in 2013. Englewood’s CityCenter has grown into a regional transit hub as one of RTD’s light rail stops and bus transfer station; Swedish Medical Center and Craig Hospital are nationally-recognized premier medical facilities; and redevelopment projects at the Flood Middle School and the LIV apartments on Bannock are poised to bring new life into the historic Downtown. The City has great park and recreation facilities, a convenient location with access to all modes of transportation, and affordable real estate - all of which are attractive to both a younger demographic and an aging population.

This update is essential to fulfilling the future vision for Englewood; as such, this plan does more than simply update the Roadmap Englewood. It is designed to move the community forward and maintain dialogue as the City experiences growth and change. Englewood Forward has striven to be legally-defensible, forward-thinking, interdisciplinary, and community-driven. It takes advantage of timely opportunities to provide the best quality of life for its citizens, visitors, and businesses in the years to come.

Goals of Englewood Forward

The key project goals are described as follows:

- Strengthen existing goals and objectives through the incorporation of sustainability, active daily living, and healthy eating principles.
- Develop a menu of strategies designed to address each comprehensive plan element.
- Engage the community in evaluating the menu of strategies and making choices on which strategies the City should pursue.
- Develop an implementation program based on the community’s adopted strategies.

What is the Comprehensive Plan?

Englewood Forward (the Plan) establishes a vision for the City while also serving as a policy document containing direction for the development of Englewood over the next 20 years. The Plan sets forth broad principles to support six plan themes: Live, Work, Move, Shop, Learn, and Play. Based on these principles, detailed policies and objectives outline how the vision can be realized. Locations of preservation, transition, and catalytic change are identified for 13 unique neighborhood areas within the City. These tools allow Englewood to take advantage of timely opportunities to provide a high quality of life for its citizens, visitors, employers and businesses in the years to come. The Plan also includes monitoring and management recommendations for long-term implementation.

The Plan outlines a direction forward that recognizes Englewood’s history, preserves those elements that make Englewood a great place, and promotes actions to help the City thrive and strengthen in the coming years.
How to Use This Plan

Englewood Forward is designed to be an interactive tool to be used by the community and City staff. The Plan is organized into four parts, each of which relate to the project review process. The following four check points should be used in evaluation of all development proposals, along with informing the strategies and work plans of Englewood’s boards and commissions.

Part 1 Importance of Englewood

**Compliance with the Plan’s Comprehensive Vision:**
Introduces the plan and its goals, outlines the public process used to develop Englewood Forward, and provides the overall vision for each theme - Live, Work, Shop, Move, Learn and Play.

Part 2 Englewood’s Framework

**Alignment with overall city goals and objectives:**
The foundation of Englewood is detailed with review of the existing conditions (snapshots) and specific goals and objectives.

Part 3 Envisioning the Plan

**Meets the intent of the Neighborhood Area Character and Policies:**
The neighborhood area assessments, depict the characteristics and key projects that define each area.

Part 4 Realizing the Plan

**Provides progress towards the Strategic Plan and Key Indicators:**
Details an adaptive monitoring program that will be used to track progress towards meeting the vision and common themes.
Plan Development

Process
The City of Englewood simultaneously conducted three major planning studies that have a direct impact on the future of the community:

• Englewood Comprehensive Plan Update
• Light Rail Corridor Transit Next Steps Study
• Walk and Wheel Master Plan and Program

These three studies were collectively branded “Englewood Forward” to minimize confusion and maximize the exposure and public interest in the plans. Three separate consultant teams were contracted to work with staff from the City of Englewood and the City of Sheridan (for the Light Rail Corridor Study). Conducting the studies simultaneously and collaboratively reduced costs, staff time, and the length of time required for input by the public and affected agencies, resulting in more coherent and integrated community plans.

The Comprehensive Plan process involved four phases:

**Phase 1, Project Initiation,** was a review of previous plans and analysis of baseline conditions. The Englewood Snapshots, or baseline conditions, are presented in Part 2 of the Plan. The Community Indicators Report, a supplementary document, expands on the Snapshots with additional data and analysis.

**Phase 2, Vision & Trends,** developed the Englewood Forward vision and identified plan themes. Subject experts and City department directors completed an audit of the 2003 Comprehensive Plan to identify policies to carry forward. Key indicators and planning trends were also identified.

**Phase 3, Community Choices Neighborhood Assessment,** assessed neighborhood areas to identify specific opportunities and issues including catalytic sites and areas of transition.

**Phase 4, Strategies and Implementation,** refined the strategic choices determined by input received from the City Council, stakeholders, and the public. With this input, the team recommended adjustments to key policies, developed an annual work plan, and identified key indicators - ways to measure progress - in order to monitor the Plan.

Public Involvement Outreach
The Plan process included targeted public outreach techniques to effectively reach and maintain open channels of communication with community and interest groups. Multiple opportunities and a broad range of methods were used to engage the public, key stakeholders, and elected officials. A website was set up to provide meeting materials, information, public meeting notices, video summaries recorded at the meetings, and process updates.
Notification

The public was notified of project updates and meetings through multiple e-newsletters, a city Facebook page, project website updates, e-notifier notices, Nextdoor.com notifications, and Englewood Citizen newsletter updates. Meetings were published on community calendars, sent to HOAs and business associations, and distributed through press releases.

Notification of the plan process was widely distributed throughout the community. Since the Plan relied on broad community input to accurately articulate the community’s values and vision, this outreach provided the project with extraordinary attendance at public and stakeholder meetings throughout the process. This included elected officials and board members, as well as young families, and older residents.

To date, 26% of participation has come from small group meetings, with 14% from online surveys. 60% of participation has come from public events.

PROJECT INITIATION

- Agency Kickoff
- Stakeholder Interviews
- Planning & Zoning/City Council Worksession
- Indicators Report and Snapshots

VISION & TRENDS

- Englewood Forward Kickoff - Public Event #1
- Survey/Virtual Workshop
- Planning & Zoning/City Council Worksession
- Neighborhood Walks

COMMUNITY CHOICES

- Student Engagement
- Planning & Zoning/City Council Worksessions
- Community Choices - Public Event #2
- Survey/Virtual Workshop
- Developers’ Roundtable & Business Summit
- Walk & Wheel Fest

STRATEGIES & IMPLEMENTATION

- Neighborhood Area Meetings
- Survey/Virtual Workshop
- Planning & Zoning/City Council Worksessions
- Recommendations - Public Event #3
Public Events and Small Group Outreach

Interviews with boards and commissions, interested groups, and business owners were held early and throughout the process to gauge issues, needs, and vision. Residents and stakeholders were also engaged through three public events featuring interactive workshops that focused on vision, community choices, and strategies and recommendations. Participatory exercises were used to build the initial vision, provide education, and increase awareness of the importance of the process in shaping the City’s future quality of life. An e-newsletter was sent after each meeting with a summary of the meeting and links to the materials presented. Online virtual workshops were held after each public meeting to gather additional input from community members unable to attend the workshop.

A roundtable of developers from within and familiar with the Englewood market convened to discuss the findings of the market study, and provided input on ways to move forward with implementation of development concepts for the study areas.

City Council and Planning and Zoning Commission

The planning team met often with City Council, including one joint worksession between the City Council and Planning and Zoning Commission. The Planning and Zoning Commission convened multiple times to work through the neighborhood area assessment process. Key strategies and the action plan were developed with the Commission and City Council with an emphasis on producing a plan that is implementable and flexible.
City Development and Planning History

In 1858, gold was discovered near the mouth of Little Dry Creek, where it flows into the South Platte River at Dartmouth Avenue in present day Englewood. Permanent settlers soon followed the prospectors. The area’s first permanent settler, Thomas Skerritt, arrived in 1864. In 1903, a large number of scattered settlements in the area banded together to form the City of Englewood. Englewood has been proactive in land use and comprehensive planning throughout its history. The City adopted its first zoning ordinance in 1940, with major revisions subsequently adopted in 1955, 1963, 1985, and 2004. During the 1950s and 1960s, the City of Englewood was primarily occupied with growth through annexation of unincorporated parts of Arapahoe County, as well as frequent rezoning requests in response to the rapid post-World War II development. In the early 1960s, Englewood began work towards a comprehensive vision of the City’s future. Major land use and demographic studies were conducted in 1964 and 1969, which led to the development and adoption of the City’s first comprehensive plan in 1969 entitled “A Time to Plan, A Time to Act, A Time to Care”. The 1969 plan focused primarily on facilities and infrastructure, but also identified specific residential areas for targeted housing upgrades, and anticipated a major reinvention of the historic Downtown. A new comprehensive plan was developed in-house in 1979, and borrowed heavily from the former plan in terms of facilities and infrastructure, land use, and housing. By the time the Cinderella City Mall redevelopment was under way in the late 1990’s, the 1979 plan...
was obsolete. Roadmap Englewood was completed in-house from scratch, and adopted in 2003. The plan contained sections entitled Regional Cooperation, Housing, Parks and Open Space, Business and Employment, Transportation, Environmental Quality, and Cultural Arts. The plan continued the evolution of comprehensive planning away from a static facilities and infrastructure plan towards a greater emphasis on policy, goals, and objectives. The City has developed numerous facilities and infrastructure master plans, and small area plans based on the policies, goals, and objectives of Roadmap Englewood.

Since the onset of the Great Recession of 2008, the City has faced ongoing fiscal challenges. Additionally, economic and demographic changes have rapidly accelerated and have fundamentally changed from the time of the 2003 plan. The goals and objectives of the 2003 plan were written in a broadly enough to be applicable for twenty to thirty years. However, due to the challenging fiscal environment, City leadership called for the evolution of the current policy plan, and the inclusion of specific, strategic actions to serve as an agenda for implementation. As a result, this plan was developed to address new city values and directions, such as neighborhoods, walkability, density, transit, recreation, affordability, and investment in Downtown and the Broadway corridor, and introduces goal statements, courses of action, and a section specifically tailored to the central business district.
Regional Context and Connectivity

The City of Englewood is a first-ring suburb of Denver, which is to the north. The City is bordered by a number of other communities including Cherry Hills to the east, Littleton to the south, and Sheridan to the west. Since Englewood is landlocked, the opportunities for potential growth are constrained to within city limits.

Given its strategic location, Englewood is highly accessible via highways, recreation trails, light rail, and bus. The multimodal access is advantageous to attracting customers and businesses along with the lifestyles of Millennials (25- to 34-year-olds) and Baby Boomers (age 55+). Two major highways provide excellent vehicular connectivity: West Hampden Avenue/US 285 runs east-west across the northern third of Englewood, and Santa Fe Drive/US 86 runs north-south along the western portion of the City. The South Platte Regional Trail and Mary Carter Greenway traverses in and out of Englewood to the west of Santa Fe along the South Platte River. These north-south spine trails connect to parks, golf courses, and other regional trails in the region, including the Bear Creek Trail in Sheridan and the Cherry Creek Trail in downtown Denver. Englewood is regionally connected via light rail and bus. The Regional Transportation District’s (RTD) southwest light rail line stops twice in Englewood; at the Englewood Station at CityCenter and the Oxford Station. Multiple bus routes connect the light rail stations with the rest of the Englewood and the RTD system with an express bus along South Broadway through the heart of Downtown. Englewood continues Denver’s north-south grid, which makes on-street bike connections convenient and efficient.

Importance of Corridors

Not only are Englewood’s transportation corridors important for moving people throughout the City, they act as vital employment and retail destinations for residents and visitors. Perhaps more importantly, Broadway and the Hampden/US 285 corridors provide neighborhood and retail opportunities.
Integration with Metro Vision

For 60 years, the counties and municipalities of the Denver region, through the Denver Regional Council of Governments (DRCOG), have worked together to advance a shared vision of the future of the metro area and to make life better for our communities and residents. DRCOG prepared a regional plan, Metro Vision 2040, which outlines regional principles that offers guidance for local implementation.

With regional cooperation as its keystone, Metro Vision 2040 promotes a high quality metropolitan setting that embraces the physical and cultural diversity of the Denver region, and creates the opportunity for a wide variety of economic development initiatives and lifestyles.

Effective and efficient cooperative use of limited resources, whether financial, societal, or natural, is essential to achieve the goals of Metro Vision and progress toward a sustainable future. Through its implementation, the region can be a place where people live close to where they work and play; where a balanced transportation network connects mixed-use urban centers; where access to open space and recreational opportunities is abundant; and where cultural diversity and respect for the natural environment is celebrated. These principles are integrated into the goals and objectives of this plan.
**Existing Plan** | **Overview**
--- | ---
**South Platte River Open Space Plan (2003)** | The South Platte River Open Space Plan presents both a strategy for improvement of the South Platte River corridor over time, and identifies specific short term measures to further the plan’s goals. It proposes significant new parks, trailheads, and trails; identifies areas for redevelopment; envisions a new “River Parkway” to facilitate redevelopment; and demonstrates how redevelopment goals can complement open space planning.

**South Broadway Plan (2004)** | The South Broadway Plan is a strategic plan that helps guide implementation of the Englewood Comprehensive Plan, and addresses such issues as housing, parks and open space, business and employment, environmental quality, cultural arts, and transportation.

**Business and Employment Strategic Plan (2004)** | The Business and Employment Strategic Plan further expands on the 2003 Comprehensive Plan to identify implementation strategies that work to retain and strength existing business and employment, increase population along transit lines, and attract new businesses and employment through expanding the market for business services, retailing, and entertainment opportunities.

**Three Mile Annexation Plan (2005)** | The Three Mile Annexation Plan describes the areas potentially suitable for annexation that are located within three miles of Englewood’s existing municipal boundaries, and addresses land uses and infrastructure improvement needs if annexation were to occur.

**Parks and Recreation Master Plan (2006)** | The Parks and Recreation Master Plan provides direction on new parkland and amenities, facility redesigns and enhancements, and trail and connection enhancements. An updated plan is currently underway.

**Downtown and Medical District Small Area Plan (2007)** | Following the adoption of the 2003 Comprehensive Plan, the Downtown and Medical District Small Area Plan focuses on strengthening these geographical areas.

**Ready, Set, Action! An Urban Design Action Plan for the Englewood Downtown and Medical Districts (2009)** | Ready, Set, Action identifies the additional planning steps needed to achieve a more vibrant pedestrian oriented streetscape within the Downtown and Medical Districts.

**Englewood Complete Streets Toolbox (2011)** | The Englewood Complete Streets Toolbox takes steps toward a community vision for mixed-use, pedestrian-oriented development patterns in Englewood’s Downtown and Medical Center Districts. The plan serves as a working toolbox for both the Public Works and Community Development Departments as the City moves forward with traffic operational changes.

**Englewood Light Rail Corridor Plan (June 2013)** | The Englewood Light Rail Corridor Plan identifies the complementary functions, character, uses, and design elements for each station area and the public infrastructure needed.

**Walk and Wheel Master Plan and Program (September 2015)** | The Walk and Wheel Master Plan will evaluate the City’s current walking and bicycling conditions and activity and to develop recommendations to strengthen walking and bicycling connectivity in Englewood and to encourage more people include walking and bicycling in their daily activities.

**Englewood Light Rail Corridor Transit Next Steps Study (2015)** | Working with the City of Sheridan, the Next Steps Study assessed the development potential for transit-oriented, development for four distinct areas (Englewood Station – West Neighborhood, Englewood Station – CityCenter, Oxford Station – South Neighborhood, and Bates Station – North Neighborhood) and to evaluate infrastructure alternatives for multi-modal connections to the CityCenter and Oxford Light Rail Stations.
The vision for Englewood Forward was created through input from the public, staff, and leadership of Englewood to be a concise and cohesive image of the City into the future. The vision for Englewood is informed by six themes - live, work, shop, play, learn, and move - that make a complete city. These ideas form the basis of the plan structure and are a way to organize and clearly present the Plan’s goals. The Plan provides straightforward goals and objectives, and easy-to-read maps with text descriptions that convey the City’s desired future character for each of the six themes.

"Englewood Forward"
Englewood will be a hub for creative thinkers, innovators, and a highly educated citizenry. The Englewood Community will be premised on a series of vibrant neighborhood areas all connected to the region by a leading edge transit system.

**Live**
Englewood will provide a balance of diverse, high quality housing stock that incorporates a range of housing forms and densities that appeal to families, singles, and seniors, while retaining the historical character and form of established neighborhoods.

**Work**
Englewood will attract a skilled and vibrant workforce through support of transitioning land uses and allowing flexible industrial and incubator space.

**Shop**
Englewood will support local business by creating smaller neighborhood-serving commercial centers; support new economic opportunities by capitalizing on the presence of in-commuters during the day; and addressing the need for access to affordable and healthy food.

**Move**
Englewood will facilitate a livable community by ensuring a safe, connected, multi-modal transportation system and creating a full-service transit-oriented community.

**Learn**
Englewood will ensure a healthy and safe community by promoting public art, and providing a variety of community services and amenities to all residents.

**Play**
Englewood will continue to provide and expand parks, recreation and open space facilities as an important asset to an active community through expansion and enhancement of recreation and senior centers and creation of a recreation destination along the South Platte River.
**Englewood’s Neighborhood Areas**

The vision is illustrated by a series of neighborhood areas. Neighborhood areas were developed to identify the desired future character of each general area and assist with future planning and development decisions. The neighborhood areas are not political or organizational boundaries. By focusing on how to facilitate change at the neighborhood level, the City will ensure that preservation and development occur in the desired amount, location, and type throughout the community.
PART 2: ENGLEWOOD’S FRAMEWORK
Snapshots

Using the best available data from the City, Arapahoe County, the US Census Bureau, Colorado datasets and other sources, the team researched and synthesized information for each planning topic into a series of “existing conditions snapshots.” These snapshots provided not only an overview of baseline conditions, but also defined how those conditions influenced the development of policies, land uses, and opportunities for Englewood Forward. Together with a summary of what we heard during the planning process, this section provides an overview of the current issues and needs of the community. An extensive list of indicators is presented in the “Community Indicators Report.”

Global Trends & The City of Englewood

In recent years, cities and downtowns have seen a renaissance of investment, influenced by a shift in preferences toward urban living. Reinvestment is occurring at a rapid pace around the Denver metro region and investments can be witnessed in Englewood as well. These changing preferences are increasing the influence cities have in the national economy and will have many implications for future planning. Key trends related to Englewood include:

- The demographics of America are changing, and shifts are occurring most rapidly in urban areas. The nation’s two largest demographic segments - Baby Boomers and Millennials - are guiding this shift toward urban living and are seeking compact, social environments that offer diversity and culture. Statistics show that Millennials are moving to cities at the same time as Baby Boomers are downsizing
and returning to an urban lifestyle. Millennials are waiting longer to buy a house and both Millennials and Baby Boomers are showing a preference for smaller housing units.

- Recruiting a highly educated workforce is now crucial to business attraction and economic health of cities. As Baby Boomers continue to retire, there will be opportunities for younger talent to seek good mid-to-high wage jobs. With educated Millennials choosing to live in more urban areas, cities close to urban centers, like Englewood, can position themselves to attract companies that are looking to locate near young talent. Educational institutions and healthcare facilities are strong industries that both attracts and demands high- and mid-skilled talent.

- Changes in technology and consumer behaviors are shrinking storefront retail expansion overall. Even though most communities in the Denver metro area have recovered from the Great Recession of 2008, retail square footage is not expanding at the rate it once was. With more and more consumers looking to online retailers for many goods, retail growth areas are somewhat limited, concentrated in shops that offer unique products, experience-based shopping, and specific niches such as technology, sporting apparel, and green products.

- Transportation preferences are shifting, with car ownership dropping overall and particularly among Baby Boomers and Millennials. Both groups prefer walkable environments and are becoming increasingly less dependent on the automobile as their primary mode of transportation. Englewood’s higher-than-average Walk Score® and access to light rail can help the City attract these demographic segments. Walkable communities also experience economic benefits such as higher property values and higher net incomes for office, retail and industrial businesses.

- The obesity epidemic and rising health care costs in the United States have given rise to demand for better access to healthy and local foods and more opportunities for active living. Local policy makers are increasingly paying attention to the connection between health and the way communities are designed and branded.

Englewood, which has a large Millennial population, a walkable central business district and transit access is poised to benefit from many of the above trends. However, Englewood must continue to adapt by offering a mix of housing options, unique retail, cultural attractions and other amenities that support healthy lifestyles. Doing so will continue to make Englewood an attractive place to live, work, and play and maintain its position as a competitive first-ring suburb in the Denver metro area.

Englewood’s higher-than-average Walk Score® and access to light rail can help the City attract Baby Boomers and Millennials who are increasingly less dependent on the automobile.
Key Points

- Englewood's older, smaller homes, which are the lowest among peer cities and the Denver metro area, aren't retaining families.
- The City hosts a large number of Millennials and Baby Boomers, who desire urban living and walkability.
- The population declined slightly between 2000 and 2010.
- Housing is relatively affordable, but costs are rising.
- There is a desire to retain existing neighborhood character while increasing the mix of uses and densities in strategic locations.

Live

Why it Matters

Maintaining a diversified housing stock is integral to any city’s livability. Available homes must be suitable for all life stages and lifestyles in order to attract and keep young adults as they progress through marriage, raising kids, downsizing, and transitioning to assisted living facilities. As a first-ring suburb of Denver, Englewood has many smaller, affordable houses in traditional neighborhoods and a significant number of apartments. The City also has numerous urban amenities with a concentration of walkable businesses along Broadway and in CityCenter, the region’s first transit-oriented development adjacent to light rail. As such, the City is particularly attractive to Millennials and Baby Boomers, who both have an affinity toward urban living, walkable areas, and transit options. However, the City must evolve its housing stock to accommodate families desiring larger houses.

Overview

Housing

Homes built prior to 1940 represent 43% of Englewood’s housing stock, while those built post World War II, between 1941 and 1960, represent 48% of the City’s dwellings. Only 1% of the City’s housing has been built since 2001. The older age of homes contributes to the smaller average size of homes in Englewood at 1,237 square feet. In comparison, single-family houses built in 2010 across the country averaged 2,392 square feet, according to the Census. The average residential density is 3.68 units per acre and is fairly consistent with peer cities on a per capita basis.

Englewood has a large number of multi-family units and the highest number of complexes with 20 or more units in comparison to its peer suburbs. Higher density housing is generally located near Broadway.

![Apartments in Complexes with 20+ Units](image)
Hampden, and the light rail line. In the fourth quarter of 2012, the vacancy rate was 4.3%, slightly lower than that of Arapahoe County (5.0%) and Denver metro (4.9%).

Englewood is unique compared to its peer suburbs in that slightly more of its occupied units are rented (47%) than owned (46%), with a 7% vacancy rate. Englewood had the highest rate of renting among all its peer suburbs and the Denver metro area in general, where the average is 33%. This is likely due to the type and size of housing stock available. While renters are often associated with poor property maintenance, less community involvement, and higher crime, such broad generalizations should be avoided.

Finally, there are a limited number of assisted living/age restricted housing options for older residents in the City, according to the Boomer Bond Assessment developed by the Denver Regional Council of Governments, the American Association of Retired Persons, and the Tri-County Health Department.

**Affordability**

Housing in Englewood is more affordable compared to the Denver metro area and some of its peer suburbs. In 2014, the median housing price in Englewood was $249,164. This is 13% lower than the median for the Denver metro area, which was $287,860. Similarly, the average rental rate for one-bedroom apartments in Englewood in 2013 was $853, lower than the Denver metro area ($890) and lower than Denver ($915).
However, Englewood’s rental rate is higher than Commerce City and Wheat Ridge, likely due at least in part to its proximity to amenities such as light-rail and easy access to downtown Denver and the Denver Technological Center along Interstate 25. Millennials and Boomers are often willing to pay a premium to live in urban centers that are less auto-dependent and close to retail, dining, and transit.

Home prices are on the rise across the Denver metro area and Englewood is not immune. Home sales remained steady through the Great Recession and began to increase significantly in 2012. Additionally, home sales in the $250,000 to $350,000 range have increased in recent years, making up 20.4% of sales in 2013 compared to 11.6% in 2012. Since 2011, Englewood has also witnessed an increase in residential prices per square foot, reaching a five-year high of $158 in 2013 compared to $121 in 2011. Home prices per square foot can be expected to continue to rise in the future as Englewood experienced prices approaching $180 per square foot in the years before the Great Recession.

**Residents**

The fact that Englewood has so many smaller, single-family homes and a greater number of multi-family housing units makes it attractive to child-free households. In the Denver metro Area in 2010. Englewood had the largest percentage of Millennials, those ages 25 to 34, at 19%.
Englewood also had a significant senior aged population (13%), which is slightly higher than the Denver metro average (10%) and its peer cities of Northglenn (11%) and Commerce City (6%). This contributes to the City having a household size of 2, the lowest of its peer suburbs and the Denver metro area, which had an average household size of 2.5. The dearth of larger homes suitable for families may contribute to the dip in Englewood’s population aged 35 to 44, who are in key, child-rearing years.

City residents are predominantly white. In many American cities the ethnic makeup has become more diverse, with Hispanics making up 26% of the population on average. In Englewood, Hispanics make up the second largest segment of the population (18.1%), after whites (84.4%), with less than 8% of the population in other races. Among both white and non-white Millennials, diversity is often a desirable characteristic when considering where to live. Therefore, Englewood may not be as appealing to some in the young, skilled talent pool compared to more diverse cities.

Although population growth continues around the Denver metro area and throughout the State of Colorado as the nation recovers from the Great Recession, the population in Englewood declined slightly from 31,727 in 2000 to 30,255 in 2010. This may be linked to the City’s lack of larger homes. Therefore, Englewood must continue to adapt by offering a mix of housing options in proximity to unique retail, cultural attractions,
and other amenities that support healthy lifestyles at all ages. Doing so will continue to make Englewood an attractive place to live and help maintain its position as a competitive first-ring suburb in the Denver metro area.

What We’ve Heard

Stakeholders and the general public expressed concern that there are too many poorly-maintained rental properties in Englewood and that the housing stock limits the growth of families in the City, forcing them to move elsewhere. They felt the City should focus density near light rail stations, while preserving and upgrading the character of stable neighborhoods, including updating and expanding existing houses. They also said the City needs to better accommodate vulnerable populations by reevaluating the availability and location of housing and services for seniors and the homeless. Some feel that high crime and homelessness are detracting from the quality of neighborhoods, including retail, civic, and recreational amenities.
Key Points

- A growing number of Englewood’s residents are well-educated, which is attractive to employers.
- Median household income is significantly lower than peer cities, but should increase as Millennials are establishing themselves in the workforce.
- Englewood offers many jobs across a range of occupations, but most residents commute to work outside the City.
- The construction industry, which is recovering and projected to grow, is well represented.
- Hospitals are 2 of the 3 largest employers, and healthcare is the fastest growing occupation in the nation.
- Low vacancy and lease rates for office and industrial space provide an opportunity to grow these uses.
- A concentration of Millennials can help foster creative businesses and new job opportunities.

Work

Why it Matters

Recruiting a highly educated workforce is now crucial to business attraction and the economic health of cities. As Baby Boomers continue to retire, there will be opportunities for younger talent to seek good mid-to-high wage jobs. With educated Millennials choosing to live in more urban areas, Englewood can position itself to attract companies that are looking to locate near young talent. Lower than average incomes are prevalent in Englewood, however, and could be a deterrent to maintaining mid-life residents seeking higher-paying job opportunities.

Overview

Education

With a sizable well-educated adult population, Englewood’s resident workforce appears to offer a competitive advantage in attracting employers compared to many of its peer suburbs. With 29% of residents holding a bachelor’s degree or higher, Englewood has a higher educated population than peer cities including Commerce City, Northglenn, and Wheat Ridge. However, Littleton ranks the highest with 41% and the Denver metro area is close behind that with 38% of residents with bachelor’s degrees or higher.

Millennials, in many cases, have more degrees than older generations but are slower to start careers and are starting off with lower incomes. This may shed light on why Englewood has strong educational attainment but lower household income compared to several of its peer cities.

Income

The median household income in Englewood is significantly less than peer suburbs and the Denver metro area. At $42,416, median household income in Englewood is followed by Wheat Ridge ($47,014), then Northglenn ($52,093) and Littleton ($54,512). Commerce City and the Denver metro area have significantly higher median household incomes, both equaling $56,635. Englewood’s relatively low median household income may partially be attributed to its significantly lower household size, smaller housing units, and a large number of Millennials who are still in the early stages of their careers.
EMPLOYMENT

Englewood, much like other communities across the nation, witnessed a severe spike in unemployment due to the Great Recession beginning in 2008. The unemployment rate reached a peak of 10% in 2010, but has experienced a steady decline since, reaching 5% in October 2014, which is slightly higher than the Denver metro area at 4%.

Englewood’s largest group of occupations includes management, business, science, and arts (34%). However, the share of workers in these occupations is slightly lower when compared to the Denver metro area (40%). The second largest group of employees (26%) is contained within sales and office occupations, the same as the Denver metro area. In occupations consisting of service; natural resources, construction, and maintenance; and production, transportation, and material moving, Englewood has a slightly higher share than the Denver metro area.

Employment opportunities are focused along Broadway, Hampden, and Santa Fe, and in the northwestern portion of the City. Small-scale service and retail jobs are common along Broadway and in the northwestern portion of the City, while large-scale trades congregate in Downtown, near Santa Fe, and near Broadway and Belleview. Construction and manufacturing are predominantly located in the northwestern portion of the City. Healthcare and social assistance are clustered near Hampden and Broadway.

The City’s top three employers include Swedish Medical Center with 1,705 employees, Sports Authority, which is headquartered in Englewood and has 829 employees, and Craig Hospital with 744 employees. Healthcare is a growing industry that attracts and demands high- and mid-skilled talent.

Although there are plenty of jobs in Englewood, only 1198 people live and work in the City. More than 14,000 residents work in other cities, and more than 21,000 people are in-commuters. This equals 92.4% of the workforce that works outside of the City. The current jobs-housing balance within Englewood is 1.54.

VACANCY & LEASE RATES

During the 4th quarter of 2012, Englewood had the lowest office vacancy rate and also the lowest lease rate at 11% and $17.06 respectively, in comparison to Denver metro. Englewood also had the lowest industrial vacancy rate and lease rate at 5% and $5.62 respectively, compared to Denver metro. Englewood’s lower lease rates for office and industrial, compared to Denver metro, provide an opportunity for Englewood to attract these uses. Englewood’s lower than average office and industrial vacancy rates are an indication of the interest in more affordable rents.

What We’ve Heard

Industrial land in Englewood is an important asset to the local economy, and the public would like to see the City provide more support for flexible industrial and incubator space that could attract new businesses. Englewood should also consider mixing housing into existing industrial areas, such as near the Oxford light rail station. The public also desires more higher-paying jobs in the City.

Key Indicators

Job/Housing Balance
Worker Outflow
Educational Attainment
Key Points

- Englewood's higher-than-average walkability, extensive bike network, and access to light rail are attractive to Millennials and Baby Boomers.
- 25% of residents choose an alternative to driving to work alone.
- Traffic volumes have grown slowly, but main thoroughfares may need improvements to prevent traffic delays.
- The public desires continued investment along Broadway that benefits all modes while enhancing the identity of the City's most important commercial corridor.
- The public also supports expanding walkability, biking, and transit by allowing a greater and denser mix of land uses in certain areas.

Move

Why it Matters

Transportation preferences are shifting. Car ownership and vehicle miles traveled in the United States have decreased in recent years, while transit ridership has experienced a significant increase. This is especially true among Millennials and Baby Boomers, who prefer walkable urban environments and are forgoing automobile ownership in favor of transit, walking, and biking. Englewood's higher-than-average walkability, extensive bike network, and access to light rail can help the City further attract these demographic segments. Walkable communities experience economic benefits such as higher property values and higher net incomes for office, retail and industrial businesses. Englewood's light rail stations provide an opportunity to expand transit oriented development that integrates housing, employment, and transportation options.

Overview

Commuting

Commuters in Englewood have an average commute of 25 minutes, approximately four minutes shorter than the average for the Denver metro area.

While driving is still dominant (75%), Englewood residents enjoy a range of other transportation options for commuting to work, including carpooling, transit, walking and biking. A full quarter of Englewood residents choose an alternative to driving to work alone. Mobility options other than driving make Englewood attractive to Millennials who own fewer cars for financial reasons or by choice.

The top five reported commuting destinations for workers living in Englewood are Denver, Englewood, Littleton, Greenwood Village, and Centennial. Transit commute times are two to three times longer than driving for all of the destinations, which likely explains why only seven percent of workers residing in Englewood commute by transit.
**Traffic Counts**

Since 2004, traffic volumes have increased slowly in the City, with most locations averaging less than one percent per year growth since 2004. Exceptions to this are Belleview Avenue east of Federal Boulevard and Dartmouth Avenue west of Clarkson Street, which each averaged around 1.5% of traffic growth per year. Although this is higher than other locations in the City, this level of growth is considered to be average in the region.

Despite growth in traffic, volumes are within existing capacities of most roads and excessive delays at intersections are not experienced. Broadway, Santa Fe, Hampden, and Bellevue, however, have volume to capacity ratios between 0.75 and 1.0, indicating that demand could soon exceed the capacity and improvements may be necessary in the near future.

**Transit**

Englewood is well served by both light rail and bus transit. The City is home to two Regional Transportation District (RTD) light rail stations with service to and from Downtown Denver and Mineral Station in Littleton along the Southwest Line. Transit ridership at these stations decreased slightly over the past decade with the implementation of the Southeast Line along the I-25 corridor.

The areas around the light rail stations offer a prime opportunity to create walkable neighborhoods that offer a mix of compatible and desirable land uses. Current land uses in the quarter-mile walk zone are depicted in the chart at right.

**Daily Weekday Boardings**

<table>
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<th>Station</th>
<th>Boardings</th>
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<tbody>
<tr>
<td>Oxford Station</td>
<td>762</td>
</tr>
<tr>
<td>Civic Center Station</td>
<td>3,309</td>
</tr>
</tbody>
</table>

Light rail service into Denver is supplemented by east-west fixed-route bus service through the community from the Civic Center and Oxford light rail stations.

Route 12 provides service from the Civic Center Station east along Floyd, Englewood Parkway and E. Hampden to the Swedish Medical Center, and north south along Downing Street into Denver. The highest daily boardings along this route within Englewood occur at the Civic Center Station, Englewood Parkway/South Acoma Street stop, and Hampden Ave/South Pennsylvania stop.

Route 27 provides east-west service in Englewood from the Civic Center Station, east along Floyd and Englewood Parkway to Broadway, and north on Broadway to Yale where it again travels east-west. The highest daily boardings along this route occur at the Civic Center Station and Englewood Parkway/South Acoma Street stop.

Route 35 provides service from the Civic Center Station east along Floyd and Englewood Parkway, south along Sherman to Hampden. The highest daily boardings along this route within Englewood occur at the Civic Center Station and Hampden/South Pennsylvania Street stop, followed closely by boardings at Englewood Parkway/South Acoma Street stop.

Route 51 provides service from the Civic Center Station to the Oxford Station and then west on Oxford to Sheridan where it then travels north into Denver and beyond. The highest daily boardings along this route within Englewood occur at the Civic Center Station and the Oxford Station.

The Art Shuttle is a free circulator shuttle running east-west between the Englewood CityCenter and the medical district. The shuttle stops at 19 stops, including downtown and the senior center, and runs...
from 6:30 am- 6:30 pm on Monday through Friday. The shuttle, which runs every fifteen minutes, is frequently used as an alternative mode of transit.

**Walking**

Englewood’s walkable downtown and proximity to transit give it a high Walk Score®. Walk Score® is a tool that measures the walkability of an area on a 0 to 100 scale. It is indicative of the mix and proximity of walkable destinations and takes into account some pedestrian friendliness measures such as block length and intersection density but does not report on the quality of the infrastructure.

The overall Walk Score® in Englewood is 55 but locations in downtown, especially along South Broadway, have a particularly high score of 90. Locations in central Englewood are rated from “very walkable” to “walker’s paradise” according to the Walk Score® tool. This includes many of the areas around South Broadway. The area around the Englewood light rail station is considered very walkable as well. Areas further from the central business district are not as walkable, such as the intersection of Floyd Avenue & South Downing Street, which is considered “somewhat walkable”.

The industrial area near the Oxford light rail station, originally built for access to employment, is considered “car-dependent” with a low Walk Score® of 40 due to the lack of desirable walkable locations nearby.

Unfortunately, the majority of sidewalks in residential areas do not meet the width standard of five feet set by the Americans with Disabilities Act. According to the Boomer Bond Assessment, upgrading to the five foot standard is possible in many of the residential neighborhoods; however, the cost is beyond the capacity of the City’s capital budget.

**Biking**

Englewood has an extensive bicycle transportation network including off and on-street facilities which connects to 91 miles of regional bicycle trails. The off-street facilities consist primarily of bike paths in park-managed lands, primarily geared toward the recreational user. The on-street system is made up of local and regionally connected signed bicycle routes. In 2015, the first parking/bicycling lane was installed along Oxford Ave with additional lanes planned. Bicycle facilities are an attractive amenity, particularly for Millennials who value alternative transportation options and active recreation.

**What We’ve Heard**

The public desires improving Broadway to benefit all modes while enhancing the identity of the City’s most important commercial corridor. Paving alleys is also important as Englewood is comprised of many traditional, alley-served neighborhoods. While the existing street grid is a good base for the pedestrian and bicycle network, there are opportunities to expand walkability and transit use by allowing a greater and denser mix of land uses in certain areas. Increasing the frequency of light rail would help make transit a more viable alternative to driving, and bicycling could be further encouraged via on-street lanes and a bike share program. The City should also enhance off-street trail connections to schools, parks, shops and other destinations. Many would like brighter lights for paths to improve safety, covered areas for bus and light rail stations, and increased signage for wayfinding.
Key Points

- Global trends are resulting in less demand for retail space.
- Retail sales have rebounded from the Great Recession slower than the region and state.
- Retail vacancy rates are low and retail lease rates are high, suggesting a strong market.
- Several neighborhoods have lower than average car ownership and no retail food store within walking distance.
- The public would like more local businesses and smaller, neighborhood-serving commercial centers within walking distance of homes.

Shop

Why it Matters

Today’s consumers are seeking a variety of retail with a specific interest in local, independent businesses and places that provide experience shopping. This has influenced big box retail to re-examine their store fronts in urban contexts, in favor of smaller formats that fit within more compact, walkable environments. Technology also continues to influence retail space, with a growing number of online sales replacing in-store shopping in some instances. These changing consumer behaviors mean retail square footage is shrinking – even though consumer expenditures have risen to pre-recession levels.

Overview

**Retail Sales**

Englewood made a slower recovery from the downturn of 2008 than Denver metro and Colorado, which both saw increases as early as 2010. Retail sales in Englewood increased in 2013 for the first time since 2007, with an increase of 3%. In the same year, Denver metro and Colorado as a whole saw an increase in sales of 4%.

General merchandising accounts for the largest share of Englewood sales tax revenue, at $9.5 million dollars in 2012. Transportation and eating out, and manufacturing also generate more than $2 million each in sales tax annually. Traditional retail such as general merchandising is vulnerable to online competition with trends showing that consumers are increasingly price-sensitive and comfortable with online purchasing.

Net sales tax revenue is created from taxable sales after any discounts or waivers. The net sales tax revenue generated in Englewood increased every year from 2009 to 2013 to the current revenue of $36.48 million.

During the 4th quarter of 2012, Englewood had a lower retail vacancy rate (5%) in comparison to Denver metro (7%), and its retail lease rate was higher, $15.22 vs. $14.51, reflecting a strong market. The ready accessibility of Englewood retail for residents and commuters, and the convenience of vehicle and transit access help make Englewood locations desirable.

General Merchandising

$9.5 Million Sales Tax Revenue From

- Home
- Electronics
- Toys
- Clothes
**Food Access**

Englewood has recently added two grocery stores and residents enjoy a robust selection of retail grocery stores. There are five supermarkets within Englewood city limits, all located along the major east-west thoroughfares of Hampden and Belleview Avenues. Additionally, several more major food stores outside of City boundaries serve Englewood residents. Most Englewood neighborhoods are within one mile but only 9.8% are within 0.25 miles of a full service grocery store. Additionally, there are a few limited selection food stores that serve nearby neighborhoods. Some neighborhoods, including several with lower-than-average vehicle ownership rates, lack a food store within a walkable, quarter-mile distance.

**Psychographics**

The following map shows the breakdown of where seven distinct psychographic groups reside in Englewood. These groups represent a range of lifestyles based on age, household composition, and housing and economic characteristics:

1. Global Roots: Ethnic and culturally diverse families
2. High Hopes: Young households striving for the “American Dream”
3. Metropolis: City dwellers in older homes reflecting the diversity of urban culture
4. Senior Styles: Senior lifestyles by income, age, and housing type
5. Solo Acts: Urban young singles on the move
6. Traditional Living: Middle-aged, middle income—Middle America
7. Upscale Avenues: Prosperous, married-couple homeowners in different housing

Where these groups reside helps identify opportunities for various services and products. For example, Solo Acts may prefer more nightlife, whereas the Traditional Living group may desire more youth-oriented activities.
What We’ve Heard

The public would like the City to support local businesses and smaller, neighborhood-serving commercial centers that enable walkable shopping and dining experiences close to their neighborhoods. This includes retaining and enhancing the character of Downtown and promoting Broadway as a thriving main street with nightlife. People also desire breweries, better restaurants, and access to affordable and healthy food via food banks, community gardens, and farmers’ markets. Englewood should also capitalize on the presence of in-commuters during the day and attract more residents at all times, perhaps developing a large-scale, unique, catalytic project and more mixed-use, higher-density areas with abundant street activity.

Key Indicators

Walk Score®
Net Sales Tax Revenue
Worker Outflow
Healthy Food Access
Key Points

- Englewood has made significant investments in cultural amenities, including the library and public art.
- Besides being a resource for books, the library provides important social programs, including education and job assistance.
- The Art in Public Places program has enlivened the City’s landscape, but expenditures have decreased drastically.
- The Englewood Public School District faces significant challenges which make attracting families difficult.
- The public would like art and culture to be further supported, more social assistance provided, and schools improved.

Learn

Why it Matters

Cultural amenities and good schools are desirable as a service and resource to enhance quality of life for all residents. Since 2005, Englewood has made significant investments in developing cultural offerings in the City. However, underperforming schools are a problem, which Englewood must address in order to attract more families.

Overview

**Culture**

Englewood spent $7,530,317 on culture and recreation in 2013, an increase of 16% since 2004. This includes library services. In the past 10 years, library funding has increased by 7% with an average of $1,210,778 in funding per year. The library, located on the first floor of the CityCenter complex, is open every day of the week. The library hosts numerous activities and programs, including book groups, story time and Friday movies for kids, free SAT preparation, and a summer art program for youth. In December 2014, the library had its first monthly Teen Advisory Council Meeting. The teens met to discuss ways they can get involved in the library and the community. This group will meet once a month.

The library also offers one-on-one beginner computer classes, job search assistance, and English as a second language (ESL) assistance. ESL helps students obtain language survival skills, improve their job prospects, attend higher education classes, and participate more fully in the community.

The Scientific and Cultural Facilities District supports several cultural institutions operated by the City and experienced a slight funding decrease of 7% from 2004 to 2013. The Museum of Outdoor Art, which places art in public places throughout the Denver metro area and hosts exhibits at its location in Englewood Civic Center, has continued to be the biggest contributor to the budget. Up Close and Musical and the Englewood Parks and Recreation Department follow.
Since 2007, Englewood has made a significant commitment to funding public art through the “Art in Public Places” program, which allows up to 1 percent of the City’s Capital Improvement Budget to be directed toward public art. One of the most visible installations is located in the median of Broadway near Yale, where sculptural blades of grass define a key gateway to the City. Unfortunately, funding for the program has fallen significantly from $14,705 in 2007 to $6,353 in 2013; a 56.8% decrease. This is attributed to the Cultural Art Commission requesting fewer funds for projects. Nevertheless, public art continues to be placed at the Art Shuttle stops where it is offered for sale, with the City keeping a portion of the proceeds.

Greater demand for senior-oriented culture and learning opportunities is likely in the coming years. As the Boomer population continues to grow and age, additional resources will be necessary to maintain the current high level of facilities and programing.

**EDUCATION**

Englewood School District teaches 3,000 students in one early childhood center, four elementary schools, two middle schools, and two high schools. The student population has decreased by 25% in the last 10 years, yet the percentage of at-risk students has nearly doubled. Today, 67% of all students receive free lunch due to low incomes, are learning English as a second language, and/or require special education.

Partly due to the challenges these students face, the school district is generally underperforming. According to the Transitional Colorado Assessment Program, which measures student performance in grades third through tenth, the district had fewer proficient and advanced students than Colorado in the subjects of reading, writing, and math. Nevertheless, the district is able to provide students with many advantages, including:

- Full-day kindergarten and free breakfast in grade school
- One-to-one iPad distribution for all students
- Low-fee athletics, clubs, music
- The award-winning Englewood Leadership Academy
- Career and Technical Education programs (STEM, culinary, cosmetology, etc.)
- College preparation program and concurrent college enrollment

Because of these opportunities, the schools attract approximately 25% of their students from outside the district.

**What We’ve Heard**

The public desires more cultural facilities in Englewood, including more public art placed throughout the City and in parks, artists’ studios, more frequent Art Shuttle service, more youth-oriented activities, and additional library services. Improving the performance of students is also important.

### Key Indicators

#### Walk Score®

#### Educational Attainment

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Source: 2014 TCAP School and District Summary Results (http://www.cde.state.co.us/assessment/coassess-dataandresults). Percentages are based on the number of students who are proficient and advanced.
Play

Why it Matters

Recreational opportunities contribute to a community’s quality of life and can help counter the obesity epidemic and rising health care costs. As such, they have become an increasingly important factor in determining where to live or locate a business. Cities are responding by looking at land use choices that support healthy lifestyles – including parks, open space and recreation facilities. Local policy makers are increasingly paying attention to the connection between health and the way communities are designed and branded.

Overview

PARKS AND RECREATION SYSTEM

Englewood has a well-regarded urban parks and recreation system with more than 31 facilities. These are well distributed throughout the City so that most neighborhoods are near one or more facilities. Over 250 acres of parks and open space, including 12 neighborhood parks, are within a half-mile walk of most homes. However, a swath of the City north and south of Oxford lacks ready access to park land.

The City has two recreation centers and a water park. The award-winning Englewood Recreation Center offers classes, fitness equipment, racquetball and basketball courts, and an indoor running track. The Malley Recreation Center provides activities, education, and travel for seniors 55 years of age or older. The Pirates Cove Family Aquatic Center is an award-winning water park with slides, a competition pool, leisure pool, and lazy river. The City also has a skatepark, golf course, three community gardens, and one dedicated dog park and four parks that allow off leash dogs. The skatepark, located in Cushing Park, is slated for a facelift, enhancing old equipment with safer, concrete features.

Key Points

- Abundant recreational opportunities to support healthy lifestyles and are an important factor in deciding where to live and work.
- The City can’t expand parks & cultural amenities if retail sales tax revenues decline.

Key Indicators

Walk Score®

Parks Level of Service

Parks Access
Over eight miles of bicycle paths/trails connect to 14 regional trail systems. The South Platte River Trail and the Mary Carter Greenway provide good north-south access for the western portion of the City, while other trails are oriented more east-west.

**Park Access**

The City of Englewood provides a level of service for parks and the Northwest Greenbelt of 4.40 acres per 1,000 residents. This level of service is higher than peer communities across the Front Range. However, as residential development increases the parks level of service will decrease as the availability for new parks is minimal within City limits. About one-third of the residential units are located within .25 miles of a park, and 65% are within .5 miles.

**What We’ve Heard**

According to the public, the existing parks, recreation and open space network is an important asset in Englewood and one that should be supported and expanded. The public desires access to parks and recreation facilities within .25 miles of their home and more participation in recreational activities. To facilitate this, the City should consider expanding recreation and senior centers, creating a recreation destination along the South Platte River, daylighting Dry Creek as a naturalized greenway, and enhancing existing facilities with more trails, benches, gardens, public art, and signage.
Goals and Objectives

The goals and objectives provide guidance for future planning and decision-making in Englewood. These statements are not hard-and-fast regulations, but rather statements that reflect the community’s aspirations. Future capital improvement plans, targeted economic development efforts, and new development proposals will all be reviewed in relation to these goals and objectives. This chapter will also be used as a starting point for changes to the City’s zoning code and other regulations.

The following section presents goals and objectives related to each plan element- Live, Work, Move, Shop, Learn and Play.

Plan Highlight

This plan is organized into four parts, each of which relate to the project review process. The second check point is the alignment with the City’s overall goals and objectives. The City’s goals and objectives establish the overall foundation for the neighborhood area policies which are described in Chapter 3: Envisioning the Plan.
Metro Vision 2040

The Denver Regional Council of Governments (DRCOG), of which the City of Englewood is one of forty-six communities and nine counties, is working to update the MetroVision 2020 Regional Plan to serve as a regional context for local government decision-making. The draft plan is currently in the DRCOG Board review process. The Metro Vision Issues Committee (MVIC) is the primary policy committee of the Board, and is taking the lead on creating a final draft for Board and public review. Related regional policies will be included in this plan when the public draft is out for review.
Goal Live-1: Promote a balanced mix of housing opportunities serving the needs of all current and future Englewood citizens.

**Objective Live-1.1.** Encourage housing that meets the needs of low and moderate income groups, including type and location of housing.

**Objective Live-1.2.** Encourage housing investments that improve the housing mix and serve different lifecycle stages and groups with special needs, including both smaller and larger unit sizes and a wider range of housing types, including single-family, duplex, town home, and condominium units.

Goal Live-2: Improve the quality of the City’s existing housing stock.

**Objective Live-2.1.** Encourage home ownership and property improvement, including home additions.

**Objective Live-2.2.** Upgrade or replace substandard residential units.

Goal Live-3: Recognize and enhance the relationships between land use and the transportation system.

**Objective Live-3.1.** Capitalize on opportunities for urban renewal associated with obsolescent land uses in proximity to major transportation investments.

**Objective Live-3.2.** Encourage higher-density, pedestrian-oriented, mixed-use development along primary mass transit routes.

**Objective Live-3.3.** Encourage land use patterns and urban designs that reduce dependency on automobiles.

Goal Live-4: Improve community quality of life through complete neighborhood design and neighborhood identity.

**Objective Live-4.1.** Improve neighborhood identity through the incorporation of thematic designs and materials into new public improvements.

**Objective Live-4.2.** Incorporate local historical, cultural, and aesthetic references in new housing developments.

**Objective Live-4.3.** Strengthen pedestrian and bicycle orientation in urban designs for new developments and in neighborhood revitalization plans.

**Objective Live-4.4.** Encourage preservation of traditional neighborhood character in established residential areas in order to foster neighborhood identity.

**Objective Live-4.5.** Ensure a range of desirable amenities, such as recreation, retail, and quality housing, in all neighborhoods.
Goal Work-1: Provide an economically viable environment that builds and maintains a diverse and compatible base of businesses.

**Objective Work-1.1.** Actively engage in activities to retain and assist existing commercial and industrial businesses.

**Objective Work-1.2.** Actively engage in attracting new businesses to the City that provide quality jobs across a range of skill levels.

**Objective Work-1.3.** Increase the value and appeal of Englewood’s commercial, industrial, and mixed-use districts by supporting and facilitating improvement of the building stock.

**Objective Work-1.4.** Encourage diversity in business types and available spaces.

Goal Work-2: Build, attract, and retain a quality workforce.

**Objective Work-2.1.** Foster job education and training opportunities to enhance the skill level of Englewood’s labor force.

**Objective Work-2.2.** Create and maintain workforce housing meeting the needs of both employers and employees.

**Objective Work-2.3.** Focus business attraction efforts towards employers providing a living wage, defined as an income sufficient to afford adequate shelter, food, and other necessities of life.

**Objective Work-2.4.** Offer access to transit and alternative modes of transportation, parks, trails, and other lifestyle amenities that attract and retain the skilled talent that drives business location decisions.

Goal Work-3: Provide a regional balance of jobs to housing in order to reduce vehicle miles traveled, traffic congestion, and commuting times, and to improve air quality.

**Objective Work-3.1.** Encourage mixed-use developments that include both housing and business and employment opportunities.

**Objective Work-3.2.** Expand the range of work/live opportunities and connect residents to employment opportunities within the City.

**Objective Work-3.3.** Improve physical connections between existing employment centers and housing, and connect in-commuting workers with housing opportunities within the City.
Goal Work-4: Maintain the high quality of infrastructure and municipal services to underpin the economic viability of Englewood’s business community.

**Objective Work-4.1.** Continue to provide a high level of critical public services and infrastructure including roadways, water delivery systems and wastewater collection systems, public safety, sidewalks, bike lanes, and various other municipal services.

**Objective Work-4.2.** Support the development of technology infrastructure to enhance Englewood’s business community.

**Objective Work-4.3.** Encourage telecommuting and home-based employment as ways to reduce air pollution and promote energy conservation.

Goal Work-5: Encourage the use of state and local incentives to encourage business retention and attraction.

**Objective Work-5.1.** Promote the use of the Arapahoe County Enterprise Zone Tax Credits.

**Objective Work-5.2.** Promote the judicious use of City incentives for projects that advance community goals and objectives.

**Objective Work-5.3.** Pursue the use of Great Outdoors Colorado and other funds to help fund bike recreation and mobility infrastructure.
Goal Move-1: Enhance multi-modal mobility and accessibility for all residents.

**Objective Move-1.1.** Ensure the movement of vehicular traffic along major arterials in a safe manner.

**Objective Move-1.2.** Develop Complete Streets to ensure vehicular, transit, bicycle, and pedestrian mobility throughout the City.

**Objective Move-1.3.** Support new regional transportation system enhancements, capacity improvements, and corridor studies through the DRCOG planning process.

**Objective Move-1.4.** Increase bicycle and pedestrian access between neighborhoods and activity centers.

**Objective Move-1.5.** Ensure access to multi-modal transportation network for groups including elderly, children, disabled, disadvantaged and underserved.

**Objective Move-1.6.** Coordinate street, intersection and transit stop improvements with regional transportation patterns to increase availability of and access to public transit.

**Objective Move-1.7.** Maintain an appropriate parking supply for mixed-use districts.

Goal Move-2: Improve environmental quality as it relates to the transportation system.

**Objective Move-2.1.** Utilize a variety of traffic calming and speed reduction methods to slow traffic on collector routes and on adversely impacted local residential streets.

**Objective Move-2.2.** Design and construct new transportation improvements that effectively minimize noise levels.

**Objective Move-2.3.** Promote use of alternative transportation modes to improve air quality.

Goal Move-3: Improve the pedestrian and bicycle environment throughout the City.

**Objective Move-3.1.** Provide safe and comfortable pedestrian facilities that connect public places and encourage pedestrian activity and active daily living.

**Objective Move-3.2.** Incorporate high-quality aesthetic design elements in all new transportation facilities.
Objective Move-3.3. Develop a Pedestrian and Bicycle Advisory Committee as a sub-committee of the Englewood Transportation Advisory Committee (ETAC)

Objective Move-3.4. Promote walking and biking through educational programming and increased awareness of travel options and active lifestyles in Englewood.

Objective Move-3.5. Increase the presence and visibility of pedestrian and bicycle facilities and connections throughout the City.

Objective Move-3.6. Improve bicycle facilities and infrastructure in strategic locations throughout the City.

Goal Move-4: Develop shared transportation options.

Objective Move-4.1. Educate residents and businesses about shared transportation options as alternatives to the private automobile.

Objective Move-4.2. Examine the feasibility of shared automobile programs and related parking regulations.

Objective Move-4.3. Examine the feasibility of shared bicycle systems, partner organizations, and funding mechanisms.

Objective Move-4.4. Achieve a greater pedestrian, bicycle, and transit system within and between commercial districts, residential areas, and other communities to promote active transportation.

Objective Move-4.5. Create continuous transit and non-motorized connections between CityCenter and downtown Englewood, as well as the surrounding residential and business community.
Goal Shop-1: Retain and expand the City’s strong and diverse retail offerings.

**Objective Shop-1.1.** Actively engage in activities to attract and retain retail businesses that provide diverse offerings to residents, workers, and commuters.

**Objective Shop-1.2.** Support a mix of complementary retail uses within and surrounding commercial nodes.

**Objective Shop-1.3.** Provide a safe, healthy, and attractive physical environment for retail businesses, patrons, and employees.

Goal Shop-2: Capitalize on the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial and mixed-use districts.

**Objective Shop-2.1.** Encourage the development of mixed-use projects, in appropriate areas, to achieve a vibrant community.

**Objective Shop-2.2.** Promote a distinctive character and business mix for each of the major commercial and mixed-use districts that help each thrive and complement one another.

**Objective Shop-2.3.** Break large linear commercial corridors into subdistricts that related to and serve adjacent neighborhoods.

**Objective Shop-2.4.** Invest resources strategically to build off and extend existing centers of activity.

Goal Shop-3: Encourage the availability and affordability of healthy, fresh food throughout the City.

**Objective Shop-3.1.** Encourage a land use pattern that facilitates residents’ convenient access to affordable, healthy retail foods at neighborhood locations and through a range of scales and sizes.

**Objective Shop-3.2.** Maintain and expand locations for, and encourage support of, community gardens, such as within schools or City parks.

**Objective Shop-3.3.** Incorporate healthy eating and physical activity opportunities into existing City events as appropriate.

**Objective Shop-3.4.** Work with local businesses to encourage the support of local food and farmer’s markets.
Learn

Goal Learn-1: Enhance Englewood’s quality of life through cultural arts infrastructure and programming.

**Objective Learn-1.1.** Support a wide range of programs to serve all segments of the community.

**Objective Learn-1.2.** Promote reciprocal communication regarding environmental issues between the City, schools, businesses, and citizens.

**Objective Learn-1.3.** Develop and implement art displays along major commercial corridors and City entry ports.

**Objective Learn-1.4.** Encourage artistic and historical elements in new developments and facade enhancements.

**Objective Learn-1.5.** Encourage artistic elements in neighborhood improvements such as sidewalk, streets, medians, and public right of ways.

**Objective Learn-1.6.** Support the development of a community cultural arts center and facilities for artistic and creative endeavors.

**Objective Learn-1.7.** Encourage cultural arts incubator space(s).

**Objective Learn-1.8.** Integrate visual arts into the urban landscape.

Goal Learn-2: Collaborate with other groups, organizations, and institutions to bring a diverse mix of cultural and artistic programs, activities, exhibits, and performances to Englewood.

**Objective Learn-2.1.** Develop opportunities with private and non-profit arts agencies for joint cultural arts programs, events, exhibits, activities, and performances.

**Objective Learn-2.2.** Collaborate with Englewood schools in the development of educational and cultural opportunities for children.

**Objective Learn-2.3.** Endeavor to qualify for and pursue funding from public and private arts funding sources.

**Objective Learn-2.4.** Continue and expand collaboration with various arts organizations to promote public art in the greater Englewood community.

**Objective Learn-2.5.** Enhance the awareness of the cultural arts in Englewood among citizens, businesses, visitors, and artists throughout the region.

**Objective Learn-2.6.** Build partnerships and collaborations to leverage the City’s efforts and resources in support of the cultural arts.

Goal Learn-3: Improve community safety, cleanliness, visual beauty, and civic pride.

**Objective Learn-3.1.** Continue and expand programs designed to ensure proper disposal of hazardous materials and the mitigation of environmental health hazards in the home.

**Objective Learn-3.2.** Continue and expand programs designed to ensure the proper disposal of garbage and used or discarded materials.

**Objective Learn-3.3.** Reduce light pollution from new developments.

**Objective Learn-3.4.** Develop programs to promote litter- and graffiti-free neighborhoods.

**Objective Learn-3.5.** Continue and expand programs that enhance and beautify the vegetative landscape, while conserving water.

**Objective Learn-3.6.** Partner with property owners to facilitate the restoration of brownfield properties within and adjacent to the community.

**Objective Learn-3.7.** Provide opportunities for civic engagement, such as community events focused on education, outreach, and participation in neighborhood and civic affairs.
Goal Learn-4: Promote recycling and adaptive reuse of waste materials and structures.

**Objective Learn-4.1.** Study market impacts on recycling programs and investigate areas of opportunity for recycled materials.

**Objective Learn-4.2.** Facilitate opportunities for citizens, businesses, and City government to participate in recycling efforts.

**Objective Learn-4.3.** Facilitate opportunities for citizens, businesses, and City government to purchase products that utilize recycled materials.

**Objective Learn-4.4.** Facilitate the practice of composting organic materials.

**Objective Learn-4.5.** Facilitate efforts to adaptively reuse existing structures.

**Objective Learn-4.6.** Facilitate the use of “green” construction materials, building methods, and designs.

Goal Learn-5: Conserve energy and improve air quality.

**Objective Learn-5.1.** Promote and encourage transportation alternatives to the automobile, including mass transit, bicycling, and walking.

**Objective Learn-5.2.** Partner with state and regional air quality organizations in order to continue meeting the City’s obligation to improve regional air quality.

**Objective Learn-5.3.** Promote energy-efficient technologies, alternative fuels, and the use of renewable energy.

**Objective Learn-5.4.** Support regional air quality standards for airborne particulates produced by wood burning, road dust and gravel, and automobile and power plant emissions.

**Objective Learn-5.5.** Promote home and business energy efficiency through energy audits, utility rebates, and support of innovative design solutions.

Goal Learn-6: Improve water quality and conservation through the effectiveness and efficiency of utility system programs and infrastructure.

**Objective Learn-6.1.** Ensure an environmentally safe and cost-efficient method of domestic biosolids utilization through a long-term, beneficial-use biosolids program.

**Objective Learn-6.2.** Continue and enhance efforts to reduce the amount of oil, grease, silver, mercury, and other harmful contaminants entering the wastewater treatment system.

**Objective Learn-6.3.** Continue and enhance educational efforts designed to promote water conservation, reduce per capita water usage, and encourage water-conserving landscaping methods.
Play

Goal Play-1: Increase awareness of the community's environmental needs and issues in all facets of community life.

**OBJECTIVE PLAY-1.1.** Identify and investigate community environmental needs in order to improve existing programs or develop new programs.

**OBJECTIVE PLAY-1.2.** Develop and facilitate environmental education programs and environmentally responsible activities throughout the community.

**OBJECTIVE PLAY-1.3.** Promote reciprocal communication regarding environmental issues between the City, schools, businesses, and citizens.

Goal Play-2: Establish partnerships in order to make environmental programs and activities more effective on a larger scale.

**OBJECTIVE PLAY-2.1.** Strengthen potential working relationships with various City departments, boards, and commissions concerning community programs and environmental issues and solutions.

**OBJECTIVE PLAY-2.2.** Partner with neighboring communities and South Suburban Parks and Recreation District to continue existing joint programs and explore new areas for cooperation, as well as expansion to include other communities.

**OBJECTIVE PLAY-2.3.** Participate in environmental education activities, programs, and events sponsored by regional organizations.

**OBJECTIVE PLAY-2.4.** Maintain the City’s affiliation with the national non-profit organization “Keep America Beautiful,” and explore opportunities to partner with other national environmental organizations.

Goal Play-3: Provide recreational facilities and programs that meet the diverse needs of the Englewood community.

**OBJECTIVE PLAY-3.1.** Develop a parks and recreation system that meets Englewood’s needs, taking into consideration regional needs, resources, availability, community development, and acquisition costs.

**OBJECTIVE PLAY-3.2.** Develop and maintain indoor and outdoor active and passive recreation facilities to serve the needs of Englewood citizens.
**Objective Play-3.3.** Encourage a variety of park types that serve neighborhoods, the City, and the region.

**Objective Play-3.4.** Monitor citizen trends and experiences in active and passive leisure activities to ensure adequate service levels.

**Objective Play-3.5.** Maintain existing cooperative agreements with schools for the joint use of facilities and explore additional cooperative opportunities.

Goal Play-4: Provide recreational opportunities, parks, and open space that are consistent with Englewood’s role in regional parks and open space preservation, including the South Platte River corridor.

**Objective Play-4.1.** Manage development adjacent to the South Platte River to minimize impacts on, and restore the riparian ecology of, the river.

**Objective Play-4.2.** Support innovative planning and design practices, such as buffering and mitigation, when development occurs close to natural resources.

**Objective Play-4.3.** Utilize drainage ways for flood control as well as parks and beautification efforts.

**Objective Play-4.4.** Proactively identify and acquire park and open space in advance of need to obtain land at the most appropriate locations through the use of Arapahoe County Open Space funds.

Goal Play-5: Provide an accessible and connected system of open space, natural areas, parks, recreation facilities, trails, and greenbelts.

**Objective Play-5.1.** Expand and maintain an accessible and diverse system of both active and passive open lands that will include parks, recreation centers, athletic fields, scenic areas, open spaces, landscaped areas and trails.

**Objective Play-5.2.** Create continuous connections between parks, recreational facilities, and natural open spaces, as well as urban centers, schools, and transportation links through pedestrian and bicycle trails, easements, and greenbelts.

**Objective Play-5.3.** Utilize appropriate opportunities to develop public access along river and drainage corridors in order to provide additional trail linkages throughout the community.

**Objective Play-5.4.** Consider open space and park planning in capital project planning, transportation plans, individual development plans, facility plans and area plans.
PART 3: ENVISIONING THE PLAN
Neighborhood Area Assessments

Englewood is made up of a series of connected neighborhood areas, which are used to tailor the vision and opportunities to specific residential, retail, and employment centers of the community. A neighborhood area is a subarea of the City, made up of multiple unique neighborhoods with similar character and common goals that forms a community. These neighborhood areas are uniquely organized around public amenities such as schools, parks, or a civic center, and provide places to live, work, shop, play, learn, and move. Although all neighborhood areas provide a mix of uses, each has a specific emphasis — residential, retail, or employment. These character-oriented areas contribute to the overall vision and implementation of the Comprehensive Plan. By focusing on how to make change work at the neighborhood level, the City will ensure that preservation and development occur in the desired amount, location, and type throughout the community.

Big Ideas

Our City, Our Vision

Realizing the vision of Englewood Forward requires a proactive approach. The desired character has been articulated through ongoing conversations with the community. Englewood’s vision is a series of vibrant neighborhood areas connected to the City’s central commercial cores and the Denver Metropolitan region. Development will be designed and appropriately located to enhance community character and preserve and protect Englewood’s identity and history. Connected neighborhoods will be enhanced over time by new developments.

Predictability

Defining desired character for each unique neighborhood area provides predictability in planning and development, which has been largely absent in the past. The neighborhood area assessments bridge the gap between our vision and individual site development so that all community members can understand how individual preservation or development projects should contribute to the achievement of our Vision. The desired character of potential catalytic areas will inform land development regulations that ensure that no policy of Englewood Forward is forgotten, and that all policies are implemented within the proper context.

Accountability and Measurability

By defining the existing and desired character of each neighborhood area, we can quantify our progress and determine which policies/strategies are appropriate by location. This will enable the rigorous analysis needed to adapt implementation strategies, ensuring that preservation and development occur in the desired amount, location and type.

Plan Highlight

This plan is organized into four parts, each of which relate to the project review process. The third check point is to meet the intent of the neighborhood area character and related policies. The neighborhood area assessments depict the characteristics and key projects that define each area and help envision the implementation of Englewood Forward.
What do the Neighborhood Area Assessments Address?

Each neighborhood area assessment includes the following elements:

**Area Description**
A brief overview of the neighborhood area including key landmarks, major arterials, general land uses, and look and feel of the community in that particular area.

**Influencing Trends**
Identified trends that have may have a significant impact on the neighborhood area. Cities and downtowns have seen a renaissance of investment, influenced by a shift in preferences toward urban living. Reinvestment is occurring at rapid pace around the Denver metro region and investments can be witnessed in Englewood as well. These changing preferences are increasing the influence cities have in the national economy and will have many implications for future planning.

**Neighborhood Area Policies**
Key policies on which the community should focus to become a complete neighborhood area. These character-oriented areas contribute to the overall vision and implementation of the Comprehensive Plan. By focusing on how to make change work at the neighborhood level, the City will ensure that preservation and development occur in the desired amount, location and type throughout the community.
Neighborhood Area Map

The Neighborhood Area map depicts the characteristics, key projects, and defining attributes for each area. Characteristics that are locational are shown on the map using colored symbols by each theme — Live, Work, Shop, Learn, Play and Move. Other characteristics may apply generally to the area, but are not location-specific. All mapped features are illustrative of the character of the area and do not imply desired regulatory boundaries or specific locations for certain attributes.

The maps are for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects. In addition, more specific plans may exist for particular themes or planning areas, such as the Walk and Wheel Master Plan, the Parks and Recreation Master Plan, and the South Broadway Plan. These plans were used to inform the Comprehensive Plan but should be consulted for specific recommendations.

Projects and opportunities for each neighborhood area are presented. Projects listed here are the basis for key projects in the annual work plan and relate to the potential for change in that neighborhood area. It is intended that catalytic areas and areas of transition will include a relationship to code.

Catalytic Areas
Targeted areas where redevelopment is poised to occur. These are areas in which the general population would agree that change would be beneficial. The desired future condition of these areas will be detailed with goal of meeting the character of the neighborhood area while also meeting the Vision of the Comprehensive Plan.

Mixed Use Transition Area
Areas where some change is likely to occur due to economic development pressures. These areas can also serve as buffers between catalytic areas and stable land uses.

Desired Future Condition
A table for each neighborhood area indicates whether this area currently meets the criteria of a complete neighborhood, and whether those criteria will be maintained or enhanced in the future. Each table helps to identify the area’s broad focus, basic issues, and opportunities. It may not be the desired future character to have all the criteria present in a particular neighborhood area due to established development patterns.

| Present: | The criteria is present (existing) or should be present in the future. |
| Partially Present: | Criteria is somewhat present (existing) or should be somewhat present in the future. |
| Absent: | Criteria is not present at all (existing) or is not part of the desired future character. |

Residential Transition Area
Areas where minor change is likely to occur due to economic development pressures. Change is likely to be more residential in character and scale.

Areas of Stability
The general extent of stable land uses, whether it be commercial, residential or employment, in which change is least likely to occur. Preservation of these areas will be the desired future condition.
Englewood’s Neighborhood Areas

This overview map provides context for the neighborhood areas. Made up of multiple unique neighborhoods, the larger neighborhood areas were developed with the intent to assist in future planning activities and identification of projects and actions to achieve the desired future character of that general area. The maps should not be construed as political or organizational boundaries.
Area Description

• This neighborhood area combines what have traditionally been thought of as two commercial centers, Englewood CityCenter and Historic Downtown Englewood. Located north and south of Hampden Avenue between Santa Fe reaching just east of Broadway.

• Connection to Light Rail and regional bus routes at Englewood Station. Other transit connections include Express Bus along Broadway and the Englewood Art Shuttle.

• Includes Malley Senior Recreation Center

• Downtown’s niche is more toward unique, local retailers including a strong pedestrian friendly node of 4 to 5 blocks along Broadway with draws such as the Gothic Theater, Moe’s BBQ and bowling and the Brew on Broadway. CityCenter is the home of many national retailers including quick serve eateries, Ross, Walmart, Petco, and Office Depot.

• This area is also a very significant employment center including the Sports Authority Corporate Headquarters, CityCenter, Englewood Civic Center as well as retail employers

• Housing is in demand in this area from Downtown Denver commuters and Medical District employees. New residents here can help support retail in Downtown.

Influencing Trends

• Both Baby Boomers and Millennials seeking walkable, vibrant communities, which are robust in Englewood
• Baby Boomers living longer & healthier, but need access to health care
• Millennials are multi-cultural, and value diversity and will seek larger housing units and schools when they start families
• High concentration of apartments can lure a younger demographic
• Since 2000, young college educated population grew twice as fast within 3 miles of major city centers
• Millennials today comprise 36% of workforce, and will be 50% by 2020 therefore are driving sales
• Impulse spending is being replaced by deliberate spending, e-commerce now 6% of retail sales, but influences majority of purchases
• Sharing economy flourishing
• Urban residential influencing new retail formats
• Mobility preferences increasingly value transit and active alternatives
• WalkScore exceeds all suburban competitors and compares with Denver (55 vs. 56). WalkScore (TM) of 90 near CityCenter

Neighborhood Area Policies

1. Balance vehicular movement with opportunities for bike and pedestrian mobility through complete street improvements to Englewood Parkway and Broadway mid-block crossing at Gothic and Paseos.

2. Extend bike facilities east along Girard and implement pedestrian zone amenities and streetscape project along Old Hampden.

3. Support corridors as key commuter routes while adding additional reasons to stop by enhancing entertainment, restaurants and regional attractions.

4. Identify location and partnerships for a hotel and small event facility.

5. Promote infill development with appropriately sized retail, high density housing products and re-establishment of grid through CityCenter.

6. Consider daylighting Little Dry Creek through CityCenter.

7. Invest in park and open space improvements at Miller Field

8. Enhance 285 as a community gateway through urban design and wayfinding system.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
**LIVE**
1. Alexan Apartments
2. Liv Apartments
3. Future Apartments
4. Alta Cherry Hills Apartments

**WORK**
1. Sports Authority
2. Englewood Civic Center Building
3. Chase Tower
4. Wells Fargo Tower

**SHOP**
1. CityCenter
2. Future Expansion
3. Historic Downtown

**LEARN**
1. Bishop Elementary
2. St Louis School
3. Englewood High School, Middle School and Englewood Leadership Academy
4. Maddox Early Childhood Education

**PLAY**
1. Cushing Park
2. Miller Field
3. Little Dry Creek Fountain Plaza
4. Future Englewood Station Pedestrian Bridge

**MOVE**
- Bike Facilities
- Bus Route
- Light Rail
- Englewood Station
- 1/4 & 1/2 Mile Station Areas

**Catalytic Activity**

**Broadway Corridor:**
- Build on the emerging node in Downtown on Broadway around the Gothic theater. This should be a primary focus of local/independent retail attraction and support efforts, as it sets an image and tone for the community. Construct Broadway Mid-Block Crossing at Gothic and Paseos.

**Downtown:**
- Add more housing in and around Downtown and Englewood CityCenter by creating a minimum height density. A greater critical mass of residents — including households that are not in family-raising years — can support more retail and entertainment businesses and their presence contributes to lively street level activity. Focus on Millennials.
- Develop a financing district such as a Downtown Development Authority; combination of TIF capability and mill levy without blight or eminent domain is ideal.

**Station Area/CityCenter:**
- Strengthen the retail “street” at CityCenter by improving visual access from both Hampden Avenue and Englewood Station and adding additional supportive uses. Particularly pursue technology, entertainment, health, and pet related retailers that are expanding and highly desirable to Englewood’s demographic groups.
- Create a Master Plan for Englewood CityCenter and Downtown that looks to reconfigure vehicle access to transit & parking to increase users’ exposure to retail and enhance the streetscape.
- Create a retail anchor that counterbalances the Historic Downtown. If City functions are relocated, strive to place them in a more central position to both CityCenter and Downtown, reinforcing the link between the two.

**Mixed-Use Transition Area**
- Provide neighborhood access to upgraded park facilities at Miller Field. Promote mixed use office, retail, and medium density housing.
### Desired Future Character

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<th>Future</th>
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**ENGLEWOOD FORWARD: 2015 COMPREHENSIVE PLAN UPDATE**
Area Description

- The hospitals and surrounding medical services are a key employment center and visitor trip generator for Englewood. Access and traffic congestion remain concerns.
- Limited retail and services on Old Hampden to serve the employees and visitors, below apparent demand.
- Safeway serves the adjacent residential areas as well as employees for healthy lunch options.
- Relatively new senior housing off of Hampden Avenue. Located east of Downtown Englewood and North of US 285/Hampden Avenue.
- Access to public transit (bus) including the Englewood Art Shuttle.
- Huge jump from the density on the hospital site to nearby commercial structures. Small parcel size with multiple property owners.

Influencing Trends

- Baby Boomers living longer & healthier, but need access to health care.
- Both Baby Boomers and Millennials seeking walkable, vibrant communities.
- Strategic location – makes proximity to Denver a plus.
- Since 2000, young college educated population grew twice as fast within 3 miles of major city centers.
- Largest employers: Swedish, Sports Authority and Craig account for nearly 3,300 jobs.
- Higher than metro average in construction, manufacturing, retail trade and healthcare.
- Additional walkable commercial nodes could enhance the appeal of Englewood neighborhoods.
- Shortage of health care workers looming.
- Health care industry will continue to be an economic anchor and civic partner.
- Connection between health and built environment increasingly important.
- Opportunities from new food movements – locavore, urban ag & grocers.

Neighborhood Area Policies

1. Increase connectivity to Little Dry Creek Trail through bike facilities improvements and signage.
2. Strengthen east-west bike facilities along Girard Avenue and pedestrian zone improvements along Old Hampden Avenue.
3. Increase neighborhood-serving retail and access to services and restaurants near employment centers.
4. Enhance Old Hampden as a regional attraction through streetscape projects, housing opportunities, and supporting retail, office and restaurant uses.
5. Add targeted mixed-use and denser housing products between Girard and Jefferson/285.
Catalytic Activity
Mixed-Use Transition Area
Residential Transition Area
Areas of Stability
Future Opportunity

This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
Catalytic Activity

South and West of Hospitals:

- Additional retail to serve hospital staff and visitors between Sherman Street and Downing Street along Old Hampden Avenue. Quick and healthy food retail (smoothies, salads etc.) and modestly priced personal services, such as hair cutting and nail salon would be well-positioned here.
- Stimulate commercial redevelopment at an intensity similar to the Hospital and/or nearby multifamily residential. Explore market and other barriers to redevelopment and consider a range of regulatory and financing strategies.

General Activity:

- Develop a financing district such as a General Improvement District as large employers stand to benefit from improvements and would retain control of funds.
- Investment in transportation options and infrastructure (bus, pedestrian, and transit) that strengthen connections with surrounding neighborhoods could attract employees to live in Englewood as well as reduce or contain the auto traffic burden.
- Enhance east-west bike-ped linkages between Englewood CityCenter, Downtown, and the Medical District. Consider extending a Downtown Development Authority boundary, if established, to cross Broadway and link to Old Hampden. Complete Old Hampden Streetscape Project.

Areas of Transition

- Location of diversified land use including medium to high density housing and medical office.

Residential Transition Area

- Allow for accessory dwelling units
- Partner with the hospitals to invest in programs to rehabilitate older housing and offer down payment assistance for homes in ready walking distance to the Hospital complex to attract more of these salaried employees to live in Englewood.
- It is a future goal to promote infill townhome development between the hospitals and single family neighborhoods to the north to provide a transitional zone that will diversify land use mix, provide opportunities for new housing and home ownership, while also making efforts to identify historical properties for preservation and encouraging traditional neighborhood designs.
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3-14

**ENGLEWOOD FORWARD: 2015 COMPREHENSIVE PLAN UPDATE**
Oxford Station Area

Area Description

- Centered around the Oxford Light Rail Station where the Southwest line runs along Santa Fe
- Includes the Englewood Recreation Center
- Potential for access to the Englewood Golf Course and the South Platte River
- Employment-oriented area. The Meadow Gold facility’s milk towers anchor the southern view shed providing an identifiable image for the area.
- Existence of some creative industry – example Martin Design Works to north of Meadow Gold/Ox Station
- Good quality light industrial south of Radcliff, Lesser improvement to land value ratio between Radcliff & Oxford

Influencing Trends

- Both Baby Boomers and Millennials seeking walkable, vibrant communities
- Millennials are multi-cultural, and value diversity
- Shifts in transportation preferences
- Urban residential influencing new retail formats
- Office, industrial and retail vacancies lower than metro averages (rents lower for office, industrial, higher for retail)
- Additional walkable commercial nodes could enhance the appeal of other Englewood neighborhoods
- Parks, trails and recreational amenities increasingly important
- Recent multi-unit residential projects approved south of Oxford Station on Navajo Street

Neighborhood Area Policies

1. Provide complete street improvements on Navajo Street, an enhanced bike facility along Oxford Avenue, and bike boulevard treatments along Quincy and Tufts.
2. Enhance access to Mary Carter Greenway through improvements of bike and pedestrian facilities along Oxford.
3. Maintain and enhance availability of recreational programs.
4. Implement Rail Trail as a link to CityCenter and Downtown.
5. Add targeted high density housing products south of the station.
6. Integrate a variety of land uses including neighborhood serving retail and restaurants and housing types to capitalize on light rail station and to serve existing employment centers and future residential development.
7. Preserve and enhance key employment parcels such as specialty auto body, Meadow Gold, and Windsor Industries.
8. Develop a Creative Cluster north of Oxford Street/Meadow Gold, of small-to mid-sized industrial flex and start-up space that builds off of the industrial character.
9. Enhance Oxford as a community gateway through urban design and wayfinding system.
10. Partner with recreation center to provide educational programs and community garden.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
Catalytic Activity

- Develop a Creative Cluster, north of Oxford Street/Meadow Gold, of small-to mid-sized industrial flex and start-up space, possibly an artisan manufacture niche.
  - Special branding— to tie into the Meadow Gold facility; milk towers anchor the southern viewshed.
  - Vertical mixed use with residential on upper floors could be phased in over time through the implementation of a Transportation Overlay that would allow residential uses. General vehicle repair uses might be phased out over time, but custom and specialty work continued.
  - Add pedestrian scale lighting and prohibit razor wire to create an inviting character.
  - Revise zoning with a TOD overlay zone.
- Develop transit oriented housing and mixed-use redevelopment directly south of Oxford at Navajo to support the light rail station.
  - Larger sites south of Oxford offer valuable opportunity for larger scale users and subdivision of these should not be supported.
  - Conversion from industrial to mixed use can be expected to generate property tax increment, possibly some sales tax increment.
- Develop a financing district for large properties south of the station such as General Improvement District or Urban Renewal District
- Enhance bike-ped linkages to Englewood CityCenter, Downtown and the Medical District. Additionally, identify an east-west corridor to connect nearby neighborhoods to the Oxford Station.
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Area Description

- Great access to South Platte Greenway linking to other regional trails
- This area, along Santa Fe Drive and the South Platte River at Dartmouth Avenue, is characterized by big industrial uses and parcels that are rare and, as such, valuable in a central metro area location.
- Important city and regional facilities such as the treatment plant—a critical facility and employment asset for the City to retain.
- There is a small pocket of mobile homes very much cut off/isolated and a few other existing residential uses in varying conditions.

Influencing Trends

- Higher than metro average in construction, manufacturing, retail trade and healthcare employment.
- Good access to regional bike trails.

Neighborhood Area Policies

1. Add targeted duplexes and work-force housing products.
2. Preserve and enhance key employment parcels (Industrial lease rates/flexible industrial space).
3. Increase neighborhood-serving retail and access to services and restaurants near employment centers.
4. Develop enhanced bikeway on Dartmouth Street and a future pedestrian/bike bridge from the Civic Center Station to the trail and employment uses west of Santa Fe.
5. Develop partnerships for increasing access to and quality of the South Platte River as a unique regional amenity.
6. Maintain north-south connectivity west of Santa Fe with the South Platte River Trail which connects to the regional trail system.
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**Catalytic Activity**

- Highlight South Platte River as an asset by changing land uses immediately adjacent to the river to take advantage of this amenity and adding better wayfinding/connections between employers to South Platte River Trail as a bicycle commuter route.
- Area south of Dartmouth as an area of transition to transit-oriented neighborhood land uses, via improved direct connection to the Englewood Light Rail Station.

**Areas of Stability**

- Existing industrial uses which are unlikely to change.
- Given that the Wastewater Treatment plant will not change, areas north of Dartmouth should work to be compatible.
- Maintain South Platte Trail as an amenity and mode of transportation.
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3-22 ENGLEWOOD FORWARD: 2015 COMPREHENSIVE PLAN UPDATE
Cushing Park Area

Area Description

• Located in north-central Englewood, centered around Bishop Elementary School
• Residential area north of CityCenter
• Cushing Park major neighborhood and community asset
• Housing stock is oldest in the City being built in the 1920s or earlier with mix of styles and character
• Some scraping and rebuilding of housing as a result of increasing development pressure from Denver
• Bikable proximity to Downtown Englewood and Medical District employment base is a strength
• Solid Broadway edge – some good neighborhood uses coming in, particularly near the southeast corner that intersects with Downtown Englewood and the Bates-Logan Park Neighborhood
• Includes redeveloping General Iron Works site

Influencing Trends

• Both Baby Boomers and Millennials seeking walkable, vibrant communities
• Housing pressure from Denver
• Millennials will seek larger housing units and schools when they start families
• Housing more affordable and mixed
• Additional family housing options would be advantageous
• Strategic location – makes proximity to Denver a plus
• Sharing economy flourishing
• Urban residential influencing new retail formats
• Bike share programs growing faster than any mode of transport in history of planet
• Walkable real estate - value premium
• Good access to regional bike trails and light rail
• WalkScore exceeds all suburban competitors and compares with Denver (55 vs. 56); WalkScore of 90 near CityCenter
• Additional walkable commercial nodes could enhance the appeal of other Englewood neighborhoods

Neighborhood Area Policies

1. Implement complete street treatments along Bates and Floyd which links to the future Rail Trail and other regional trails to the west and retail, employment, transit and residential uses along Broadway.
2. Provide additional pedestrian crossings along Dartmouth to Cushing Park and regional trail connections.
3. Improve bicycle facilities along Elati.
4. Increase neighborhood-serving retail and access to services and restaurants along Broadway and near future redevelopment areas.
5. Add targeted mixed-use and denser housing products to provide a variety of housing types.
6. Promote the addition of alternative and larger housing options to accommodate families.
7. Encourage additional green space and amenities at future redevelopment sites.
8. Invest in park improvements at Cushing Park.
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CATALYTIC ACTIVITY

Broadway Corridor:
- Enhance the Broadway corridor as a neighborhood edge and amenity by adding more resident serving retail and amenities. Focus on building north from the node in Downtown.
- Change the orientation of buildings to line the streets with parking in rear.
- Encourage larger scale mixed use buildings with housing on the top.
- Enhance alleys as a transition to the residential areas, spur economic development, and activate the block.

General Iron Works/Winslow Crane:
- Develop a financing district such as a General Improvement District or Urban Renewal District.
- Location of future high density residential with potential for mixed-use

MIXED-USE TRANSITION AREA
- Location of diversified land use mix and medium density housing west of Acoma to buffer Broadway commercial corridor.

RESIDENTIAL TRANSITION AREA
- Location of diversified housing mix north of Floyd to buffer Englewood CityCenter and light rail station.
- Allow for accessory dwelling units.
- It is a future goal to promote infill townhome development to provide a transitional zone that will diversify land use mix, provide opportunities for new housing and home ownership, while also making efforts to identify historical properties for preservation and encouraging traditional neighborhood designs.
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</table>
Bates-Logan Park Area

Residential

Area Description

- The north central section of Englewood which is bordered by Broadway to the West and Downing Street to the east.
- Includes Bates-Logan Park as well as smaller pocket parks.
- Older housing stock (pre-1940s) located in western parts of this area.
- Solid Broadway neighborhood edge.
- Some scraping and rebuilding of housing as a result of increasing development pressure from Denver.

Influencing Trends

- Baby Boomers living longer & healthier, but need access to health care.
- High concentration of apartments – can lure a younger demographic.
- Additional family housing options would be advantageous.
- Urban residential influencing new retail formats.
- Bike share programs growing faster than any mode of transport in history of planet.
- Walkable real estate - value premium.
- Connection between health and built environment increasingly important.
- Opportunities from new food movements – locavore, urban ag & grocers.
- Parks, trails and recreational amenities increasingly important.
- Fresh food access is excellent, though not accessible by foot.

Neighborhood Area Policies

1. Provide additional pedestrian crossings along Logan to access Bates-Logan Park.
2. Enhance the existing pedestrian and bicycle network with complete street treatments along Sherman and a bikeway along Clarkson.
3. Implement improvements on Bates, Dartmouth and Floyd, to create visible bicycle network serving recreation, transit on Broadway, local businesses.
4. Integrate a variety of land uses including neighborhood serving retail and housing types along Broadway to active the neighborhood edge.
5. Enhance the community gateway along Broadway at Yale Avenue for regional recognition through signage, urban design, or key destination.
6. Identify location and partnerships for a community garden.
7. Partner with the hospitals to invest in programs to rehabilitate older housing and offer down payment assistance for homes in ready walking distance to the Hospital complex.
8. Commit resources to enhance the unique character of stable single family residential area.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
Catalytic Activity

- A future goal is to have this area be a key gateway to the Downtown by encouraging local businesses and development of multi-story mixed-use structures with retail fronting Broadway.
- Enhance the Broadway corridor as a neighborhood edge and amenity by adding more resident-serving retail and amenities. Focus on building north from the node in Downtown.
- Develop primary north-south bike corridors and primary east-west bike corridors to connect the neighborhood to retail and jobs. Identify Sherman as a primary corridor within a few blocks of Broadway that can be connected to retail destinations.

Mixed-Use Transition Area

- Location of diversified land use mix and medium density housing to buffer Broadway-Lincoln commercial corridor.

Residential Transition Area

- Allow for selective townhome development and accessory dwelling units.
- It is a future goal to promote infill townhome development between the hospitals and single family neighborhoods to the north to provide a transitional zone that will diversify land use mix, provide opportunities for new housing and home ownership, while also making efforts to identify historical properties for preservation and encouraging traditional neighborhood designs.
- Partner with the hospitals to invest in programs to rehabilitate older housing and offer down payment assistance for homes in walking distance to the Hospital complex to attract more of these salaried employees to live in Englewood.

Areas of Stability

- Existing single unit residential neighborhood which is unlikely to change. Focus should be on maintaining character, increasing pedestrian and bicycle infrastructure and attracting families to highly amenitized area. Allow for selective townhome development and accessory dwelling units.
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<tr>
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</table>
Area Description

- Centrally located in Englewood, south of Hampden Avenue and west of Broadway
- Eastern boundary includes South Broadway: Buildings fronting the street, commercial fairly in-tact, hipster/vintage
- Includes Maddox Elementary School and Jason/Rotolo Parks long with the Southwest Greenbelt, diagonal greenway spanning approximately 6 blocks
- Stable single family residential neighborhood with some multi-unit apartments in the northern area

Influencing Trends

- Millennials will seek larger housing units and schools when they start families
- Additional family housing options would be advantageous
- Housing more affordable and mixed
- Connection between health and built environment increasingly important
- Opportunities from new food movements – locavore, urban ag & grocers
- Parks, trails and recreational amenities increasingly important
- Fresh food access is excellent, though not accessible by foot from some neighborhoods

Neighborhood Area Policies

1. Partner with local elementary school to promote and support this neighborhood asset.
2. Increase local connectivity to nearby recreational uses, light rail stations and commercial retail uses on Broadway.
3. Develop bike facilities along east-west Tufts, Quincy, Oxford and Kenyon, a north-south facility on Fox, and complete street treatments along Bannock and Sherman.
4. Maintain defined character and high quality design of residential development.
5. Increase neighborhood-serving retail and access to services and restaurants along Broadway.
6. Promote the addition of alternative and larger housing options to accommodate families.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
LIVE
1. Alta at Cherry Hills
2. Future Development at Oxford Station

WORK
1. Meadow Gold
2. Windsor Industries

SHOP
1. Broadway Corridor

LEARN
1. Maddox Early Childhood Education
2. Englewood High School, Middle School and Englewood Leadership Academy

PLAY
1. Jason Park
2. Rotolo Park and Southwest Greenbelt
3. Miller Field
4. Recreation Center

MOVE
- Bike Facilities
- Bus Route
↔ Light Rail
Englewood Station
1/4 & 1/2 Mile Station Areas

Catalytic Activity
- Attract additional neighborhood serving retail along Broadway, working to connect existing nodes in Downtown and at Quincy.
- Change the orientation of buildings to line the streets with parking in rear.
- Enhance alleys as a transition to the residential areas, spur economic development, and activate the block.
- Strengthen the residential market with strong bike-ped networks that connect the neighborhood to Oxford Station, Downtown, and other amenities. Identify a north-south corridor within a few blocks of Broadway that can be connected to neighborhood-serving retail destinations between Kenyan and Radcliff. Identify an east-west bike corridor that connects neighborhood residents with the Oxford Station.

Residential Transition Area
- Allow for selective townhome development bordering Oxford Station.
- It is a future goal to promote infill townhome development to provide a transitional zone that will diversify land use mix, provide opportunities for new housing and home ownership, while also making efforts to identify historical properties for preservation and encouraging traditional neighborhood designs.

Areas of Stability
- Existing family residential neighborhoods which are unlikely to change.
- Allow for accessory dwelling units.
- Maintain defined character and high quality design of residential development and attract families.

Mixed-Use Transition Area
- Location of diversified land use including medium density housing and limited office.
## Desired Future Character

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<tr>
<td>Availability of recreational programs</td>
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</table>
Area Description
• Centrally located in Englewood, south of Hampden Avenue
• Bordered to the West by South Broadway: Buildings fronting the street, commercial fairly in-tact, hipster/vintage appeal
• Includes new Englewood Middle and High School Campus
• Stable single family residential homes however the majority of housing stock was built between 1920-1940s

Influencing Trends
• Millennials will seek larger housing units and schools when they start families
• Both Baby Boomers and Millennials seeking walkable, vibrant communities
• Housing more affordable than areas closer to Downtown Denver
• Additional family housing options would be advantageous
• Impulse spending replaced by deliberate spending
• Gen X and Millennials are driving sales
• Connection between health and built environment increasingly important
• Opportunities from new food movements – locavore, urban ag & grocers
• Parks, trails and recreational amenities increasingly important
• Fresh food access is excellent, though not accessible by foot from some neighborhoods

Neighborhood Area Policies
1. Promote the addition of alternative and larger housing options to accommodate families.
2. Maintain defined character and high quality design of residential development.
3. Enhance pedestrian crossing of Logan and Hampden to connect residential development and school campus to the retail center.
4. Enhance bike facilities east-west along Oxford, Quincy and Kenyon linking to bike facilities north-south along Sherman and Clarkson.
5. Encourage partnerships with schools for use of athletic fields and play space, and to develop community supported agriculture.
6. Integrate a variety of land uses including neighborhood serving retail and housing types along Broadway to active the neighborhood edge.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
**Live**

- Alta Cherry Hills Apartments

**Shop**

- Broadway Corridor

---

**Learn**

1. Englewood High School, Middle School and Englewood Leadership Academy

**Play**

1. Little Dry Creek Trail Open Space
2. Hosanna Athletic Fields

**Move**

- Bike Facilities
- Bus Route
- Light Rail
- Englewood Station
- 1/4 & 1/2 Mile Station Areas

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**Catalytic Activity**

- Strengthen the residential market by creating strong bike-ped networks that connect the neighborhood to jobs, retail and amenities in Downtown and the Medical District. Additionally, identify an east-west corridor that links Englewood High School to retail along Broadway and the Oxford Station.
- Attract additional neighborhood serving retail along Broadway, working to connect existing nodes in Downtown and at Quincy.
- Change the orientation of buildings to line the streets with parking in rear.
- Enhance alleys as a transition to the residential areas, spur economic development, and activate the block.

**Areas of Transition**

- Location of diversified land use including medium density housing and limited office.
- Promote infill townhouse development just east of the Broadway-Lincoln to diversify land use mix.

**Residential Transition Area**

- Strengthen the retail market by partnering with the hospitals to invest in programs to rehabilitate older housing and offer down payment assistance for homes in ready walking distance to the Hospital complex to attract more of these salaried employees to live in Englewood. Cleveland Clinic program could be a model.

**Areas of Stability**

- Existing family residential neighborhoods which are unlikely to change. Maintain defined character and high quality design of residential development and attract families.
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Area Description

- Located in the Northwest section of the city, stretching from Dartmouth Avenue to the northern city boundary at Evans Avenue.
- Northwest Greenbelt/Harvard Gulch Trail links to South Platte Greenway.
- Existing residential north of West Harvard Gulch Park to the west of Tejon Street and up to Evans Avenue. The Northwest Greenbelt and Harvard Gulch Trail is a great amenity that currently serves Englewood residents to the north and (in conjunction with the adjacent park in Denver City limits) surrounding Denver residents.
- The majority of the neighborhood (east of Tejon Street, South of Yale Avenue) is commercial or light industrial, which more closely aligns with the character of the adjacent South Platte neighborhood. Tejon Street acts as a buffer between industrial and residential.

Influencing Trends

- Strategic location – makes proximity to Denver a plus.
- Worker shortages due to skill gaps.
- Millennials today comprise 36% of workforce, and will be 50% by 2020.
- Immigrants are increasingly skilled.
- Higher than metro average in construction, manufacturing, retail trade and healthcare.
- Office, industrial and retail vacancies lower than metro averages (rents lower for office, industrial, higher for retail).
- Good access to regional bike trails.
- Ability to access Walmart and King Soopers in Denver.

Neighborhood Area Policies

1. Preserve and enhance key employment parcels (Industrial lease rates/flexible industrial space).
2. Add community gardens/access to healthy food.
3. Encourage pedestrian scale block sizes, amenities, and facilities as uses transition.
4. East-west Dartmouth Ave bike facility will be key to integrating the neighborhood with the Englewood Light Rail Station via Inca Street.
5. Improve access to and facilities of neighborhood parks.
6. Develop recreation in the park programming for close to home services.
7. Increase multi-modal connectivity between the neighborhood area and the core of the community and the light rail station.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
Catalytic Activity

- Promote additional family housing (3+ bedrooms) south of the Northwest Greenbelt to Yale Avenue.
- Work with Denver to improve Evans corridor.
- Encourage catalytic activities connected with school site and neighborhood serving retail adjacent to Northwest Greenbelt.

Residential Transition Area

- Complete missing street sections that would allow subdivided back lots to be developed (2200-2399 block of Adriatic Place, 2000-2399 block of Caspian Place).
- Improve connections to Evans Light Rail Station via Wesley Ave and Englewood Light Rail Station via Harvard Gulch Trail.
  - A second connection to the river at Wesley Avenue into Denver would create a more direct connection to the existing South Platte River Trail bridge and the future Iliff Avenue pedestrian/bicycle bridge over Santa Fe Drive, which is an improvement identified in the Evans Light Rail Station Area Master Plan.
- Provide parks and open space within walking distance by making improvements to Baker Park and the Northwest Greenbelt.
- Renovation and replacement of single family homes.

Areas of Stability

- Existing light industrial uses that are unlikely to change.
## Desired Future Character

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</table>
Area Description

The northeastern most section of Englewood

- Includes Charles Hay Elementary and Romans Park as well as smaller pocket parks
- Offers a good mix of housing types; the northern portion primarily stable single family neighborhood while closer to the Hospital is a range of multi-family product. Edge along Hampden includes multi-unit housing of Marks Apartments and newly developed Kent Place Apartments
- Proximity to Medical District employment and Downtown are key assets
- Somewhat cut off from residential-serving retail. Small pocket of retail on Old Hampden just outside Englewood City Limits (Caribou Coffee, etc.)

Influencing Trends

- Baby Boomers living longer & healthier, but need access to health care
- Additional family housing options would be advantageous
- Strategic location – makes proximity to Denver a plus
- Urban residential influencing new retail formats
- Bike share programs growing faster than any mode of transport in history of planet
- Walkable real estate - value premium
- Connection between health and built environment increasingly important
- Opportunities from new food movements – locavore, urban ag & grocers
- Parks, trails and recreational amenities increasingly important
- Fresh food access is excellent

Neighborhood Area Policies

1. Attract neighborhood serving retail to the Old Hampden Avenue corridor.
2. Maintain defined character and high quality design of single family residential development.
3. Support residential connections to downtown/Broadway via bike facilities on Bates, Dartmouth and Floyd.
4. Partner with local elementary school to promote and support this neighborhood asset.
5. Invest in park and open space improvements at Romans and Barde Parks.
6. Introduce Accessory Dwelling Units (ADUs).
7. Explore zoning reforms for the Joshua School Campus area.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
### Catalytic Activity

- Redevelopment to small scale retail, high density housing, and mixed office space at Kent Place and along Old Hampden corridor.
- Create strong bike-pedestrian linkages that connect the neighborhood to the Medical District employment center and proximate retail that serves residents.
- Future growth and development of Joshua School Campus.

### Residential Transition Area

- Allow for selective townhome development along 3300 block of Downing to mirror the west side of the street.
- Partner with the hospitals to invest in programs to rehabilitate older housing and offer down payment assistance for homes in ready walking distance to the Hospital complex to attract more of these salaried employees to live in Englewood. Cleveland Clinic housing partnership program could be a model.

### Areas of Stability

- Existing single unit residential neighborhoods which are unlikely to change. Focus should be on maintaining character, increasing pedestrian and bicycle infrastructure and attracting families to highly amenitized area.
- Allow for selective townhome development and accessory dwelling units.

---

**LIVE**

1. Kent Place Residences
2. Marks Apartments
3. Arapahoe Acres Historic District
4. Waterford Condominiums

**WORK**

1. Kent Place
2. Hospitals

**SHOP**

1. Kent Place
2. Old Hampden Corridor

**LEARN**

1. Charles Hay Elementary School
2. Joshua School

**PLAY**

1. Barde Park
2. Romans Park

**Move**

- Bike Facilities
- Bus Route
### Desired Future Character

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<tr>
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Centennial Park Area

Area Description

- Southwest section of Englewood, located west of Santa Fe, anchored by Centennial Park
- Different character than the rest of Englewood with curvilinear streets and Post World War II residential development located west of Federal Boulevard with some newer housing stock
- The park and river and views are nice amenities to support residential value. The neighborhood is served by a shopping center including a King Soopers grocery
- Federal Boulevard acts as a barrier to recreation and retail because it is difficult to cross
- South Platte Greenway and connection to Big Dry Creek Regional Bike trails
- Industrial uses here are important regional facilities and the location, within the metro area is valuable.
- Industrial uses located along the river include a concrete plant and waste management transfer facility

Influencing Trends

- Millennials are multi-cultural, and value diversity
- Millennials will seek larger housing units and schools when they start families
- Housing more affordable and mixed
- Additional family housing options would be advantageous
- Higher than metro average in construction, manufacturing, retail trade and healthcare
- College degrees lower than metro average (29.8% vs. 37.7%) but up from 23% in 2000
- Gen X and Millennials are driving sales
- Sharing economy flourishing
- Connection between health and built environment increasingly important
- Opportunities from new food movements – locavore, urban ag & grocers

Neighborhood Area Policies

1. Maintain defined character and high quality design of residential development.
2. Preserve and enhance key employment parcels (Industrial lease rates/flexible industrial space).
3. Increase sales tax revenue through neighborhood-serving retail and access to services and restaurants near employment centers.
4. Pedestrian improvements needed along Belleview and Federal.
5. Implement striped bike boulevards on Lowell and Union for residential connections to the existing trail network and recreation areas.
6. Develop partnerships for increasing access to and quality of the South Platte River as a unique regional amenity.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
Catalytic Activity

- Promote the development of high quality commercial and industrial jobs with supporting live-work residential areas.
- Strengthen the residential market by providing bike and pedestrian connections to retail and recreation amenities within the neighborhood.
- Improve pedestrian access and crossing of Federal Boulevard.
- Strengthen the commercial center at Federal Boulevard and Belleview Ave by encouraging redevelopment of high quality retail.

Residential Transition Area

- It is a future goal to promote infill townhome development to provide a transitional zone that will diversify land use mix, provide opportunities for new housing and home ownership, while also making efforts to identify historical properties for preservation and encouraging traditional neighborhood designs.

Areas of Stability

- Preserve and enhance housing and well maintained housing stock which is unlikely to change.
- Enhance park amenities and access to the South Platte River as a recreational attraction to live-work communities.
- Allow for accessory dwelling units.
- Maintain defined character and high quality design of residential development and attract families.
- Work with neighboring communities of Sheridan, Littleton, and Denver to create a cohesive complete neighborhood by connecting retail and residential development.
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Area Description

• South and centrally located within the City
• Single family residential neighborhood with multi-unit complexes and commercial uses closer to Belleview and Broadway intersection
• Large regional parks and trails. Belleview Park and amenities like the petting zoo and aquatic center are great for families
• The Kmart/Sears site is a prime opportunity as a highly underutilized, large site
• The neighborhood is served by a range of retail and restaurants in suburban formats, including a new Sprouts grocery
• Character of Broadway in this segment does not support neighborhood-scale retail

Influencing Trends

• Both Baby Boomers and Millennials seeking walkable, vibrant communities
• Baby Boomers living longer & healthier, but need access to health care
• Impulse spending replaced by deliberate spending
• Ecommerce now 6% of retail sales, but influences majority of purchases
• Gen X and Millennials are driving sales
• Sharing economy flourishing
• Urban residential influencing new retail formats
• Connection between health and built environment increasingly important
• Opportunities from new food movements – locavore, urban ag & grocers
• Parks, trails and recreational amenities increasingly important
• Fresh food access is excellent, though not accessible by foot from some neighborhoods

Neighborhood Area Policies

1. Redevelop the K-Mart/Sears site by investigating funding and redevelopment opportunities and realignment of West Lehow Ave with Centennial Avenue.
2. Increase neighborhood-serving retail and access to services and restaurant through pedestrian infrastructure including sidewalk and intersection improvements.
3. Diversify land use mix through amenitized apartment complex, pocket parks and restaurants to develop a compact full-service neighborhood.
4. Enhance bike facilities along Windermere, Tufts, Bannock, and Chenango to create connections of recreational, educational, and retail uses.
5. Work with RTD to provide additional bus services along Belleview.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
Catalytic Activity

- Strengthen the commercial center at Belleview Ave and Broadway by encouraging redevelopment of high quality retail.
  - Use Big Dry Creek and Trail as an asset
  - Tie retail to residential development to the west
- Strengthen the residential market by creating strong bike-ped networks that connect the neighborhood to jobs, retail and amenities in Downtown.
- Establish a Urban Renewal District at the Belleview Kmart site, which likely meets blight criteria, to offer powerful incentives to attract new investment.

Mixed-Use Transition Area

- Strengthen the commercial center at Belleview Ave and Broadway by encouraging redevelopment of high quality retail.
- Provide for neighborhood serving retail along Belleview Avenue with light office space.
- Allow for townhome infill and mixed use medium density housing and limited office opportunities.

Areas of Stability

- Existing family residential neighborhoods which are unlikely to change.
- Allow for accessory dwelling units.
- Maintain defined character and high quality design of residential development and attract families.
- Encourage improvement of housing stock in appropriate locations at the 4700 Block between Acoma and Huron.
### Desired Future Character

**Theme** | **Existing** | **Future** | **Associated Policies**
--- | --- | --- | ---
**LIVE**
- Single family housing options |  |  | BB3
- Defined character and high quality design |  |  | BB3
- Variety of housing types |  |  | BB1, BB3
- Balance of jobs and housing |  |  | BB1, BB3
- Flexible industrial space
- Key employment parcels

**SHOP**
- Regional commercial center |  |  | BB1
- Access to healthy food and community gardens
- Neighborhood serving retail |  |  | BB1, BB2
- Access to services and restaurants near employment centers

**MOVE**
- Walkable block size and gridded street network |  |  | BB1, BB2
- Diverse land use mix |  |  | BB1, BB3
- Presence of bike lanes/bike facilities |  |  | BB2, BB4
- Majority of the population is served by transit |  |  | BB5

**LEARN**
- Access to library or educational programs |  |  | BB3
- Presence of arts and cultural events |  |  | BB3
- Presence of civic amenities |  |  | BB6

**PLAY**
- Parks and open space within walking distance |  |  | BB1, BB3
- Access to regional and local trails |  |  | BB4
- Availability of recreational programs |  |  | BB4
Area Description

- Located in Southeast Englewood centered around Duncan Park and Cherrelyn Elementary School
- Bordered by South Broadway and Belleview Avenue
- Broadway is less of a neighborhood edge, with the exception of a few blocks at the north end of the neighborhood
- Character of Broadway in this segment, including abundant auto uses and suburban strip development, does not support neighborhood-scale retail
- Stable residential neighborhood constructed post World War II
- Good starter homes; well maintained; some pop-ups occurring.

Influencing Trends

- Millennials will seek larger housing units and schools when they start families
- Both Baby Boomers and Millennials seeking walkable, vibrant communities
- Baby Boomers living longer & healthier, but need access to health care
- Additional family housing options would be advantageous
- Urban residential influencing new retail formats
- Office, industrial and retail vacancies lower than metro averages (rents lower for office, industrial, higher for retail)
- Additional walkable commercial nodes could enhance the appeal of other Englewood neighborhoods
- Good access to regional bike trails
- Connection between health and built environment increasingly important
- Opportunities from new food movements – locavore, urban ag & grocers
- Parks, trails and recreational amenities increasingly important

Neighborhood Area Policies

1. Integrate a variety of land uses including neighborhood serving retail and mixed-use along Broadway to activate the neighborhood edge.
2. Improve pedestrian and bicycle access to retail uses along Broadway and to open space and trails via Layton, Chenango, Tufts and Quincy, and connections across Belleview.
3. Maintain defined character and high quality design of residential development.
4. Focus redevelopment at key retail nodes such as Belleview and Broadway, and Quincy and Broadway.
This map is for illustrative purposes only. The location and extent of the map elements may change as plans are updated and maps are amended (minor amendments) to depict the most current adopted projects.
LEARN

1. Cherrelyn Elementary
2. Colorado’s Finest Alternative School
3. Clayton Elementary

PLAY

1. Duncan Park
2. Southwest Greenbelt

MOVE

- Bike Facilities
- Bus Route

SHOP

1. Key Retail Node
2. Future Retail Node

CATALYTIC ACTIVITY

- Support retail on Broadway by connecting the neighborhood via pedestrian and bicycle improvements.
- Strength the retail node centering around Quincy and Radcliff by enhancing alleys as a transition to the residential areas, spur economic development, and activate the block.

AREAS OF STABILITY

- Existing family residential neighborhoods which are unlikely to change.
- Preserve and enhance housing and well maintained housing stock.
- Enhance park amenities and offer programs through school.
- Allow for accessory dwelling units.
- Maintain defined character and high quality design of residential development and attract families.

RESIDENTIAL TRANSITION AREA

- It is a future goal to promote infill townhome development to provide a transitional zone that will diversify land use mix, provide opportunities for new housing and home ownership, while also making efforts to identify historical properties for preservation and encouraging traditional neighborhood designs.
## Desired Future Character

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Monitoring Program
The Strategic Plan allows Englewood to be adaptive, flexible, responsible, and decisive in addressing the location and type of future development. An adaptive management program provides a structure to continuously verify the path that Englewood is on and correct course when necessary to ensure that our desired character is realized. The Plan should be flexible and allow changes to ensure that it is heading in the right direction. Englewood Forward will include an adaptive management program that allows the City to annually review progress toward achieving the Vision, develop strategies for implementation, and prepare an annual work plan that is tied to the council strategic goals and budget.

Annual Review of Indicators
Annual indicator reports should be designed as a check-in on Englewood’s progress toward achieving the Vision. Each Neighborhood Area and the policies described to meet the desired future character of that area contribute to achieving the Strategic Plan and are collectively measured in the annual review of indicators. The following indicators have been developed through community review and meet four basic criteria: relevant, reliable, clear, and usable. Each indicator has been identified and described in the “Snapshots” in Chapter 2.

<table>
<thead>
<tr>
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<th>Explanation</th>
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<td>Is the indicator relevant and related to the Englewood Forward vision?</td>
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<tr>
<td>Reliable</td>
<td>Is there a reliable source for the data so that the indicator can be consistently and accurately tracked over time?</td>
</tr>
<tr>
<td>Clear</td>
<td>Is the indicator simple and easy to understand, not relying on overly complex definitions or calculations that will be difficult for stakeholders and decision makers to understand?</td>
</tr>
<tr>
<td>Usable</td>
<td>Will the indicator be useful in evaluating city-wide objectives, neighborhood area character, and/or opportunities and guiding timely decision making? Can the comprehensive plan and its implementation lead to changes in this indicator over time?</td>
</tr>
<tr>
<td>Affordable</td>
<td>Can the indicator be easily replicated over time without excessive costs or staff time?</td>
</tr>
</tbody>
</table>

Through the annual Community Profile, Englewood will understand how we are measuring up to the Plan’s goals and objectives and will have the information needed to proactively review annual work plans to move Englewood forward. The Community Profile will be updated to follow the six plan element themes identified with symbols which show the relationship to Englewood Forward. The 2016 Community Profile will be updated and presented in an Appendix of the Comprehensive Plan. The following list of indicators will be highlighted along with other key community attributes important to the Community Profile. Staff will prepare the Community Profile and present the results to the City Council on how well the indicators are measuring up. The City Council’s annual work plan should be based on the findings on the review of indicators and adjusted accordingly.
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Current</th>
<th>Trend/Goal</th>
<th>Plan Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trip Distribution by Mode Share</td>
<td>Drive 75%, Carpool 9%, Transit 7%, Walk/Bike 3%</td>
<td>Increase alternative modes of transit</td>
<td>Move</td>
</tr>
<tr>
<td>Average Residential Density (Housing Units/Total City Area)</td>
<td>3.68 units/acre</td>
<td>Increase</td>
<td>Live</td>
</tr>
<tr>
<td>Miles of Bike Routes / Lanes</td>
<td>42.6 Miles/.7 miles</td>
<td>Increase bike lanes</td>
<td>Move</td>
</tr>
<tr>
<td>Walk Score (Average value city-wide)</td>
<td>55 Overall, 90 Downtown</td>
<td>Increase</td>
<td>Move, Shop, Live, Learn, Play</td>
</tr>
<tr>
<td>Parks Level of Service (Acres per 1,000 residents)*</td>
<td>4.40 acres per 1,000</td>
<td>Increase</td>
<td>Play, Live</td>
</tr>
<tr>
<td>*Neighborhood parks and NW Greenbelt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks Access (% of residential units within .25 and .5 miles of a park)</td>
<td>34.98% (.25 miles), 65.40% (.5 miles)</td>
<td>Increase</td>
<td>Play, Move</td>
</tr>
<tr>
<td>Median Housing Price</td>
<td>$249,164</td>
<td>Steady</td>
<td>Live</td>
</tr>
<tr>
<td>Housing Affordability (Residential Price Per Square Foot)</td>
<td>$158</td>
<td>Steady</td>
<td>Live</td>
</tr>
<tr>
<td>Homeownership Rates</td>
<td>45.6%</td>
<td>Increase</td>
<td>Live</td>
</tr>
<tr>
<td>Single Family Home Size (Average square foot of single family homes)</td>
<td>1,237 square foot</td>
<td>Increase</td>
<td>Live</td>
</tr>
<tr>
<td>Average household size</td>
<td>2.08</td>
<td>Increase</td>
<td>Live</td>
</tr>
<tr>
<td>Job/Housing Balance (Ratio of Total Jobs to Total Households)</td>
<td>1.54</td>
<td>Increase</td>
<td>Live, Work</td>
</tr>
<tr>
<td>Net Sales Tax Revenue</td>
<td>$36.48 Million</td>
<td>Increase</td>
<td>Shop</td>
</tr>
<tr>
<td>Worker Outflow (% of the workforce that works outside of the City)</td>
<td>92.4%</td>
<td>Decrease</td>
<td>Work</td>
</tr>
<tr>
<td>Educational Attainment (% of residents holding a bachelor’s degree or higher)</td>
<td>29.8%</td>
<td>Increase</td>
<td>Learn, Work</td>
</tr>
<tr>
<td>Healthy Food Access (% of residential units within .25 of a full service grocery store)</td>
<td>9.83%</td>
<td>Increase</td>
<td>Shop</td>
</tr>
</tbody>
</table>
Work Plan
A work plan for implementing Englewood’s Vision should be established each year as part of the City Council goals, budget, and capital improvement plan (CIP). In addition to the annual review of indicators, staff should evaluate the work completed over the past year and prioritize strategies for implementation based on how well the City is achieving its vision and which implementation measures are most needed. The work plan may also include the implementation of preemptive corrective actions. The resources required to implement the work plan will be considered, along with the parties responsible for implementing the strategy. As strategies are completed and/ or new best practices, technology, and information become available, the work plan may include strategies that are not listed.

Updates
A more extensive check-in should occur every 5 years with an update of the Indicators Report. The Indicators Report, as completed as a part of this process, will be shown in an appendix of the Comprehensive Plan. The 5-year update should be an effort to build on the lesson learned through the annual review of indicators. If at the 5-year check-in, there are drastic changes in the community or indicators are not being met, the staff will recommend supplementary strategies in addition to the annual work plan or prepare a Comprehensive Plan Update.

Indicators Report Metrics:
- Population Distribution
- Population by Generation
- Population by Age
- Population Change and Trend
- Population by Race
- Median Housing Price
- Home Sales by Price
- Assessed Residential Valuation
- Price per Square Foot
- Number of Homes Sold
- Apartment Rental Rates
- Apartment Vacancy Rates
- Multi-family Units by Size
- Own vs. Rent
- Average Household Size
- Number of Housing Units
- Housing Units by Age
- Cultural Spending
- Educational Attainment
- Worker Inflow And Outflow
- Employment Share by NAICS Industry
- Employment Mix by NAICS Industry
- Total Number of Businesses by NAICS Industry
- Largest Private Employers
- Occupational Employment Mix
- Unemployment Rate
- Median Household Income
- Scientific and Cultural Facilities Funding
- Library Funding
- Art in Public Places
- Income Distribution By Household
- Gross, Retail & Taxable Sales
- Net Sales Tax Revenue
- Retail Sales Growth
- Retail Sales by Sector
- Retail Vacancy & Lease Rates
- Property Tax Revenue
- Office Vacancy & Lease Rates
- Industrial Vacancy & Lease Rates
- Utilities Cost Comparison
- Cost of Living
- Building Permits & Units
- Commute Times
- Top Commuting Destinations
- Vehicle Miles Traveled
- Traffic Counts
- Light Rail Stations & Boardings
- Bus Transit Services & Boardings
- Art Shuttle
- Bicycle System
- Walk Score
- Mix of Land Uses at LRT Stations
- Retail Food Access
- Parks And Open Space
- Arapahoe County Open Space Funding
- Water Usage
- Wastewater Treatment
The strategic plan is the bridge between the vision and implementation. Staff and civic leaders should draw on the following strategies to guide the economic development and growth within the City. The strategic plan will consist of key strategies which include potential projects, future plans or studies, and guidelines or regulations. Strategies suggest potential financing options, public/private partnerships, business retention tactics, and housing solutions to help leverage city resources for improvements and to sustain long term economic development programming. The City Council will prioritize the strategies to create an annual work plan that outlines initial actions and 5 and 10 year goals that is tied to council’s strategic goals and is closely linked to the City's budget and capital improvement plan (CIP).

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Related City Objectives</th>
<th>Neighborhood Areas</th>
<th>Theme</th>
<th>Regulation/ Guideline</th>
<th>Project</th>
<th>Plan</th>
<th>Study</th>
<th>Related Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residential Strategies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.0 Single Family Neighborhoods</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Provide access to low interest loans for home improvements and renovations to maintain existing housing stock.</td>
<td>Live 2.1, Live 2.2</td>
<td>All</td>
<td>Live</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Homeownership Rates, Single Family Home Size</td>
</tr>
<tr>
<td>1.2 Provide guidelines for home expansion recommendations that best meet the character of the local neighborhood area.</td>
<td>Live 2.1</td>
<td>All residential areas</td>
<td>Live</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>Single Family Home Size, Median Housing Price</td>
</tr>
<tr>
<td>1.3 Implement neighborhood traffic calming measures on local streets that exceed 25,000 average trips per day.</td>
<td>Move 1.2, Move 1.5, Move 2.1</td>
<td>All</td>
<td>Move</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Trip Distribution, Miles of Bike Routes</td>
</tr>
<tr>
<td>1.4 Develop incentive high-quality development and which allow flexibility for home expansion such as reduction in required setbacks.</td>
<td>Live 1.2</td>
<td>Cushing Park, Bates Logan, Maddox / Jason Park, South Broadway Heights</td>
<td>Live</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Homeownership Rates, Single Family Home Size, Average Household Size, Job/Housing Balance</td>
</tr>
<tr>
<td>1.5 Incentivize homeownership through partnerships with key employers, community programs, house types, community amenities and first time home buyer programs.</td>
<td>Live 2.1</td>
<td>Cushing Park, Bates Logan, Maddox / Jason Park, South Broadway Heights, Baker Park, Duncan</td>
<td>Live</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Homeownership Rates</td>
</tr>
<tr>
<td>Strategy</td>
<td>Related City Objectives</td>
<td>Neighborhood Areas</td>
<td>Theme</td>
<td>Regulation/ Guideline</td>
<td>Project</td>
<td>Plan</td>
<td>Study</td>
<td>Related Indicators</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>--------------------</td>
<td>-----------------------</td>
<td>---------</td>
<td>------</td>
<td>-------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>1.6 Improve the amenities within each neighborhood park as well as increase park and trail access to encourage neighborhood stability.</td>
<td>Live 4.5, Play 3.1, Play 3.3, Play 5.1, Move 3.5</td>
<td>All</td>
<td>Play, Move, Live</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Park Access, Park Level Of Service, Walk Score</td>
</tr>
<tr>
<td>1.7 Increase code enforcement/abatement officers and rental enforcement of slum lords to encourage housing improvements.</td>
<td>Live 1.2, Live 2.1</td>
<td>All</td>
<td>Live</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.0 Preservation of Traditional Character

2.1 Conduct a historic survey of homes in R-1 districts that maintain some local historical integrity and investigate programs to incentivize home improvements.

<table>
<thead>
<tr>
<th>Related City Objectives</th>
<th>Neighborhood Areas</th>
<th>Theme</th>
<th>Regulation/ Guideline</th>
<th>Project</th>
<th>Plan</th>
<th>Study</th>
<th>Related Indicators</th>
</tr>
</thead>
</table>

2.2 Develop a handbook for home rehabilitation and expansion in R-1 districts while enhancing traditional neighborhood character and scale.

<table>
<thead>
<tr>
<th>Related City Objectives</th>
<th>Neighborhood Areas</th>
<th>Theme</th>
<th>Regulation/ Guideline</th>
<th>Project</th>
<th>Plan</th>
<th>Study</th>
<th>Related Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live 4.2, Learn 1.4</td>
<td>Bates-Logan, Romans Park, Cushing Park</td>
<td>Live, Learn</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>Single Family Home Size</td>
</tr>
</tbody>
</table>

### 3.0 Residential Transition Areas

3.1 Identify additional funding for parks, pocket parks, and recreation services to serve additional multi-family residential housing and maintain park levels of service.

<table>
<thead>
<tr>
<th>Related City Objectives</th>
<th>Neighborhood Areas</th>
<th>Theme</th>
<th>Regulation/ Guideline</th>
<th>Project</th>
<th>Plan</th>
<th>Study</th>
<th>Related Indicators</th>
</tr>
</thead>
</table>

3.2 Utilize neighborhood area analysis to identify areas where rezoning to a more intense use is a community benefit.

<table>
<thead>
<tr>
<th>Related City Objectives</th>
<th>Neighborhood Areas</th>
<th>Theme</th>
<th>Regulation/ Guideline</th>
<th>Project</th>
<th>Plan</th>
<th>Study</th>
<th>Related Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live 1.2, Live 3.2, Live 3.1</td>
<td>Oxford Station, Cushing Park, Downtown/Englewood Station, Select Residential Transition Areas</td>
<td>Live</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>Average Residential Density, Job/Housing Balance, Housing Affordability</td>
</tr>
</tbody>
</table>
### 3.3 Refine and implement standards for accessory dwelling units.

- **Related City Objectives:** Live 2.1, Live 1.1
- **Theme:** Live
- **Related Indicators:** Average Residential Density, Job/Housing Balance, Housing Affordability

### 3.4 Expedite development process if community standards (municipal code) are met.

- **Related City Objectives:** Live 1.2, Live 2.1
- **Theme:** Live
- **Related Indicators:** Homeownership Rates, Median Housing Price

### 4.0 Neighborhood Connections

#### 4.1 Improve streets, intersections, and the pedestrian corridors identified in the Walk and Wheel Master Plan and the neighborhood area assessments to create walkable neighborhoods with (safe) connections to schools, parks, shopping, and transit.

- **Related City Objectives:** Live 4.3, Work 3.3, Move 3.2, Move 5.2, Play 5.3
- **Theme:** Move, Live, Work, Play
- **Related Indicators:** Miles of Bike Routes, Walk Score, Trip Distribution, Park Access

#### 4.2 Begin defining projects on key streets identified for long term bike infrastructure improvements such as bike facilities, parking buffers, and north-south corridors.

- **Related City Objectives:** Work 3.3, Move 3.1, Move 3.2, Move 1.4
- **Theme:** Move, Work
- **Related Indicators:** Miles of Bike Routes, Walk Score, Trip Distribution

#### 4.3 Develop branding and marketing materials to position Englewood as a “Healthy Community” with healthy lifestyle and infrastructure as an attainable and very desirable niche & brand for the entire City that can help drive economic development.

- **Related City Objectives:** Work 5.3, Move 3.2, Move 3.1, Move 4.4, Play 1.1, Play 2.4, Shop 3.1, Shop 3.2
- **Theme:** Work, Shop, Move, Play
- **Related Indicators:** Walk Score, Trip Distribution, Park Access, Parks Level of Service, Healthy Food Access
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Related City Objectives</th>
<th>Neighborhood Areas</th>
<th>Theme</th>
<th>Regulation/ Guideline</th>
<th>Project</th>
<th>Plan</th>
<th>Study</th>
<th>Related Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.0 Community Centers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Develop a strategic planning framework for a re-imagined and re-oriented downtown which includes the Medical District that identifies supported land uses, building heights and massing, new road connections, streetscape, gathering areas, catalyst developments, code changes, and parking requirements and areas.</td>
<td>Live 3.1, Live 3.3, Work 1.3, Work 2.4, Work 1.2, Work 3.1, Move 1.7, Move 4.5, Shop 1.3, Shop 1.1, Shop 2.2</td>
<td>Downtown/Englewood Station, Medical District</td>
<td>Live, Shop, Work, Move</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>Job/Housing Balance, Net Sales Tax Revenue, Worker Outflow, Educational Attainment, Healthy Food Access, Housing Affordability, Park Level of Service.</td>
</tr>
<tr>
<td>5.2 Investigate options to help fund area improvements in the Downtown/CityCenter and Medical District such as a Downtown Development Authority.</td>
<td>Work 1.2, Work 5.2, Shop 1.3, Shop 2.2</td>
<td>Downtown, Medical District</td>
<td>Shop, Work</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>Net Sales Tax Revenue, Worker Outflow, Healthy Food Access</td>
</tr>
<tr>
<td>5.3 Investigate funding and partnership opportunities to develop a multi-purpose facility that includes a hotel and entertainment uses and possible alternative locations for city services.</td>
<td>Work 1.3, Shop 2.1, Shop 2.4, Shop 1.2, Shop 2.2</td>
<td>Downtown/Englewood Station</td>
<td>Work, Shop</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Net Sales Tax Revenue, Worker Outflow, Job/Housing Balance</td>
<td></td>
</tr>
<tr>
<td>5.4 Work with Museum of Outdoor Art and Cultural Arts Commission and coordinate with the rebranding effort to establish gateway art/signage and wayfinding within the community.</td>
<td>Learn 1.8, Learn 1.3, Learn 1.5</td>
<td>Oxford Station, Downtown/Englewood Station, Medical District, Bates-Logan Park, Belleview/Brookridge</td>
<td>Learn</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>Net Sales Tax Revenue</td>
</tr>
</tbody>
</table>
### 6.0 Key Catalyst Sites

<table>
<thead>
<tr>
<th>6.1 Investigate options to help fund area improvements such as Urban Renewal Area</th>
<th>Live 3.1, Live 3.3, Work 3.1, Work 3.2, Work 5.2, Move 1.7, Shop 2.1</th>
<th>Cushing Park</th>
<th>Live, Work, Move, Shop</th>
<th>X</th>
<th>X</th>
<th>Housing affordability, Parks Access, Parks Level of Service, Walkscore, Job/Housing Balance, Trip Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2 Investigate options to help fund investment in South Broadway and transition to large scale retail with streetscape improvements, an urban renewal district at Belleview and Broadway (K-Mart site) or other incentives to enhance the neighborhood edge.</td>
<td>Live 3.1, Work 3.1, Work 5.2, Shop 2.2</td>
<td>Belleview/Brookridge</td>
<td>Live, Shop, Work</td>
<td>X</td>
<td>X</td>
<td>Housing affordability, Parks Access, Parks Level of Service, Walkscore, Job/Housing Balance, Homeownership Rates</td>
</tr>
</tbody>
</table>

### 7.0 Industrial Areas

<p>| 7.1 Implement zoning change to eliminate industrial uses from Elati to Santa Fe between US 285/Hampden Ave and Kenyon Ave and promote mixed-use/retail uses. | Work 1.3, Shop 2.1 | Downtown/Englewood Station | Work, Shop | X | | Job/Housing Balance, Net Sales Tax Revenue |
| 7.2 Investigate transportation oriented overlay north of Oxford Station that examines the potential for vertical integration of mixed residential uses given the proximity to the light rail station and to create a thriving creative/artisan manufacture district. | Live 4.1, Live 3.2, Work 1.1, Work 2.3, Work 2.4, Work 3.2, Move 1.7, Shop 2.1, Shop 2.2 | Oxford Station | Live, Work, Shop | X | X | Trip Distribution, Net Sales Tax Revenue, Housing Affordability, Job/Housing Balance. |
| 7.3 Create zoning overlays for industrial districts that determine desired public amenities, allowance of housing, and character. | Live 4.5, Shop 2.1, Work 4.2, Work 3.3 | Oxford Station, Englewood Station | Live, Work, Shop | X | | Parks Level of Service, Bike Routes, WalkScore, Job/Housing Balance, Net Sales Tax Revenue, Healthy Food Access |</p>
<table>
<thead>
<tr>
<th>8.0 Neighborhood Serving Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.1 Develop a corridor plan for Broadway that identifies Broadway as a neighborhood edge and looks at redevelopment sites, retail nodes, and streetscape improvements including methods to connect to local neighborhoods, mid-block crossings, branding, road dieting, and appropriate locations to increase density.</strong></td>
</tr>
<tr>
<td><strong>8.2 Based on key catalyst areas, identify funding and incentive mechanisms for land use changes, such as improvement districts.</strong></td>
</tr>
<tr>
<td><strong>8.3 Provide code and signage changes to promote desired outcomes.</strong></td>
</tr>
</tbody>
</table>
TO: Mayor Penn and Members of City Council  
THROUGH: Eric Keck, City Manager  
Michael Flaherty, Deputy City Manager / Interim Community Development Director  
FROM: Darren Hollingsworth, Economic Development Manager  
DATE: September 14, 2015  
SUBJECT: Economic Development Strategies

At the September 14 study session, Michael Flaherty and I, will discuss economic development strategies.

Economic Development – Primary Employers

Englewood’s economic development efforts focus on both primary jobs and primary retail. Primary jobs are those which produce goods or services for customers that are predominantly outside of the local economy, bringing ‘outside’ dollars into the community. Swedish Medical Center, which is Englewood’s largest employer at 1,705 employees, derives its revenues from patrons which primarily reside outside of Englewood.

Primary retail is another targeted economic development category. Primary retailers bring in sales from outside of the local economy to enhance the economic base of the community. Wal-Mart and many restaurants / entertainment establishments are all examples of retailers that attract patrons from outside of Englewood and inject funds into the local economy, which in turn support the City’s general fund.

When compared to peer suburbs, Englewood has a larger number of primary employers in the following industries: construction, manufacturing, and retail trade. Englewood also contains the second highest number of businesses (4,695), slightly behind Littleton (6,067). Englewood has a lower number of businesses in comparison to peer suburbs in the following industries: agriculture/mining and information. Below is a data table that compares the composition of Englewood employment categories by industry with peer Denver metro suburbs:
### Total Number of Businesses by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Englewood</th>
<th>Commerce City</th>
<th>Littleton</th>
<th>Northglenn</th>
<th>Wheat Ridge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture/Mining</td>
<td>14</td>
<td>25</td>
<td>66</td>
<td>16</td>
<td>37</td>
</tr>
<tr>
<td>Construction</td>
<td>486</td>
<td>422</td>
<td>427</td>
<td>250</td>
<td>372</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>219</td>
<td>170</td>
<td>134</td>
<td>73</td>
<td>136</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>208</td>
<td>279</td>
<td>213</td>
<td>71</td>
<td>157</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>402</td>
<td>272</td>
<td>412</td>
<td>236</td>
<td>343</td>
</tr>
<tr>
<td>Transportation/Warehousing/Utilities</td>
<td>82</td>
<td>306</td>
<td>60</td>
<td>70</td>
<td>81</td>
</tr>
<tr>
<td>Information</td>
<td>69</td>
<td>34</td>
<td>113</td>
<td>42</td>
<td>72</td>
</tr>
<tr>
<td>Finance/Insurance/Real Estate</td>
<td>327</td>
<td>214</td>
<td>608</td>
<td>224</td>
<td>324</td>
</tr>
<tr>
<td>Services</td>
<td>1,144</td>
<td>761</td>
<td>1,579</td>
<td>652</td>
<td>1,160</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>334</td>
<td>95</td>
<td>399</td>
<td>119</td>
<td>353</td>
</tr>
<tr>
<td>Public Administration</td>
<td>20</td>
<td>30</td>
<td>33</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>All Other</td>
<td>1,390</td>
<td>1,093</td>
<td>2,023</td>
<td>738</td>
<td>1,410</td>
</tr>
<tr>
<td>Total</td>
<td>4,695</td>
<td>3,701</td>
<td>6,067</td>
<td>2,507</td>
<td>4,457</td>
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</tbody>
</table>

*Source: ESRI Business Summary, 2014*

### City of Englewood’s Largest Employers

The three largest private employers in Englewood include two health care providers and a national sporting goods headquarters. They are:

**Swedish Medical Center**: 1,800 employees in 2005, slight decrease to 1,705 in 2014.

**Sports Authority**: Headquarters moved to Englewood in 2003. There were 900 employees in 2005, with a slight decrease to 829 in 2014.

**Craig Hospital**: 650 employees in 2005; grew to 744 in 2014.

The table below shows the remaining top ten Englewood employers:

- Encore Electric: 433
- Groove Toyota: 393
- Kärcher North America: 337
- Veolia Transportation: 308
- Wal-Mart: 281
- Metro Community Providers: 252
- Regional Transportation District: 237

### Economic Development Strategies

It is a logical strategic approach to play to the strength of the City’s largest employee groups, medical, retail and industrial. Currently, there is interest and there are plans coming forward for new development, particularly in the medical district and to a lesser degree in the retail and industrial districts. One of the greatest challenges that we face is the lack of greenfield development opportunities and relatively small parcels with multiple owners, which makes it very difficult to assemble property of sufficient size to
accommodate significant development projects. This is true in the medical, retail and industrial districts of the City.

In planning the 2016 budget, the following work program and Economic Development strategies are proposed.

Business Retention and Expansion Strategies
- Commercial Catalyst Program – Enhanced funding levels in 2016, to match the 2015 revised budget.
- Enterprise Zone – Expanded to include all of Englewood in 2016
- Englewood Business Incentive Policy - review
- Assist ACE with a Business Survey and visitation of select businesses

Marketing Strategy Development
- Website update with user interactivity to provide and gather data
  - Graphical Information Systems (GIS) interactivity
  - Real Estate data and reports
  - Incorporation of available Englewood real estate
- Social media implementation
- Update collateral and promotional materials/implementation of branding project recommendations

Business Events
- Business Summit (Spring)
- Broker / Developer / Real Estate Forum (Fall)
- Cooperate with area chambers of commerce in providing business assistance events

Economic development priorities are derived from the strategic planning documents which call out opportunities for success. These documents are helpful in driving the economic development strategies. The planning initiative from Englewood Forward will create a set of priorities and opportunities, which will be expressed in an annual strategic plan. The economic development division will develop annual work program and priorities based on the 2016 Englewood Comprehensive Plan Update.

The following documents are attached to this memorandum and are used as background material for the 2016 Englewood Comprehensive Plan Update. They serve as a guide in creating the 2016 work program and economic development priorities herein.

Comp Plan – Business and Employment Section
ED Strategy
Retail Opportunity Analysis
Hotel Study
ROADMAP ENGLEWOOD:
2003 Englewood Comprehensive Plan

City of Englewood
FOREWORD

ROADMAP ENGLEWOOD:
2003 ENGLEWOOD COMPREHENSIVE PLAN

The 2003 Englewood Comprehensive Plan can be likened to a roadmap that travelers would refer to in the process of making plans for a trip. A roadmap might help travelers to ponder a number of possible destinations, as well as possible routes that lead to each destination. Once a destination and a route have been chosen, the specifics of timing and important milestones may be determined. Roadmap Englewood citizens, stakeholders, and decision makers, in the process of determining the future destination for the City, assessing options for getting there, and the sequential steps that will lead to the achievement of Englewood’s objectives.

THE THREE R’S: REVITALIZATION, REDEVELOPMENT, REINVENTION

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

REVITALIZATION

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

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

REINVENTION

In the struggle to improve Englewood's quality of life, Englewood must reinvent itself to stay current with the times, and maintain interest from both current and prospective residents and businesses. Englewood must overcome perceptions of stagnation, opening itself to and embracing positive change. In the process of reinventing itself, Englewood will strive to become one of the premier suburbs in the Denver Metropolitan Area. In the future, Englewood will be known as a place people go for entertainment, nightlife, restaurants, and the cultural arts. The city will be known as a place to live, work, and play due to high-quality transit service and mixed-use developments. The city will be recognized as an environmentally aware, clean, and visually attractive community. Finally, the city will become an active participant in the development of the Denver Metropolitan Area's regional trail, open space, and recreational system.
SECTION 7

BUSINESS AND EMPLOYMENT
SECTION 7: BUSINESS AND EMPLOYMENT

INTRODUCTION

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

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

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

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

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

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

Englewood's greatest advantage lies in both the vitality and opportunity associated with its commercial, industrial, and mixed-use districts in proximity to high-frequency bus transit and the successful Southwest Light Rail Transit (LRT) Line. The transportation nodes within the city contribute to the potential for the development of office capacity and housing along the Santa Fe Drive corridor, which will spur demand for new retail businesses, and overall greater retail sales at both CityCenter, and downtown Englewood. Opportunities for new high-density housing associated with high bus transit frequency along the Broadway corridor will also help attract new retail businesses and greater overall retail sales to the Broadway corridor. Industrial areas will also benefit from increased demand due to a highly accessible, centralized location within the metropolitan area, which will create incentives for improvements as well as opportunities for redevelopment.
SECTION 7: BUSINESS AND EMPLOYMENT

BUSINESS AND EMPLOYMENT GOALS AND OBJECTIVES

Goal 1

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

Obj. 1-1 Actively engage in outreach activities to retain and assist existing businesses.

Obj. 1-2 Actively engage in attracting new businesses to the city.

Obj. 1-3 Create a balanced mix of businesses that complement each other.

Goal 2

*Build, attract, and retain a quality workforce.*

Obj. 2-1 Foster job education and training opportunities to enhance the skill level of Englewood’s labor force.

Obj. 2-2 Create and maintain workforce housing meeting the needs of both employers and employees.

Obj. 2-3 Focus business attraction efforts towards employers providing a living wage.

Goal 3

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

Obj. 3-1 Promote and enhance educational, recreational, cultural, and civic amenities and activities.

Obj. 3-2 Provide a safe, healthy, and attractive business environment.

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

Obj. 3-4 Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas, and other communities.
SECTION 7: BUSINESS AND EMPLOYMENT

Goal 4
Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.

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

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

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

Goal 5
Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial, industrial, and mixed-use districts.

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

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

Obj. 5-3 Facilitate the improvement of the commercial and industrial building stock.
BUDINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT

Today, Englewood is home to over 2,000 businesses, employing over 26,000 workers. These two figures indicate that Englewood has been successful in attracting and retaining dynamic businesses offering a tremendous number of employment opportunities.

As a first-ring suburb of a major metropolitan area, however, Englewood does not have the luxury of complacency in terms of economic development. Englewood experienced harsh economic conditions during the 1980's and 90's. The most notable of these economic troubles was the decline of the Cinderella City Regional Shopping Mall. Although the city has stabilized with the redevelopment of the mall site into CityCenter Englewood, both the Englewood City Government and Englewood businesses have been affected by the recent dip in the national economy. Englewood’s comprehensive planning process and document, Roadmap Englewood: 2003 Englewood Comprehensive Plan, looked closely at the city’s overall condition in order to formulate a comprehensive strategy to strengthen the competitive position of the city for the future. Englewood envisions the following results from the implementation of the City’s comprehensive plan, and the associated strategies listed in this document.

- Retention and strengthening of the existing business and employment base
- Increase in the city’s population from new housing developments located primarily along major transit lines and the Downtown area, serving to expand the Englewood market
- Attraction of new businesses and employment, expanding the market for business services, retailing, and entertainment opportunities

ENGLEWOOD’S ECONOMIC DEVELOPMENT OUTLOOK

The following section gives an overview of Englewood’s historical economic profile and the city’s future economic development prospects, as well as barriers to economic development. Targeted industries for retention and recruitment are identified.

Englewood’s Historical Industry Clusters

The primary sectors of the city’s economy have historically included retail trade, industrial manufacturing, and healthcare goods and services. Although the city’s retail sector was adversely affected by the closing of the Cinderella City Regional Mall, the retail trade sector continues to employ 19% of all employees working in the city compared with 18% of all Denver Metropolitan Area employees, thanks in part to the CityCenter Englewood development that replaced the mall. The city’s industrial property market makes up 34% of the southwest regional sub-market, and 5% of the Denver Metropolitan Area regional market. Industrial employment is more concentrated in Englewood (16.5%) than in the Denver Metropolitan Area (9%) as a whole. Healthcare services employ 17% of all employees working in Englewood compared to only 6% of the Denver Metropolitan Area workforce, and up to half of the employees in the entire service sector in Englewood.
Future Industry Growth Clusters Identified for the Denver Metropolitan Area

The Metro Denver Economic Development Corporation has identified the following industry growth clusters for the Denver Metropolitan Area:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Geographical Concentration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace</td>
<td>Southwest Jefferson County</td>
</tr>
<tr>
<td>Air Transportation</td>
<td>Denver International Airport</td>
</tr>
<tr>
<td>Beverage Production</td>
<td>Jefferson and Denver Counties</td>
</tr>
<tr>
<td>Computer Storage and Peripherals</td>
<td>US 36 Corridor</td>
</tr>
<tr>
<td>Broadcasting and Telecommunications</td>
<td>Tech Center and Downtown Denver</td>
</tr>
<tr>
<td>Energy</td>
<td>Jefferson County and Downtown Denver</td>
</tr>
<tr>
<td>Finance</td>
<td>Downtown Denver</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>All Metro Counties</td>
</tr>
<tr>
<td>Software</td>
<td>Tech Center and Downtown Denver</td>
</tr>
</tbody>
</table>

Englewood is strongest in the Life Sciences cluster, due to the presence of the Swedish and Craig Medical Centers. The city’s other basic economic sector, industrial manufacturing, is not expected to be a growth industry in the future.

Barriers to Attracting Industry Growth Cluster Firms

A primary barrier Englewood faces in its effort to attract businesses in the above industry growth clusters is the lack of available land for new facilities, as well as the lack of existing facilities that meet the requirements of these industries. Many of the above growth industries require modern, state of the art facilities that do not exist in the City of Englewood. Additionally, redevelopment can be cost prohibitive in terms of acquiring sufficiently sized parcels, the cost of land, and the costs of tearing down and rebuilding modern facilities. Another barrier is the establishment of pre-existing geographical concentrations of growth industry firms. Firms looking to establish themselves in a particular market often prefer to locate near their competitors, clients, and suppliers.

Targeted Industries

The City of Englewood’s existing industrial and office facilities are most attractive to smaller companies that often play a supporting role to the larger, dominant firms in an industry cluster. Although industrial manufacturing will continue to be a key component in the city’s economic structure, it is imperative that the City of Englewood continues its efforts to redevelop key properties that attract new growth industries to Englewood.

The City’s best prospects for attracting new facility investment are areas located near the City’s existing and planned light rail transit stations, which offer high speed connections to Downtown Denver.

Englewood’s healthcare sector is expected to continue to thrive and grow. The city has recently experienced demand for specialized medical facilities and offices, as highly skilled medical professionals desire proximity to the Swedish and Craig Medical Centers. The City of Englewood should explore the prospects for attracting related medical manufacturing and service companies to feed off of the city’s healthcare concentration.
A preliminary void analysis of the city’s retail sector indicates that the city is experiencing sales leakages in the following sales categories: building materials, apparel, furniture, restaurants, and entertainment. Retail retention and recruitment is hampered by the following identified barriers:

1. Lack of amenities to attract out-of-neighborhood employees / shoppers
2. Insufficient concentration of the businesses target customer
3. Lack of consumer purchasing power for the businesses product
4. Potential loss of customer base to other markets
5. Rent / site costs
6. Build-out / rehabilitation costs
7. Site identification
8. Inadequate parking
9. Higher operating costs
10. Construction and development costs

The City of Englewood will continue efforts to attract new retail establishments that fill in the gaps in the city’s retail mix.

SYNOPSIS OF THE BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT

The following section outlines the key points addressed in the Economic Development Strategy.

**Business Retention and Attraction**
- Communication
- Finance and Grant Programs
- Technical Assistance
- Marketing and Promoting Englewood
- Identification and Removal of Regulatory and Financial Barriers
- Workforce Training
- Workforce Housing
- Municipal Services and Capital Infrastructure
- Attraction of Higher Wage Employers to Englewood
- Business Prospect Tracking

**Targeted Industries**
- Retail
- Health/Medical
- Technology
- Cultural and Entertainment
- Restaurants
- Office
- Hotel
- Light Industrial Manufacturing and Services
- Sports-related Products and Services
BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT: IMPLEMENTATION OF COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Goal 1
Provide an economically viable environment that builds and maintains a diverse base of businesses.

Obj. 1-1 Actively engage in outreach activities to retain and assist existing businesses.

Continue to facilitate communication between local businesses, City departments, and City Council.

- Newsletters
- Regular meetings with Chamber of Commerce, ACE
- Business appreciation breakfast
- ACE networking/social events
- Regular ACE reports to City Council
- Periodic business surveys
- Civic engagement of local businesses in all City planning processes
- Distribution of findings from marketing and planning reports to Chamber, ACE, EURA, Planning and Zoning Commission, City Council

Develop an enhanced web-based information resource network for existing local businesses providing technical assistance for business planning and problem solving.

- Targeted e-mail lists
- Written planning and permitting procedures
- Written business licensing procedures
- State forms and written procedures
- Business Directory
- Available programs
- Business retention and attraction efforts
- Contact numbers for business issues
• Community events planning and coordination calendar
• Business Educational Topics

Assist local businesses by establishing and developing a network of financing resources.

• Englewood Small Business Development Corporation
• Brownfield Redevelopment Initiative
• Loan resources (SBA, Bank Networks)
• Identify and develop new financial resources that fill existing gaps

Assist local businesses through investment programs.

• Enterprise Zone
• Catalyst Program
• Business Makeovers

Obj. 1-2 Actively engage in expanding existing Englewood businesses and attracting new businesses to the city.

Identify the following targeted industry groups for proactive partnership:

Retail
Health/medical
Technology
Cultural, Arts, and Entertainment
Restaurants
Office
Hotel
Light Industrial Manufacturing and Services
Sporting Good Industry Offices

- Identify growing firms seeking expansion
- Identify preferences and requirements for demographics, property configurations, etc.
- Identify potential Englewood sites that meet criteria
- Develop targeted marketing packages

Promote the City of Englewood to potential business prospects.

- Develop marketing materials including a shared city line (image)
- Information provision and leads tracking
- Press releases for new major investments

Understand the barriers to the establishment of new businesses identified in the city’s list of targeted industries.
- Identify financing gaps that are not currently being addressed by private or public sector financial sources; backfill gaps through reforms to current financial programs as well as developing new financial resources
- Identify regulatory hurdles such as licensing, inspections, permits, etc.
- Identify advertising and marketing challenges
- Identify site, labor, and tax environment variables
- Develop a comparison study of relative similarities and differences in barriers to entry between Englewood and other metro suburbs
- Develop recommendations and solutions

**Obj. 1-3**  
Create a balanced mix of businesses that complement each other.

Conduct an in-depth void analysis of missing businesses and untapped markets within the city’s list of targeted industries that would serve to complement existing businesses in the following key corridors and activity nodes:

- Broadway
- Swedish/Craig Medical Centers
- Santa Fe Drive
- Northwest Englewood
- Federal and Belleview
- University and US 285

- Identify potential retail, service, housing, office, or industrial demand
- Determine optimum mix of uses and business types
- Identify market voids
- Identify potential sites for redevelopment
- Develop targeted marketing packages tailored to desired businesses and developers

**Goal 2**  
Build, attract, and retain a quality workforce.

**Obj. 2-1**  
Foster job education and training opportunities to enhance the skill level of Englewood’s labor force.

Connect local businesses to job training resources and employee recruiters.

- Enterprise Zone job training tax credits
- State job training grants
- Small Business Administration business training
- Arapahoe/Douglas Works! recruitment, screening, and assessment service
Explore opportunities to work with local schools in order to enhance the city’s educational amenities.

- Monitor health of public school system
- Provide assistance with facility needs
- Help to establish relationships and partnerships between local schools and the local business community
- Attract additional educational opportunities to the city

**Obj. 2-2** Create and maintain workforce housing meeting the needs of both employers and employees.

Increase workforce housing opportunities.

- Transit station districts
- AVS housing program
- Home improvement loans
- Home ownership programs
- Revisions to UDC (pop tops, accessory units, etc.)
- Encourage new housing development
- Monitor and report progress

**Obj. 2-3** Focus business attraction efforts towards employers providing a living wage.

Identify industries with prevailing wages equal to or greater than the City’s current median wage.

- Identify growth firms within high wage industries, as well as locational needs and requirements
- Consider wage levels of prospective businesses as one of several factors in creating incentive packages
- Encourage businesses to be responsible employers through the provision of adequate levels of employee health insurance

**Goal 3**

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

**Obj. 3-1** Promote and enhance educational, recreational, cultural, and civic amenities and activities.

Promote the Downtown Broadway/CityCenter Englewood area as the premier location for educational, recreational, cultural, and civic activities in the South Metro area.

- Establish an arts and entertainment district
- Help establish artists in the community
- Establish formal facilities for significant cultural arts productions and activities
• Actively recruit private arts entities
• Actively recruit arts-related retail merchants
• Actively recruit complimentary businesses including restaurants, and entertainment
• Increase arts events and programming
• Connect local businesses and the public to both city-sponsored and private events
• Help local businesses with promotional ideas that capitalize on local events

Promote and enhance community parks, trails, open space and recreational facilities.

• Fill in missing trail segments
• Connect CityCenter Englewood directly to the South Platte River open space corridor
• Include information on Englewood parks, open space, trails, and recreational facilities in promotional materials
• Research potential for recreation-oriented businesses to locate near public recreational amenities

Implement community arts projects at key locations.

• Entryports
• Commercial corridors
• Parks and open space
• Schools
• Englewood Civic Center/CityCenter Englewood
• New developments

Obj. 3-2 Provide a safe, healthy, and attractive business environment.

Invest in streetscaping projects along the Broadway corridor as well as Englewood Parkway.

• Medians
• Street surfacing
• Lighting
• Trees and shrubs
• Ornamental ironwork
• Benches
• Bus stops
• Newspaper corrals
• Bike racks
• Trash receptacles
• Underground utilities
• Pedestrian safety enhancements
• Adjustments to traffic signal timing to slow traffic
Actively promote environmentally responsible business operations.

- Recycling service providers and locations
- Research and support “green” business practices
- Code compliance

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

Develop design standards to enhance sense of place:

- Corridors
- Business districts

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

Work to improve public transit in order to better serve employees and customers, and to attract new residential demand:

- Shuttle connection linking CityCenter, Downtown Broadway and Swedish/Craig Medical Centers
- Bus rapid transit corridor studies (Broadway, US 285)
- Construct Bates LRT Station
- Additional Light Rail Transit parking facilities
- Enhanced local bus services

Enhance the pedestrian environment and pedestrian connections.

- From CityCenter Englewood Across US 285
- From City Center Englewood Across Santa Fe Drive
- Develop pedestrian-oriented design standards
- Identify key corridors for pedestrian enhancements in areas targeted for redevelopment
- Incorporate pedestrian circulation planning in all small area redevelopment plans

Promote bicycling as an alternative means of transportation.

- Updated bicycle routes and signage
- Development of missing trail segments
- New trail opportunities associated with redevelopment
- Bicycle racks located along commercial corridors and at major activity centers
- Bicycle detector loops at major signalized intersections
Goal 4

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

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

Ensure codes, regulations, and departmental processes reflect the City’s reality as an inner-ring suburban environment, as well as the vision for the community.

- Update Unified Development Code
- Connect Businesses to the Permitting Approval Process via a Permit Tracking System
- Review City permitting processes as part of the Plans Tracking System implementation
- Develop a summary of the development approval process
- Investigate codes, regulations, and development process requirements of other Denver Metro jurisdictions for development and building comparison purposes

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

Understand the community’s infrastructure deficiencies and prioritize needed improvements.

- Link capital improvements programming process to comprehensive plan implementation
- Investigate the current state of the City’s transportation, water, and wastewater systems
- Identify critical system barriers to servicing anticipated redevelopment areas
- Develop transportation, water, and wastewater action plans

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

Work to ensure that the City’s business districts are served by state of the art technology.

- Research current state of technology infrastructure in Englewood
- Develop a technology infrastructure plan
- Establish relationship with service providers to ensure responsiveness to the needs of local businesses
- Develop the city’s capabilities to deliver informational services via the internet
Goal 5

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

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

Redevelop strategic parcels adjacent to light rail stations, the Broadway and Santa Fe/South Platte River corridors, and other commercial and infill districts with mixed-use, high density projects, including office, housing, and retail uses.

- Transit Zones
- Small area implementation plans
- Community Development Corporation
- Development Agreements
- Business Improvement Districts
- Public/private partnerships
- Regional partnerships

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

Address parking issues along key retail and industrial corridors.

- Explore the possibility of establishing a City parking authority or Business Improvement District
- Develop strategies to address supply and distribution of parking

Revitalize the City’s industrial districts.

- Research the long term prospects for industrial land use in the local, regional, and national economies
- Investigate the potential for convenience stores and restaurants to serve industrial employees
- Develop and maintain an inventory of all industrial district properties and firms
- Identify instances of environmental contamination
- Develop a plan designed to improve the appearance and function of industrial districts
- Explore land use issues and the potential for redevelopment in the City’s industrial districts

Facilitate redevelopment efforts around Swedish and Craig Medical Centers.

- Identify future expansion plans and potential barriers to expansion
- Identify locations for new offices, medical facilities, housing, hotels, and retail services
- Develop and maintain an inventory of all medical district properties
Identify potential locations for new sit-down restaurants, and entertainment/cultural venues.

- Property locations
- Costs per square foot
- Public/private partnerships

Identify and catalog viable sites for retail, and identify barriers to development.

- Locations
- Size
- Development Costs
- Retail Trade Market
- Barriers to Redevelopment

Implement the South Platte River Open Space Plan in order to facilitate redevelopment of the river corridor.

- Establish intergovernmental agreements to coordinate implementation
- Prioritize properties for acquisition, cleanup, and development
- Investigate and establish funding sources for open space acquisition
- Communicate with, educate, and assist corridor property owners
- Expand brownfield loan programs

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

Provide assistance for maintaining and reinvesting in commercial properties.

- Facade enhancements
- Landscaping
- Creative signage
- Internal building infrastructure systems
- Other non-monetary methods – process improvements, code revisions, etc.
- Support regulations that encourage and enhance sense of place-community design standards, streetscape standards, historical preservation, etc.
SECTION 7

BUSINESS AND EMPLOYMENT
SECTION 7: BUSINESS AND EMPLOYMENT

INTRODUCTION

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

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

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

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

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

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

Englewood's greatest advantage lies in both the vitality and opportunity associated with its commercial, industrial, and mixed-use districts in proximity to high-frequency bus transit and the successful Southwest Light Rail Transit (LRT) Line. The transportation nodes within the city contribute to the potential for the development of office capacity and housing along the Santa Fe Drive corridor, which will spur demand for new retail businesses, and overall greater retail sales at both CityCenter, and downtown Englewood. Opportunities for new high-density housing associated with high bus transit frequency along the Broadway corridor will also help attract new retail businesses and greater overall retail sales to the Broadway corridor. Industrial areas will also benefit from increased demand due to a highly accessible, centralized location within the metropolitan area, which will create incentives for improvements as well as opportunities for redevelopment.
SECTION 7: BUSINESS AND EMPLOYMENT

BUSINESS AND EMPLOYMENT GOALS AND OBJECTIVES

Goal 1
Provide an economically viable environment that builds and maintains a diverse base of businesses.

Obj. 1-1 Actively engage in outreach activities to retain and assist existing businesses.

Obj. 1-2 Actively engage in attracting new businesses to the city.

Obj. 1-3 Create a balanced mix of businesses that complement each other.

Goal 2
Build, attract, and retain a quality workforce.

Obj. 2-1 Foster job education and training opportunities to enhance the skill level of Englewood's labor force.

Obj. 2-2 Create and maintain workforce housing meeting the needs of both employers and employees.

Obj. 2-3 Focus business attraction efforts towards employers providing a living wage.

Goal 3
Promote economic growth by building on Englewood's strong sense of community image, identity, and quality of life.

Obj. 3-1 Promote and enhance educational, recreational, cultural, and civic amenities and activities.

Obj. 3-2 Provide a safe, healthy, and attractive business environment.

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

Obj. 3-4 Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas, and other communities.
SECTION 7: BUSINESS AND EMPLOYMENT

Goal 4
Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood’s business community.

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

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

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

Goal 5
Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood’s commercial, industrial, and mixed-use districts.

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

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

Obj. 5-3 Facilitate the improvement of the commercial and industrial building stock.
SECTION 8: TRANSPORTATION

INTRODUCTION

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

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

Although the ability of the City of Englewood to finance and construct large-scale road capacity improvements is relatively limited, the city enjoys the advantages of the recently completed, regional Southwest Light Rail Transit (LRT) Line. Light rail has the potential to substantially increase the effective carrying capacity of the Santa Fe Drive corridor, which would essentially create an additional transportation facility equal to a high-capacity freeway.
Economic development is a vital activity for any community. It is the process of creating greater wealth within a community by bringing in new "outside" dollars. This is mainly achieved through:

- Retention, expansion and recruitment of "primary" jobs
- New capital investment
- Attracting visitors and patrons to spend money in the community

What is a "primary" job?

A "primary" job is a job that produces goods and/or services for customers that are predominantly outside the community. This creates new "outside" dollars for the community. Once an employer is paid for the products and/or services, this contributes to the creation of wealth in the community through wages paid to employees.

Englewood is undertaking a study to understand our primary employers in the community. Englewood’s largest concentrations of primary jobs are in the following business categories: Automotive, Business Support Services, Construction, Life Sciences, Manufacturing, and Sporting Goods.

Why does Englewood need "greater" wealth?

Economic development programs vary based on the needs of a community. There are several benefits of a successful economic development program.

1. **Higher quality public services**—By increasing the tax base of a community, local governments can provide higher quality public services to citizens. This could mean additional police officers to help ensure public safety, additional parks and recreation areas, etc.
2. **More job opportunities for citizens**—Adding "primary" job opportunities to a community gives citizens more opportunities to find higher-paying jobs closer to home. "Primary" jobs usually pay a higher average wage than the average per capita income of the community. They also create additional or "spin-off" jobs within a community.
3. **Greater protection from economic downturns**—One of the focuses of economic development is to diversify the economic base, thereby increasingly cushioning the community against economic shocks. A community that has not diversified its industry base can find itself in trouble if its single, major industry downsizes or suddenly leaves the community.

What does an economic developer specifically do?

Economic developers wear many different hats. However, there are three main functions an economic developer performs:

1. **Provide information and assistance to businesses that are interested in the community for relocation, retention or expansion**
Economic developers do not create new jobs. They provide information and assistance to companies who create new jobs. A good economic development program strives to have the most comprehensive and current information available on the following:

- Local demographics
- Public infrastructure and costs
- Real estate
- Taxes, fees, and regulations
- Quality of life
- Business assistance programs

2. **Market the community to targeted business industries**

Like any company, if a consumer isn’t familiar with your product, they won’t buy it. Another function of an economic developer’s job is to market the community to businesses in "targeted" or specific industries best suited for the community. Marketing activities often include:

- Print advertising
- Recruitment trips to targeted areas
- Tradeshows
- Multimedia presentations
- Cold calling
- Site selection conferences
- Public relations

Englewood’s comprehensive economic development strategy identifies the following targeted businesses: Sports Related, Medical, and Entertainment businesses including restaurants.

3. **Work with elected officials and community partners to ensure that a positive business environment exists in the community**

The same things that attract new employers will keep existing firms in the community. There are several reasons why companies thrive in certain communities and struggle in others. These factors include:

- Proximity to markets / customers
- Local labor skills and availability
- Tax and regulatory environment
- Quality of life issues
- Cost of doing business
- Strong and stable political leadership
- Financial benefits
- Infrastructure
- Concentration of existing industries

Elected officials, economic developers, and community partners work together to strengthen any gaps in the community related to the above items and make the community more desirable for businesses.
Final Report

City Retail Analysis and Site Development Assessment

City of Englewood, Colorado
Final Report
September 12, 2011

City Retail Analysis and Site Development Strategy

Prepared for
City of Englewood
Civic Center
1000 Englewood Parkway
Englewood, CO 80110-2373

Prepared by
BBC Research & Consulting
3773 Cherry Creek N. Drive, Suite 850
Denver, Colorado 80209-3868

and

The Kornfeld Real Estate Group, LLC
299 Milwaukee Street, Suite 501
Denver, Colorado 80206
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SECTION I.
Introduction
SECTION I.
Introduction

In December 2010, BBC Research & Consulting was selected by the city of Englewood through a competitive request for proposals (RFP) process to document local retail conditions; describe local and national retailing trends; evaluate key local retail concentrations; and define centers with commercial development potential within the city.

This report is the culmination of Phase I of a two phase project. Based in part on the findings of Phase I, the city will consider pursuing a Phase II retail redevelopment plan and recruitment effort. At this time, the consultant team does not recommend that the city pursue Phase II of the study—instead the city should focus on individual opportunities presented by the private sector rather than instituting a broad citywide redevelopment plan and recruitment strategy. The city could potentially revisit Phase II of the study if broad national and regional retail market conditions improve.

Study Approach

This analytical approach accepted for this analysis focuses on four questions posed by the city:

- How would a retailer or retail center developer evaluate market opportunities in a metropolitan area and how would Englewood rate under this kind of evaluation mechanism?
- How has retailing changed since the economic downturn and what are the consequences of those changes for a community seeking to stimulate further retail growth?
- What specific retailers, or types of retailing, might be appropriate additions in this marketplace?
- What Englewood neighborhoods or current concentrations of Englewood retail show the greatest promise for further commercial expansion?

Report Organization

This report has five sections. Following this Introduction, Section I provides an analysis of the Englewood retail market and documents current retail performance trends. Section II examines national retailing trends and the characteristics of a successful retail environment. Section III assesses the development prospects of ten retail clusters in Englewood, identifying four as having the greatest growth potential. Finally Section IV examines the four selected sites in greater detail.

Report Preparation

The report was prepared by BBC Research & Consulting, a Denver Based economic research firm, and Brad Kornfeld of the Kornfeld Real Estate Group, LLC, owners and operators of commercial shopping centers.
SECTION II.
Englewood Retail Analysis
SECTION II
Englewood Retail Analysis

This section analyses Englewood’s retail markets from the perspective of a new retail entrant into the area or a retail center developer.

Retail operators and developers have a set of metrics that are commonly used to evaluate a new market’s prospects, including:

- A community’s location and accessibility in relation to other surrounding communities;
- The number of households and the household incomes within the local market area;
- Residential and business growth prospects;
- The location and nature of competitive influences;
- Recent retail performance and local retail sales trends; and
- The availability of suitable development or store sites.

For a national retailer, the location of other outlets of the same or similar stores, the location of specific competitors and corporate philosophy about location strategy may also influence a siting decision. Often corporate financial strategies, for instance a decision to reduce capital expenditures or to pursue market share in a specific area, may override market conditions.

Englewood Demographics

The city of Englewood lies southwest of the city of Denver in the metropolitan area’s first tier of inner-ring of suburbs. Englewood is one of a few “first-tier suburbs” and it grew rapidly during the post World War II era, but is now somewhat constrained by the more recent outer ring of suburban community growth. The majority of Englewood’s growth occurred in the period between 1948 and 1965. Englewood’s location in relationship to the larger Denver Metropolitan Area is shown in Figure II-1.
Figure II-1. Englewood and the Denver Metropolitan Area

For many years, Englewood was home to the Denver area’s most successful shopping center, Cinderella City, which opened in 1968, as the largest enclosed shopping mall west of the Mississippi River. Over the next 30 years, housing growth and thus retail markets continued to migrate south, and the city encouraged demolition of the older mall and development of a transit-orientated, mixed use, City Center project, which also houses retail, apartments, and the Englewood Civic Center.
**Population.** Englewood is home to approximately 30,255 residents. As shown in Figure II-2 most Denver area first tier communities have grown very little in recent years. Aurora is an exception to this pattern because there are no physical growth constraints on its eastern and southern boundaries.

**Figure II-2.**
**Population Change, 2000 to 2010**

<table>
<thead>
<tr>
<th>Community</th>
<th>2010 Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Englewood</td>
<td>30,255</td>
</tr>
<tr>
<td>Aurora</td>
<td>1,472</td>
</tr>
<tr>
<td>Thornton</td>
<td>118,772</td>
</tr>
<tr>
<td>Westminster</td>
<td>106,114</td>
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<tr>
<td>Greenwood Village</td>
<td>13,925</td>
</tr>
<tr>
<td>Littleton</td>
<td>1,397</td>
</tr>
<tr>
<td>Centennial</td>
<td>5,174</td>
</tr>
<tr>
<td>Sheridan</td>
<td>2,890</td>
</tr>
<tr>
<td>Lakewood</td>
<td>41,737</td>
</tr>
<tr>
<td>Sheridan</td>
<td>1,397</td>
</tr>
<tr>
<td>Sheridan</td>
<td>5,900</td>
</tr>
<tr>
<td>Sheridan</td>
<td>64</td>
</tr>
<tr>
<td>Total</td>
<td>142,980</td>
</tr>
</tbody>
</table>

Note: Centennial population change based on the interval between 2003 and 2010. Centennial was not incorporated as of 2000.

Source: U.S. Census Bureau; Colorado Department of Local Affairs, Claritas.

Communities immediately adjacent to Englewood, including Sheridan, Greenwood Village, Lakewood and Littleton, have shown a similar modest loss of residents, slow growth or no-growth patterns. The absence of population growth and the maturity of the community’s built environment will be a constraining issue for new retailers.

**Household income.** Englewood has relatively modest average household income but the larger retail market area incorporates Cherry Hills Village and Greenwood Village and surrounding areas, which enhance the size and value of the retail marketplace.

In 2010, Englewood had a median household income of about $44,000. The modest household income level is a barrier for some retailers but, as described below, *most retailers will look beyond immediate community households in a trade area* to better understand what broader markets are served by the community’s commercial base. Englewood’s retail sales data suggest that *local retailers serve a larger market than just the Englewood community*.

**Englewood Retail Sales Performance**

Retail tenants considering a new location will always evaluate the performance of other stores and retail centers as an indication of their prospects.

**Retail sales.** In contrast to the community’s household income data, Englewood enjoys the highest per household retail sales performance in the Denver metropolitan area. These data include sales that occur outside of the city boundaries but are designated to Englewood because of location of deliveries, or because of variations between zip code designations and city boundaries.
Englewood collected over $220,000 per household in retail sales as defined by the Colorado Department of Revenue, indicating that the community draws a large share of its sales from sources outside the city boundaries.

**Retail trends.** Englewood has also weathered the economic downturn quite well, indicating notable economic and retail resiliency. Total retail sales tax collections in 2010 were just slightly below 2005 levels. These data include sales that occur outside of the city boundaries but are directed to Englewood because of location of deliveries.
First quarter data for 2011 suggests a continuation of 2010 performance levels. Retailers will take note of Englewood’s retail stability as evidence of stability in a down market.

Inside city sales, which exclude outside community retail sales allocations, are about 60 percent of total city retail sales. Inside sales have grown faster than total sales over the past five years with 2010 sales exceeding 2005 sales by about 10 percent.

Figure II-5.
“Inside City” Sales Tax, City of Englewood, 2005-2010

Source:
BBC Research & Consulting
Retail concentrations. Englewood presents a wide variety of shopping locations and formats. Exhibit II-6 shows the location of key retail corridors and concentrations within the community. The retail study sites are a mix of established retailing areas and potential redevelopment sites, all located along major transportation corridors in Englewood. The study sites are shown in Figure II-7.

Figure II-6.
Englewood Retail Concentrations

Source: City of Englewood; BBC Research & Consulting.
**Location specific sales.** As noted below in Exhibit II-7, there has been considerable variation in how retail centers in differing parts of the city have performed in recent years. The City Center, Englewood’s largest retail concentration, witnessed a small decline in sales between 2005 and 2010. Downtown Englewood, which incorporates portions of Broadway and adjacent commercial, grew sales by over $1.0 million, although a share of this growth likely included the discontinuation of the urban renewal allocation (EURA), and not real sales expansion.

**Figure II-7. Change in Sales Tax, by Area, 2005 to 2010**

Sales occurring outside of the community, or by delivery to residents within Englewood, demonstrated the largest sales drop.

**Competition**

Englewood and the adjacent market areas are well served, meaning that residents have a wide variety of retail options in a reasonable driving distance. Figure II-8 and II-9 show the location of major centers around the southwestern Denver market.
Figure II-8.  
Regional Shopping Centers

Note: Mature area means new retailers have to break existing patterns.
Source: BBC, 2011

Figure II-9.  
Grocery-anchored Centers

Source: BBC, 2011
A national retailer or a developer will note that the area is well served. Given the absence of large undeveloped areas in Englewood, and the large number of regional and grocery anchored centers in close proximity to the community there does not appear to a major shopping center redevelopment opportunity. The slow absorption within the River Point Center, which is just west of Englewood’s boundary, is evidence that even popular big box stores are struggling to meet performance expectations. These market characteristics will generally not deter smaller, local retailers and entrepreneurs who often rely on the uniqueness of their businesses to draw customers.

**Market conditions and retail performance summary.**

The Data presented here on Englewood’s retail and demographic trends support certain conclusions:

- Englewood is a moderate income community of about 30,255 residents. There has been no household growth in recent years, largely because the community has very little undeveloped land and no locations where it can expand. Englewood’s population decreased by 4 percent between 2000 and 2010.

- Englewood enjoys very high sales tax per household, perhaps indicating that local retailers draw business from outside the community.

- The city benefits from an allocation of sales tax revenue produced by transactions that occur outside city boundaries. Nevertheless, the city’s “in-city” sales growth has been its faster growing segment in recent years.
SECTION III.
Retail Industry National Trends
SECTION III.
Retail Industry National Trends

Retailer decisions about where and when to open new locations are not based entirely on local market conditions. The condition of the national economy, the financial health of individual retailers, strategic positioning against competition and the ability of shopping center developers to provide appropriate space, all contribute to a retailer’s decision about expansion and location.

This section offers observations about these larger retailing economic considerations as they relate to Englewood’s near term strategies for attracting new retail development.

The National Economy and Retailing

The national retail landscape has changed significantly over the past three to four years, concurrent with the national economic downturn. The commercial real estate industry is experiencing what appears to be a long term shift in how retailers evaluate expansion; how they engage with shopping center developers and operators; and what operating conditions are expected when considering new retail additions.

Over building. The recent recession and financial downturn decimated the retail industry, in part because retailing and retail development shared the same unsustainable exuberance that characterized other forms of real estate development. As a result of the recent downturn, many notable retailers, caught in the process of expanding under considerable financial leverage, went out of business. This includes notable retailers that are no longer operating, or are operating under radically changed circumstances, including Circuit City, Linens N Things, Ultimate Electronics and Blockbuster. Other retailers experienced steep declines in sales and closed hundreds of stores in order to survive. Starbucks, for example, not only closed many stores around the country, but also stopped opening new locations and reformatted menus to offer lower priced items and minimize per capita sales losses. The “new” retail landscape is comprised of fewer retailers in each category. Those who remain continue to manage costs in order to survive. Survival, not expansion, remains the theme of the day, although hopefully soon some of the stronger retailers will try to take market share and re-initiate aggressive expansion efforts.

There is evidence of retail space oversupply in Englewood. A recent data analysis conducted by city Economic Development staff indicated that Englewood contains 82 square feet of retail per capita. This figure is significantly higher than the Denver Metro Area average (50 square feet per capita) and the national average (24 square feet per capita).1

**New store size.** In addition to fewer retailers competing in the marketplace, retailers that continue to serve the public are often doing so with less square footage. PetSmart and Office Depot, for example, have downsized many of their locations, reducing their standard formats by 10,000 or 15,000 SF. Owners of “big box” retail buildings are finding it difficult to re-lease these buildings to new tenants, and when they can re-lease, they are often required to sub-divide the space. Many big box developments now have two stores operating in a space that used to be occupied by one.

At the same time, some of the very largest retailers, such as Costco, Target and Wal-Mart are promoting superstores—their largest format option. These stores can wreck havoc with other older centers that have a collection smaller tenants, which now must compete with these well financed and aggressive superstores.

**On-line sales.** Although it has taken longer than many observers anticipated, online sales are clearly cannibalizing local retailers. Savvy retailers that have a strong online presence are reducing their brick-and-mortar presence due to decreasing foot traffic inside their stores and the more cost effective electronic alternatives.

**Financing.** Financing for new stores and weak sales continue to combine to limit expansion prospects for even successful retailers. While obtaining financing in 2011 is easier than in the past year or two, it is still a barrier for many retailers. Whether it be for store construction or inventory acquisition, capital is difficult to secure as lenders tighten borrowing requirements. Many publicly-traded retailers are under pressure to maintain or improve their stock performance, and as a result are focusing on remodeling existing stores to improve same-store sales (which coincidently tends to increase their stock price), rather than opening new locations in a weak economy. Many independent retailers are hampered by tighter lending requirements and/or the market reality that they must contribute a significant amount of their own capital to qualify for a loan. Other retailers are hindered by banks’ unwillingness to fund capital inventory purchases, and that creates problems for retailers who want to buy more merchandise, and believe they can sell it, but can’t support desired inventory levels.

**Recent trends and growth prospects.** In very recent months, rising energy and food prices have cut into consumer discretionary income, further pressuring retail sales. Over the past few years, as consumers cut back on retail spending, “value” retail experienced growth. Everyday needs such as haircuts, grocery shopping and fast food dining have fared well since economic downturn. For example, discount hair salons like Great Clips have experienced a prolonged period of growth as consumers stopped patronizing high-priced salons and instead turned to discount hair cutters. Similarly, fast food restaurants benefited from diners switching from sit-down restaurants like Chili’s to less expensive dining options like McDonald’s. Other QSR (quick serve restaurants—those without table service) have expanded rapidly, such as Chipotle Mexican Grill, Panera Bread, Smashburger and Garbanzo’s. The average price to feed a family of four is significantly less at these restaurants and families who want to dine out but cannot afford higher priced options have turned in large numbers to these and other restaurant concepts. Finally, dollar stores like Dollar Tree and Family Dollar as well as other value retailers like Tuesday Morning have expanded during the economic downturn as shoppers seek ways to buy more for less.
While some luxury retailers, such as Tiffany & Company, are experiencing a rebound in sales, mass market national retailers are seeing a slow recovery. These mass-market retailers are competing for shoppers with less disposable income in a more competitive retail environment. Although luxury retailers appear to be leading retail out of the recession, luxury retailers are very choosy and inflexible about location.

**Project development.** The balance of financial power between retailers and landlords has shifted dramatically over the past four years. Prior overbuilding of shopping centers combined with many retailers closing and fewer customers spending resulted in a steep rise in vacancy rates at shopping venues of all types. Big box retail has been hit particularly hard, but all forms of shopping centers, including enclosed malls and anchored and un-anchored strip centers, have suffered.

As the economic downturn unfolded, vacancy rates grew and the viability of some retail center owners, such as the large mall owner General Growth Properties, became increasingly uncertain. Retailers backed away from expansion plans and consolidated stores in an attempt to shore up earnings. Landlords were unable to lease retail space even though they cut rents by 33% or more. In many instances, there were simply no retailers interested in opening new stores at any price. Now, as some retailers and restaurants are again beginning to pursue grow strategies, they are in a strong negotiating position. Many retailers, who prior to the 2008 downturn would have only been able to afford “B” space, are now leasing in higher quality shopping centers because the owners have lowered rents to the same level as lower-quality, or less well situated projects. For example, Michael’s arts and crafts store relocated from a B-grade center (University Hills North) in Denver to an A-class center (University Hills—anchored by King Soopers). University Hills North now has several large spaces vacant due to closings and relocations of tenants, but the newer higher-quality University Hills remains largely full. Michael’s leased the space formerly occupied by Linens-N-Things, which went out of business nationwide.

Value retailers realize that there will be a short window of opportunity to lease space in high quality shopping centers at deep discounts, and those that are prepared to act are doing so before the spaces are gone and rents rise again. Ultimately, this transitional period could work in Englewood’s favor if additional value oriented retailers can find attractive sites in Englewood’s various retail centers.

National retailing trends as of the summer of 2011 can be summarized as follows:

- **Recession reaction: “Entire industry has changed”**
  - Oversupply of space, rents still declining
  - Corporate failures and limited liquidity
  - Financing is difficult if not impossible to find and successful retailers are holding on to cash rather than investing in growth.
  - Industry has been consolidating and contracting
  - High unemployment, high cost of living, job uncertainty thus Consumer demand is down
  - Shopping center development is not happening on any level.
  - “Amazon is the healthiest retailer” – an indication of the growing importance of online retailing.
- Shrinking big box footprint as retailers seek to reduce costs.
- Internet sales: stores as showrooms – less inventory on-site
- Non-retail uses infiltrating malls and strip centers
- Traditional retail centers and strips transitioning to multifamily residential or mixed use
- Developers: private equity and public funding more important than ever

**Retail Development Formats**

Individual retailers generally do not seek space on their own initiative. Brokers are retained with instructions about site preferences, or more commonly shopping center developers approach retailers directly. Most often, shopping center developers attempt to package a group of retailers into appropriate space recognizing that synergy between businesses is a critical factor in determining retail attractiveness. Generally, shopping center developers and owners specialize in certain forms of retail and over time develop relationships with the chain stores such that they can assemble a group of retailers that has proven to work well in similar past situations.

**Shopping center templates.** Figure III-1 shows the general categories of retail development. One initial strategy for the city of Englewood is to see if any of these templates can be accomplished in Englewood’s constrained development areas.
### ICSC Shopping Center Classifications

<table>
<thead>
<tr>
<th>Type of Shopping Center</th>
<th>Concept</th>
<th>Sq. Ft.</th>
<th>Acreage</th>
<th>Typical Anchors</th>
<th>Anchor Ratio</th>
<th>Primary Trade Area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Malls</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional / Super</td>
<td>Similar to Regional Center but has more variety and assortment</td>
<td>400,000–800,000+</td>
<td>40–120</td>
<td>2 or more Full-line dept. store; jr. dept. store; mass merchant; fashion apparel</td>
<td>50 - 70%</td>
<td>5–25 miles</td>
</tr>
<tr>
<td>Regional Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strip center</td>
<td>Convenience; specialty</td>
<td>20,000–80,000</td>
<td>2–10</td>
<td>x N/A</td>
<td>N/A</td>
<td>3 miles</td>
</tr>
<tr>
<td>Grocery–anchor center</td>
<td>Convenience</td>
<td>30,000–150,000</td>
<td>3–15</td>
<td>1 or more Supermarket</td>
<td>30–50%</td>
<td>3 miles</td>
</tr>
<tr>
<td>Community center</td>
<td>General Merchandise; Convenience</td>
<td>100,000–350,000</td>
<td>10–40</td>
<td>2 or more Discount dept. store; supermarket; drug; home improvement</td>
<td>40–60%</td>
<td>3–6 miles</td>
</tr>
<tr>
<td>Lifestyle center</td>
<td>Upscale national chain specialty stores; dining and entertainment in outdoor setting</td>
<td>150,000–500,000</td>
<td>10–40</td>
<td>0 - 2 Large format specialty retailer; multi-plex cinema; small department store; or no anchor</td>
<td>0–50%</td>
<td>8–12 miles</td>
</tr>
<tr>
<td>Power Center</td>
<td>Category-dominant anchors; few small tenants</td>
<td>250,000–600,000</td>
<td>25–80</td>
<td>3 or more Category killer; home improvement; dept. store; warehouse club</td>
<td>75–90%</td>
<td>5–10 miles</td>
</tr>
<tr>
<td>Theme/Festival Center</td>
<td>Leisure; tourist-oriented; retail and service</td>
<td>80,000–250,000</td>
<td>5–20</td>
<td>N/A Restaurants; entertainment</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Open-Air Centers**

<table>
<thead>
<tr>
<th>Type of Shopping Center</th>
<th>Concept</th>
<th>Sq. Ft.</th>
<th>Acreage</th>
<th>Typical Anchors</th>
<th>Anchor Ratio</th>
<th>Primary Trade Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strip center</td>
<td>Convenience; specialty</td>
<td>20,000–80,000</td>
<td>2–10</td>
<td>x N/A</td>
<td>N/A</td>
<td>3 miles</td>
</tr>
<tr>
<td>Grocery–anchor center</td>
<td>Convenience</td>
<td>30,000–150,000</td>
<td>3–15</td>
<td>1 or more Supermarket</td>
<td>30–50%</td>
<td>3 miles</td>
</tr>
<tr>
<td>Community center</td>
<td>General Merchandise; Convenience</td>
<td>100,000–350,000</td>
<td>10–40</td>
<td>2 or more Discount dept. store; supermarket; drug; home improvement</td>
<td>40–60%</td>
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</tr>
<tr>
<td>Lifestyle center</td>
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<td>8–12 miles</td>
</tr>
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<td>Power Center</td>
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<td>Theme/Festival Center</td>
<td>Leisure; tourist-oriented; retail and service</td>
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<td>5–20</td>
<td>N/A Restaurants; entertainment</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Notes:**
1) Anchor Ratio: The share of a center’s total square footage that is attributable to its anchors.
2) Primary Trade Area: The area from which 60 - 80% of the center’s sales originate.

Source: International Council of Shopping Centers.
**Retail clustering.** Retailers tend to cluster in highly predictable patterns. Shopping center templates are basically a way for aggregating retail into clusters that make sense for the consumer. Retailers do not want to be alone; they want to be in the company of other stores that help draw the appropriate customers. Certain development formats are suitable for certain types of stores and as a rule most retailers will not locate in anything but the most suitable collection of other retailers. For example, a grocery anchored center tends to use the grocery store’s market attraction to support an additional amount of “in-line” convenience stores. The structure of tenant organization at an enclosed mall is another example.

Some general rules of thumb are noted below:

- Retail tends to gather in prescribed formats
- Traditional pad or inline retailers are attracted to anchored shopping centers
- Junior boxes and category killers are attracted to larger anchors
- Developers tend to specialize in the creation of certain types of shopping centers and they tend to have relationships with certain anchor tenants.
- Drive-thru sites are particularly valuable as they are increasingly scarce.

**Target marketing.** More recently, stores have begun to cluster around other market variables. Within a mall or center it is common to find stores clustering around demographic criteria, such as

- Teens
- Seniors
- Ethnic groups
- Lifestyles

Other stores may cluster by value, such as dollar stores or outlet stores. Fast food and casual dining tends to concentrate as well. Highly trafficked areas with good visibility are valuable sites for fast food. The quick serve or fast food lineup is changing as many of the traditional burger and chicken places are being challenged by new orientations including:

- Garbanzo
- Modmarket
- Tokyo Joe’s
- Chipotle
- Panera Bread

Regardless of clustering or orientation strategy certain site fundamentals always apply:

- Convenience
- Visibility
- Access
- Parking

These observations are applied to Englewood opportunity areas in the next section.
SECTION IV.
Site Evaluations
SECTION IV.
Site Evaluations

In light of local market conditions and national and regional retail trends, the consultant team was asked to evaluate ten prospective retail sites in Englewood and to suggest which sites show the greatest promise for additional development or redevelopment.

Englewood Retail Study Sites

The retail study sites are a mix of established strip retailing areas and potential redevelopment sites, all located along major transportation corridors in Englewood. The study sites are shown in Exhibit IV-1.

Figure IV-1
Englewood Retail Concentrations

Source: City of Englewood; BBC Research & Consulting.
Characteristics of Successful Retail Sites

Retail sites must have a mix of physical and location characteristics in order to be successful. Locational characteristics such as visibility and local and regional access refer to the ease a shopper can identify and access a retail concentration by car or by foot. A prospective retail site must also have basic site requirements, such as adequate acreage, topography and utilities for development. Finally, a successful retail development must serve an appropriate market context in terms of households, income and competition. Figure IV-2 presents successful retail location, site and market characteristics.

Figure IV-2. Characteristics of Successful Retail Sites

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Locational Characteristics</strong></td>
<td></td>
</tr>
<tr>
<td>Visibility</td>
<td>Is the site easily seen from nearby major roadways?</td>
</tr>
<tr>
<td>Local Access</td>
<td>Can motorists and pedestrians enter and exit the site freely and directly, or is access to the property restricted and indirect?</td>
</tr>
<tr>
<td>Adjacent to Land Uses</td>
<td>Are adjacent land uses at least comparable, and hopefully complementary, with the retail development?</td>
</tr>
<tr>
<td>Regional Access</td>
<td>Can motorists easily get to this site by clear and uncongested roadways?</td>
</tr>
<tr>
<td><strong>Site Characteristics</strong></td>
<td></td>
</tr>
<tr>
<td>Acreage</td>
<td>Is the parcel large enough and of the right shape to accommodate the intended development? Is it too small?</td>
</tr>
<tr>
<td>Topography</td>
<td>Is the site level and free of natural barriers (i.e.; wetlands, streams, hills), or is significant grading required?</td>
</tr>
<tr>
<td>Utilities</td>
<td>Are utilities present on the site, or can utilities easily be extended to the site?</td>
</tr>
<tr>
<td><strong>Market Characteristics</strong></td>
<td></td>
</tr>
<tr>
<td>Demographics</td>
<td>Is there adequate market in terms of households and income?</td>
</tr>
<tr>
<td>Competition</td>
<td>Is there a need for more retail, or is the trade area adequately served or saturated?</td>
</tr>
</tbody>
</table>

Source: BBC Research & Consulting.

Few retail sites are superior in all of the above characteristics. Most successful retail sites are strong in a combination of some of the above characteristics. In practice, if a retail site is situated in an area with strong demographics and weak competition, it can overcome some disadvantageous physical attributes. If a particular retail tenant offers a unique product in a market, it may also be able to overcome unfavorable site or location attributes.

In general, retail sites in Englewood are strong on location characteristics, such as visibility, local access and regional access, and weaker in market characteristics (see Section II for a discussion of Englewood demographics). Englewood is situated at the crossroads of two major arterial roadways in the Denver metro area, Highway 285 and South Broadway, and is bounded on the west by another arterial, Santa Fe Drive, all of which supply a significant amount of regional traffic to city retail areas.
While motorists can easily identify and access Englewood retail from the arterial roadways, the immediate market area has relatively modest household income and household counts. Englewood is largely dependent on sales from consumers who work in Englewood and live elsewhere; and on sales from consumers who drive through retail areas. The immediate market area cannot support local retailers alone. There are also competitive shopping centers (e.g., River Point in Sheridan) in close proximity to Englewood’s retail centers, which will also vie for traffic-dependent and local sales.

Site Analysis

The following site analysis provides the study team’s evaluation of each of the ten retail sites identified by the city in the context of the successful site characteristics outlined above. Of the ten sites, the study team selected four sites for further study. The following is a description of the ten sites selected by the city and the initial assessment of strengths and challenges associated with each.

Sites Not Chosen for Further Analysis

The following six sites were not chosen for future analysis because other sites offered more favorable characteristics for potential retail success. The following provides reasoning behind why these sites were not selected as Englewood’s most promising retail sites. It should be noted that the sites that were not chosen still have redevelopment potential. Many of the recommendations for the selected retail sites apply for the following sites as well.

South Side of US Highway 285

The Highway 285 south side retail area consists of the area bordering Highway 285 to the south between Santa Fe Drive and Broadway. Current retail uses in this area consist of several fast food restaurants, a sit-down steak house, several auto service establishments and other detached small format retail establishments. There is also a complement of offices and an adjacent residential neighborhood.

Strengths. Highway 285 is a major arterial road that routes a large amount of destination and pass-through traffic adjacent to the retail area. Additionally, there are two large office buildings centrally located in this retail area, which provide a daytime pedestrian market.

Challenges. Although this retail area is located adjacent to a major arterial roadway, access to the businesses from Highway 285 is often difficult when heading westbound because a landscaped median does not allow left turns at several intersections. In effect, this impedes access to the site for roughly half the driving market. Highway 285 is also very congested during peak hours, which reduces a driver’s willingness to add a retail visit to his or her current trip. Particularly problematic, the parcels that front Highway 285 are relatively small and shallow and would require consolidation
to amass sufficient acreage to support a large infill retail project. The retail sites that front Highway 285 have different owners, which exacerbates difficulty in consolidation.

**Cherrelyn Corridor**

The Cherrelyn Corridor of South Broadway extends from Highway 285 south to Bellview Avenue. There is a diverse array of land uses along the corridor, including convenience strip retail, fast food restaurants, single family residential, motel, automotive and institutional.

**Strengths.** South Broadway is a major arterial road that supplies a significant amount of traffic through the retail area. Additionally, there are two large parcels that could potentially be redevelopment opportunities in the future: the Flood Middle School and the Hilltop Motel. Current land uses are low value, which could encourage consolidation.

**Challenges.** The parcels on either side of South Broadway in the Cherrelyn Corridor are relatively shallow and would require a significant amount of consolidation to amass enough acreage to support a large infill retail project. The parcels have many different owners, which also makes consolidation difficult for a large scale project. Current retailers include pawn shops, medicinal marijuana dispensaries, small convenience stores and other small format retailers. These retailers provide little synergy for prospective new retailers considering the area. This area of Englewood is further away from central Denver and closer to southern retail competition.

**Medical District**

The Medical District extends from South Broadway east to Lafayette Street along Old Hampden Avenue. Most retail in the Medical District is located immediately west of Swedish and Craig Hospitals. There is a mix of restaurants, floral shops, medical supply stores and offices in the area.

**Strengths.** The Medical District has potential for good daytime pedestrian traffic from hospital workers and patient families. There is opportunity for healthcare oriented businesses, medical offices
and restaurants. There is a relatively large site available for lease or redevelopment (Masonic Lodge). The small-scale nature of the existing commercial infrastructure in the Old Hampden corridor provides an opportunity for the city to partner with private owners to promote a pedestrian-oriented commercial area similar to the Denver Uptown Business District area adjacent to Saint Joseph and Saint Luke hospitals. This transition would require significant public and private investment and it is the subject of a separate evaluation commissioned by the city.

**Challenges.** The Medical District is not on a major arterial road and thus has less automobile traffic counts than other commercial areas in Englewood. The area’s greatest strength, the hospitals, is also a challenge as the hospitals provide internal, onsite dining and gift shops. Non-hospital related traffic along Old Hampden is modest and current retailers are largely tied to hospitals activity for market support.

**Santa Fe Drive Corridor**

The Santa Fe Drive Corridor extends from Yale Avenue south to Chenango Avenue along Santa Fe Drive. Currently, there is virtually no retail on the Englewood (east) side of Santa Fe. Most commercial land in Englewood in this area is industrial. There is a large regional retail development on the southwest corner of the Santa Fe/Highway 285 interchange in Sheridan that competes with Englewood City Center. Other land uses on the Sheridan (west) side are generally automotive or industrial.

**Strengths.** Santa Fe Drive is not only a major arterial roadway but also a light rail line, making it a major multi-modal transportation corridor. Traffic counts are high and there may be potential for transit-oriented development. There are several relatively large industrial sites available for redevelopment on the Englewood side of Santa Fe Drive.

**Challenges.** The Englewood side of Santa Fe Drive has little to no visibility to motorists going either direction due to a raised train track that spans virtually the entire corridor and separates the roadway from adjacent parcels in Englewood. The train track not only hinders visibility but also is a physical barrier to accessing the retail sites that are tucked behind. This serves as a major deterrent to any retail development on the Englewood side of Santa Fe. In addition to visibility and access issues, the parcels on the east side are irregular in shape, which do not accommodate big box or other modern retail formats. The current industrial land uses that span the corridor on the east side provide little synergy for new retail development.
Evans Avenue Corridor

The Evans Avenue Corridor extends from Raritan Street west to Zuni Street along Evans Avenue. There is a vacant site in the retail area on the corner of Evans and Tejon that could be developed for retail. Other than that site, there is one gas station and light industrial and automotive establishments in this small area.

**Strengths.** There is an available vacant site that would require relatively little in demolition costs. The site is located on a peninsula of Englewood that is surrounded on three sides by Denver. This is beneficial to Englewood because the city would capture sales from Denver while not providing municipal services for the majority of the trade area.

**Challenges.** The area has a relatively small amount of residential land use, which makes for a challenging retailing environment. Most adjacent and proximate land is light industrial which provides little synergy for new retail development.

Promising Retail Sites

The following four retail sites were chosen for further analysis as the city’s more promising retail sites for additional investment or redevelopment because they show stronger retail success characteristics. The selected sites are:

- City Center Englewood
- Broadway – Gateway & Downtown
- Centennial Shopping Center
- Brookridge Area

The study team combined the Broadway Gateway and Downtown Broadway sites identified by the city into one site, as they both present similar opportunities and challenges. The following provides an explanation for why these sites were chosen as Englewood’s most promising retail sites. The following section (Section V) provides additional data and analysis of these sites.
**City Center—Englewood Area**

The City Center retail area consists of the area bordering Highway 285 to the north between Santa Fe Drive and Broadway. City Center is a mixed use redevelopment project that includes residential, retail, office and civic land uses. Current retail uses in this area consist of several big box and junior box retailers, associated in line retail and several fast food and fast casual restaurants.

**Strengths.** City Center is an established shopping destination with a strong anchor in Wal-Mart. It has good vehicle access from South Broadway and Highway 285. City Center is Englewood’s premiere regional shopping destination and is home to several national retail chains in addition to Wal-Mart. The retailers in City Center benefit from onsite residential land uses.

**Challenges.** Although this retail area is located adjacent to two major arterial roadways, visibility from South Broadway and Highway 285 is limited, causing motorists difficulty in identifying retail offerings. City Center has a relatively new competitive regional retail center in the area, River Point in nearby Sheridan, which has caused recent erosion in sales. Congestion along Highway 285 sometimes makes accessing the site difficult.

**South Broadway—Downtown and Gateway**

The South Broadway retail area extends from Yale Avenue south to Highway 285 along South Broadway. Current retail uses in this area generally consist of boutique retail establishments, auto sales, a grocery anchor center and several fast food, sit down and fast casual restaurants.
**Strengths.** South Broadway is an established pedestrian and auto-oriented retail district in the Denver Metro Area. It benefits from high traffic counts, good visibility, ample parking and walkability. South Broadway already has a fair amount of interesting niche retailers and has recently experienced some new retail development. There are currently several development opportunities on South Broadway, including the Funtastic Fun site and a city-owned vacant parcel.

**Challenges.** The parcels along South Broadway are relatively small and shallow and would require a significant amount of consolidation to amass enough acreage to support a large infill retail project. The parcels have many different owners, which also makes consolidation difficult for a large scale project.

**Brookridge Shopping Center Area**

The Brookridge Shopping Center area consists of the intersection of South Broadway and Belleview Avenue and extends south along South Broadway to the municipal boundary. There are two large retail concentrations in the area, the Brookridge Shopping center—a non-anchored strip center with a jeweler, fast food and fast casual restaurants; and a large K-Mart with several fast food restaurants occupying pad sites. There are also several new car dealers located within the retail area.

**Strengths.** The Brookridge Shopping Center Area is located at the intersection of two major arterial roadways and benefits from strong traffic, easy access and good visibility. The owner of the Brookridge Shopping Center recently reinvested in façade upgrades, and has consequently attracted a few new tenants. The K-Mart site; Larry Miller Nissan site; and a former bank site present great opportunities for redevelopment as market fundamentals are strong in the area. Other auto dealership sites may provide additional redevelopment opportunities in the future.

**Challenges.** The Brookridge retail area is dominated by new car dealerships that are not complementary land use for retail—there is little synergy. Redevelopment of the K-Mart site could be costly if substantial demolition of the existing structure is required.
**Centennial Shopping Center Area**

The Centennial Shopping Center area is located on the corner of Belleview Avenue and South Federal Boulevard. The retail area consists of one grocery anchored center.

![Image of Centennial Shopping Center Area]

**Strengths.** The site is located on a peninsula of Englewood that is surrounded on two sides by Littleton. This is beneficial to Englewood because the city captures sales from Littleton while not providing municipal services for the majority of the area. King Soopers has expressed interest in remodeling their existing store into a more modern concept. This could spur demand for additional inline retail space in the new grocery anchored center.

**Challenges.** The Centennial shopping center currently has high vacancy, modest value inline tenants and a grocery anchor with limited sales growth potential. The area has limited upside if the King Soopers remodel does not occur. The city does not tax unprepared food for home consumption.

**Summary**

In general, the study team chose the four sites listed above because they show a mix of strong locational and market characteristics. The sites are located at high-traffic intersections or along well travelled transportation corridors, allowing them to draw from a market larger than Englewood’s household base. The chosen retail sites are already established in the market, and represent the most advantageous targets for city retail reinvigoration efforts. The sites were chosen also because they are different from each other—the study team chose a strip retail district, two regional shopping centers and a grocery anchored center for further study. When considered collectively, the selected retail areas represent the most promising opportunity for Englewood to strengthen and diversify its retail base.
SECTION V.
Site Analysis

This section offers a detailed evaluation of the four chosen sites, additional market data, and recommendations as to how the community might stimulate new retail development in these sites. This section points toward new development ideas, redevelopment concepts, potential tenants, and market development strategies. The city originally envisioned a companion study to this analysis that would further develop and refine these ideas along with a more aggressive effort to engage retailers, developers and land owners.

At this time, the consultant team does not recommend that the city pursue Phase II of the study—instead the city should focus on individual opportunities presented by the private sector rather than instituting a broad citywide redevelopment plan and recruitment strategy. The city could potentially revisit Phase II of the study if broad national and regional retail market conditions improve.

Citywide best practices. In addition to the site specific public intervention options requested by the city and presented in the following pages, the following are recommendations for citywide best practices for to encourage a healthy retailing environment:

- Continue attendance at retail-focused trainings, seminars and conferences, such as those held by the International Council of Shopping Centers, Urban Land Institute and Downtown Colorado, Inc. Explore opportunities offered by other organizations such as the National Retail Federation.
- Continue funding and administering Englewoodsites.com to provide a low-cost means for owners to showcase properties for sale or lease and to maintain an inventory of available properties for staff to use when working with retail prospects.
- Evaluate other business assistance programs to complement the city’s successful Commercial Catalyst Grant Program and Englewood Small Business Development Corporation revolving loans that provide startup assistance to small independent businesses.
- Continue to engage property owners, brokers and developers to spur redevelopment and investment partnerships.
- Maintain current development review practices that offer flexibility, openness to working with developers, predictability and fast tracking of redevelopment projects.
- Continue investing in improvements to public infrastructure, parking and streetscapes.
- Evaluate retail project incentive packages on a case-by-case basis to determine costs and benefits to the city.
- Continue promoting the benefits available under the state’s Enterprise Zone tax credit program.
The South Broadway retail corridor extends from Yale Avenue south to Highway 285 along South Broadway. Notable characteristics include:

- South Broadway includes the historical heart of Englewood retail. A few blocks on the southern portions of the strip have retail set against the sidewalk, which brings storefronts to the street and suggests pre World War II pedestrian orientation. The city has made some streetscape investments in this area to reinforce its iconic, pedestrian character.

- The majority of the area is a post WWII auto centric design with parking in front or on the side of small lots.

- Current tenants are a mix of boutiques, bars and restaurants, value retailers and automotive dealers.

- The existing retail is defined by small shallow lots, individual value-oriented retail and low density retail.

- The South Broadway strip in Denver, located roughly between 6th Avenue and Virginia Avenue, shows much higher levels of investment and retail health.
The South Broadway retail strip contains destination specialty boutiques, neighborhood services and local restaurants. The map below highlights the local market served by South Broadway neighborhood merchants and convenience retailers. In addition to residents in the surrounding neighborhoods, South Broadway serves high volumes of pass-through traffic travelling along Broadway and surrounding feeder roads.

Currently, the area is best defined as an auto-centric commercial strip, containing a few destination stores, but primarily neighborhood services and auto-oriented retail. It serves auto traffic on Broadway and surrounding low density neighborhoods.

The surrounding market is low-density and modest income. The South Broadway retailing district is currently dependent on destination shoppers from a larger geographic area and auto traffic along South Broadway.

There are an estimated 5,700 households in the current trade area with a median household income of $39,000; assuming households spend 33 percent of gross household income on retail goods, households in the market area spend about $73 million on all retail purchases.

Typical lease rates are currently: $12 - $16 NNN

Vacancy: There are several vacant sites along this section of South Broadway, but vacancy is not pervasive. Currently there is the Funtastic Fun site, a recently vacated auto dealer, two recent retail redevelopment projects that are partially leased and a handful of sites near the Hampden/South Broadway interchange. BBC estimates vacancy at less than ten percent of viable space.
Strip centers such as South Broadway are effectively incubator space for many small businesses and often subject to high business turnover. Actually, this quality is one the corridor’s major attributes, as it can serve as a relatively inexpensive site for small scale, locally owned retail.

Detailed Evaluation

The Broadway corridor offers high traffic counts, unobstructed visibility, walkability and perhaps an established presence in the Denver region. The corridor provides connectivity to Denver while also providing an opportunity for Englewood to establish a stretch of retail known more as a local and regional destination and less as a transportation corridor.

The Broadway corridor also presents some significant redevelopment challenges. Small and shallow lots limit the types of retail that can function in the area and preclude modern formats that work for most retailers. The sites can only accommodate small stores and service; never the less, this format has proven successful in many urban locations. While there are some development and redevelopment opportunities along the corridor, multiple ownership, and in some cases inactive ownership, of commercial space creates barriers for redevelopment. Large scale land acquisition is likely not an option for the city, so redevelopment will have to occur on a parcel by parcel basis.

Vital Statistics – Broadway Center

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Availability of undeveloped or underdeveloped | +      | • Limited undeveloped properties, but opportunities for redevelopment  
• Important redevelopment sites - Funtastic Fun, City property, SmartCar site |
| Infill opportunities                | –      | • Infill will be challenging due to fractured ownership of retail along the corridor  
• Large scale land assembly will be required for substantial infill redevelopment |
| Access and parking                  | ±      | • Parking is ample; however, may be a challenge if commercial activity increases  
• Access off Broadway is limited |
| Visibility                          | +      | • Unobstructed visibility from road to retail along corridor  
• Main strength of corridor |
| Proximity to intersection or transportation corridor | +      | • Broadway is one of the primary north/south local access roads in the region Broadway/Highway 253 intersection to the south |
| Land ownership consolidation        | –      | • Ownership is fractured by parcel along the corridor  
• Parcel assembly for large redevelopment will be challenging |
| Current retail composition and sales trends | –      | • Sales relatively stagnant in last 5 years  
• Tenant composition is limited and needs variety |
| Vacancy                             | ±      | • Moderate vacancy rates along corridor |
| Trade area size, character and growth trends (households and daytime markets) | +      | • Current trade area is limited  
• Traffic along corridor provide opportunities for growth |
| Extent and nature of competitive influences | –      | • Denver’s portion of the Broadway corridor is equally as accessible and has received public and private investment for 30 years |
**Assessment**

**Why is this a potential opportunity?**

The Broadway corridor is one of the region’s most heavily travelled north/south transportation arteries, connecting residential areas in the region’s inner-ring suburbs to Denver’s Central Business District. Denver’s portion of the Broadway corridor has benefited from 30 years of public and private market investment. It now offers a variety of retail niches (e.g., design stores, antique stores, eclectic restaurants) mixed with multifamily residential. The Gates redevelopment just north of this site will provide an opportunity for Broadway’s transformation to continue south into Englewood.

**Site Vision**

The key to this area is to continue the momentum of redevelopment taking place in limited portions of this strip and to the north along South Broadway in Denver. The city could build on current BID branding efforts to market South Broadway as a destination and as a distinct area of the city, and reach out to entrepreneurial (both established and emerging) businesses. Historical qualities to the buildings should be preserved. Innovative signage would be a welcome addition. Restaurants and independent retailers should be recruited, and additional events—some are already supported—that draw people to the area would enhance the ability to attract more potential shoppers to South Broadway. Sidewalks should be invigorated with inviting lighting, benches, planters etc. so to create a unified and “cared for” feel to the area. The objective is to capture vehicular traffic already passing through the area, serve neighborhood residents, and to also create enough interest to attract additional patrons to South Broadway.

Denver’s success with a similar situation was predicated on multiple actions:

- Judicious use of urban renewal authority powers to create consolidated ownership, attracting new forms of retail.
- Rezoning to allow commercial uses to extend into the surrounding neighborhoods and to encourage consolidation of small parcels to create large lots
- Rezoning of adjacent areas to encourage new, higher density residential development.

Unlike the area along Broadway by the Mayan theater in Denver, Englewood’s stretch of Broadway does not have a growing, diversifying and urbanizing residential base. Major redevelopment along the Broadway corridor is constrained by small, shallow lots and fractured ownership. The single most important effort the city could undertake to encourage more retail on Broadway is to encourage greater density and modernization of nearby neighborhoods.
CASE STUDY:
Improving Infrastructure and Environment — Broadway and South Pearl Corridors

What did they do? The Broadway and South Pearl Street corridors have attracted an interesting mix of retail, restaurants and services and have both become regional shopping and eating destinations in Denver.

How did it work? By focusing on improving public infrastructure and creating an inviting and cohesive feel through lighting, planters, benches, etc., both corridors provide an interesting and safe environment. Both areas benefited from increasingly diverse, well-to-do and dense residential development in adjacent neighborhoods.

Old South Pearl has a historic feel with fencing, clocks, benches and lighting:

Adding residential through mixed-use development — Colfax Corridor in Denver

What did they do? A vacant parcel was purchased by a private developer, who also organized the acquisition of adjacent homes. A mixed-use development was constructed on the site, which included first floor retail and three floors of residential.

How did it work? The project was completed through private investment. The project has helped increase occupancy and overall quality of neighboring retail. The project was made possible by new main street zoning that encourage height, density and good design. Project also helped create some visual interest in an area primarily comprised of low density retail and vacant lots.

New multifamily development with first floor retail adds variety to relatively low density area of Colfax:
Helped improve surrounding retail:

What stores might be attracted to the Broadway corridor?

The Broadway corridor is more appropriate for independent local and regional retailers than large national chains. National retailers would be more likely to favor a location in City Center over South Broadway, although not exclusively. The city may consider having a commercial broker approach independent restaurant, clothing or service retail operators in Boulder or on South Pearl St., South Gaylord St. or the Highlands in Denver to see if they would consider opening another location in the Metro Area.

In addition to recruiting independent local retailers to open additional locations, the following is a list of other appropriate retailers that are currently expanding but are under-represented in Englewood:

- **Fast-casual and fast food restaurants**
  - Which Wich
  - Garbanzo’s
  - Mad Greens
  - Larkburger
  - Abo’s Pizza

- **Dessert specialty**
  - Pinkberry
  - Yogurtland
  - Rocky Mountain Chocolate Factory
  - Established Denver Ice Cream Shops (Sweet Action, Little Man, Liks)

- **Nail Salons**
  - Snappy Nails
  - 5th Avenue Nails

- **Financial services**
  - Wells Fargo
  - Keybank
  - 1stBank
  - Edward Jones
The city should evaluate the following to begin the redevelopment process of Broadway:

- Continue to engage property owners to spur redevelopment partnerships.
- Maintain awareness of general city flexibility, openness to working with developers, and fast tracking of new projects.
- Continue investing in improving public infrastructure, parking and streetscapes.
- Evaluate sales tax sharing options or other sharing agreements on a case-by-case basis to determine value to the city.
- Consider providing assistance to enhance BID effectiveness.
- Actively seek a developer for city-owned vacant parcels on South Broadway.
- Continue providing a predictable and streamlined permitting environment for redevelopment projects.
- The MU-B-1 and MU-B-2 zones on South Broadway permit residential uses. Encourage mixed use development with residential units above retail. Explore creating overlay zones to encourage varied height and density of development to create visual interest.
- Focus on tenant retention.
- Evaluate other business assistance programs to complement the city’s successful Commercial Catalyst Grant Program and Englewood Small Business Development Corporation revolving loans that provide startup assistance to small independent businesses.
- Continue promoting the benefits available under the state’s Enterprise Zone tax credit program.
City Center is an established shopping area with strong anchor (Wal-Mart), and mixture of government, retail and residential activities. City Center replaced Cinderella City, an aging covered mall. The city was actively involved in the planning and development of the site. The site is designed to take advantage of an adjacent light rail stop. It is one of the earliest transit oriented development projects in Denver.

In addition to the Wal-Mart store, City Center has a Dollar Store, PetCo, Office Depot, Ross, Payless Shoe and a number of local and national restaurants and various consumer services. In total the Center has about 500,000 square feet of commercial space along with public uses, a small amount of offices and some residential. There is notable vacancy in the center.

City Center is bounded by Hampden Avenues (State Highway 285) Santa Fe Drive and Broadway on the east. There is mixed residential, commercial and hospital uses also surrounding the site.
City Center retailers offer a mix of specialty, apparel, convenience and comparative goods as well as personal care and financial services. City Center is the retail heart of Englewood and is convenient for the large residential market to the south, north and east of the site. The combination of the Platte River, Santa Fe Drive and the River Point shopping center represents a significant market barrier to the West.

- The market area, in terms of convenience and adjacency, includes affluent neighborhoods to the east and south, but the current mix of retailers does not address that upscale submarket.

- The River Point shopping area is just 1 mile away, which contains Costco and Super Target. These are two strong competitors that effectively limit City Center’s market penetration west of Santa Fe Drive.

- There are an estimated 25,900 households in the market area that could conveniently utilize this site with a median household income of $63,000; assuming households spend 33 percent of gross household income on retail goods, households in market area spend about $536 million annually on retail purchases.

- Typical lease rates: $15 - $20 NNN

- Vacancy: There are a few retail spaces vacant (3 inline spaces total) in the Big Lots- and Hobby Lobby-anchored centers at the time of publication. These centers have poor visibility to Hampden and value-oriented anchor tenants. In the current market, these are challenging spaces to fill. Vacancy is more prevalent in the small store strips further west towards Civic Center, as visibility and access are limited and the neighboring population is relatively small.
City Center Englewood has the designation of being one of the region’s first Transit Oriented Development sites. City Center is a former redevelopment project, which carries the benefit of having solved potential land acquisition and ownership quandaries. However, the site lacks visibility from both its adjacent corridors. Visibility is particularly important given the site’s proximity to River Point on Santa Fe, which not only contains two of Wal-Mart’s largest competitors, Costco and Target, but also has vacancies that could attract some of City Center’s current tenants.

**Vital Statistics – City Center Englewood**

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of undeveloped or underdeveloped</td>
<td>±</td>
<td>* Site recently redeveloped</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* May be opportunities for subdividing existing retail space</td>
</tr>
<tr>
<td>Infill opportunities</td>
<td>±</td>
<td>* Could introduce additional pad sites</td>
</tr>
<tr>
<td>Access and parking</td>
<td>+</td>
<td>* Good access from both Broadway and Highway 285</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Sufficient parking</td>
</tr>
<tr>
<td>Visibility</td>
<td>–</td>
<td>* Limited visibility from both Broadway and Highway 285</td>
</tr>
<tr>
<td>Proximity to intersection or transportation corridor</td>
<td>+</td>
<td>* Located near two major intersections: Broadway and Highway 285</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Located adjacent to light rail station</td>
</tr>
<tr>
<td>Land ownership consolidation</td>
<td>±</td>
<td>* Since site has recently redeveloped, land consolidation issues already solved</td>
</tr>
<tr>
<td>Current retail composition and sales trends</td>
<td>±</td>
<td>* Strong anchor in Walmart</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Competition and vacancies in nearby River Point create challenges for City Center</td>
</tr>
<tr>
<td>Vacancy</td>
<td>±</td>
<td>* Strong anchor in Walmart, but some inline vacancies</td>
</tr>
<tr>
<td>Trade area size, character and growth trends (households and daytime markets)</td>
<td>+</td>
<td>* Relatively large trade area with unlimited potential due to light rail stop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Stable daytime market</td>
</tr>
<tr>
<td>Extent and nature of competitive influences</td>
<td>–</td>
<td>* Nearby River Point Shopping Center contains Costco and Super Target</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Experienced recent erosion in sales due to River Point competition</td>
</tr>
</tbody>
</table>
Why is this a potential opportunity?

City Center has some attributes that retailers seek. It has good access from a heavily-traveled corridor; it has a residential component and benefits from ample parking. However, it faces new competition from River Point, which has created a superior market position, in terms of big box retailing. River Point has two of the strongest names in large format retail—Target and Costco. Rather than attempt to compete with River Point for big boxes, City Center should play to its strengths. If a box at City Center becomes available, consider splitting the box to accommodate smaller tenants. City Center should be more attractive to smaller tenants (1,000 SF to 10,000 SF) as it is more accessible to quick in-and-out trips than River Point. Also, many of the large format retailers are finding that their River Point stores are not performing well, so this is less of a benefit for a smaller retailer looking to siphon off some of those customers. Signage improvements together with strong and unique branding (think the “Denver” sign on the Denver Pavilions, or a marquis art piece or very tall fountain) could re-energize City Center. The objective of branding is to encourage people to think of City Center again and to make it feel like a new retail area once more.

What stores might be attracted to this location?

As mentioned above, City Center is potentially attractive to relatively smaller tenants or “junior boxes” if there is vacancy in City Center. The following is a list of appropriate retailers for City Center, in pad sites or in the boxes that are currently expanding but are under-represented in Englewood. The city should consider the current tenant mix when deciding to approach a specific tenant in the list below.

- Large format liquor store — consider approaching an established store in the metro area
- Discount clothing (TJ Maxx, Marshalls, SteinMart)
- Specialty grocery store (Sunflower Market, Sprouts, Vitamin Cottage)
- Other smaller format retailers:
  - Sunglass Hut
  - Floyd’s Barbershop
  - Mattress store
  - Specialty camera/electronics
- Fast food or Fast casual restaurant
  - Which Wich
  - Garbanzo’s
  - Einstein Brothers
  - Five Guys
- Paint or Hardware store (Sherwin Williams, or local independent operator)

Site Vision

City Center could be improved with only modest investment from the city. The city should create more publicity and interest in the site through signage and branding. The city might also consider a major re-evaluation of the project, engaging tenants, brokers and neighbors to evaluate a redesign option to physically alter the center and improve access, visibility, store alignments and overall density.
Creating Cohesion and Branding — various locations

What did they do? A number of places throughout the Denver region have created destinations from their older shopping sites, including the 16th Street Mall, Original Aurora and Cherry Creek North.

How did it work? Creating interest and publicity around sites is done through signage, public art and other simple tools to create the feeling that a location is a destination. Business Improvement Districts and common area maintenance agreements are often used to enhance public spaces.

This Denver Pavilions creates a defined place along the 16th Street Mall:

The City of Aurora has done a good job of publicizing its public art program:
Smaller Retail Sites — Colorado Blvd.

Many retailers have begun opting for smaller and more unique spaces.

These two retail sites on Colorado Blvd. house up and coming retailers, and have accommodated them by developing retail sites with small square footage and modern design:

![Retail Sites on Colorado Blvd.](image)

Public Intervention Options

Englewood should consider the following steps to improve City Center:

- One simple public/private intervention strategy could be to improve wayfinding signage along both Broadway and Highway 285 to draw attention to City Center.

- Consider expanding the current summer concert series and recruiting or expanding other draws such as a farmer’s market or free movie night. The city could also expand its public art program to include events introducing new art.

- Continue investment in pedestrian-oriented and placemaking site improvements, such as sidewalks, monuments, public spaces and public art. The center would benefit from improved walkability and better pedestrian clarity.

- Explore ways to capitalize on the market created by transit users.

- Consider a significant investment in the center by engaging design assistance and revisiting the center’s functions, access, density, and its relationship with adjacent land uses. Access, store visibility and overall “retail clarity” can improve by dramatically changing the way the Center addresses Hampden, or by modifying overall land uses and density.

- Continue promoting the benefits available under the state’s Enterprise Zone tax credit program.
The Brookridge Shopping Center area consists of the intersection of South Broadway and Belleview Avenue and extends south along South Broadway to the municipal boundary. There are two large retail concentrations in the area, the Brookridge Shopping center—a non-anchored strip center with a jeweler, fast food and fast casual restaurants; and a large K-Mart with several fast food restaurants occupying pad sites. The retail area is also home to multiple auto dealerships.
The Brookridge shopping center area currently contains a mix of convenience and comparative retail, fast food and chain restaurants as well as auto dealerships. The retail district is surrounded by residential development, including dense multifamily immediately to the west, and affluent single family neighborhoods to the north, east and south. The market area is relatively dense and affluent, which is attractive to retailers looking for a site in the Denver Metro Area.

- Brookridge contains a relatively unconstrained market area, the only market barrier being Santa Fe Drive to the west. As such, it contains the largest market area of the sites evaluated for this study.

- There are an estimated 37,800 households in the market area with a median household income of $73,000; assuming households spend 33 percent of gross household income on retail goods, households in market area spend about $911 million annually on retail purchases.

- Typical lease rate: $18 - $24 NNN

- Vacancy: The Brookridge Shopping Center was recently renovated and vacancy is currently minimal. There is one 7,000 square foot space currently vacant in the center. There two other potential retail spaces on the market in the area—the former Wachovia bank building on the northwest corner of South Broadway and Belleview, and the Larry Miller Nissan dealership on the west side of Broadway, just north of the Belleview intersection. All other properties are currently occupied, including the Kmart site and associated pad sites.
The Brookridge area’s greatest asset is its proximity to two major highway corridors, as well as its nearly unconstrained market area. Its access to both Denver and the southern suburbs provide an opportunity to improve the retail performance of the site, as well as to potentially add a residential component to the current retail mix.

**Vital Statistics - Brookridge Shopping Center Area**

<table>
<thead>
<tr>
<th>Vital Statistics</th>
<th>Brookridge Shopping Center Area</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of undeveloped or underdeveloped properties</td>
<td>±</td>
<td>• K-Mart site presents opportunity for redevelopment or opportunity to serve as new center’s anchor</td>
</tr>
<tr>
<td>Infill opportunities</td>
<td>+</td>
<td>• Potential opportunities for additional retail in Kmart parking lot</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Larry Miller Nissan site, Wachovia bank site</td>
</tr>
<tr>
<td>Access and parking</td>
<td>+</td>
<td>• Good access from two major local corridors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ample parking</td>
</tr>
<tr>
<td>Visibility</td>
<td>+</td>
<td>• Strong visibility from Broadway and Belleview</td>
</tr>
<tr>
<td>Proximity to intersection or transportation corridor</td>
<td>+</td>
<td>• Located at intersection of two major local corridors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provides access to both Denver and DTC</td>
</tr>
<tr>
<td>Land ownership consolidation</td>
<td>+</td>
<td>• Single owner</td>
</tr>
<tr>
<td>Current retail composition and sales trends</td>
<td>-</td>
<td>• Despite Brookridge remodel, low performing retail mix</td>
</tr>
<tr>
<td>Vacancy</td>
<td>±</td>
<td>• Brookridge Center has some vacancy, but major anchor site (Kmart) is still occupied</td>
</tr>
<tr>
<td>Trade area size, character and growth trends (households and daytime markets)</td>
<td>+</td>
<td>• Large trade area driven by strong access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Most spending power of all sites evaluated</td>
</tr>
<tr>
<td>Extent and nature of competitive influences</td>
<td>+</td>
<td>• Depending on retail tenant, potential for limited competition</td>
</tr>
</tbody>
</table>

**Assessment**

**Why is this a potential opportunity?**

This site presents several opportunities for redevelopment. If the site at the southwest corner of Broadway and Belleview becomes vacant, the simplest way to encourage redevelopment would be to work with the owner to recruit a stronger large-format retailer, such as Target or Wal-Mart, and to make additional supporting retail available in a modern format.
Another possibility would be to divide the space into two or three retail stores, and create a mix of retailers on the site. Grocery, pet stores, office supply stores and discount retailers are all candidates. These retailers will consider other sites with greater retail synergy such as River Point and Englewood City Center, but some retailers are strong enough that they would not need to draw off other competitors’ traffic. Traffic counts along Broadway and Santa Fe combined with the surrounding density would be attractive enough for them to open at the site.

The third concept is a redevelopment that would modernize the site. This option could involve dividing the K-Mart building into two or three spaces and adding retail along Belleview and Broadway. The parking field would be reduced and density on the site would be increased. New pad buildings could be single or multi-tenant and may include drive-thru facilities. Potential tenants include fast food, quick serve food, financial services, medical and traditional retail. A recent example of such a redevelopment is the former Albertsons building at Colorado Boulevard and Buchtel Blvd. (near I-25) in Denver.

There are indications that one or more car dealerships will be put on the market in the near future. Car dealership sites have relatively low redevelopment costs because a typical dealership site is mostly used for parking auto inventory. The city should encourage redevelopment of car dealerships to other uses, including grocery-anchored or other retail center, multifamily housing or some form of mixed use development.

**What stores might be attracted to this location?**

As mentioned above, the city may consider trying to recruit a stronger large format retailer to simply replace the existing K-Mart. Another strategy may be to divide the K-Mart into several smaller boxes. The following is a list of appropriate retailers for the K-Mart site that are currently expanding but are under-represented in Englewood.

- **The following retailers would be appropriate for the subdivided K-Mart box:**
  - Specialty Grocer: Vitamin Cottage, Sprouts or Sunflower Market
  - Office Supply: Office Max, Office Depot or Staples
  - National Pet Supply: Petsmart or Petco
  - Discount Clothing Retailer: SteinMart, Ross, Marshalls, TJ Maxx
  - National Gym Club: 24-Hour Fitness, Bally’s, Gold’s Gym, Planet Fitness
  - Tuesday Morning

- **The following retailers would be appropriate for a pad site:**
  - Financial Services: Wells Fargo, KeyBank, 1stBank
  - Traditional Fast Food: Subway, Pizza Hut, Popeye’s, Chick Fil-A
  - New Fast Casual Restaurant: Garbanzo’s, Mad Greens, Tokyo Joe’s, PeiWei, Buffalo Wild Wings
  - Specialty Dessert: Pinkberry, Yogurtland, Cold Stone Creamery
  - National Wireless Retailer: Verizon, AT&T
Site Vision

The Brookridge Shopping Center Area presents a future redevelopment opportunity for the city to modernize its retail base at an area that is close to two major corridors—Broadway and Santa Fe. The residential areas adjacent to the site provide enough density to support a variety of retail options. The overall vision of Brookridge should focus on:

- Creating a modern retail format attractive to new retailers as the center ages
- Increasing retail diversity
- Improving the anchor tenant

**Division of Large Retail Site — Colorado Blvd. and Buchtel Blvd**

**What did they do?** A former Albertsons grocery store was divided to allow for an Office Depot, Ultimate Electronics (now vacant) and Vitamin Cottage. New retail buildings were constructed on the site, and tenants now include Wells Fargo, Mad Greens, Pei Wei Asian Diner, Which Wich sandwich shop, a dentist and others.

**How did it work?** The site works by creating some visual interest from Colorado Blvd., not only with the retail space located close to Colorado Blvd., but also with a public art installation located at the corner of Colorado Blvd. and Buchtel Blvd., which creates cohesion among all three retail complexes located on site.

**Albertson’s was divided into smaller retail sites, including a Vitamin Cottage Natural Grocers, a now vacant Ultimate Electronics and an Office Depot:**

**Smaller retail sites, such as Mad Greens, Verizon and Wells Fargo, are set closer to Colorado Blvd., and are visible to vehicular traffic on Colorado:**
A third retail site is set further back from Colorado Blvd. and is accessible via Buchtel. The retail pad primarily includes restaurants:

An interesting visual feature at the intersection of Colorado Blvd. and Buchtel Blvd. introduce the site and has some site cohesion:

Site Redevelopment — Elitches Redevelopment in Denver

What did they do? The vacant site in northwest Denver formerly occupied by Elitch Gardens provided an opportunity for a large-scale redevelopment. While Brookridge is not as large as the Elitch site, Elitch’s provides an alternative model that could be appropriately scaled to the Brookridge site.

How did it work? Elitch’s contains a mix of residential and neighborhood retail that is cohesive and succinct. Retail includes a gym, a liquor store, a grocery store, and other neighborhood amenities.

Elitch’s retail visible from 38th St: Site anchored by Sunflower Market:
Mix of neighborhood retail:

Street and sidewalk infrastructure create walkability and site cohesion:

Public Intervention Options

Englewood could stimulate redevelopment in the Brookridge Retail Area by taking the following steps:

- Engage the property owner at the Kmart site to encourage modernization of the center.
- Evaluate sales tax sharing agreements if a developer proposes a mutually beneficial redevelopment project.
- Continue providing a predictable and streamlined permitting process.
- Encourage mixed-used redevelopment on the Kmart site and Larry Miller Nissan and former bank site.
- If large-scale redevelopment is desired, the city could consider establishing a new urban renewal area as a tool for redevelopment.
- Invest in public improvements in the retail district such as landscaped medians, monumentation and street lighting. This intersection is the southern entrance into Englewood and should be aesthetically enhanced like the northern gateway on South Broadway.
- Continue promoting the benefits available under the state’s Enterprise Zone tax credit program.
The Centennial Shopping Center area is located on the corner of Belleview Avenue and South Federal Boulevard. The site currently anchored by King Soopers and supported with modest value inline tenants. The site is located on a peninsula of Englewood that is surrounded on two sides by Littleton. This is beneficial to Englewood because the city captures sales from Littleton while not providing municipal services for the majority of the area. King Soopers has expressed interest in building a new store with a more modern and appealing concept.
The Centennial Shopping Center contains a dated, full-size King Soopers grocery store and associated convenience retail. A Home Depot anchored shopping area is located across Belleview Avenue to the south in Littleton, which makes the area a relatively strong multi-anchored retail draw. The site captures a large residential area bordered by Marston Lake on the west and Santa Fe Boulevard on the east. The market area has been proven to support the current grocery store.

- Location of site on southwestern peninsula of Englewood attracts Littleton market.

- Approximately 12,900 households in the market area with a median household income of $61,400. Assuming households spend 33 percent of their gross household income on retail goods, the market area has spending power of approximately $260 million.

- Typical Lease Rate: $15-$17 per square foot NNN

- Vacancy: Currently, there is high vacancy among inline tenants. A recent visit to the shopping center revealed that roughly half of inline space is currently vacant. This center has the highest vacancy of any of the other retail areas evaluated in this study. There are indications that the King Soopers store and the associated inline retail space is a candidate for a renovation and the shopping center owner may not be actively seeking tenants in advance of the redevelopment. A new grocery anchor is likely to spur strong inline leasing activity.
The Centennial Shopping Center Area contains one site—a King Soopers-anchored center at Belleview and Federal. The Centennial Shopping Area provides a convenient location at the intersection of two major local corridors. Furthermore, the location provides a viable grocery store option for both Englewood and Littleton residents wanting to avoid the congestion of the Santa Fe corridor. The site is currently hindered by its out-dated King Soopers store model, modest value inline tenants and high vacancy.

**Vital Statistics - Centennial Shopping Center Area**

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of undeveloped or underdeveloped</td>
<td>±</td>
<td>• Potential opportunities for acquisition of adjacent properties</td>
</tr>
<tr>
<td>Infill opportunities</td>
<td>+</td>
<td>• King Soopers has indicated a desire to renovate store and develop new model with fuel center</td>
</tr>
<tr>
<td>Access and parking</td>
<td>+</td>
<td>• Access from both Federal and Belleview</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sufficient parking</td>
</tr>
<tr>
<td>Visibility</td>
<td>+</td>
<td>• Strong visibility from both Federal and Belleview</td>
</tr>
<tr>
<td>Proximity to intersection or transportation corridor</td>
<td>+</td>
<td>• Located at intersection of two heavily traveled corridors</td>
</tr>
<tr>
<td>Land ownership consolidation</td>
<td>+</td>
<td>• Single owner on the site creates no land consolidation challenges</td>
</tr>
<tr>
<td>Current retail composition and sales trends</td>
<td>−</td>
<td>• Modest value inline tenants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• However, King Soopers wants to update and continue to use site</td>
</tr>
<tr>
<td>Vacancy</td>
<td>−</td>
<td>• High inline vacancy</td>
</tr>
<tr>
<td>Trade area size, character and growth trends (households and daytime markets)</td>
<td>+</td>
<td>• Large residential trade area</td>
</tr>
<tr>
<td>Extent and nature of competitive influences</td>
<td>+</td>
<td>• No nearby King Soopers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Competitors located further east on Santa Fe</td>
</tr>
</tbody>
</table>

**Assessment**

Why is this a potential opportunity?

Market conditions are positively influencing Centennial Shopping Center. King Soopers has expressed interest in demolishing the outdated existing store and redeveloping the site with a new store and fuel center. This parcel is a strategic property for Englewood as it clearly imports sales into the city from other areas.

The existing center suffers from high vacancy, modest value inline tenants, antiquated styling and a dated grocery store. The city would benefit from a state-of-the-art grocery store and fuel center if current discussion and plans come to fruition.
Along with a new grocery store will come other ancillary retail, and occupancy and quality of the neighboring tenants should improve. King Soopers recently opened a new store in a closed Cub Foods building in Glendale, CO, and the store is performing at a significantly higher level than Cub Foods did at its peak. King Soopers remains the number one grocer in the market, and the benefits of a new store may spread to neighboring properties as well.

**What stores might be attracted to this location?**

King Soopers will remain the anchor tenant in this location. The following traditional inline or pad tenants at grocery-anchored centers are considered stable tenants that generate additional traffic:

- Liquor store or specialty wine shop;
- Fast food—Subway, Quiznos, Jimmy John’s; Little Caesar’s, Domino’s;
- Quick-serve restaurants—Garbanzo, Chipotle, Tokyo Joe’s
- National coffee retailer—Starbucks, Caribou Coffee
- Discount hair salon/barber—Cost Cutters, Floyd’s Barbers;
- Financial services/Insurance—Edward Jones, Wells Fargo, 1stBank, State Farm; and
- Unbranded wireless retailer.

**Site Vision**

The market area still supports a King Soopers-anchored retail site. However, the site and the surrounding area would greatly benefit from an updated store model. The market will drive the changes to the site, and the city should offer its support to ensure this happens as quickly as possible. There may be an opportunity to incorporate a contiguous site for an expanded commercial footprint.

**City Cooperation in Development of Panda Express — City of Englewood**

*What did they do?* A Panda Express was constructed in Englewood on South Broadway. Real estate officials with Panda Express praised the city for the strong support they received when constructing their restaurant on South Broadway.

*How did it work?* To support the development of the restaurant, the city allowed Panda Express to install a large sign, moved a pole and assisted in other ways to ready the site for redevelopment. As a result, the store was one of the fastest constructed in the company’s history, and company officials say the city’s responsiveness, understanding of their brand and physical improvements contributed significantly to that achievement.
The best strategy for the city is to allow market forces to work as efficiently and quickly as possible. The city should continue providing their streamlined approval processes, and allow King Soopers as much leeway as possible to build their premier prototype, making sure access and off-site city-controlled infrastructure is well-suited for the store.

- The city’s development review and permitting process should be an attraction to the redevelopment of this site. Continue to make every effort to meet and even exceed expectations for a fast permitting and approval process.
- The city could approach the developer and suggest adding pad or inline space if the site can meet King Soopers’ parking ratios and still accommodate additional retail space.
- The city should be as liberal as possible on signage for the site, potentially granting a zoning code variance if necessary.
- If deemed beneficial to the community, a sales tax sharing or other financial incentive could be considered to leverage redevelopment of the entire center, expand in-line retail space or initiate redevelopment of pad sites.
- Continue promoting the benefits available under the state’s Enterprise Zone tax credit program.
March 9, 2007

Mr. Darren Hollingsworth
Economic Development Coordinator
CITY OF ENGLEWOOD
1000 Englewood Parkway
Englewood, CO 80110

Dear Mr. Hollingsworth:

This summary letter presents our findings and conclusions regarding the potential market support for the development of a lodging facility within the city of Englewood, Colorado.

**TASK**

It is our understanding that the City of Englewood is interested in learning what the opportunity might be for the potential development of a lodging property (full-service, all-suite or limited-service/select-service) in the city of Englewood; at an undetermined site, however at a site proximate to the city's commercial areas along Broadway, Hampden Avenue and/or Santa Fe Drive. Our ultimate goal is to assist you and the City of Englewood by determining the potential market support for a proposed lodging concept.

**OVERALL SUMMARY**

While it appears that any one component (i.e. medical center/hospital, local companies, etc) would not appear to generate sufficient demand to warrant a hotel lodging development in Englewood, we believe the "sum of the parts" (i.e. area demand that is comprised of a variety of uses including medical/hospital; Sports Authority, other local commercial demand generators, tourist/transient related guest rooms that are not location sensitive, and some extended-stay room nights, etc.) does appear to warrant the potential development of some type of lodging property.

Based upon the type of demand that does exist, as well as considering its price points and facility and amenity needs, (i.e. not a significant need for meeting space and/or extensive food and beverage outlets), and taking into consideration the cost of construction, we would envision this property to be a somewhat smaller, limited, or select-service lodging property.
MAJOR STUDY ASSUMPTIONS

This summary outline letter is "limited in scope" and therefore its potential use for a proposed developer is limited. The major reasons for this limitation are as follows:

- there is not a specific identified site;
- there is not a specific identified product (number of rooms, specifics pertaining to facilities and amenities, quality level, franchise, market orientation, etc.) being proposed;
- there is not a specific identified developer; and
- the timing for development of a lodging project is undefined.

The estimates of occupancy and average room rate have been presented in ranges to reflect the fact that a "specific" site has yet to be identified; as well as a specific franchise affiliation been chosen. As such, this analysis assumes that one of the described site areas is utilized and one of the defined limited-service/select-service market oriented franchise affiliations would be chosen.

Once a potential site is identified and a product and/or franchise identified, the numbers reflected in this report may need to be revised/updated; and these revisions/uploads may be significant.

WORK STEPS

The work steps that have been completed includes the following:

- visits to Englewood to identify and analyze the various "areas" that may be considered the most likely suitable for lodging development;
- an examination of these identified "areas" in regard to attributes such as visibility, accessibility and proximity to major room demand generators;
- a review of selected economic and demographic factors affecting the current and future market potential for the proposed lodging facility;
- interviews with key representatives of commerce and industry to identify and quantify specific sources of lodging demand;
- research pertaining to the identification of the existing and planned lodging facilities which we believe would compete with the proposed lodging property;
- review of the kind and style of facilities envisioned that will accommodate market demand now and in the foreseeable future;
• an analysis of potential hotel company or franchise affiliations that would be appropriate for the proposed subject hotel;

• the estimation of the future needs for lodging accommodations in the market area based on the present and anticipated future supply of rooms and the estimated market demand;

• the estimation of potential future utilization ranges (occupancy and average room rate) for the subject property’s first five full calendar years of operation (2009 – 2013);

• the estimate of potential revenues and expenses (utilizing the mid-point of the ranges presented for the potential occupancy and average room rate), for the assumed concept, based on its expected levels of utilization, during the initial five full calendar years of operation (2009 – 2013); and

• the preparation of this summary outline letter that contains our preliminary findings and conclusions.

AREA ANALYSIS AS RELATED TO LODGING DEMAND POTENTIAL

Primary factors that drive hotel lodging demand within a specific community include

1. area population;
2. diverse local economic base (resulting in a variety of different type/size demand generators);
3. occupied commercial office and industrial/flex space;
4. attractions and events;
5. an existing inventory of various level lodging properties; and
6. availability of lodging support businesses such as restaurants, retail and other entertainment options (movie theaters, event center, etc.)

The city of Englewood is a relatively small suburb in south Metropolitan Denver with a population of approximately 32,000. Cities/communities surrounding Englewood include Denver to the north, Sheridan to the west, Littleton and Centennial to the south and Cherry Hills Village and Greenwood Village to the east.

Historically, the city’s economy has been retail, health care, industrial/manufacturing and service oriented. As would be expected, the primary commercial, retail and industrial areas are located proximate to the major traffic arterials: Broadway, Santa Fe Drive, Hampden Avenue (U.S. Highway 285), Dartmouth Avenue and Bellemview Avenue. Englewood’s City Center, located in the northeast quadrant of the intersection
of Hampden Avenue and Santa Fe Drive, is the focal point of the community. This 55-acre public-private project focuses development on a central public place and connects this place with walkable streets, civic and cultural uses, a light-rail transit station, retail and office space, apartments and a public library.

The major private employers in Englewood include Swedish Medical Center (1,800 employees), Sports Authority Corporate Offices (900 employees), Craig Hospital (650 employees), Burt Automotive Network (450 employees), Windsor Industries, Inc. (300 employees), 7-Up Bottling Co. (300 employees), Wal-Mart (250 employees), Meadow Gold Dairy, Inc. (230 employees), Waste Management (200 employees), Por-Mor Construction (140 employees), Duro Electric Co (140 employees), ADK Electrical Corp. (140 employees) and Calcon Constructors, Inc (100 employees).

In addition to private employers in Englewood, there are a significant number of employees within a five-mile radius of Englewood. City government provided information indicates that there are over 200,000 employees within a five-mile radius of US 285 and Broadway.

**Consultant's comment:** As the above indicates, health care plays a significant role in the local economy. Local medical centers/hospitals, such as Swedish Medical Center tend to generate limited amounts of lodging demand (primarily patient family and friends, and to a lesser extent visiting doctors and other professionals as well as supplier demand). Additionally, during major snow storms, hospital management will utilize hotels for local staff. Hospitals that are more regionally oriented, or even nationally oriented, such as Craig Hospital, which specializes in spinal cord and traumatic brain injuries, treat patients from all over the United States, and thus attract family, visitors as well as medical professionals from all over the U.S. This generates some additional lodging demand for the local market area.

RTD – Light Rail and busses. Englewood is fortunate to have excellent rail and bus connections to various parts of metropolitan Denver. Of particular interest is the fact that Englewood is a multi-model transit hub (two rail lines serving downtown Denver and south metro Denver and a significant number of bus connections throughout the area).

Visitors to Englewood can ride light rail from Englewood to downtown Denver and make connections to various other RTD services. From the Light Rail station in Englewood, connections could be made to numerous bus and rail options along the 16th Street Mall in downtown Denver. In addition, connections could be made to busses traveling to Denver International Airport at the Market Street Station in downtown Denver.

**Consultant's comment:** We believe that the advantages of the RTD transportation center in Englewood are only in their infancy stages. Once
additional residential, retail and lodging is available in the area, we would anticipate that the advantages provided by the RTD relationship could increase substantially.

According to the CoStar Group, there is approximately 1.56 million square feet of commercial office space within Englewood, which represents approximately one percent of the total metro Denver commercial office inventory (approximately 160.5 million square feet). With the exception of the newer medical office space located proximate to the hospitals, Englewood's commercial inventory is primarily made up of older Class B and Class C Buildings, many of which are relatively small. The more prominent commercial office buildings are located proximate to Hampden Avenue, between Broadway to the east and Santa Fe to the west. The more notable commercial buildings include

- Chase Tower – 333 West Hampden (127,000 leasable square feet);
- Wells Fargo Building – 3333 South Bannock (89,000 leasable square feet);
- 730 West Hampden (21,000 leasable square feet);
- 750 West Hampden (148,000 square feet); and
- 770 West Hampden (21,000 square feet).

These five buildings represent 406,000 of the total city's 1.56 million square feet, or approximately 26 percent. These types of tenants in these buildings tend to be more locally oriented as well; banks, law firms, accounting firms, medical offices, local governmental offices, etc.

**Consultant Comment:** Although the Englewood area contains numerous smaller companies, these types of companies/firms tend to generate very limited overnight lodging demand for the local market area.

Englewood's industrial/flex space represents approximately 9.5 million square feet, or approximately 3.6 percent of the metropolitan Denver inventory of 260.6 million square feet. Industrial space is the type of space adapted for such uses as the assemblage, processing and/or manufacturing of products from raw materials or fabricated parts. Additional uses include warehousing, distribution and maintenance facilities. Flex space is designed to be versatile, which may be used in combination with office (corporate headquarters), research and development, quasi-retail sales and including but not limited to industrial, warehouse and distribution uses. Within Englewood, a significant portion of this industrial/flex space is located proximate to Santa Fe Drive, both on the east side and on the west side.

Notable companies occupying industrial/flex space within Englewood includes Sports Authority (corporate headquarters), Windsor Industries, Inc., 7-Up Bottling Co., Meadow
Consultant Comment: With the exception of certain companies such as The Sports Authority (which itself does not generate a significant amount of lodging demand); these types of companies tend to generate limited overnight lodging demand.

With respect to lodging facilities, there are no national franchise affiliated, higher-quality lodging facilities located within the city of Englewood. There are several older, independently owned, motel-style properties located primarily along South Broadway, but these are considered to be more "residential" in nature and are typically not considered "main-stream" hotel properties. Englewood also currently offers few attractions/events that may generate overnight lodging demand. The majority of these attractions/events are more locally oriented and include David Taylor Dance, FunFest, KidStage, Sounds of Summer and Summer Drama.

However, the metro Denver area does attract significant visitor related demand, and a hotel located within the city of Englewood should be able to benefit, to a certain extent, from Denver's overall visitor desirability. In metro Denver, tourism is a $4.1 billion industry, according to a recent survey conducted for the Denver Metro Convention & Visitors Bureau. It is estimated that over 11 million visitors came to the Denver area annually. Athletic events have become one of the most popular attractions in Denver as well given the existence of the Colorado Rockies (baseball), the Colorado Avalanche (hockey), the Denver Broncos (football) and the Denver Nuggets (basketball).

Another attraction in the area is the National Western Stock Show, which occurs each year in January. This event attracts livestock and rodeo fans from across the nation to the recently expanded National Western Stock Show Complex. Metro Denver's proximity to the mountains and its recreational opportunities, including skiing, hunting, fishing, hiking, camping, etc., also generates significant overnight lodging demand for the area, some of which should be realized by a lodging property located within Englewood. In addition, the Metro area is a major destination for cultural tourists. Reports indicate that Metro Denver attracted 2,400,000 arts and visitors from outside Metro Denver and 1,000,000 cultural visitors from outside Colorado.

Consultant Comment: Although Englewood's attractions and events may currently be limited and thus generate nominal overnight lodging demand, the Denver metro area does generate a significant amount of this demand; and an Englewood located hotel should have some success in attracting some of this "overall" market demand.
POTENTIAL HOTEL MARKET POSITION FOR AN ENGLEWOOD LOCATED HOTEL

Lodging properties, in general, typically accommodate four types of lodging demand:

- commercial;
- meeting/conference/group (consisting of commercial, association and social meetings and groups);
- tourist/transient and unidentified visitors experiencing area events and attractions; and
- extended-stay (typically relocation as well as long-term commercial oriented demand).

Commercial Demand

Commercial demand is generated by the local businesses and generally consists of travelers to the visiting area offices for corporate meetings, employees in training and independent sales people. Commercial travelers typically stay multiple nights and reflect a low incidence of double occupancy. As is typical of most lodging markets, commercial demand occurs on a Monday through Thursday basis, with little demand evidenced on weekends. In addition, they typically chose lodging accommodations based on the following:

- convenience to business destination;
- convenience to transportation;
- reasonableness of room rates;
- overall extent and quality of hotel facilities, services and amenities;
- reliable hotel reservation system; and
- commercial demand is generally the least seasonal type of demand but it is slightly weaker in the summer months and during the primary holiday seasons.

Consultant's Comment: With respect to Englewood, as has been discussed, it is highly influenced by industries that generate limited lodging demand (hospitals, industrial/flex space, small local companies utilizing the local commercial office space, etc). However, Englewood is geographically centered between numerous business centers (including downtown Denver). As previously discussed, the presence of the light rail station in Englewood should become a factor in attracting commercial demand.
Meeting/Conference/Group

The meeting/conference/group segment consists of gatherings of ten or more persons generated by small businesses, church groups, trade organizations, receptions, weddings, and events in and around the area.

Consultant’s comment: The somewhat limited-nature of the commercial demand base in Englewood also limits this demand segment’s potential for a specific property if it were located in Englewood. In addition, there are limited facilities currently in the marketplace to handle meeting, conventions or groups.

Tourist/Transient

The tourist/transient (leisure) demand segment includes such visitors to the area as:

- destination tourists to area attractions;
- visitors to the various area special events;
- weekend package vacationers from various feeder markets;
- families relocating to the area; and
- visitors of local residents.

Consultant’s comment: As noted previously, the immediate Englewood area has limited attractions and events that would generate significant amounts of lodging demand. However, given its quality location in south Metropolitan Denver, along a U.S. Highway, Englewood should be successful in attracting some of this less location sensitive demand that is coming to the “area” to experience attractions and events not necessarily in Englewood (sporting events, mountains, etc).

Again, the presence of RTD Light Rail station should be a benefit in attracting tourist/transient guests especially for those guests desiring to attend events in downtown Denver but looking for a “price alternative” to lodging in downtown Denver.

Extended-stay

Extended-stay lodging demand is also typically a function of the area’s commercial activity based on relocation needs and/or needs resulting from long terms assignments from out-of-town personnel.

Consultant’s comment: Based upon the nature (type and size) of the existing commercial base within Englewood, we believe that this extended-stay demand
potential will be served by the budget/economy extended-stay lodging products and not by mid-priced or upper-end extended-stay lodging products.

Demand summary

As previously stated, while it appears that any one component (i.e. medical center/hospital, local companies, etc) would not appear to generate sufficient demand to warrant a hotel lodging development in Englewood, we believe the "sum of the parts" (i.e. area demand that is comprised of a variety of uses including medical/hospital; Sports Authority, other local commercial demand generators, tourist/transient related guest rooms from that are not locational sensitive, and some extended-stay room nights, etc.) does appear to warrant the potential development of some type of lodging property.

Based upon the type of demand that does exist, as well as considering its price points and facility and amenity needs, (i.e. not a significant need for meeting space and/or extensive food and beverage outlets), and taking into consideration the cost of construction, we would envision this property to be a somewhat smaller, limited, or select-service lodging property.

LODGING MARKET SUMMARY

Any proposed lodging project would be located in an area that has no other existing lodging developments, with the exception of the lower-end extended-stay oriented InTown Suites property that is located in Sheridan proximate to the intersection of Hampden Avenue and Federal Boulevard.

Our research indicates that the lodging demand generated in the immediate area currently uses lodging facilities in two general sub-sectors of metropolitan Denver: the U.S. Highway 285 (Hampden Avenue)/Wadsworth Avenue lodging market subsector (which is located approximately 5.5 miles west of the Broadway and Hampden Avenue intersection) and to a lesser extent the Southeast Denver lodging subsector, which generally encompasses lodging properties proximate to Interstate Highway 25 from Colorado Boulevard to C-470 (however the hotels most likely accommodating Englewood generated demand are in the northern areas of this southeast subsector generally between Colorado Boulevard and Belleview Avenue) which is located beginning approximately 4.5 miles east of the Broadway and Hampden Avenue intersection.

Consequently, we believe the historical occupancy and average room rate performance from both of these sectors would have an influence on the occupancy and average room rate potential for the subject property as the subject will draw demand that is currently using lodging facilities in these areas.
The following next chart illustrates the historical performance of mid-market, limited and full-service lodging properties in the Hampden Avenue/Wadsworth Boulevard lodging market subsector.

**HISTORIC OCCUPANCY/AVERAGE ROOM RATES (ARR) COMPETITIVE/COMPARABLE HAMPDEN AVENUE/WADSWORTH BOULEVARD HOTEL MARKET**

<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy</th>
<th>ARR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>61.4%</td>
<td>$68.58</td>
</tr>
<tr>
<td>2002</td>
<td>59.0</td>
<td>66.65</td>
</tr>
<tr>
<td>2003</td>
<td>57.8</td>
<td>59.38</td>
</tr>
<tr>
<td>2004</td>
<td>57.1</td>
<td>68.72</td>
</tr>
<tr>
<td>2005</td>
<td>61.4</td>
<td>74.45</td>
</tr>
<tr>
<td>2006</td>
<td>63.7</td>
<td>80.66</td>
</tr>
</tbody>
</table>

Source: Horwath Horizon Hospitality Advisors

This lodging market subsector is relatively small; containing approximately 1,350 rooms in 12 hotels. Additionally, most of the hotels within this subsector would be considered limited-service, or select service, properties. A limited-service property is a hotel that generally operates a rooms-only operation (i.e. without food and beverage service).

The next chart presents the historical performance of mid-market, limited and full-service lodging properties in the Southeast Denver lodging market subsector between 2001 and 2006.

**HISTORIC OCCUPANCY/AVERAGE ROOM RATES (ARR) SOUTHEAST DENVER HOTEL MARKET**

<table>
<thead>
<tr>
<th>Year</th>
<th>Occupancy</th>
<th>ARR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>57.9%</td>
<td>$88.67</td>
</tr>
<tr>
<td>2002</td>
<td>57.0</td>
<td>78.49</td>
</tr>
<tr>
<td>2003</td>
<td>57.6</td>
<td>76.28</td>
</tr>
<tr>
<td>2004</td>
<td>59.1</td>
<td>74.51</td>
</tr>
<tr>
<td>2005</td>
<td>63.4</td>
<td>84.47</td>
</tr>
<tr>
<td>2006</td>
<td>63.3</td>
<td>93.58</td>
</tr>
</tbody>
</table>

Source: Horwath Horizon Hospitality Advisors
The Southeast Denver lodging market area is much larger, and consists of over 50 properties with approximately 7,900 guest rooms (both the limited service as well as a significant number of full-service hotel properties).

These charts indicate that the economic downturn in 2001 and 2002 had a significant effect on both occupancy and average room rate. The occupancy decrease bottomed out in 2002 and 2003, and both the occupancy and the average room rate have been increasing since this time, with the average room rate growth being significant.

In general, given the distance between the Englewood and the various competitive lodging markets described, we believe that the Hampden Avenue/Wadsworth Boulevard market, and the demand using this market, has more of an influence on the potential performance of a property if it were to be located in Englewood.

This is based upon a number of considerations including: hotels currently being used by demand generators in the Englewood area, ease of access for Englewood demand generators, a location along U.S. Highway 285 (Hampden Avenue), similar price points paid by locally generated demand, similarities of demand generators, and types of demand generated for the Englewood market area and that of the Hampden/Wadsworth Boulevard market area (mid-market commercial, light industrial, mid-market tourist/transient).

We believe the southeast Denver hotel sub market area is less comparable given that it is generally higher-end in terms of commercial demand generators, facilities and amenities offered and ultimately prices being charged. Additionally, the majority of the hotels in this market, as well as their demand generators, are located south of Interstate Highway 225, which increases the distance from the Englewood area, as well as lessens the desirability for Englewood demand utilizing these properties given distance and more complicated access.

Based on the above, although demand generated in the immediate area surrounding Englewood is currently utilizing hotels in both described markets, we believe that it is the southwest market (Hampden/Wadsworth market) that is generally more comparable to the Englewood overall economic situation, and thus the occupancy and average room rate structure of this existing market is more relevant.

**RECOMMENDED FACILITIES AND AMENITIES**

In an effort to recommend the facilities and amenities for the subject hotel, the requirements/preferences of the local demand generators, the price points being paid by these demand generators and the dominant facilities of the Wadsworth/Hampden Avenue comparable lodging properties were analyzed.
Based upon an analysis of the facilities and amenities offered at the competition, and taking into consideration the needs and characteristics of the locally generated lodging demand as well as the quality and style of the proposed subject hotel and its anticipated market positioning, we recommend that the proposed hotel offer the following facilities and amenities:

- approximately 75 – 100 guest rooms (for this analysis, we will assume 85 guest rooms);
- one or two small meeting rooms (approximately 500 – 750 square feet);
- complimentary upgraded complimentary breakfast served daily;
- an indoor swimming pool;
- an on-site fitness center;
- 24-hour business center offering complimentary use;
- complimentary high-speed internet access in all guest rooms and public areas;
- complimentary daily newspaper;
- upgraded high quality beds (mattresses and linens); and
- in-room coffee makers/iron and ironing board, hair-dryers, etc.

**RECOMMENDED HOTEL COMPANY FRANCHISE/HOTEL COMPANY AFFILIATION**

Taking into consideration the kind, style, and anticipated market orientation of the limited-service property recommended, we would recommend that the proposed lodging property be affiliated with one of the following hotel franchise companies, or a hotel franchise company similarly market positioned:

- Holiday Inn Express
- Comfort Inn or Comfort Suites
- Fairfield Inn
- Hampton Inn
- La Quinta
- Country Inn & Suites

We believe that one of the above franchise companies adequately reflects the most appropriate market positioning for an Englewood located hotel.

**RECOMMENDED SITE AREAS**

Based upon the information presented in the previous section of this letter, if a hotel were to be proposed for the city of Englewood, we would recommend that if be located along one of the major traffic arterials including:

- Hampden Avenue (U.S. Highway 285), at a location between Santa Fe Drive to the west and Broadway to the east;
- Santa Fe Drive, at its intersection with Hampden Avenue (we understand that the southwest quadrant of this intersection in not part of the city of Englewood, but instead is within the Sheridan city limits – and this quadrant is currently being re-developed into the River Point at Sheridan project);

- Broadway, at its intersection with Hampden Avenue.

These locations are the most desirable for the following reasons:

- proximity to demand generators such as Swedish Hospital, Craig Hospital and the Sports Authority Corporate Headquarters;

- proximately to several other major employers in the Englewood area;

- proximity to the proposed Englewood Cultural Art Center were it to be developed (it is our understanding that one of the sites for this center is proximate to the intersection of Broadway and Hampden).

- proximately to the primary commercial and industrial/flex office space;

- proximately to the newer retail areas of the Englewood City Center development, that includes several big box retailers as well as several restaurants; and

- proximity to the new River Point at Sheridan development that is currently planned to include over 750,000 square feet of retail, restaurant, movie theater improvements).

**BASES FOR PROSPECTIVE FINANCIAL ANALYSES**

Based on our research and knowledge of the industry, while it appears that any one component (i.e. medical center/hospital, Sports Authority, etc) would not appear to generate sufficient demand to warrant a hotel lodging development in Englewood, we believe the "sum of the parts" does appear to warrant the potential development of some type of lodging property. We believe that a limited-service, or select-service, mid-priced hotel could be successful, and should be the first lodging facility considered for development. This development should occur along Englewood's primary traffic and commercial corridor; between Broadway to the east and Santa Fe Drive to the west, likely along Hampden Avenue (U.S. Highway 285).

From our analysis of economic indices, market factors and the facilities of the proposed lodging facility, estimates of likely market penetration have been developed from which five
years of occupancy are estimated. These levels of occupancy have been presented representing the first five full calendar years of operation.

In addition, estimates of average room rates have also been prepared for the same first five full calendar years of operation for the proposed lodging facility.

These estimates have been presented in ranges to reflect the fact that a "specific" site has yet to be identified; nor has a specific franchise affiliation been chosen. As such, this analysis assumes that one of the previously describes site areas is utilized and one of the previously defined, mid-market oriented franchise affiliations would be chosen. Once a specific franchise site is determined, as well as the specific franchise affiliation, these occupancy and average room rate figures would need to be further refined.

**MAJOR ASSUMPTIONS**

The following are the major assumptions that we are currently utilizing for this study:

- the proposed lodging facility is assumed to be open by January 1, 2009, with its first full calendar year beginning January 1, 2009 (all estimates that will ultimately be presented in this analysis are on a calendar year basis commencing January 1, 2009);

- the property will be operated by experienced, competent and professional management;

- the property will be an affiliated with one of the previously defined "upper-end" limited-service/select-service market oriented franchise companies;

- The property will be developed on one of the three previously identified Englewood located site areas;

- the assessment of the economic environment of the market area and growth in demand for lodging facilities will be realized;

- lodging additions to supply will not differ significantly from the estimates contained in our analysis; and

- the proposed lodging property will contain limited-service facilities and amenities similar to those outlined in this summary letter.

*Should some of these assumptions, in fact, not materialize, the estimates of occupancy, average room rate, and subsequent room revenue could be materially affected. Lodging*
projects of this nature are highly dependent on management, marketing and facility/amenity offerings.

PROSPECTIVE OCCUPANCY AND AVERAGE ROOM RATE

Taking into consideration the historical market performance of the competitive Englewood lodging market, the anticipated additions to supply, and continued growth in lodging demand in the competitive market area, a summary of our estimates for the first five full calendar years, starting with January 1, 2009, for the proposed lodging property, assuming that the subject property is operated with a nationally known upper-end limited-service franchise name, is presented in the following chart:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PROSPECTIVE ANNUAL OCCUPANCY</th>
<th>PROSPECTIVE AVERAGE ROOM RATE IN CONSTANT 2007 DOLLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>54 – 60%</td>
<td>$80.00/$84.00</td>
</tr>
<tr>
<td>2010</td>
<td>56 – 62</td>
<td>81.00/85.00</td>
</tr>
<tr>
<td>2011</td>
<td>58 – 64</td>
<td>82.00/86.00</td>
</tr>
<tr>
<td>2012</td>
<td>58 – 64</td>
<td>82.00/86.00</td>
</tr>
<tr>
<td>2013</td>
<td>58 – 64</td>
<td>82.00/86.00</td>
</tr>
</tbody>
</table>

Again, once a specific site and franchise is identified, these figures would need to be refined.

INCOME AND EXPENSE ANALYSIS

This analysis presents the prospective financial analyses for the subject facility’s first five full calendar years of operation. Because the occupancy and average room rate has been estimated in a "range", given the uncertainties pertaining to the site and franchise affiliation, we have completed the prospective financial analysis utilizing the “mid-point” of the ranges presented. As was the case with the Phase II analysis, once the site and franchise affiliation are determined, these figures can be refined. As such, the following chart reflects the utilized occupancy and average room rate within this analysis.
<table>
<thead>
<tr>
<th>YEAR</th>
<th>PROSPECTIVE ANNUAL OCCUPANCY</th>
<th>PROSPECTIVE AVERAGE ROOM RATE IN CONSTANT 2007 DOLLARS</th>
<th>PROSPECTIVE AVERAGE ROOM RATE IN CURRENT/INFLATED DOLLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>57%</td>
<td>$82.00</td>
<td>$87.00</td>
</tr>
<tr>
<td>2010</td>
<td>59</td>
<td>83.00</td>
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<tr>
<td>2011</td>
<td>61</td>
<td>83.00</td>
<td>94.50</td>
</tr>
<tr>
<td>2012</td>
<td>61</td>
<td>84.00</td>
<td>97.50</td>
</tr>
<tr>
<td>2013</td>
<td>61</td>
<td>84.00</td>
<td>100.25</td>
</tr>
</tbody>
</table>

The prospective financial analyses reflects the estimated inflationary impact on revenues and expenses for these years and will be carried to the level of cash flow available for debt service and income taxes.

**GENERAL**

Estimates of annual operating results for the subject 85-room limited-service lodging property are prepared for the first five full calendar years of operation, beginning January 1, 2009. These estimates are based on the following:

- an analysis of other selected similarly operated limited-service, suburban located, similarly sized, upscale product and market oriented lodging facilities regionally and nationally;
- historical industry financial data for similar type hotels as published in *The Host Study - 2006*;
- estimated staffing schedules; and
- our knowledge of the industry.

All amounts have been rounded to the nearest one thousand dollars, and revenue and expense classifications generally conform to the definitions prescribed by the American Hotel and Motel Association in the *Uniform System of Accounts for the Lodging Industry*.

It should also be noted that our estimates are based on the anticipated competitive position of the proposed property which was discussed previously in this summary outline letter. It is assumed that the subject hotel will be aggressively marketed and managed. In
addition, all dollar figures noted in the following paragraphs are expressed in constant 2007 figures, unless otherwise noted.

GROWTH ASSUMPTION

We have used a three percent annual growth in average room rate throughout the estimation period. This inflation/growth rate is based on a number of considerations, recent inflation trends in the local community, general hotel industry statistics regarding average room rate growth and on the consumer price index historical and anticipated future performance.

The estimated prospective financial analysis could be materially different if significantly higher or lower rates of inflation are experienced. Since the actual rates of inflation cannot be predicted with any degree of certainty, no assurance is given that the estimated average room rate will not vary materially from those shown in this summary report.

REVENUES

Room’s revenue is calculated using the estimated occupancy and average room rate for each of the years in the estimation period as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Room Nights Available</th>
<th>Estimated Annual Room Nights Occupied*</th>
<th>Estimated Percentage of Occupancy**</th>
<th>Estimated Average Room Rate in Current/Inflated Dollars***</th>
<th>Estimated Room Revenue in Current/Inflated Dollars****</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>31,025</td>
<td>17,700</td>
<td>57%</td>
<td>$87.00</td>
<td>$1,540,000</td>
</tr>
<tr>
<td>2010</td>
<td>31,025</td>
<td>18,300</td>
<td>59%</td>
<td>90.75</td>
<td>1,661,000</td>
</tr>
<tr>
<td>2011</td>
<td>31,025</td>
<td>18,900</td>
<td>61%</td>
<td>94.50</td>
<td>1,786,000</td>
</tr>
<tr>
<td>2012</td>
<td>31,025</td>
<td>18,900</td>
<td>61%</td>
<td>97.50</td>
<td>1,843,000</td>
</tr>
<tr>
<td>2013</td>
<td>31,025</td>
<td>18,900</td>
<td>61%</td>
<td>100.25</td>
<td>1,895,000</td>
</tr>
</tbody>
</table>

* Rounded to the nearest hundred
** Rounded to the nearest whole percentage point
*** Rounded to the nearest quarter dollar
**** Rounded to the nearest thousand dollars
Telecommunications revenue from the sale of local and long distance telephone calls is expected to be approximately $0.50 per occupied room (expressed in 2007 dollars) and has this figure been inflated accordingly throughout the estimation period.

Other Operated Departments revenue includes revenue from sources such as laundry/valet, in-room movies, sundry sales, fax, etc. income. This revenue is estimated at approximately $1.00 per occupied room (expressed in 2007 dollars), and has been inflated accordingly throughout the estimation period.

Rentals and Other Income includes the net income from sources such as vending commissions, "no-show" revenues, bank account interest and other miscellaneous income sources. Based on the performance of similar type lodging facilities, and well as industry statistics regarding the revenue potential for this department, we have estimated this department revenue at approximately $1.50 per occupied room (expressed in 2007 dollars), and has this figure has been inflated accordingly throughout the estimation period.

DEPARTMENTAL COSTS AND EXPENSES

Rooms department expenses consist of payroll and other expenses. Payroll expenses include the cost of staffing the front desk, housekeeping and in-house laundry departments. These expenses are calculated on the basis of estimated staffing schedules and were supported by the experience of comparable lodging operations. Payroll and related expenses are estimated at approximately $15.50 per occupied room by 2011 (expressed in constant 2007 dollars), the first stabilized year of the analysis period.

Rooms other expenses consist of the cost of the complimentary breakfast, travel agent commissions, guest supplies, paper goods, cleaning supplies, guest transportation, laundry, linen, and other items necessary for maintaining guest rooms. The rooms other expenses have been estimated at $6.00 per occupied room for the stabilized year (expressed in constant 2007 dollars).

Total rooms expenses are estimated to be approximately 27.2 percent of room’s revenue in Year 1 (2009), decreasing to 25.6 percent by Year 3 (2011), the first stabilized year of operation.

Telecommunications department expenses, which consist of the cost of telephone calls, service and equipment, and other expenses, are estimated at approximately 200 percent of telephone sales throughout the estimation period. The actual generated expense estimate will vary slightly from this estimate in some years as a result of the rounding that occurs between the expense calculation and the revenue line item.
Other Operated Departments expenses are estimated to average approximately 150 percent of minor operated department revenues throughout the estimation period based on the performance of similar type hotels and industry statistics. The actual generated expense estimate will vary slightly from this estimate in some years as a result of the rounding that occurs between the expense calculation and the revenue line item.

UNDISTRIBUTED OPERATING EXPENSES

Administrative and General is a combination of payroll and related expenses and other expenses. These expenses represent payroll and payroll related costs for the general manager as well as for one administrative/accounting person and have been estimated at $95,000 (expressed in 2007 dollars). Administrative and general other expenses include such items as the cost of accounting and legal fees, credit card commissions, bad debt, printing, stationary, office supplies, and postage costs, and are estimated at approximately 4.0 percent of total sales beginning the stabilized year. Total administrative and general expenses were estimated at 9.8 percent of total revenue by Year 3, the first stabilized year (higher in Year 1 and 2 at 10.5 percent and 10.1 percent respectively).

Marketing is a combination of payroll and related expenses and other marketing expenses. We have assumed that this property will need at least one part-time dedicated market person, and as such, marketing payroll and payroll related expense is estimated to be approximately $23,000 (expressed in 2007 dollars). This figure has been inflated accordingly throughout the analysis period. Marketing other expenditures, which includes the costs associated with advertising and promotional efforts for the hotel, is estimated at 3.0 percent of total revenue, by the stabilized year of the estimation period. Total marketing expenses are estimated at 4.8 percent of total sales for 2009 decreasing to 4.4 percent of total sales by 2011, the first stabilized year of operation. This higher expense ratio is a result of the fixed/variable relationship (in this case, the relatively fixed expense) of this department. Thus, the lower the revenues, the higher the expense ratio.

Utility Costs represent expenditures for electricity, fuel, water, waste removal, and operating supplies for this department. As a result of an analysis of similar type properties in similar locations, we have estimated these costs to be approximately $4.50 per occupied room (expressed in 2007 dollars) throughout the estimation period, and has been inflated accordingly throughout the analysis period.

Property Operation and Maintenance is a combination of payroll and related expenses and other maintenance expenses. These payroll and related expenses, which equate to approximately $36,000 per year (expressed in 2007 dollars) represents the salary for one maintenance person. Other property operation and maintenance expenses reflect the costs for periodic preventive maintenance and repairs to mechanical equipment, painting
and decorating and grounds maintenance. Payroll and taxes/benefits have been inflated accordingly for each year of the analysis period. Property operation and maintenance other expenses, included supplies, were estimated at approximately $2.50 per occupied room (expressed in 2007 dollars) throughout the estimation period and have been inflated accordingly. As a result, the total property operation and maintenance expense is estimated at 5.1 percent of total revenue by 2011, the first stabilized year of operation.

FRANCHISE FEE

Franchise fees for the franchise brands identified typically range from seven to nine percent of rooms revenue, and represent franchise marketing fees, franchise reservation fees and franchise royalty fees. Because a specific franchise has not yet been identified, we have utilized a franchise fee estimate of eight percent or rooms revenue, which equates to 7.7 percent of total revenues, throughout the estimation period.

MANAGEMENT FEE

Management fee for properties similar to the subject typically ranges from two to four percent of total revenue. For this analysis, we have utilized a three percent of total revenue throughout the estimation period. This represents a base fee only (incentive management fees were not included in this analysis).

FIXED CHARGES

Property Taxes have been estimated based solely on industry averages. This estimate may need to be adjusted once more of the specifics regarding the proposed property have been determined (specific site identified, construction costs estimated, market values estimated, etc). Until this time, we believe an estimate supported by industry averages to be reasonable. Taking this into consideration, we have estimated the property tax expense to be approximately $850 per available room (expressed in constant 2007 dollars) for the subject hotel. This equates to approximately $72,000 dollars annually, expressed in 2007 dollars. This figure has been inflated accordingly throughout the estimation period. As noted, this is an estimate that would likely need revision as the project moves forward, and project costs and ultimate project value are more easily determined.

Insurance was estimated based on current industry statistics and on the performance of similar type properties. This expense covers the cost of insuring the property building and contents against fire, weather, sprinkler leakage, boiler explosion, plate glass breakage or other perils. This expense is estimated at approximately $21,000 or approximately $250 per available room (expressed in constant 2007 dollars) for all years and has been inflated accordingly.
Reserve for Capital Replacement of fixed assets is estimated at two percent of total revenue for 2009, three percent in 2010 and four percent for all remaining years of the estimation period. This figure is relatively standard in the hotel industry for this type of facility.

CASH FLOW FROM HOTEL OPERATIONS BEFORE DEBT SERVICE AND INCOME TAXES (NET OPERATING INCOME)

Cash flow from hotel operations before debt service and income taxes (net operating income) is the amount of income the subject facility is estimated to generate after all expenses and fixed charges associated with normal hotel operations are subtracted from total revenues.

ESTIMATES IN CURRENT/INFLATED DOLLARS

Exhibit A is a summary schedule of the estimated cash flow from hotel operations before debt service and income taxes for the calendar years 2009 though 2013. All estimates are expressed in current/inflated dollars.

* * * * * * * * * * * * * * * * *

USE OF THIS DOCUMENT

This summary document outlines the market findings, prospective financial analysis, conclusions and recommendations regarding the market support for a proposed lodging project.

This summary document outlines the market findings, prospective financial analysis, conclusions and recommendations regarding the market support for a proposed lodging project. We did not ascertain the impact of energy shortages and the legal and regulatory requirements applicable to this lodging project, including zoning, other state and local government regulations, permits and licenses. Furthermore, no effort has been made to determine the possible effect on this project of present or future federal, state or local legislation, including any environmental or ecological matters or interpretations thereof.

Due to the points outlined in the section entitled “Major Study Assumptions”, this summary outline letter is limited in scope, and as such is presented in an abridged format. It does not include the descriptions, explanations, analysis and documentation customarily included in a report of this type. As a result, this summary outline letter, and/or its contents, cannot be shown to any financial institution. In addition, this summary outline
letter, and/or its contents, may not be referred to or quoted in any loan registration statement, prospectus, appraisal, or other agreement or document.

HORWATH HORIZON HOSPITALITY ADVISORS, LLC/
MONTGOMERY & ASSOCIATES
Mr. Darren Hollingsworth  
City of Englewood  
March 9, 2007  
Page 23

EXHIBIT A  
PROPOSED 85-ROOM HOTEL  
ENGLEWOOD, COLORADO  
SCHEDULE OF ESTIMATED CASH FLOW FROM OPERATIONS BEFORE DEBT SERVICE AND INCOME TAXES

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AMOUNT</td>
<td>RATIO</td>
<td>AMOUNT</td>
<td>RATIO</td>
<td>AMOUNT</td>
</tr>
<tr>
<td>REVENUES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROOMS</td>
<td>$1,540,000</td>
<td>90.4%</td>
<td>$1,651,000</td>
<td>96.5%</td>
<td>$1,786,000</td>
</tr>
<tr>
<td>TELECOMMUNICATIONS</td>
<td>10,000</td>
<td>0.6</td>
<td>10,000</td>
<td>0.8</td>
<td>10,000</td>
</tr>
<tr>
<td>OTHER OPERATED DEPARTMENTS</td>
<td>19,000</td>
<td>1.2</td>
<td>20,000</td>
<td>1.2</td>
<td>21,000</td>
</tr>
<tr>
<td>RENTALS AND OTHER INCOME</td>
<td>29,000</td>
<td>1.7</td>
<td>30,000</td>
<td>1.7</td>
<td>32,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,568,000</td>
<td>100.0%</td>
<td>1,721,000</td>
<td>100.0%</td>
<td>1,849,000</td>
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<tr>
<td>DEPARTMENTAL COSTS AND EXPENSES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROOMS</td>
<td>419,000</td>
<td>27.2%</td>
<td>438,000</td>
<td>26.4%</td>
<td>457,000</td>
</tr>
<tr>
<td>TELECOMMUNICATIONS</td>
<td>10,000</td>
<td>0.7</td>
<td>20,000</td>
<td>0.8</td>
<td>21,000</td>
</tr>
<tr>
<td>OTHER OPERATED DEPARTMENTS</td>
<td>29,000</td>
<td>1.7</td>
<td>30,000</td>
<td>1.7</td>
<td>32,000</td>
</tr>
<tr>
<td>TOTAL DEPARTMENT EXPENSES</td>
<td>467,000</td>
<td>30.2%</td>
<td>486,000</td>
<td>28.4%</td>
<td>510,000</td>
</tr>
<tr>
<td>TOTAL DEPARTMENT PROFIT</td>
<td>1,131,000</td>
<td>79.8%</td>
<td>1,233,000</td>
<td>71.6%</td>
<td>1,339,000</td>
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<tr>
<td>UNDISTRIBUTED OPERATING EXPENSES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADMINISTRATIVE AND GENERAL</td>
<td>168,000</td>
<td>10.5%</td>
<td>174,000</td>
<td>10.1%</td>
<td>181,000</td>
</tr>
<tr>
<td>MARKETING</td>
<td>70,000</td>
<td>4.6%</td>
<td>80,000</td>
<td>4.8%</td>
<td>90,000</td>
</tr>
<tr>
<td>UTILITY COSTS</td>
<td>89,000</td>
<td>5.6%</td>
<td>92,000</td>
<td>5.3%</td>
<td>96,000</td>
</tr>
<tr>
<td>PROPERTY OPERATION AND MAINTENANCE</td>
<td>87,000</td>
<td>5.4%</td>
<td>90,000</td>
<td>5.2%</td>
<td>94,000</td>
</tr>
<tr>
<td>TOTAL Undistributed Operating Expenses</td>
<td>420,000</td>
<td>26.3%</td>
<td>435,000</td>
<td>25.3%</td>
<td>452,000</td>
</tr>
<tr>
<td>GROSS OPERATING PROFIT</td>
<td>711,000</td>
<td>44.5%</td>
<td>796,000</td>
<td>48.4%</td>
<td>837,000</td>
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<tr>
<td>FRANCHISE FEE</td>
<td>123,000</td>
<td>7.7%</td>
<td>133,000</td>
<td>7.7%</td>
<td>143,000</td>
</tr>
<tr>
<td>MANAGEMENT FEE</td>
<td>46,000</td>
<td>3.0%</td>
<td>52,000</td>
<td>3.0%</td>
<td>55,000</td>
</tr>
<tr>
<td>CASH FLOW FROM OPERATIONS BEFORE FIXED CHARGES, DEBT SERVICE AND INCOME TAXES</td>
<td>540,000</td>
<td>33.8%</td>
<td>613,000</td>
<td>35.6%</td>
<td>689,000</td>
</tr>
<tr>
<td>FIXED CHARGES:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROPERTY TAXES</td>
<td>76,000</td>
<td>4.8%</td>
<td>78,000</td>
<td>4.6%</td>
<td>81,000</td>
</tr>
<tr>
<td>INSURANCE</td>
<td>22,000</td>
<td>1.4%</td>
<td>23,000</td>
<td>1.3%</td>
<td>24,000</td>
</tr>
<tr>
<td>RESERVE FOR CAPITAL REPLACEMENT</td>
<td>32,000</td>
<td>2.0%</td>
<td>32,000</td>
<td>2.0%</td>
<td>32,000</td>
</tr>
<tr>
<td>TOTAL FIXED CHARGES</td>
<td>130,000</td>
<td>8.1%</td>
<td>154,000</td>
<td>8.9%</td>
<td>179,000</td>
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<tr>
<td>CASH FLOW FROM OPERATIONS BEFORE DEBT SERVICE AND INCOME TAXES (NET OPERATING INCOME)</td>
<td>$410,000</td>
<td>25.7%</td>
<td>$459,000</td>
<td>26.7%</td>
<td>$510,000</td>
</tr>
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</table>

STATISTICS:

<table>
<thead>
<tr>
<th>PROPERTY SIZE</th>
<th>85</th>
<th>85</th>
<th>85</th>
<th>85</th>
<th>85</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL ROOM NIGHTS AVAILABLE</td>
<td>31,025</td>
<td>31,025</td>
<td>31,025</td>
<td>31,025</td>
<td>31,025</td>
</tr>
<tr>
<td>ANNUAL ROOM NIGHTS OCCUPIED</td>
<td>17,700</td>
<td>18,300</td>
<td>18,900</td>
<td>18,900</td>
<td>18,900</td>
</tr>
<tr>
<td>PERCENTAGE OCCUPANCY</td>
<td>57.00%</td>
<td>59.00%</td>
<td>61.00%</td>
<td>61.00%</td>
<td>61.00%</td>
</tr>
<tr>
<td>AVERAGE ROOM RATE</td>
<td>$57.00</td>
<td>$60.75</td>
<td>$64.50</td>
<td>$67.50</td>
<td>$100.25</td>
</tr>
</tbody>
</table>

NOTES:
1. PERCENTAGES OF DEPARTMENTAL EXPENSES ARE TO DEPARTMENTAL REVENUES;
   ALL OTHER PERCENTAGES ARE TO TOTAL REVENUE.
2. PERCENTAGE TOTALS MAY VARY SLIGHTLY DUE TO ROUNDING.
To: Mayor Penn and City Council Members

Through: Eric Keck, City Manager

From: Michael Flaherty, Deputy City Manager/Interim Director Community Development

Date: September 9, 2015

Subject: Property Abatement

The abatement of deteriorated or dilapidated structures is the responsibility of the Building Division, under the provisions of the International Property Maintenance Code. There are a number of structures that have been cited for property maintenance code violation. City Council is aware, by receipt of complaints from neighboring property owners and residents on several such structures. While the majority of structures are single family homes, Council has also expressed frequent concern with motels. Issues with motels are currently being addressed by the Police Department, the Fire Marshal and the Building Division and progress is being made. Issues with single family residential homes are also being addressed, however, there are a number of obstacles that currently impede those efforts.

As is the case with other code violation notices issued, most property owners correct violations for which they have been cited in a timely fashion. However, a number of property owners either are non-responsive or make corrections but let problems reoccur, sometimes repeatedly. Due to the fact that the Building Division does not currently have an inspector devoted to property maintenance and that their workload for repairs (roofing in particular), renovations and new construction (over 2000 permits have been issued and over 6000 inspections have been made year-to-date by the Building Division), property maintenance enforcement is conducted on a complaint basis only. Since 2014, 28 property maintenance notices of violation have been issued. Those properties that are of most concern due to repeated violation and/or serious deterioration are listed below with their current status:

- 2957 S. Logan – Vacant structure – Owner has not responded
- 2996 S. Elati – Unsafe structure – Owner has not responded (same owner as above)
- 3080 S. Fox – Vacant structure – Owner has not responded
- 3091 S. Washington – Siding missing – Owner has not responded
- 3101 S. Washington – Siding missing – Owner has not responded (same owner as above)
- 4460 S. Bannock – Structure seriously fire damaged in April 2011 – Owner has been issued a summons.

(On a more positive note, two abandoned structures at 3212 and 3220 S. Ogden will be demolished. The absentee landlord, through the efforts of the Building Division, recently sold the property and two new single family homes are planned by the new owner/developer.)
Unfortunately, issuance of a notice of violation does not always resolve code problems. Factors that pose obstacles include absentee landlords that cannot be located to serve summons. The most recent court ordered demolition of a single family home at 4457 S. Bannock in 2010 required the services of a private detective to locate the out-of-state owner. This same individual still owns other properties in Englewood. The owner of two of the properties listed above is also out-of-state and is non-responsive.

After service of a summons, the City has to be successful in court to abate problem properties, and even then, progress can be delayed. In order to secure an order for demolition of a severely dilapidated structure a compelling case has to be made to the court. In the 2010 case referenced above, the proof of imminent danger to the public was required to secure the demolition order. In addition, the cost of the demolition, over $24,000, was borne by the City. And while a lien was placed on the property, recovery took two years. It is likely that the City will soon be burdened with the cost of demolition ($20,000-$30,000) of the fire damaged structure at 4460 S. Bannock, once a court order is secured.

In spite of these obstacles, I am proposing the following actions that will hopefully begin to address property abatement issues:

- With the recent vacancy of a Senior Planner in the Community Development Department, a Planner 1 is currently being recruited. This position will handle zoning enforcement matters, minor plan review and to the extent possible, be cross-trained with the Building Division to enforce the property maintenance code. While enforcement will continue to be on a complaint only basis, this individual will be tasked with tracking violations and providing more active follow-up.

- The property maintenance code provides that boarding of a building for future repair “shall not exceed beyond one year, unless approved by the building official.” We will track the time that a building is boarded and initiate demolition in cases where buildings are boarded in excess of one year. This will apply to the three vacant structures listed above, and possibly to other structures, including vacant and boarded commercial structures.

- Immediate adoption of the 2015 International Property Maintenance Code (IPMC.) We are holding off on adoption of the 2015 Building and Fire Codes until Denver adopts the 2015 codes; however, there is no similar need to delay the adoption of the 2015 IPMC. There are some provisions in the 2015 IPMC that will be advantageous for enforcement purposes.

I realize the issue of property abatement is of concern to City Council and the community and we will respond to the best of our abilities.

If you have any questions, please feel free to contact me.