

**CITY OF WHEAT RIDGE, COLORADO**  
**RESOLUTION NO. 22**  
**Series of 2018**

**TITLE: A RESOLUTION AMENDING THE FISCAL YEAR 2018 GENERAL FUND BUDGET TO REFLECT THE APPROVAL OF A SUPPLEMENTAL BUDGET APPROPRIATION IN THE AMOUNT OF \$213,310 AND AWARDING A CONTRACT TO CZB LLC FOR A NEIGHBORHOOD REVITALIZATION STRATEGY UPDATE**

**WHEREAS**, on July 25, 2005, City Council adopted a resolution accepting the Neighborhood Revitalization Strategy (NRS) Report, *Repositioning Wheat Ridge*, and adopted its findings and recommendations as guiding principles for revitalizing the City; and

**WHEREAS**, the 2005 NRS represented a community conversation, and consensus, about the City's competitiveness and what to do about it; and

**WHEREAS**, City Council has identified an update to the 2005 NRS as a Strategic Plan priority; and

**WHEREAS**, Staff has negotiated a scope of work with czb LLC for a process that will include an extensive public outreach effort to determine how the City makes the most of the assets it has resurrected, nurtured, invested in, grown and must now optimize; and

**WHEREAS**, a supplemental budget appropriation is required to award this contract and the requested funding is available in the General Fund undesignated reserves.


**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Wheat Ridge, Colorado as follows:

- Section 1. A transfer of \$213,310 from General Fund undesignated reserves to account 01-121-700-750 is hereby approved and revenues are amended accordingly.
- Section 2. The Mayor is authorized to sign a contract with czb LLC for a NRS Update.

**DONE AND RESOLVED** this 9<sup>th</sup> day of April 2018.

  
\_\_\_\_\_  
Bud Starker, Mayor

ATTEST:

  
\_\_\_\_\_  
Janelle Shaver, City Clerk



Proposal to Wheat Ridge, Colorado

# Neighborhood Revitalization Strategy Update

Community Engagement for  
Neighborhood Vibrancy and  
Competitiveness



Submitted by **czb**  
APRIL 2018



ATTACHMENT 2



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To the Wheat Ridge City Council and staff:

It was an honor and an incredible learning experience for czb, in partnership with Winston Associations, to co-create a Neighborhood Revitalization Strategy (NRS) with your community in 2005. In the time since the NRS was completed, much has changed. My friend Jeff Winston has retired and sold his firm. Our own firm has grown and evolved and we are a dozen years wiser for it. What has not changed is our longstanding commitment to solid analysis, meaningful public engagement, and sharp strategy that can be implemented by a city willing to work for the future it wants.

In 2005 Wheat Ridge was a 1970s era suburb that had fallen behind its competition in the work of retaining and attracting the region's strongest working, moderate and middle income households. Its future was not certain but it had the wherewithal to look for help and the tenacity and discipline to implement recommendations it was provided in the 2005 NRS. The NRS represented a community conversation, and consensus, about the city's competitiveness and what to do about it.

Between 2005 and 2018, a number of things transpired which now place Wheat Ridge in a very different position:

- The city took seriously the recommendation of the NRS and faithfully pursued its implementation.
- The metro area went through a historically exceptional period of demographic and economic growth, which had positive spillover effects in Wheat Ridge.
- The city experienced half a generation of demographic turnover, with some households leaving and new ones arriving.

Owing to Wheat Ridge's grit and a number of other factors, the question today is less "how do we compete?" than "how do we make the most of the assets we have resurrected, nurtured, invested in, grown, and must now optimize?" To answer that question, czb has been asked to update the 2005 NRS for a new time and what follows herein is our proposal to do so. If the City Council accepts our proposal, our team very much looks forward to working with you once again.

Sincerely,

Charles Buki  
President, czbLLC

# Firm Summary and General Qualifications



czb is a Virginia-based planning practice with experience in over 40 states since 2001. We specialize in market-based economic analysis, housing analysis, and strategy development for communities seeking to shape their futures and willing to put in the effort to obtain the outcomes they want.

The professionals who comprise czb are seasoned experts in their respective fields of urban planning and design, econometric analysis, historic preservation, real estate development and finance, affordable housing and community development, and demand-based strategy and policy development. Communities never succeed or fail solely because of a single factor like design or jobs or affordable housing and, in recognizing this, czb has built an interdisciplinary team of some of the finest community development minds in the United States.

In our experience, communities set the course for their future in direct proportion to the degree to which they stay ahead of trends and capably manage a range of influential forces – internal as well as external. These interconnected forces are economic, demographic, political, and social in nature. Furthermore, they are filtered through and strongly shaped by the core values of a community’s residents and stakeholders. When events and influences are capably managed, the community’s values play a large role in determining policy. But good policy relies on data as well.

To do this successfully – to manage change so that outcomes reflect local aspirations – requires incorporating community values into policy-making as well as continually collecting and analyzing the right data to guide the community (and its political leaders) in making what are often difficult choices. **What czb does better than any planning practice in the United States is help communities clarify what’s at stake, get the information they need to make good decisions, and help them grow their capacity to manage and implement change.**



**Firm name and address:**

czbLLC  
2001 Mount Vernon Avenue  
Alexandria, VA 22301

Year established: 2001

Business type: S corporation,  
Virginia

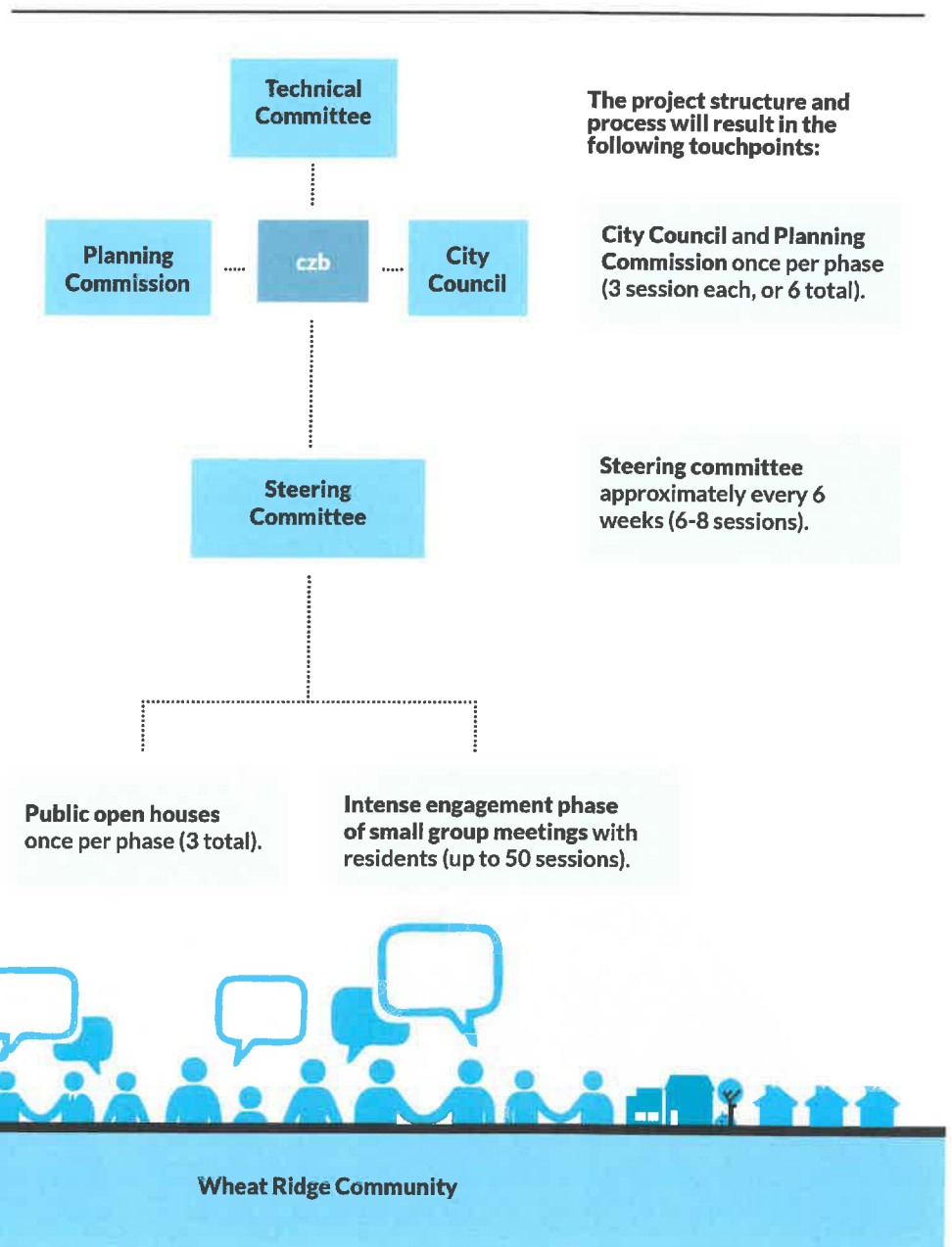
**Primary contact:**

Charles Buki, *President*  
cbuki@czb.org  
703-548-3708

# Project Structure

czb proposes to approach the challenge of community engagement and neighborhood strategy development through our time-tested approach of working closely with a City Council-impaneled **Project Steering Committee**. The committee will be responsible for oversight, direction setting, outreach, and, ultimately, becoming a voice for Wheat Ridge on neighborhoods and resident quality of life.

In addition to working closely with a Steering Committee that is comprised of a cross section of the **Wheat Ridge community**, czb's approach depends on regular work sessions with **City Council** and **Planning Commission**, and intensive work with a project **Technical Committee** which is generally made up of planning, development, city finance, and other experts on staff at the city. With czb and the Steering Committee at the hub of a wheel, a constant flow of learning and strategy development will occur, creating an outcome where the strategy that emerges is a surprise to no one, embraced by most, practical, grounded in reality, and adoptable, and thus implementable.



# Team for Wheat Ridge NRS Update

czb



## Charles Buki

Charles Buki, czb founder and President, has more than 20 years of experience in the field of community development, with a particular expertise in helping communities identify their top priorities, understand complex trade-offs, and develop realistic action plans that are tied to durable planning principles. Over the past two years alone, he has led planning processes in Canton, OH, Erie, PA, Geneva, NY, and Ashland, WI, among others. In the past 18 months, he has also led neighborhood revitalization strategy work in Des Moines, Baltimore, Buffalo, and Rochester, NY.

*Role: Principal-in-Charge; lead on strategy development*



## Thomas Eddington, ASLA, AICP

Thomas Eddington, ASLA, AICP, will serve as the project manager on this project and has over 20 years of experience in all aspects of land use planning, community development, and public engagement. As the Planning Director for Park City, UT, between 2008 and 2015, Thomas led the development of a new master plan for the city in 2014, along with the development of groundbreaking housing strategies.

*Role: Project Lead; lead on land use planning, urban design, and public engagement*



## Karen Beck Pooley, Ph.D.

Karen Beck Pooley, Ph.D., brings to the czb team more than 15 years of experience in working on housing and community development issues. Karen handles all of czb's econometric analysis (including all GIS-based analysis) and has become one of the nation's leading experts in understanding how investments in housing and community development interact with neighborhood marketability.

*Role: Demographic and socioeconomic analysis, housing market analysis, and mapping*



## Eric Ameigh

Eric Ameigh has been a planner and local government professional for over 15 years. He has deep experience in housing and neighborhoods across a variety of market types, serving as the first ever Director of Neighborhood Initiatives in Geneva, NY, and later as a policy-focused project manager in Boulder, CO, working on a wide variety of issues, including affordable housing and redevelopment. In Geneva, Eric led Healthy Neighborhoods work to grow the capacity of residents to improve their blocks, and founded and facilitated the Problem Properties Task Force which coordinated the work of code enforcement, public works, police, and city legal staff to address chronic offenders.

*Role: Project management and public engagement*



## Peter Lombardi

Peter Lombardi is a planner and policy analyst who came to czb after previous assignments in policy research and nonprofit neighborhood revitalization. He served as founding chairman of the Chautauqua County Land Bank Corporation in western New York and worked as Deputy Director for the Jamestown Renaissance Corporation. At czb, he has led or supported planning and revitalization projects across the Great Lakes region, developing expertise related to inner ring suburbs in metro areas such as Erie, Buffalo, and Rochester.

*Role: Planning and policy development, public engagement support*

## Scope of Work

Wheat Ridge has acknowledged that the city has changed and continues to change, even if feelings about the nature of the city's development are not uniformly shared. Now is the time to determine what the city wants to be in 2040 and to leverage its newfound prosperity to meet the vision.

czb proposes to update the 2005 NRS for a new, more prosperous era in Wheat Ridge. We will do this by crafting and facilitating a process that will result in a neighborhood development vision that can be backed by the community. To do this, re-engaging the Wheat Ridge community in a deep and penetrating way is necessary.

Wheat Ridge will require a fresh evaluation of data and highly structured and well facilitated community conversations about what kind of a community it wants to be. These efforts will likely presage a future update to the city's 2009 comprehensive plan, which will soon be due for a refresh, or perhaps even an overhaul.

*czb proposes to deliver an engagement process and eventual written product via three sequential but overlapping phases:*

### Phase 1: Analysis



## PHASE 1: Analysis

### PURPOSE

To generate a preliminary portrait of city finances, civic life, residential life, market strength, and existing policies and programs that can form the basis of determining whether the Wheat Ridge community likes everything just the way it is, and favors continuity and little change in direction, or whether some change is desired.

### WORK

**Quantitative Analysis:** During this initial phase, czb will work with the City of Wheat Ridge and local market experts to build upon czb's existing knowledge of the Wheat Ridge market. This will be done through a rapid but comprehensive exploration of market conditions and trends using a variety of data sources, including the indicators report prepared by Development Research Partners in 2016.

**Qualitative Data:** Our quantitative work will be complemented by two key qualitative processes. The first is a series of interviews and conversations with local experts in the development and real estate community, local leaders facing politically challenging issues, and others who can inform a picture of the current state of Wheat Ridge. The second is a review and analysis of the data from the city's upcoming community survey that should provide a current picture of concerns and desires that exist amongst Wheat Ridge residents.

### PROCESS

In the early part of the first phase, we will hold a kickoff with the steering committee to confirm project details and set expectations for the process. We will also share early insights and observations from our emerging analysis.

Subsequent steering committee meetings will focus on the implications of the analysis and training the group for the engagement activities ahead in Phase 2.

We will hold one working session each with Planning Commission and City Council.

There will be one large, open public meeting, likely in the form of an open house, to introduce the project to the general public and generate interest for participation in Phase 2.

### DELIVERABLES:

- Preliminary analysis
- Final analysis
- Phase 2 engagement plan
- Interim report #1, including report card on 2005 NRS

## Phase 2: Values-Based Engagement



### PHASE 2: Values-Based Engagement

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#### PURPOSE

An intensive phase of engagement where residents put a stake in the ground and assert what kinds of neighborhoods and community life they want, and are willing to pay for.

#### WORK

The core of the values-based engagement phase will be small group work with residents from all parts of Wheat Ridge so that new and long-time residents, renters and home owners, landlords and small business owners can articulate their expectations when it comes to housing and neighborhoods and quality of life. Through a series of carefully designed meetings, held over 4-5 months, around case studies involving market dynamics, planning and zoning, entitlements, economic development, and regional competition for strong households, Wheat Ridge residents will slowly shape the community's long term approach to neighborhood development. We estimate that this process, assuming steering committee commitment and sufficient public interest, can directly engage roughly 500 people, which is a far richer engagement experience than is possible using any other method.

#### PROCESS

40-50 small group meetings facilitated by steering committee members and supported by czb, directly reaching as many as 500 people.

czb will continue to meet with the steering committee on a regular basis to both prepare for and process the results of the small group meetings.

We will hold one working session each with Planning Commission and City Council.

There will be one large, open public meeting, likely in the form of an open house, to share all analysis and public input gathered to date, and to preview preliminary strategy ideas that will be refined in Phase 3.

#### DELIVERABLES:

- Completed engagement phase
- Interim report #2

## Phase 3: Strategy Development



### PHASE 3: Strategy Development

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#### PURPOSE

The Phase 1 analysis and the values-based engagement work from Phase 2 will be combined to develop the neighborhood strategy, inclusive of both action steps for the conditions that are foreseeable, and a decision making framework for those that are not. The strategy will have a "big picture" orientation, while also helping the city think through discrete neighborhood issues such as accessory dwelling units, short-term rentals, and others.

#### WORK

czb will write the updated NRS and prepare and deliver public presentations of the draft strategy.

#### PROCESS

czb will continue to meet with the steering committee on a regular schedule for the purpose of developing and refining the strategy.

We will hold one working session each with Planning Commission and City Council.

There will be one large, open public meeting, likely in the form of an open house, to present the draft strategy and to gather final public feedback before finalizing it.

#### DELIVERABLES:

- Updated NRS



## OPTIONAL Phase 1 Task: Retail Analysis



### Optional Phase 1 Task: Retail Analysis

Our analysis will focus on housing market dynamics and residential development trends to understand what is happening and what is possible in Wheat Ridge neighborhoods. The city, however, may seek to understand its retail picture and the way its commercial corridors both relate to residential neighborhoods and how their future redevelopment might work in tandem with a neighborhood strategy. To that end, we have included an optional task for a retail analysis, to be completed by Michael Berne of MJB Consulting, that would help the city understand the competitive position of its retail market and its existing retail locations.

MJB Consulting (MJB) is an award-winning, New York City- and San Francisco Bay Area-based retail planning and real estate consultancy retained across the U.S., Canada and the U.K. to undertake market analyses, devise tenancing strategies and spearhead recruitment efforts.

Clients include municipal governments, quasi-public/non-profit development corporations, business improvement districts, and institutions as well as private developers, landlords and retailers. MJB has previously partnered with czb and is currently engaged in multiple projects in the Denver metro area making its potential addition to the project both valuable and seamless.

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Analysis for Wheat Ridge would include a forecast of potential uses, an analysis of retail development incentives, and strategies for new entertainment and specialty retail uses. More specifically, the scope of this analytic work will include the following:

- Focus groups with existing merchants.
- Interviews with commercial real estate brokers and self-leasing landlords who are actively leasing retail space in Wheat Ridge These individuals should be able to provide critical information on the city as well as any competitors and, ideally, will have information about square footages, prevailing rents, parking ratios, and tenant interest.
- MJB Consulting has devised a research methodology called “total immersion.” From the moment they step foot in a study area, they “live like a local” (to the extent possible), walking the streets, refueling in the cafes, visiting the community’s “Third Place(s)”, chatting with residents, reading the local weeklies and blogs, eating at the restaurants, staying the weekend, sampling the nightlife, etc. because they feel that this is the only way to truly understand a place, its people and its potential.
- Review of City policies and initiatives with specific relevance to retail, including (but not limited to) the existing zoning and approvals process, redevelopment plans, and business assistance provision and resources.
- Survey and assessment of nearby competition. We will visit and assess other business districts and shopping centers in the vicinity that compete with Wheat Ridge for both customers and for tenants, including location, visibility/access, anchors, in-line occupancy/tenancy, core demographic/psycho-graphic, etc. We will strive to identify the niches that Wheat Ridge can serve in a regional marketplace that includes significant competition across the region.
- Creation of a trade area demographic/psychographic profile. Data will be retrieved from ESRI and our team will draw on MJB’s proprietary lifestyle segmentation scheme.
- Forecast the potential for future development of retail, office, and housing uses.

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Based on the review of the Wheat Ridge market, interviews with focus groups and stakeholders, and survey and assessment data, MJB Consulting will develop a business retention/attraction strategy based on providing a mix of business types, with a focus on strategy for new employment, entertainment, and specialty retail to complement, support, and enhance the residential neighborhood focus of the NRS.

# Project Timeline

	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
<b>Scoping</b>													
<b>Contract</b>													
<b>Kickoff</b>													
<b>Phase 1</b>		█	█	█	█								
<b>Phase 2</b>					█	█	█	█	█	█			
<b>Phase 3</b>									█	█	█	█	█
<b>Steering Committee</b>		✓	✓		✓		✓	✓	✓		✓	✓	
<b>Small Group Discussions</b>					✓	✓	✓	✓	✓				
<b>Large Community Meetings</b>				✓				✓				✓	
<b>Planning Commission</b>			✓				✓				✓		
<b>City Council</b>			✓				✓				✓		
<b>Technical Advisory Committee</b>		✓	✓		✓		✓	✓	✓		✓	✓	✓
<b>Analysis Complete</b>					✓								
<b>Values and Principles Complete</b>							✓						
<b>Preliminary Strategy (DRAFT)</b>									✓				
<b>Refined Strategy</b>											✓		
<b>FINAL Strategy</b>													✓

# Project Budget

czb Personnel							
	<b>Eric Ameigh</b>	<b>Thomas Eddington</b>	<b>Peter Lombardi</b>	<b>Charles Buki</b>	<b>Karen Pooley</b>	<b>Brenda Stynes</b>	
<i>ROLE</i>	<i>Management and Engagement</i>	<i>Project Lead and Engagement</i>	<i>Planning</i>	<i>Strategy</i>	<i>Analysis</i>	<i>Communications</i>	
<b>Analysis</b>	80	60	80	40	96		
<b>Engagement</b>	100	200	80	80			
<b>Strategy</b>	80	80	80	40		80	
<b>Total Hours</b>	260	340	240	160	96	80	
<b>Hourly Rate</b>	\$135	\$135	\$135	\$175	\$135	\$65	
<b>Fees</b>	\$35,100	\$45,900	\$32,400	\$28,000	\$12,960	\$5,200	
<b>Trips</b>	15	7	4	3	0	0	
<b>Cost per Trip</b>	\$50	\$1,500	\$2,000	\$1,500	\$0	\$0	
<b>Expenses</b>	\$750	\$10,500	\$8,000	\$4,500	\$0	\$0	
<b>SUBTOTAL</b>	\$35,850	\$56,400	\$40,400	\$32,500	\$12,960	\$5,200	
<b>Project Total</b>							<b>\$183,310</b>
<b>Optional Retail Analysis</b>							<b>\$30,000</b>
<b>Total with Retail Analysis</b>							<b>\$213,310</b>

Agreement as to scope and budget, pending formal contract for consulting services:

For City of Wheat Ridge

Name: Bud Starker

Title: Mayor

Signature:  Date: 4/9/18

For czbLLC

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_