

Summary

The Urban Renewal Authority Board and staff met on 22 August 2019 to create criteria for shared success. The team worked together to draft the criteria and have extensive discussions about what matters to our community, residents, and legacy of the organization.

This report includes Observations, Recommendations and Next Steps, Key Outcomes from the workshop, Participant Feedback, and an Appendix of information generated during the work session.

Observations

I noted the following during the session:

Positives

- Everyone engaged throughout the conversations. Members of the group listened to each other respectfully and shared their opinion on the subject at hand.
- There is a lot of passion from the members of this group for the work being done and the resulting impact on the community and its members.

Challenges

- Some members of this group - and the overall structure - are new. People are still feeling out what's important and how to navigate the group and process.

Recommendations and Next Steps

- 1. First, test the list of outcomes generated at this session with theoretical projects.** Validate and adjust the Picture of the Future criteria with potential projects as examples.
- 2. Next, formalize the list of criteria and apply it going forward.** The value of this work done by the Board and staff will be determined by how it is applied. Suggestions from the group include:
 - Adopt policy statement codifying these / ...a clear, written policy or set of guidelines
 - Formalize this by resolution toward mission/vision/strategy
 - Create a vision (common) from today's work
 - Take steps and plan to do this - staff support to bring innovative ideas forward
- 3. Invest time regularly for continuing education and philosophical discussions.** Explore areas of disagreement or differences to come to a commitment everyone can work within. Two possibilities: determine proactive versus reactive posture/intention for the URA, and reach a consensus on role of URA/City/developers in future of our community.
- 4. Create rules of engagement together.** Even if informal, ground rules can improve the quality and consistency of conversations and shared work.

What Good Looks Like

These are the highest priority Achieve-Avoid-Preserve items in order of total votes. This list should help guide decisions and efforts to help the entire team collectively act on the same priorities.

<i>Votes</i>	<i>Outcomes</i>
10	Preserve Historic context, environment and building (connect to past, embodied energy, sense of place)
9	Achieve Connecting residents to what they want to do (to schools, work, home, rivers, Denver)
8	Achieve Housing options for everyone
8	Preserve Sense of community - neighborhoods
8	Preserve Community charisma and personality
8	Avoid Unfair impacts to government partners
7.7	Achieve Benefits for all residents - no one left out
7.7	Avoid Cookie-cutter, strip mall development
7.6	Achieve “That was amazing” projects in 30 years
7.6	Avoid Perception of entitlement to developers
7.6	Achieve Everyone has high quality of life through equitable (opportunities and means) access

Participant Feedback

What is one thing that you will take away from this session?

- Well prepared session
- The need for a common understanding of the role of URA. High enthusiasm for equity and transparency.
- Everyone is more on the same page for future plans than I thought
- Clarity and more insight re: how each member feels about URA
- Gave the group a chance to speak to and hear from one another
- Lots of consensus/agreement on the board
- Good alignment on passion for equity
- This group can and wants to work together
- I feel we got an opportunity to ask questions and express concerns about the purpose and value of URA

What do you think about the organization taking time for this session?

- Appreciate it but would have preferred more overlap with non-working hours/day
- Good
- Well spent
- Useful
- It was great. Very needed
- Good use of time
- It was worthwhile
- It is a MUST. Makes lots of sense
- Will adjust URA vision for future projects
- Very important to build a sense of team and common purpose

On a scale from 0 (poor) - 10 (outstanding), how did the session go for you? Why?

- 5/6 - Good issues raised, but uneven understanding of the project role of URA/TIF in development/development vs. role of private developers and city
- 7 - good groundwork, needs more work and time
- 7 - Learned a lot but could have used more time
- 7 - it takes more time than we had - I know how this work carries forward for future members
- 8 - Could have been higher but we are all good at driving the conversation 😊
- 9
- 9 - Everyone was listening and honest
- 10
- 10
- 10 - Love this process - wish we had more time

On a scale of 0 - 10, what's your commitment level to success? Why?

- ? - Do not have a clear picture yet
- 7
- 7 - I still think we need to solve the question of proactive vs reactive posture
- 7 - Excited to work with the team, want to make sure we stay cohesive
- 8
- 8 - good but remain concerned that development for development sake may continue
- 8.5 - It is vital that we consider thoughtfully and plan our future
- 9 - Like the community centered and equity
- 10 - much clearer and organized
- 10 - Because a lot of support for being proactive - making positive change in community

What do you think the organization most needs to do next?

- Conversations on-going
- Test this session outcome to see how it works
- Reach a consensus on role of URA/City/developers in future of our community
- Adopt policy statement codifying these
- Organize this info into something useful and actionable
- Formalize this by resolution toward mission/vision/strategy
- We need to adopt a clear, written policy or set of guidelines
- Create a vision (common) from today's work
- Steps/plan to do this - staff support to bring innovative ideas forward - continuing education on the possibilities
- 1) set regular times for continued philosophical discussions and 2) [be] aware not to do job of city council

Any other comments you wish to share?

- Good to see the commitment and passion of board members for equity
- Great job
- Well done Chris
- I believe we need to work very hard on opening up communication with the public

Appendix

Following are materials created during the workshop for your reference.

Expectations

Name	Expectation
Christophe	Get to know each other - shared community
Ken	Understanding our roles and responsibilities
Emily	Shared path forward/vision
Joe	Consensus: reactive where fit or aspirational
Ross	Shared vision and constituents benefit
Julie	Knowing each others strengths and weaknesses
Kristin	Incorporate community values
Susan	Shared belief - benefit city not developer
Steve	Better functioning board -> leadership
Andy	Credibility above reproach
Jennifer	Board - where fall on spectrum
Clay	Finding core mission
Josh	Finding good direction for staff - cohesiveness as body
Caitlin	Hearing about vision
Darin	Clarity on tool use
Wade	Common framework to accomplish our promise
Mike	Clarity of focus on objectives
Jeff	Better understanding of short-term and long-term benefit - what we do

Complete Scored Results

These inputs are the results of group consensus on the major areas that members believe the organization should focus on. These items have been arranged in order of number of votes within each category, with the top vote items indicated by bold italics.

Achieve

Connecting residents to what they want to do (to schools, work, home, rivers, Denver)

Housing options for everyone

Benefits for all residents - no one left out

Everyone has high quality of life thru equitable (opportunity and means) access

“That was amazing” projects in 30 years

Unique, architecturally significant development

Community driven development

Multiple ways to get to place (and around)

Public benefits that we would not have gotten otherwise

Catalyze projects that enrich community (partnership and ripple effect)

Amenities that serve vast majority (police points, facilities)

Inclusive sense of place

Build community among whole community

Trust, integrity and credibility

Everyone feels ownership and pride

Ownership of projects after we say “yes” - proactive up front

Commitment to climate action

Sense of community that connects us all

Regenerative community thru private sector financing

Healthy, safe, not dangerous “liveability” bare minimum

Connecting all layers of community thru place

Library services in growth areas

Avoid

Unfair impacts to government partners

Cookie-cutter, strip mall development

Perception of entitlement for developers

Others dictate what project looks like

Wasting taxpayers’ money

Being an exclusive place (choice city for?) - actively push people out

Increasing traffic congestion - one person one car

Projects not in alignment - frustration - waste \$

Quick fix without thought to future ramifications

Fragment the community (gentrification)

Becoming problem for our successors

Preserve

Historic context, environment and building (connect to past, embodied energy, sense of place)

Sense of community - neighborhoods

Community charisma and personality

Wonderful choice city

Community understanding and support for tool

Future Project (Potential) areas

- Southern Gateway
- Corridor Drake to Overland
- West Laporte (NW)
- International St by airport

Great Ideas

- Dashboard for metrics and monitoring
- Affordable housing projects