

Castle Pines

TECHNICAL ASSISTANCE PROGRAM



February 28 - March 1, 2012



BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO
DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO
THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION

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Introduction

Welcome to the commercial district assessment for the City of Castle Pines. Colorado communities have the opportunity to apply for assistance in revitalizing commercial districts, town centers, and downtowns as a benefit to members of Downtown Colorado, Inc. (DCI). DCI is a nonprofit membership organization committed to building better communities by providing assistance to Colorado downtowns, commercial districts and town centers.

The City of Castle Pines requested assistance in developing a plan to balance a sense of place in a thriving community with economic prosperity and the ability to grow without diminishing the quality of life and connection to community values that citizens have come to expect. The community requested Downtown Colorado, Inc. (DCI) to facilitate a dialogue with stakeholder groups to examine potential courses of action to foster a broad, in-depth, community-driven process for short and long-term community and economic revitalization of the commercial centers to create a thriving environment for small, independent businesses and an attractive long-term plan for sustaining larger anchor businesses.

DCI and the assessment team appreciate the invitation to learn about and assist the Castle Pines commercial district. The team worked diligently to provide relevant and realistic input towards the betterment of the community's commercial area.

Executive Summary

In fall of 2011, the City of Castle Pines contacted Downtown Colorado, Inc. (DCI) to seek assistance in understanding services to assist in developing a plan for enhancing and redeveloping the commercial areas in Castle Pines.

The purpose of a DCI technical assistance visit is to bring together a team of consultants

that specialize in downtown and community revitalization to provide tools, insights, and direction to help the host community realize its downtown revitalization goals. In anticipation of this visit, DCI worked closely with Castle Pines staff to conduct consumer, business and property owner surveys, organize focus groups, arrange for work and presentation spaces, and provide extensive background information about the history and status of Castle Pines commercial district and the issues facing the community.

The ensuing commercial district assessment from Downtown Colorado, Inc. (DCI) was held on February 28, 29, and March 1, 2012. This visit engaged different sectors of the community to better understand preferences for commercial district revitalization, provide recommendations for enhancing the town center while accentuating and celebrating the community character, and provided implementation strategies for a community-led revitalization program.

Before the team arrived for the assessment, Castle Pines staff provided a series of background documents, surveys, plans, regulations, ordinances, and the city's goals for the assessment. This information was reviewed by DCI staff prior to the visit to identify key skill sets and information for the assessment process. Upon arrival to the community, the team met with city staff for an orientation which included a walking and driving tour of the area, a discussion of the current state of their commercial district, and review goals and objectives of the visit.

On day two of the visit, DCI facilitated five focus group sessions with corridor property owners, businesses, residents, City Council and committee members, and service providers. The purpose of the focus groups was to allow the team to hear about issues facing the corridor allowing the team to obtain input about the perceptions, strengths, weaknesses, and

opportunities. Team members gathered after the focus groups to discuss their observations and prioritize issues through four perspectives (organization, design, economic restructuring and promotion) to ensure a comprehensive approach to analyzing and developing recommendations for this corridor.

On the final evening of the visit, the team met to share their recommendations based on the input from the community. The report which follows summarizes the findings of the consultant team and provides an Action Plan of Strategies which constitute a recommended work program to revitalize the Castle Pines commercial district.

Overview and Historic Context

Incorporated Feb. 12, 2008, Castle Pines is a city of about 10,000 people located approximately 20 miles south of Denver in Douglas County, Colorado. The city incorporated as a statutory city under Colorado law and follows the Mayor-Council government system. At the time of incorporation, Castle Pines was Douglas County's first new city since 1995, Colorado's first new city since 2004, and Colorado's 271st municipality. The city hopes to balance the character that brought residents and businesses to the area while allowing for sustainable and meaningful growth to enhance the quality of life for our citizens.

The City of Castle Pines spans approximately 5,780 acres or just over 9 square miles. The original incorporation of Castle Pines included 2,437 acres which extended west and north to Daniels Park and Highlands Ranch open space, south to the unincorporated area of Castle Pines Village and originally east to Interstate 25. The 2009 annexation of the Canyons property added 3,342 acres, extending the City's municipal boundaries east of I-25. The City's municipal boundaries east of I-25 extend north to the Reuter-Hess Reservoir, east to Castle Park Ranches and south to Crowfoot Valley Road, Sapphire Pointe and Happy Canyon Estates.

Assessment Objectives

The major objectives for the community assessment as identified in the planning process include:

- Identify and engage stakeholders to assist in determining and implementing a collective vision and marketing strategy for the commercial area;
- Facilitate a community visioning process that incorporates the community's character, as well as the vibrancy and growth represented in this rapidly expanding and evolving community;
- Develop a strategy and system for communications to create a sense of place and environment for retaining existing businesses and attracting new businesses;
- Assess surrounding communities and trade area to evaluate current market conditions, real-estate dynamics, and inventory to identify opportunities and obstacles to economic development;
- Review the commercial area's services, infrastructure, physical layout and location to determine how best to encourage a walkable and functional town center; and
- Develop and delineate sequential steps for implementing recommended strategies.

Research, Preparation, and Background Materials

DCI and the assessment team would like to acknowledge the work of Sam Bishop and city staff for efforts in collecting, compiling, and presenting the following documents and materials for the team to review prior to and in the course of the assessment.

- Current list (and type) of Businesses in the Business Zone District (the City does not require home occupations to be registered)
- 2010 Census Data—Population, Housing, Vacancy, Household Size,

- Race, Income
- All Zoning & Subdivision Information (Planned Developments, “Straight” Zone Districts and Amendments)
- 2010 Conditions Survey (served as the basis of the city’s Urban Renewal Plan and Impact Report—both on file)
- Douglas County Demographics
- Business District Floor Area Ratio
- Various GIS Data and Maps
- 2009 Comprehensive Plan
- Three-Mile Plan
- 2010 Douglas County Transportation Plan
- 2011 Multi-model Corridor Study

Business & Property Owners Stakeholder Outreach

A business survey was developed and distributed to sixty-two businesses in Castle Pines. The Chamber Ambassadors went personally to each business to explain the process and provide each business owner with a link to the survey. Twenty-one businesses completed the survey containing both overall survey analysis and individual write in response options. The survey results revealed a number of common themes that included:

- Dissatisfaction with high rent and Common Area Maintenance (CAM) fees
- Complaints related to lack of appropriate signage, zoning restrictions, poor access & visibility, inflexible lease terms, and lack of sufficient patronage
- Dissatisfaction with the excessive number of like businesses within the commercial district – e.g. nail salons, grocery stores, etc.
- An expressed desire for more restaurants and other destination businesses to occupy the commercial district
- An expressed desire for more affordable marketing and advertising opportunities within the community – monthly publication not sufficient

- Lack of small business support from the City of Castle Pines

In the case of Castle Pines’ commercial district, outreach to property owners was a key component because of the numerous parcels owned by various management companies and the fees that are passed on the businesses. To complicate the issue further, many of the property owners are not Castle Pines residents and the city does not have regular communication with the owners. In the case of absentee property owners, the research was a little more complex due to the fact that contact information was not readily available. In fact, in some instances it was not possible to communicate directly with absentee owners because of an inability to establish a clear point of contact. In the cases where it was possible, research was conducted through the use of a telephone survey. Based on the responses generated through this survey tool, the following themes were identified:

- Property taxes are too high and this results in higher rental rates and Common Area Maintenance (CAM) fees for tenants
- Local demographic is affluent, but can be challenging— residents do not support local businesses located in the commercial district and appear to be spending their money outside of the community
- Limited market— e.g. medical, banking services, personal care, etc.—the community is not large enough to attract larger (more profitable) anchor stores
- Difficult to compete with surrounding areas like Lone Tree and Castle Rock
- Poorly designed roads and insufficient signage makes it difficult for customers to navigate the commercial district
- Vacancy rates as high as 29% within the commercial sector
- Underperforming commercial sector makes it very difficult to meet forecasted Return on Investment (ROI)

Partners and Resources

Stakeholders involved in the assessment visit included non-profit organizations, City staff and elected officials, special districts, business and property owners, and residents. The focus groups that were facilitated to gather community input included:

1. Residents, community members at large (two focus groups)
2. City Council, Planning Commission, Arts Commission, advisory committees of council (public works, utilities, parks; communications & community outreach; budget, finance & professional services)
3. Service Providers (school & fire district, home owners associations, chamber, economic development corporation, property owners)
4. Business owners and property managers.

Some suggested partner organizations and resources to be considered for use in implementing the recommendations of the report (see attachments for full details) include: the Colorado Department of Local Affairs (DOLA), University of Colorado at Denver – political science, private contractual services, Colorado Department of Transportation, Downtown Colorado, Inc. (DCI), Colorado Municipal League (CML), and Colorado City/County Managers Association.

With the assessment visit, the community is setting the stage for an ongoing and strengthened relationship with DCI, DOLA, other local governmental agencies and the local community and business sector. During the three day visit, the community feedback and input resulted in a strong, consensus that all groups can work together to build a stronger, more vibrant commercial district in Castle Pines. This foundation will be increasingly important for the many efforts that may result from the visit.

Focus Group Observations

Comments in focus groups repeated the following themes as to why we live here:

- Beautiful views
- Good proximity to other communities
- Great family environment
- Hometown feel
- Small community
- Good place to be outside and play
- I moved here because there was nothing around.

Comments in focus groups repeated the following themes as to what is missing:

- There is no gathering place
- It is expensive to own property or a business here
- Traffic and circulation are problematic
- Mix of business is very limited
- Commercial area is unappealing, unattractive, and hard to navigate.

An overview of what the team heard and worked to address:

- No community heart, “hub,” gathering place. There is not a place for community events, or to celebrate holidays.
- No marketing or communications to tie the community together with a clear identify.
- A change to the physical form is needed– there are access issues, is it not pedestrian or vehicle friendly, there is little useful signage, and the street layout is inadequate.
- Transportation and access issues

We heard a lot about what wasn't working but still haven't gotten to the heart of what specifically is wanted...

Current State

As a recently incorporated city, Castle Pines has a great opportunity to continue to redevelop the community based on the existing image and

character and incorporate the natural amenities that Castle Pines offers along with the unique qualities that differentiate this community from surrounding areas. A major focus for this identity building exercise will be around the commercial district as the community determines what pieces of community life the district represents for the community as it strives to become a walkable, attractive gathering place for the community. The following objectives have been identified as the first steps in starting the community and economic development process in Castle Pines' commercial district.

Understanding the Sweet Spot Opportunity Area

Castle Pines sits in the midst of a growth area with high wealth. This is a transient community where people want a quiet place to live, but they are used to leaving the city limits for employment and entertainment. Although Castle Pines is a wealthy community, residents know what they want, and if it isn't here, they have no problem going somewhere else to meet their needs; thus, keeping dollars here means it is important to understand and deliver the desires to the community.

What is the Market Potential?

There is an outward migration of jobs, but do we have the opportunity to create more jobs here? Where would we put them? Castle Pines is mostly retail/financial/government driven now—what are the growth opportunities based on current demographics?

There is tremendous ability to capture consumer spending, but do we have the right mix of retail and services? How do we get needed businesses? Are the business environment challenges prohibitive? Are we providing basic services, and could those services drive demand for other things? Could a library drive other services?

Garnering the Information Needed to Proceed

Determining the business mix needs is imperative for the community's economic growth. What are the shopping experience locals are seeking? Based on the existing business mix, it seems that locals use the grocery stores and services such as nail salons and automobile maintenance. It also seems that some fine dining and kid friendly restaurants are in demand. However, the residents moved here when there was less of a defined community and many of them are mobile in their work and perhaps also in their play time. What are the experiences that they prefer to access elsewhere? Would they attend a movie in Castle Pines? Would they go clothes shopping if it was available nearby, or do they prefer to shop at the outlets?

The community has commissioned an in-depth community preference survey that will allow the community to get answers to some of these questions more definitively so the planning process for the commercial district can determine how to be meaningful to locals and plan for events that may target visitors who currently pass through Castle Pines on their way to another destination.

In addition to conducting the community survey, the city should consider exploring hiring an analyst who specializes in retail and consumer psychographics to explore spending habits and patterns more closely, giving the city a better understanding of the market potential in the commercial area.

This analysis could identify specific consumer profiles and would also help the city understand where best to target their marketing. In addition, knowing this information will best help the city to direct economic development efforts, and allow them to set benchmarks and work towards their goals of increasing the economic viability of the commercial district. Additionally,

this work should provide recommendations and strategies to help retailers refine their sales mix and provide a better mix of offerings to the appropriate market.

Assessment Team Recommendations

Many communities struggle to find their own unique niche to help promote their commercial district or downtown in a way that separates their community core from other competing commercial and retail centers. Many commercial centers are aging and may be neglected or struggling today, but possess the “bones” to build upon (i.e. existing building stock, established civic/community functions located downtown, etc.). Castle Pines’ commercial district, however, contains few of the “bones” commonly associated with a downtown. Additionally, although the commercial area is as close to a town center as Castle Pines has, it is auto-oriented and its commercial and retail format is dominated by strip centers and individual pad sites to service highway travelers. The commercial area lacks the type of gathering community space desired by today’s families and retailers.

To revitalize the commercial district in Castle Pines, a true identity must be crafted and embraced by the community at large, including residents, business owners, advocacy groups and the city. Since Castle Pines is missing some of the “bones” of a traditional downtown, existing attributes that do exist must be capitalized on and re-branded to help strengthen and create the district’s identity as a downtown. Castle Pines possesses numerous assets to attract and support a thriving area, and finding ways to effectively communicate and build support for an articulated vision is the key element to success for a thriving community area. Success will occur only when the driving forces behind district revitalization learn to gently guide change in customer and

resident perception. This change is created through strong connections with audiences in the community, consistency, and persistency, to build strong partnerships and collaboration, allowing the community to develop a lasting and meaningful message.

The following observations and recommendations will help frame and direct how Castle Pines can develop an identity with a commercial district gathering place, cultivate partnerships to promote revitalization, discover resources to implement programs, and continuously engage community support.

Management & Organization

To be effective, commercial corridor revitalization cannot be a haphazard undertaking or a set of disparate visions, policies and projects. It requires collaboration, focus and continuity. Organization is about integrating diverse interests in the community and focusing them on a shared, long-term agenda for restoring downtown’s physical beauty and economic viability.

Organization, one point of the Main Street Four Point Approach™, is about marshaling the human and financial resources to implement a comprehensive downtown revitalization process. Given the absence of one entity to maintain and strengthen the commercial district, revitalization will rely on the creation of a management structure and its effectiveness in outreach to the community and setting the standard for transparency, governance, and accountability.

The following observations and recommendations present specific ideas for improving commercial corridor management and to provide suggestions for helping city staff, service providers, businesses, and residents to coordinate activities and perform effectively.

Observation: Many people moved to Castle Pines before Castle Pines became incorporated as a city.

Recommendations:

- Use the survey to begin a visioning process. Explore if residents care to engage in planning & development of the community's activities and shopping experience. Once a visioning process is started, develop the objectives for the commercial district based on the preferences of locals.
- Analyze the business mix in Castle Pines Village & the Canyons development as complimentary options for the City of Castle Pines commercial district. Then ask the question: what else do we need?
- If locals decide that they would rather go elsewhere for their social shopping experiences, keep in mind that the entrance to Daniels Park and the opening of Hess Road provide options to capture a larger market than locals.

Observation: There are multiple entities providing services with no clear plan or planning process for roles and responsibilities.

Recommendations:

- The city must accept the role as leader of the community. As the elected government of the people of Castle Pines, the city is responsible for the well-being of the people and should take charge of coordinating service providers.
- Develop regular monthly meetings with all service providers (including the city) and discuss annual objectives as a community.
- Numerous fees and organizations are confusing and burdensome and wherever partnership, collaboration, and even consolidation are possible, this should be considered.

Observation: There is no central gathering point for people in Castle Pines.

Recommendations:

- Focus on civic uses to develop a rallying point for the community. The library is a priority that all groups will get behind.
- Don't move the library from the commercial district. The library is a foot traffic generator and a natural gathering place for the community. It is important to keep these activities in a cluster with other community activities.
- Consider options for a civic complex with a community/senior center, fitness center, and meeting space in the commercial district.

Observation: Many of the organizations working in Castle Pines were providing services before the city incorporated. Now that the city is incorporated, there are roles that a municipality plays that other organizations may or may not be filling.

Recommendations:

- The city must serve as the lead in coordinating service provision and provide guidance to the numerous entities working in the Castle Pines area.
- Request the Department of Local Affairs (DOLA) to conduct an educational workshop to review the typical roles and procedures of city council and city staff.
- Use this session and the DOLA regional manager as a facilitator to assess and define the municipal role and what would be a typical relationship to the other entities providing typically "municipal" services in Castle Pines. There will be difficult questions to ask in determining if all of the existing entities are still adding a service or value to the community.

Observation: There is not a clear understanding of the area that is zoned commercial or should be considered the Castle Pines business district.

Recommendation: Define the boundaries of the traditional business district and area that Castle Pines would like to focus on developing as the downtown. It is important to start to build the understanding and the image of what “downtown” means and to be consistent when discussing how resources will be distributed within these boundaries. City Council should declare the defined downtown area a priority. As the elected leadership of the community, City Council should state the importance of enhancing and maintaining the existing area. If this area further declines it will run the risk of becoming a blighted eyesore in the middle of the community. If this area is not a priority and nothing is done, the development in neighboring areas will continue and the appeal of having some services close to home will decline even further. This will not only be unable to attract and retain vibrant businesses given the competing districts in the area, but will be costly to clean up.

Observation: To strengthen the commercial sector adequate resources need to be earmarked for the various investment needs.

Recommendations:

- Consider prioritization of existing financial resources to the new initiative. Through community visioning and prioritization it may be possible to reallocate resources. There may be alternative new ways to fund existing services, freeing up current funding to be used in the strengthening of the commercial sector. The community input may reveal that some services and practices may, in fact, not be needed by the community. These funds can then be re-allocated.
- If the consolidation of services with Castle Pines North Metropolitan District is pursued, the savings will represent a new revenue stream. It may be possible to dedicate a portion of the savings to the various activities in the Action Matrix

to enhance the community.

- Increase sales tax rate to create a pool of funds for investment into the commercial sector. The existing rate of 2.75 percent is well below the state wide municipal average of 4.34 percent. In Douglas County the city’s sales tax rate is 3rd, between a high of 4 percent and a low of 1.8 percent. A modest increase to 3 percent would generate at least an additional \$75,000 a year for the strengthening the commercial district. A consideration of when to implement the increase may be the decision to create a Downtown Development Authority. The city may want to wait until the DDA is created to implement the sales tax increase in order for the DDA to capture the entire increment of revenue increase. The sales tax increase timed with the creation of the DDA may capitalize the DDA much faster than without the increase. If the city is not going to pursue the Downtown Development Authority, then it is recommended that the city pursue the sales tax increase at the next election in order to help stabilize revenue.
- The repeal of the city’s Vendors or Service Fee on sales tax would be another tool for investing revenue in areas recommended by the technical assistance team. State law allows the city to repeal the fee as long as the fee is used to the benefit of the business community. The concept is that the individual business owner gives up the small payment to remit taxes to be pooled with all merchants for the betterment of the entire business community. In Colorado, 52 municipalities have repealed the Vendors Fee to reinvest the funds into the business community. In Douglas County, both Larkspur and Lone Tree have repealed their Vendors Fee. In

Parker and Castle Rock, the fee has been maintained with 1 percent and 3 1/3 percent respectively. One example of a common use of this revenue stream is an enhanced market effort. The revenue is pooled with a marketing district or existing chamber marketing program to either expand circulation or the creation of new materials.

Observation: Castle Pines needs to create a tool to assist in land acquisition/development for projects of community interest and importance, and to catalyze appropriate investment.

Recommendation: Consider benefits of creating a Community Development Corporation (CDC).

Community Development Corporations (CDCs) have become increasingly important tools in the arena of community redevelopment and revitalization. CDC's are non-profit corporations that focus their resources on:

- Tackling development or redevelopment projects that are too difficult or costly for the private sector to undertake alone
- Catalyzing private sector investment in tough to develop areas
- Providing economic development incentives to help disadvantaged businesses.

Among the benefits of CDCs is their 501c3 tax-exempt organizational status, meaning the public sector can easily contribute funds to the corporation, and that grant dollars are easier to access. CDC's can generate funding in a variety of ways, including:

- Business/corporate donations, so those companies may get the tax write-off
- Banks that are required to give a portion of their revenues back to the community
- Donors looking for a tax write-off and a community benefit from their contribution
- The city, county and other governmental entities, through actual cash infusions or

by partnering on other incentives

- Local, national and federal government grants (which typically can only be given to 501c3 entities).

CDC's work very effectively and nimbly in managing tough redevelopment projects in cities, often by acquiring land or property, assembling key parcels, cleaning them up, adding incentives, and marketing the land or building back to the private sector for redevelopment. In this way, the CDC gets a return on the investment that can then be reinvested in other projects.

CDC's may be started by any individual(s) with and interest in catalyzing community development. The process to create a CDC requires that the interested parties create a plan for how the CDC will work, how funding is generated, etc. Then, 501c3 tax status must be applied for to the Federal government. Typically, this process can take up to a year to receive, and completing and submitting the application requires the assistance of a qualified legal professional. Once created, the CDC will appoint a board of directors and begin generating funds according to their plan.

Observation: Resources are needed to help fund improvements to the commercial district, including physical improvements, maintenance and marketing.

Recommendation: Consider benefits of creating a Downtown Development Authority (DDA).

A Downtown Development Authority (DDA) enables businesses and property owners to work together to strengthen the central business district by generating funding from property and/or sales tax in the district that can be reinvested into projects and programs that benefit the area.

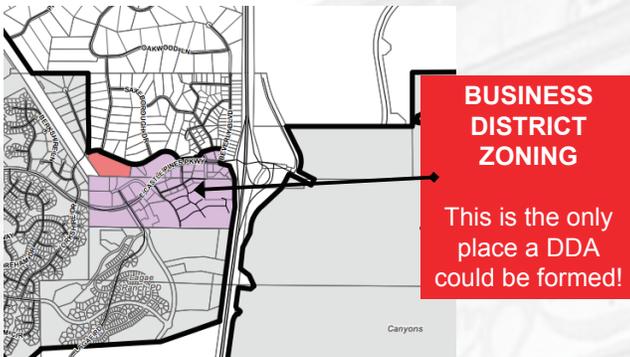
By legal definition, a DDA is a quasi-municipal

corporation that is intended to halt or prevent deterioration of property values or structures in the central business districts. Funds can be generated by a DDA through a variety of options, including:

- Tax increment financing on property,
- Tax increment financing on sales, and
- Up to 5 mil property tax for operations.

Any or all of these can be utilized with a DDA.

Unlike an Urban Redevelopment Authority (which also captures TIF increment but does not allow for a mil levy), creation of a DDA does not require a finding of blight. The only restriction is on where it can be placed, which, by law must be in the central business district and/or the area zoned as such. For Castle Pines, that area is demonstrated in purple coloring in the following map:



Once created, the DDA can continue collecting TIF and the mill levy for up to 30 years before the district must be dissolved and a process to create a new DDA can then be started.

The process to form the DDA includes the following steps:

- Form a working group of council members, city staff, and interested businesses and property owners, who will identify goals for the district and specific improvements that meet the goals
- Identify resources/funds to undertake a formal consulting/legal process to facilitate the creation of the DDA. Hiring

professional assistance with DDA creation is highly recommended, as it is a lengthy and complicated process. DDA expertise as well as legal expertise is needed. DDA creation can cost anywhere from \$50,000 to \$100,000 depending on the complexity of the district.

- As part of the creation process, undertake significant stakeholder outreach and do consensus building to create a formal business plan for the district
- Ensure the district and the plan are clear and well supported, and that the vision for what will be done and how monies will be spent is clear.
- Submit an ordinance to create the district to City Council for consideration, and give a 100-day notice of election to the County Clerk
- The city does a public notice, holds a hearing and adopts the ordinance
- The election is held via mail ballot – property owners, lessees, and residents who are located within the proposed DDA may vote (Note: The ballots only go to individuals within the DDA area, not to the whole community.)
- A majority of those who return the ballot must vote in support of the DDA.

Once created, the DDA is governed by a Board of Directors with 5-11 members, including a City Council member. These board members are appointed by City Council and have 4-year terms.

For Castle Pines, we recommend:

- That a plan be created for the central business district that is agreed upon and supported, before the process to create a DDA is initiated.
- That property and sales tax TIF will probably be the best funding stream for the DDA in the short term, though the mil levy might be worth exploring longer

term as the Castle Pines North Metro District mil levy decreases.

- That if the city is agreeable to moving forward with a small sales tax increase (see below) that sales tax increase be done in coordination with the DDA creation so as to capture the additional, incremental sales tax revenues.

The process to create the DDA, including plan development, consensus building, ordinance creation and vote, is likely to take at least a year from start to finish. Typically, the final day of voting for the DDA is Election Day, so the creation process should start accordingly.

Design

Enhance the unique visual quality of downtown by addressing all design elements to create an appealing environment. Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design which remain in our communities. Neglect and misguided improvements may have taken a toll on the appearance of downtown, affecting its perceived economic potential. Renovated facades and creative merchandising displays, appropriate landscaping and public improvements are all part of downtown's long-lasting visual appeal and a well-functioning physical environment.

Observation: There is a lack of visual appeal along the edges of Castle Pines Parkway.



Currently the view from the parkway shows the back side of buildings, air conditioning units, and trash collection sites.

Recommendations:

Build on the appeal of the existing median design to carry that visual impact to a larger line of sight. Create a stronger design for the public space/Right of Way (ROW) along the parkway, this will allow the attractive quality of the medians to be extended into the downtown core, giving residents and visitors a more welcoming front door to the community.

- Create clear and welcoming entrances to guide visitors into the commercial district.
- At entrances to the commercial core (Debbie Lane, Village Square Drive and Village Square Terrace) install enhanced medians that will help identify these points as gateways.
- Considering mimicking the medians and plantings on the main parkway for consistency and to draw visitors to the commercial district.
- Use native plantings and Castle Pines' natural beauty to disguise less than attractive views of the back side of buildings.
- Consider employing some plantings and screening to create a stronger identity and sense of place along Castle Pines Parkway.
- Where possible, the landscaping should screen the backs of buildings facing Castle Pines Parkway.
- Engage the arts community and the community at large in developing and selecting art installations to highlight the image and brand of Castle Pines.
- Utilize a public arts program to place art pieces along the roads and in the commercial district near key areas.



Traffic Flow & Walkability

A multimodal commercial district works to enhance the experience for various users, pedestrians, cyclists, and drivers with a safe, comfortable, and attractive environment, with convenient interconnection with cars and transit options. Communities must incorporate community design features that allow for vehicular usage while inviting integrated multimodal options. Some elements to consider include mixed-use activity centers, connectivity of streets and land uses, transit-friendly design features, and accessibility to alternative modes of transportation.

Multimodal planning provides an alternative to the typical disconnected, auto-dependent developments that are commonly seen in suburban and rural communities throughout Colorado. An inviting pedestrian environment combined with routine shopping and civic activities help to create a more engaged and active community with shared experiences.



Observation: Streets and circulation within the commercial core are confusing and difficult to navigate. The lack of signage is compounded by one-way, privately owned streets that do not allow for public planning or enforcement.

Recommendation: Consider having the city take responsibility for streets and Right of Way (ROW) within the commercial core. City-managed ROW would allow for pedestrian amenities, improve visual aesthetics, create greater marketing/signage opportunities along the street, and create smoother pedestrian and vehicular circulation.

Observation: There is no sense that the commercial core has a 'center' that would function as a downtown gathering place.

Recommendations:

Enhance the pedestrian environment within the downtown commercial core. An important part of a pedestrian experience is to feel safe and comfortable. Starting with Village Square Lane, install pedestrian and streetscape improvements that will help this block look and feel more like a downtown 'Main Street'. Include striped crosswalks with pedestrian signs and potentially bulb-outs to shorten the distance for pedestrians crossing through traffic.

Consider adding street trees and furniture to the "Main Street". Landscape improvements could include: benches, trash, pedestrian-level lighting (cut-off and dark sky compliant), wider sidewalks and bump-outs at intersections, planters, and bike racks.

Enhance the visual experience for pedestrians. Develop a public art program for installation of public art along the new Village Lane 'Main Street'. Consider pieces that are both aesthetically pleasing and inspire conversation and interaction.



Terrace to create a four-way intersection with Charter Oaks Drive/Village Square Terrace and Castle Pines Parkway

When funds permit, consider roundabouts to create smoother traffic flow and reduce accidents. To further improve traffic flows within the commercial core, install roundabouts at: Castle Pines Parkway and Village Square Terrace, Village Square Lane and Village Square Drive, and Debbie Lane and Village Square Lane.



Observation: There is a lack of continuous sidewalks within the commercial core, reducing walkability of the area.



Observation: Traffic patterns within the commercial core create confusion and frustration.

Recommendations:

Assess and revise the use of one-ways in the commercial core. Reconfigure the western half of Village Lane as a one-way couplet (from Village Square Drive to Village Square Terrace). The eastern half (from Village Square Drive to Debbie Lane) will remain a standard two-way street.

Identify areas where true four-way intersections might be established. Relocate Village Square



Recommendation: Identify areas within the commercial core where sidewalk connections and improvements are needed. This report highlights some of the areas but consistent and planned pedestrian patterns should be established and reinforced with signage.

Signage

A good way-finding system will help all visitors and residents in the district, including passers through from the highway, to save valuable time, reduce stress, and encourage shopping and interaction in Castle Pines. By applying the known information about your commercial district placement to some accepted principles for way-finding, sign requirements and unique characteristics become easily identified. The goal for signage and way-finding is to provide

you with a range of integrated sign options able to promote your identity, while meeting community needs for functionality, quality, legibility and aesthetics.

GATEWAYS & ORIENTATION

- Primary Highway Decision
- Secondary Decision
- Gateway Elements
- Pedestrian Wayfinding



Recommendations:

- Work with CDOT to change the name on the highway signs to read “City of Castle Pines” rather than “Castle Pines Parkway”. This should be a relatively easy fix that will announce your existence in a much more pronounced way than the current signage.
- Consider adding monument signage at the interstate exit. Monument signs must be exceptionally large to be useful in capturing the eye and interest of drivers traveling at high speeds from some distance. This is an important feature in announcing Castle Pines and is the first opportunity to make an impression with your image and brand.



Observation: It is difficult to know what businesses exist in the commercial core and how to find them. The visibility combined with a series of streets with no clear entrance present a challenge to those unfamiliar with the district.

Recommendation: Consider a signage and way finding strategy (from the interstate, Castle Pines Parkway, and within the commercial core). Once visitors exit the interstate, there should be a series of signs to lead potential shoppers to the amenities offered in the district. Consider this to be a trail that is intuitive and easy to follow without straining your eyes or stopping traffic. The visual appeal of signs selected will be based on the community brand and identify, but the placement is defined by the existing built environment. Please review the map highlighting sign placement (enlarged in the appendices).



Observation: Interstate signage is inadequate for identifying the commercial core. The current sign on the interstate does not indicate that a city exists, referring only to the Castle Pines Parkway. This is out of date and does not provide adequate information to potential visitors to the City of Castle Pines.

Observation: It is difficult for people to know where to park while visiting the commercial core. The parking areas appear to be specific to each cluster of buildings. In some cases, the parking is only accessible from one direction and entering the parking lot may present challenges to a newcomer.

Recommendations:

Enhance parking and use of alley ways and lots surrounding Town Hall.

- Establish an agreement with private property owners in the Town Hall alley parking to allow for public parking.
- Establish the same public parking agreement for the existing alley parking between Village Square Terrace and Village Square Drive
- Identify and announce public parking lots
- It is not clear where the public parking is and how to get to it
- Clearly outline on a map where the public parking is
- Add signage to indicate location of public parking lots and to help direct visitors down the correct roads to access the public parking

Observation: Castle Pines' commercial district has been developed and parcels sold before the municipality formed around it. It is not clear that there was ever a plan in place to synchronize the development of individual parcels for visual appeal, user-friendliness, or multi-modal usage. Putting a plan together for Castle Pines involves changing the way things have been done to provide better access to the existing built environment and also to shape future development. The future development must be planned around the character that the community would like to maintain. Creating a walkable, appealing, user-friendly commercial district will require a change in the guidelines that are given for new building as well as an understanding of how to better adapt the existing built environment for multi-modal, community-oriented needs.



Recommendations:

Streetscape Standards: Consider developing minimum streetscape standards, including the following:

- Minimum sidewalk widths (12 ft.)
- Minimum standards for landscaped area, street trees, bushes, and furniture zone
- Minimum street network and connectivity standards

Signage: Consider reforms to signage regulations to allow temporary promotional signage including banners, sales flags, sandwich boards, etc.

Parking:

- Consider substituting maximum parking standards for minimum parking standards, and allowing shared parking
- Consider developing requirements and standards for landscaped sidewalk paths navigating from large parking fields to big box stores
- Protect adjacent residential development by instituting appropriate minimum landscaping and screening standards
- Require parking along retail fronting street to be angled or parallel

Planning & Zoning

Land use planning is an important process to develop logical transitions and connections, visual appeal, sustainability, safety and order for a variety of uses and users. Planning for uses must balance the need for growth and development with the need for aesthetics and character. Defining the user and the desired uses of the land is a key component in tying land use to community development. Identifying how best to create the guidelines and structure to maintain character and appeal while allowing for measured and sustainable development is the challenge in developing planning and zoning guidelines for communities.

Land Uses:

- Consider allowing mixed use first floor commercial with upper story multi-family residential as a use by right
- Consider eliminating drive through uses and auto-related uses as uses by right, or placing limits on where these uses can be located

Setbacks:

- Require front setbacks of 0 and no more than 10 feet on retail fronting street, with minimal standards for side and rear setbacks (0 to 10 feet)
- Protect adjacent residential development by instituting appropriate minimum landscaping and screening standards
- Consider establishing a minimum lineal street frontage requirement for buildings as a percentage of the lot frontage

Architectural Standards:

- Consider establishing a zone of transparency requiring a minimum area for transparent glass window treatments
- Consider building facade standards that require variation in materials and patterns
- Consider requirements to use a prescribed color palette for building facades

Economic Development & Restructuring

Strengthen existing economic assets to fulfill the broadest market potential. To become competitive, downtown must reposition itself. With a thorough understanding of today's market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

During the team's preliminary analysis and after holding the focus groups, the team observed

some frustration, unrealistic expectations, and a lack of a cohesive understanding of the market and current conditions. After conducting a visioning process for the district, the city and other coordinating entities can revamp economic development initiatives to help implement the vision. In the meantime, these organizations can utilize the preliminary market information presented in this report as a starting point for more in-depth market and real estate evaluations to help identify market and site-specific opportunities for the area.

In stakeholder outreach, stakeholders mentioned many challenges that exist in terms of doing business today. Some of these are physical environment issues; others are more related to the economic environment and ownership mix in the business district. The city should take a leadership role in economic development by doing the following:

- Focus on continuously improving the diversity of the business mix through active business retention and recruitment initiatives
- Facilitate interactions between property owners and business owners that build cooperation and opportunities to better work together
- Provide more opportunities to drive people to the businesses and increase their economic benefit from being in the district

With 2.1 million additional square feet of space to be developed in the Canyons, how will this impact Castle Pines' business mix?

Type of Business	# in District	Type of Business	# in District
Grocery	2	Real Estate	2
F&B	6	Retail	2
Health and Beauty	4	School/Daycare	2
Insurance/Financial	2	Service	11
Medical/Dental	8	Veterinary	2
Professional	12		

a library that might include a community center, fitness center, and some senior and youth activities.

Continue efforts to become familiar with regional organizations.

- The Economic Development Corporation and city staff should continue efforts to become members of development-oriented associations and advocacy groups.
- Invite development-oriented associations and advocacy groups to conduct workshops, trainings, social events and seminars, as well as conduct studies of Castle Pines.

Observation: There is a lack of strategy and unified leadership to manage the economic development processes in Castle Pines, but there is very clear community desire to have increased civic uses in the commercial district, specifically a library.

Observation: Stakeholders clearly expressed a desire to see a stronger focus on economic development from the city and community. Currently, the community has few resources to dedicate to economic development initiatives.

Recommendations:

After a community vision has been created based on community survey and visioning process, consider/evaluate funding mechanisms reviewed in this commercial district assessment report to determine which resources are best suited to fund district improvements.

- Create a downtown improvement organization to provide the services associated with the community vision, This organization must be focused on the health of the commercial area and have a dedicated stream of funding.
- Review potential types of entities, (a list of entities located in the appendices.)

Recommendations:

The city must create a focus on economic development, and work with stakeholder groups to synchronize the energy of volunteers from the Chamber, library, and economic development groups in a synchronized and strategic fashion to accomplish community-wide goals. Going forward, the city should coordinate efforts to explore economic development as a primary focus, including putting efforts on initiatives such as:

- Serving as a first-point-of-contact to provide centralized information, statistics and demographics about the community that potential business and property owners will find useful in making an investment decisions;
- Get actively involved in business retention activities by working with existing businesses to assist them in growing and expanding by connecting them to appropriate resources and tools;
- Actively recruit potential entrepreneurs or successful small businesses from

The city should be prepared to contribute to the process of developing civic uses in the commercial district with both political and financial support.

- Once an organizational entity and funding mechanism are determined, the city should be prepared contribute financially to the acquisition of land for

other areas that may be looking to open a new location; and

- Undertake economic development marketing initiatives that advertise Castle Pines as a place to open business.

The city should provide a web site which is easily accessible, as well as a nice print piece to be given to potential investors. Key information to consider as part of this package and on the web site includes:

- Community/Regional Demographics and Psychographics, including consumer profiles,
- Sales Tax and Property Tax Trends, as well as clear information about the various additional fees,
- Employment and Residential Densities,
- Development Updates,
- Information about Doing Business in Castle Pines (i.e. permitting, taxes, etc.),
- Updated Space Available Listings with Space Details and Broker/Owner Contacts,
- Information about any programs, incentives or funds available to help encourage investment in the commercial district, and
- Positive attributes about Castle Pines.

Observation: One of the important items addressed by many stakeholders in the district was the lack of conversation and cooperation between property and business owners.

Recommendation: Create property and business owner round-tables

The city should be the facilitator of these meetings; in conjunction with other groups which work closely with businesses. Meetings should be held at regularly scheduled times in the district, and should work to actively educate, inform, and improve relations.

Observation: There is some frustration, unrealistic expectations, and lack of cohesive plans for business attraction and retention in the

commercial district.

Recommendations:

Continue to build and distribute economic development materials to regional partners, real estate agents, and other groups looking to attract businesses and jobs to the area.

It is important to have a document and a space on the internet that highlights the benefits of living and doing business in Castle Pines for businesses, property owners, and residents.

This should serve as a clearinghouse for all services provided to help to start-up businesses as well as how to retain and grow existing businesses. It should similarly provide a clear guide for all permits, processes, and forms required to develop or enhance existing properties. Information on demographics, the business mix, and current initiatives or incentives are also important to have in this material.

Enhance the partnership between the economic development group, chamber, and library to create more business training services and networking for existing and potential entrepreneurs. Businesses that participated in the focus groups indicated a benefit in the training and networking. The collaboration between these two groups can be expanded to include a young entrepreneur component to engage the schools and students with leadership and business creation activities.

Create regular visits and tracking of business vitality through the Chamber's Business Ambassadors program. Identify a checklist for business satisfaction and health so that you can identify which businesses are in danger of going out of business, and what sort of assistance they might need to help them before they close.

Open a business incubator. Business incubators are popping up in commercial districts across the country, in a variety of formats. In tough economic times when the number of entrepreneurs with ideas is ever-expanding,

providing small spaces for business start-ups, allowing them to get their feet on the ground can be a successful and compelling economic development project. Business incubators are generally created with the help of a willing property owner who would work with the city to provide a space for low-to-no initial cost with the goal being that there is a return on that initial investment. Incubators can take a variety of formats, including:

- One small business start-up in one space, incentivized to succeed by offering assistance with renovation and a rent structure that starts low and ramps up over time.
- A space created for multiple businesses to share, so small entrepreneurs considering taking their business to a storefront can test the process before they actually open their doors. The space may have divided walls for individual businesses, or businesses may all be arranged together, sharing a common check-out area.
- Beyond retail opportunities, some communities also are creating small business incubators focused on helping small employers' start-up. These spaces share common area services such as photocopying, fax, mailing service, etc., but each have their own small desk area
- One of the more popular incubator styles emerging today are the shared space offices where a property owner creates a space with desks, printers, meeting space, and all the common types of office needs and sells user-time or membership fees for entrepreneurs who want a place to work outside of their home, a place to collaborate with peers, or perhaps a common meeting space. Such incubator types are growing in popularity and would likely a more impactful venture than focusing on telecommuting. It seems that there is

one industrious property owner has already started this model in Castle Pines but it could be further grown or promoted.

Promotion

Creating and marketing a positive image based on the unique attributes of the area. The promotions of the central business district as a single, unified commercial area– in the same way that a major shopping mall is promoted– will help attract customers and strengthen Main Street's role as a viable business center. The Main Street organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events, retail promotions, image promotion and on-going public relations.



Observation: There are a lot of events and organizations planning promotional activities and events. *(Please reference the strategic event matrix and calendar on pg. 23)

Recommendation: Develop a regular meeting of stakeholders to ensure that groups are working towards a common goal and using resources wisely. It is important that all of the different event organizations in the community and each event are envisioning and working toward the same goal. All of these organizations should come together to understand the objectives each have for community events, each event's purpose for the community, and where collaboration is possible. It would also be helpful to consider one entity

to collect and distribute funds to support events and projects consistent with community vision and objectives. All organizations need to work together with a community calendar to not overlap and to fill gaps in the calendar year. For example, two of the major community events, Oktoberfest and Trick or Treat Street, are both in the fall, and another event takes place in July. There is potential on the calendar for a community event or fundraiser in the spring or another in the summer.

Observation: There are multiple websites, but not one central place to find out about events and not all of the events are listed on each individual websites.

Recommendations:

Develop one point/place for communications to be posted. In order for locals as well as visitors to easily access event information, there should be one point of communication. There should be both physical, such as a sign in the community, and virtual arenas with one website and/or a Facebook page, to post event details and opportunities for sponsorship and volunteering. While each organization can have the event information listed on their individual website, all organizations need to work together with one community calendar.

Provide information so that people can plan in advance. Events should be posted as early as possible to get more exposure, offer sponsorship information, and allow participants to plan their visit ahead.

Observation: Oktoberfest is competing with Highlands Ranch Oktoberfest.

Recommendation: In order to get not only Castle Pines residents, but also visitors from other communities to attend events, they cannot compete with another event in surrounding towns. The events calendar should take into consideration other surrounding communities'

calendars when scheduling Castle Pines events to draw residents from these communities. If you are not making people choose between two events they want to attend, you will have a better turn-out and possibly more sponsors.

Observation: Run Wild is scheduled on the same day as Oktoberfest to entice more people to Oktoberfest, but they are not in the same location and there is no transportation between the two.

Recommendation: It is a great idea to combine a new event, Run Wild, with an already successful event, Oktoberfest, to build interested from both demographics. However, if they are not in the same location and transportation is not provided, it defeats the purpose of trying to combine them. If you move Oktoberfest to Elk Ridge Park, where the end of the race is, you will have more of an opportunity to better engage runners from Run Wild. The commercial vendors will have booths in the park instead of the parking lot and will get more exposure from the runners. It will also entice runners to sign up for the race knowing that Oktoberfest will be waiting for them when they finish the race.

Observation: Events are not capitalizing on potential revenue from booths at events. Additionally, those events with vendors use only Chamber members.

Recommendation: There is potential to bring in more revenue by assessing the booth fees. The Chamber should consider increasing booth fees and have a sliding scale to allow non-chamber members to participate at a higher fee and give local businesses a discount to entice them to participate in the events. This will not only help cover costs of the event but also allow the Chamber and other organizations to raise more funds to run other events.

Strategic Event Matrix

Event	Kid	Dtown	Retail Comp.	Fundraising	Music	Food	Who Runs It?	Easily Accessible
Book Swap	X					X	Master	
Business After Hours at the Castle Pines Library		X	X	X			Library	X
Community Garage Sale							Master	
Dine Out for the Castle Pines Library		X	X	X		X	Library	X
Easter Egg Hunt	X					X	Solid Life Church	X
Holly Jolly Breakfast	X			X		X	Chamber	
Independence Day Celebration	X			?	X	X	Chamber	
Octoberfest	X	X	X	X	X	X	Chamber	
Run Wild	X			X			Arts Commission	
Trick or Treat Street	X	X	?			X	Chamber	
Venues								
Library Events	X	X		X			Library	
Cherokee Ranch and Castle	X			X			Cherokee R & C	
Past Events								
Farmer's Market		?	X			?		
Movie in the Park	X							
Sleigh Ride around Castle Pines	X							

Strategic Event Calendar

Event	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Book Swap			X									
Business After Hours at the Castle Pines Library	X	X	X	X	X	X	X	X	X	X	X	X
Community Garage Sale					X							
Dine Out for the Castle Pines Library	X	X	X	X	X							
Easter Egg Hunt			X									
Holly Jolly Breakfast												X
Independence Day Celebration							X					
Octoberfest									X			
Run Wild									X			
Trick or Treat Street										X		
Venues												
Library Events	X	X	X	X	X	X	X	X	X	X	X	X
Cherokee Ranch and Castle	X	X	X	X	X	X	X	X	X	X	X	X
Past Events												
Farmer's Market						X	X	X				
Movie in the Park						X	X	X				
Sleigh Ride around Castle Pines												X

Full size tables can be found in the appendix

Observation: There are several other shopping opportunities in surrounding communities besides Castle Pines commercial district.

Recommendation: With other opportunities in surrounding communities to shop, Castle Pines needs to encourage its' residents and residents of these other towns to shop in the commercial district. The district can get together and have a "Shop Local" day, a street fair, or incentives at stores in the commercial district to encourage local shopping.

Observation: Most of the events are only for the community and do not draw residents from other town into Castle Pines.

Recommendation: The events that are already in place can be enhanced to bring other visitors for the events. For example, the Independence Day Celebration could add fireworks and local food vendors to make it more appealing for residence elsewhere. Oktoberfest in Castle Pines is a bit different than the stereotypical "Oktoberfest." It seems there are a lot of towns that put on an Oktoberfest so Castle Pines needs to capitalize on their more family-oriented festival. People need and want a reason to go to an event and are more likely to travel for a special event specific to a particular place. If Castle Pines creates an event that is unique to Castle Pines that no other community offers, visitors from other towns are going to be more interested in attending the event. The spring or summer would be a great time to plan another event since there are already events scheduled in the fall.

Observation: There are several venues close by that are not living up to their potential.

Recommendation: Castle Pines has beautiful scenery and has a couple of venues in the city and just outside that could really draw outsiders into the area. The community should capitalize on the Ridge, Daniel Park, and Cherokee Ranch and Castle for event space.

Observation: The Book Swap and Community Garage Sale do not encourage business development.

Recommendations:

The Book Swap is mostly for residents but could encourage business development if the location was changed. The Book Swap could be moved to go between the stores in the Commercial District instead of at the Community Center. It could be set up that different genres are in different stores that participate. This will get customers into the local stores and they could offer deals or just be able to get customers in the door that will hopefully come back and shop.

The Community Garage Sale does bring visitors in town but is not encouraging them to visit the commercial district. There should be incentives for people to shop or eat in the commercial district during the two-day event. The restaurants and stores could offer discounts if the customer comes back the second day or each neighborhood participating could have a "stamp" that the customer could collect and could receive discounts based on how many they collect.

Team Member Bios

Jessica Berry, Independent Contractor

Jessica Berry recently relocated to Denver from Charleston, SC. She graduated from College of Charleston with a double major in Business Administration and Hospitality and Tourism, and a minor in Studio Art. Jessica has been planning special events and fundraising for five years including Medical University of South Carolina Children's Hospital Fund, Mount Pleasant Presbyterian Church, and most recently was the Administration and Special Events Coordinator for a non-profit hospice organization, Hospice of Charleston Foundation.

Clay Brown, Colorado Department of Local Affairs

Clay Brown has been the Regional Manager

for the Department of Local Affairs (DOLA) for the central region of the state since 2002. Prior to joining DOLA, Mr. Brown spent 25 years in municipal government in Colorado municipalities. With a strong background in public works and city management, Mr. Brown provides technical and financial assistance to eight counties along the Colorado Front Range. Mr. Brown is a graduate of the University of Colorado at Boulder and lives in Evergreen, Colorado.

Katherine Correll, Downtown Colorado, Inc.

Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in 2007 she became the Executive Director. Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master's Degree in Public Administration from Rutgers University and her Bachelor's Degree in Politics with a Minor in Urban Studies from New York University.

Kristin Cypher, Britina Design Group

In both her professional and educational experience, Kristin Cypher has had the

opportunity to research, design and manage an interesting mix of public and private land planning projects. As both a planner and a landscape architect, Kristin's expertise ranges from field work documentation to the planning and design of historic and current places. A researcher at heart, Kristin continually drives the theoretical and philosophical underpinnings of Britina's work. As the primary point of contact for Britina's community planning and design work, Kristin is often the 'face' of Britina during public meetings and project presentations, where her gift for communication and consensus-building shines.

Michael Hussey, Nolte Vertical Five

Michael Hussey is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects including Billings, Montana (downtown), Raton, New Mexico (downtown Master Plan), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (downtown), Broomfield (US 287), and Fountain (US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous DCI/CCRA workshops and conference programs, and has served as a team member on several Community Revitalization Program (CRP) visits. Michael is also the co-author of "Grow Native," one of the earliest Colorado xeriscape landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District and Manitou Avenue Revitalization.

Jamie Licko, Centro

Jamie Licko is the founder and president

of Centro, a consulting firm focused on the revitalization of downtowns and urban neighborhoods. Centro provides creative services to strengthen communities, from planning, research and strategy development to on-the-ground implementation. Jamie specializes in the development of place management strategies – organizational and funding approaches that enhance the day-to-day operations, activation and marketing of place – as well as innovative placemaking initiatives that help define the character of a district and bring it to life. Jamie has assisted clients in more than 40 cities in 15 states across North America and is also currently undertaking projects in both the United Kingdom and Singapore working to empower people and organizations to create great sustainable places.

David Morgan, Independent Contractor

David Morgan has a diverse background that includes international work and travel experience & small business ownership. Most recently, he completed a Master's in Public Administration from the University of Colorado Denver, School of Public Affairs and is now looking to apply these skills and talents to help build stronger, more sustainable local communities.

Bruce Roscoe, Roscoe Engineering

Bruce is the Principle of Roscoe Engineering in Westminster, CO, a private engineering company started in 2009. Bruce has worked with public and private clients around the country. Bruce has his BS Civil & Environmental Engineering from Clarkson University.

John Voboril, City of Englewood

John Voboril, AICP, is a native of Lincoln, NE and holds a BA in Geography and a Masters of Community and Regional Planning from the University of Nebraska-Lincoln. He has lived and worked in Colorado for 14 years, including two years for a private transportation consulting firm, as well as in the public sector for Mesa

County, the City of Aurora, and for the last ten years, the City of Englewood, specializing in long range planning and Geographic Information Systems. He is currently restoring a house in Englewood, and enjoys recreational activities in the Colorado mountains.

Questions Posed to Focus Groups

Focus Group 1: Resident

Why are you here and what do you like about Castle Pines?

What don't you like? What do you think is missing?

What do you see as the central point in this community?

What would you like to see in your commercial district?

City Council

How do you perceive the role of your organization and the various organizational entities (metro districts, city government, etc.)?

What opportunities or obstacles are there to working together with districts, and service providers?

Focus Group 2: City Council & Commissions

Why are you here and what do you like about Castle Pines?

What don't you like? What do you think is missing?

What do you see as the central point in this community?

What would you like to see in your commercial district?

Focus Group 3: Service Groups

How do you perceive the role of your organization and the various organizational entities (metro districts, city government, etc.)?

What opportunities or obstacles are there to working together with districts, and service providers?



Focus Group 4: Businesses, and Property
Owners & Managers
What is working? What is not? How is business?
Why are you here and what do you like about
Castle Pines?
What don't you like? What do you think is
missing?
What do you see as the central point in this
community?
What would you like to see in your commercial
district?
Would you invest here again?

Castle Pines