

Envision
LITTLETON

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Engagement Appendix

OVERVIEW

In response to the guidance provided by City Council during their March 2018 retreat, Envision Littleton focused intensely on public involvement and engagement. The City Council called for a community driven process to determine a unifying vision and the proactive inputs to move decision making towards being more values-based and data-driven.

Based on this direction, Envision Littleton began as a partnership between the community, the City, and our consultants in April 2018. To begin, the Envision Littleton Team gathered community input through small group listening sessions, neighborhood living room sessions, and the City's civically engaged leaders serving on Boards, Commissions, and volunteer groups.

The Envision Team maintained this community dialogue throughout 2018-19, with targeted outreach to gather broad community input from residents, businesses owners, employees, visitors, and various stakeholders in Littleton. The Team's goal was to leverage community input from existing community events, City communication outlets, and community groups, while creating new opportunities and relationships for lasting City engagement.

Envision Littleton created two community engagement plans; one designed to gather community input for the vision plan and establish long term relationships with community members in 2018 and the second to expand the community conversation about the look and feel of Littleton through the Comprehensive Plan update and Transportation Master Plan creation in 2019.

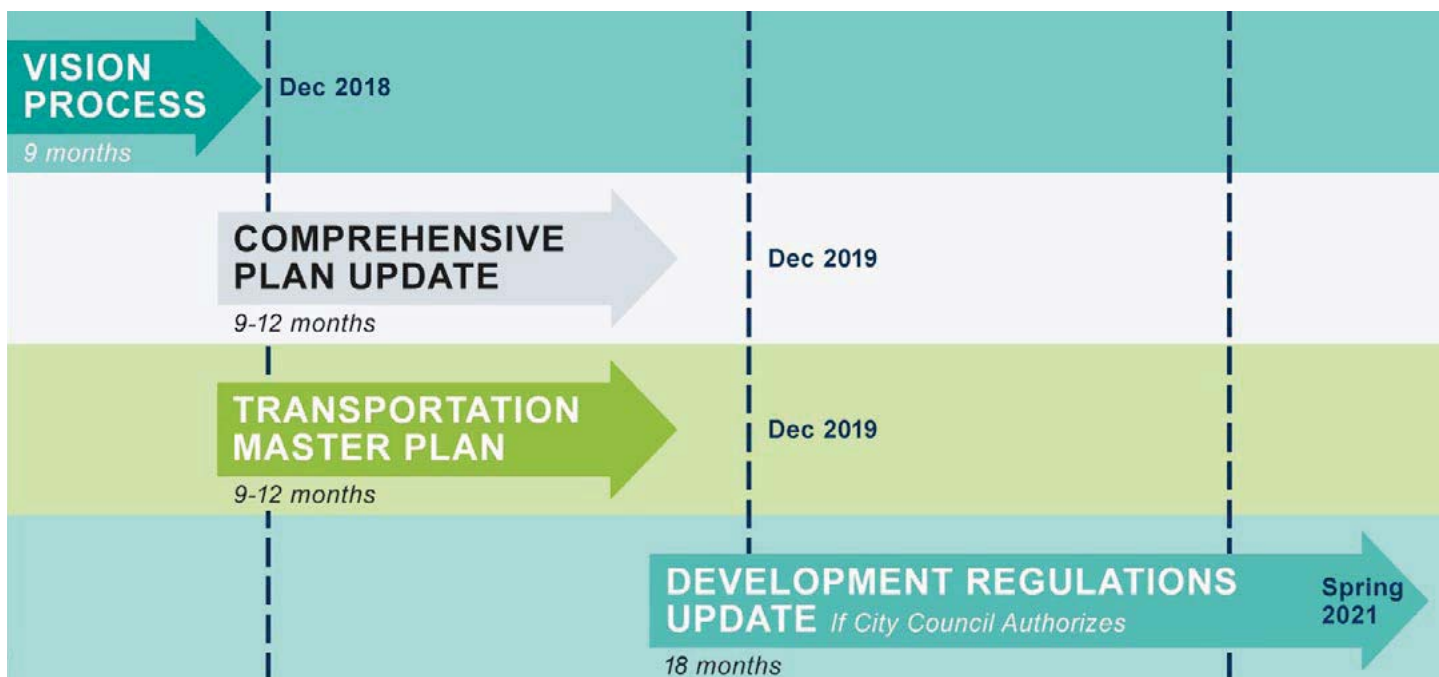
WHY START WITH VISION?

One of the most unique elements of the Envision Littleton project was spending over eight months gathering input from the community about the unifying vision for 2040. Spending the majority of 2018 focused on collecting input for a unifying vision and set of guiding principles is unusual. Defining a community's vision for the future is normally an effort combined with planning for the future, but Littleton chose to isolate this step and allow the community to truly focus on their shared values, priorities, and concerns. The only other metro region community to produce a stand-alone vision document is Castle Rock 2020 developed in 2000.

The unifying vision captured what the community treasures today and what it collectively strives for going forward. The opportunity to have a broad and inclusive community process allowed the Envision Team to capture not only the hopes and dreams of the community, but also the extensive list of shared core values. The passion and commitment to the identified shared core values allowed the Team to develop the five guiding principles of ANCHORED, AUTHENTIC, CONNECTED, ACTIVE, and ENGAGED.

Once the City of Littleton tackled the creation of a unifying vision and set of five guiding principles, the Team was positioned to begin the more detailed community conversation about future development, redevelopment, transportation investments, and community enhancement efforts over the next 20 years.

In many ways, this project set out to understand the connection our residents, businesses, and visitors have with Littleton, attempting to understand the experiences and impressions of those that live, work, do business in, and visit our City. The focus of our conversation was to elevate the unifying values and vision and begin the proactive dialogue about the next 20 years. Last year in a **unanimous** vote, the Littleton City Council adopted the first-ever unifying vision for the city on December 18, 2018.



WORKING TOGETHER

Envision Littleton imagines the future of our city over the next 20 years. We listened to what our community valued, why they love Littleton, their concerns, and their ideas for the future.

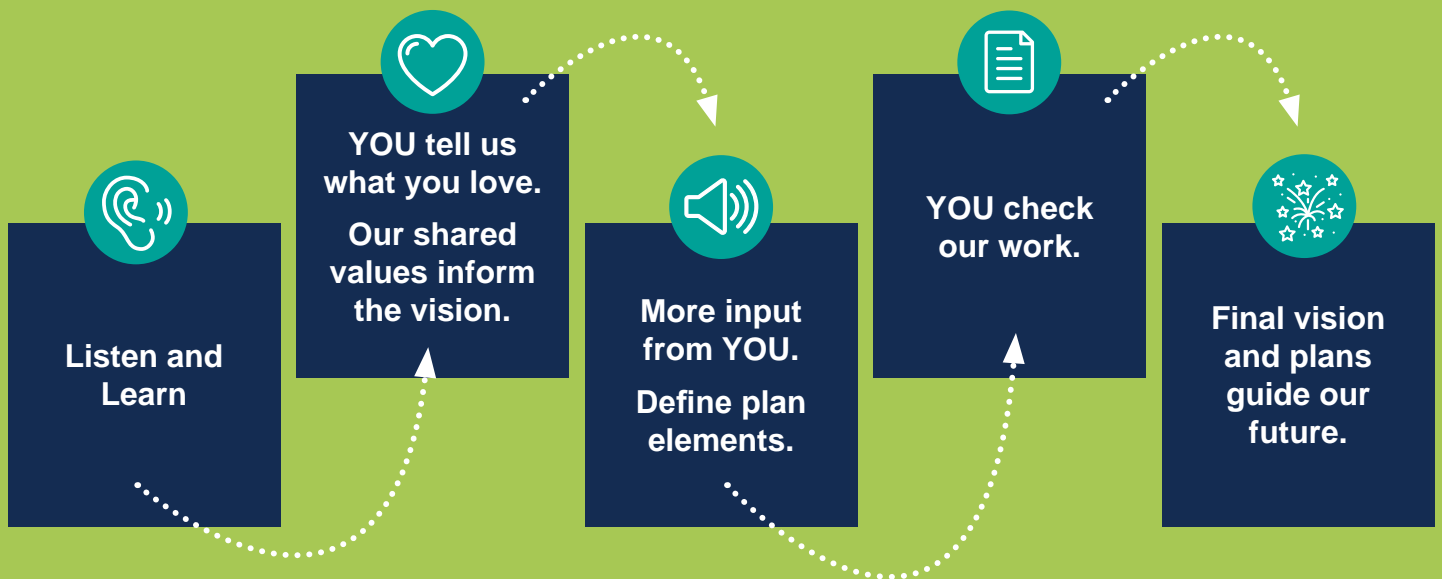
Innovation and new partnerships have remained at the heart of Envision Littleton. We were constantly looking for new, exciting ways to tell our collective story as a community. We worked diligently throughout 2018-19 to form new partnerships, build new relationships and lay a foundation for our shared future vision. We continue to seek creative ideas about how we can support engagement and meaningful interactions that honor Littleton as it is today and will be tomorrow.



Envision Littleton viewed community engagement as both a process and an outcome. The project drew from the expertise of our community. The focus was on listening and learning from the community so that the final plans reflected our shared values by identifying goals, policies, and actions to deliver the unifying vision. We remained invested in making the phases of planning clear, easy to understand, and easy to follow.

Littleton's vision plan reflects our basic local values, identifies what matters most to the community, and creates a picture of how we as a community wish to be viewed by others. The unifying vision became the foundation to inform the update to the City's Comprehensive Plan and creation of a first-ever Transportation Master Plan.

We needed the whole community to do it right!



WHAT WE LEARNED AND WILL CONTINUE

Envision Littleton imagines the future of our city over the next 20 years. We listened to what our community valued, why they love Littleton, their concerns, and their ideas for the future.

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Even beyond the Envision Littleton project, we pledge to:

- **Strive to involve everyone including residents, employers, employees, and visitors**
- **Work in partnership with our residents, businesses, and visitors**
- **Tailor our interactions to bring out the wisdom of our participants**
- **Be systematic in how we compare and analyze what we hear**
- **Build long-term relationships for all city efforts**
- **Show participants how their input is used throughout the process**
- **Build upon existing efforts, activities, and resources**
- **Maintain flexibility to maximize opportunities and input**
- **Be transparent**

The city is working daily to incorporate the vision and guiding principles into its strategic planning and routine operations to ensure values-based and data-driven decision making. All who have contributed so far to Envision Littleton must remain stewards of the vision our community has put forward. This will ensure that Littleton is among the places where visions and values endure across decades and generations.

Throughout the Envision Littleton project, the City of Littleton took this opportunity to get back to basics and invest the time and resources to go out into the community and have a genuine conversation about the future with as many residents, visitors, employers, and employees as possible. During this process, the city was reminded that the people of Littleton are incredibly generous with their time and passion for the city.

In listening to stories and memories about Littleton, along with residents' desires and concerns for its future, the core values of the community came through consistently. Those values included a passion for and/or commitment to local history, the outdoors, being inclusive, being a model community, civic involvement, integrity, quality, and safety. The response heard most often was that people like the "small town feel" of Littleton so it was imperative that Envision Littleton provide as much detail about what "small town feel" actually means.

Small Town Feel and Community –

What does it mean?

In 2018, over 150 survey responses cited “Small Town Feel” when asked to list words that represent what they value about Littleton. In addition, more than 100 survey responses mentioned “Community” or “Community Feel,” and similar comments were made repeatedly during in-person discussions. This was not surprising to the planning consultants on the Envision team as they hear these sentiments in most every city they work with, from small burgs of several thousand residents to cities with populations into the hundreds of thousands. The challenge is that Small Town Feel and Community can mean different things to different people, and they remain abstract concepts unless clarified. Based on lengthier survey comments, focus groups, community coffee chats, and in-depth discussions at community events, the Small Town Feel and Community Feel that exists in Littleton and is highly valued stems from the following:

Stable Population

Many Littleton residents grew up in Littleton, stayed for a lifetime after moving here, or have family that also live in Littleton.

Complete Community

Littleton has many more pieces in place than others in aiming to be a complete community with homes, businesses, schools, diverse places of worship, outdoor recreation and health and fitness amenities, entertainment, healthcare, and transportation options.

Active in Daytime

Littleton is an active daytime city versus a sleepy “bedroom community.”

SAFE

Destination for Visitors

WELCOMING AND FRIENDLY

DISTINCT IDENTITY AND HISTORY

Neighborhoods

Gathering Places

Littleton has community gathering places - including Downtown Littleton, local businesses, Hudson Gardens, the Aspen Grove lifestyle center, Littleton Parks, Bemis Library, and Littleton Museum.

ENGAGED AND PROUD CITIZENS

FAMILY AND SENIOR FRIENDLY

Community Events

Quality Schools

SUPERIOR PUBLIC SERVICES

ACCESSIBLE CITY OFFICIALS

COMMUNITY-DRIVEN PROCESS AND PARTNERS



Throughout the process of defining the unifying vision for the City of Littleton in 2018, the community shared stories and memories about Littleton, along with their desires and concerns for its future. This input has been the basis of beginning the work of the Comprehensive Plan and Transportation Master Plan in 2019. Hearing directly from our community was the most important input that we received throughout the process. We listened to the community needs and studied the existing conditions in our city. Then we compared what we learned and created next steps. The continuous community involvement was critical in each phase to learning about the city and sharing experiences so that the next steps were easy to identify.

When will we make decisions?



Envision Littleton was guided by the Joint Leadership of City Council and the Planning Commission. Each of the four beginning phases of Envision Littleton required the joint leadership to determine possible scenarios, incorporate the input of the community, and determine the next steps for the plan. City council members, as the elected representatives of the city, offered their combined experience with policy on a myriad of issues, understanding of the city budget, and the input they receive from the community at-large as well as local and regional stakeholders. Planning commission members offered their shared expertise for reviewing and making recommendations on major land-use recommendations for adoption by city council.

Both the community and Joint Leadership were supported by the project management and technical team. This team consisted of City of Littleton staff and the consultant teams of Kendig Keast Collaborative and HDR.

The roles and responsibilities of the team included:

- Analyzing and summarizing relevant data
- Coordinating with internal departments and external partners for technical analysis, meeting presentations, etc.
- Incorporating planning concepts into the public involvement process
- Engaging and receiving input from the community and other stakeholders
- Organizing education and engagement opportunities
- Regularly updating the project website
- Preparing draft and final project documents for review by Joint Leadership through each phase

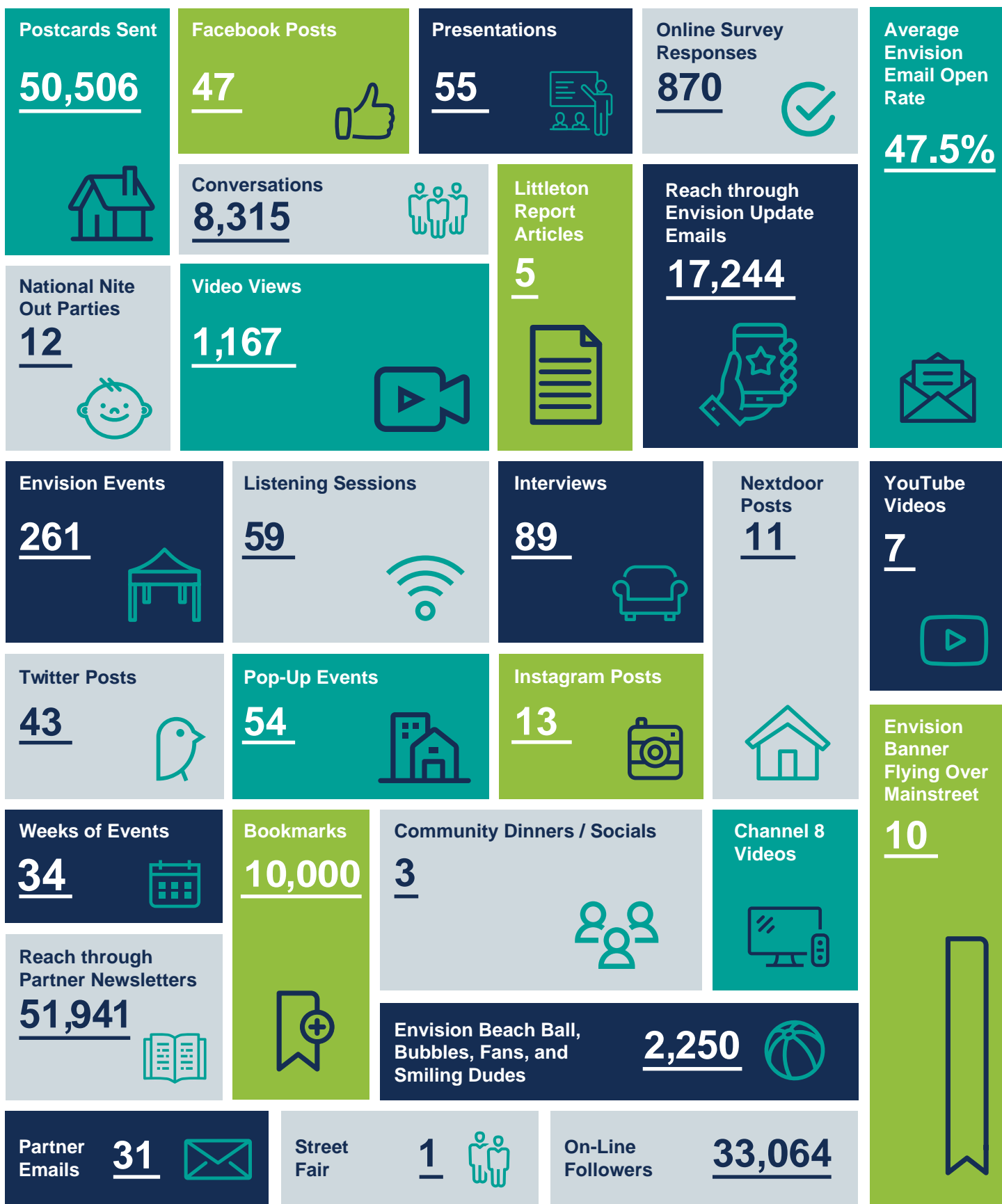
The Envision Littleton Community Coordination Committee (CCC) was appointed by Mayor Brinkman in 2019 to assist the project management and technical team with developing meaningful engagement activities and tools to help make Envision Littleton more accessible to the community at large. The CCC met five times during 2019 and provided significant feedback to help guide the plans towards greater community input by serving as communication liaisons for the project to residents, businesses, and key stakeholders in the City of Littleton.

The unifying vision and guiding principles provided by the community are now being incorporated into every department at the City. The unifying vision sets the foundation for how joint leadership will approach and develop the comprehensive and transportation master plans. In many ways these combined plans will evolve the way we do business as a city and ultimately define our aspirations for the future. We will work closely with each department in the city to re-imagine their goals, deliverables, and collaborations. Each of the city departments represent a unique perspective and collaboration so we don't want to move forward without including their input during each phase.

Supporting Community Partners

Arapahoe Community College
 artSPARK
 Aspen Grove
 Bemis Library
 Breckenridge Brewery
 Buck Recreation Center
 City of Littleton Boards & Commissions
 Colorado Center for the Blind
 Community Housing Development Association
 DIRT Coffee
 Doctor's Care
 First Presbyterian Church of Littleton
 Friends of the Museum & Library
 Globus & Cosmos
 Graceful Community Café
 Highline Crossing Co-Housing
 Historic Downtown Littleton Merchants
 Hudson Gardens
 Littleton Adventist Hospital
 Littleton Business Chamber
 Littleton Independent
 Littleton Leadership Academy
 Littleton Museum
 Littleton Optimists
 Littleton Police Citizen's Academy Alumni
 Littleton Public Schools (LPS)
 Littleton Rotary
 Littleton United Methodist Church
 Littleton YMCA
 LPS Foundation
 National Night Out Hosts
 South Metro Chamber of Commerce
 South Metro Denver REALTORS Association
 South Metro Housing Options
 South Suburban Parks & Recreation
 St James Presbyterian Church
 St. Mary's Catholic Parish
 Sunshine Community Group
 Town Hall Arts Center
 Tri-County Health
 Vida Apartments
 Western Welcome Week

COMMUNITY ENGAGEMENT RESULTS



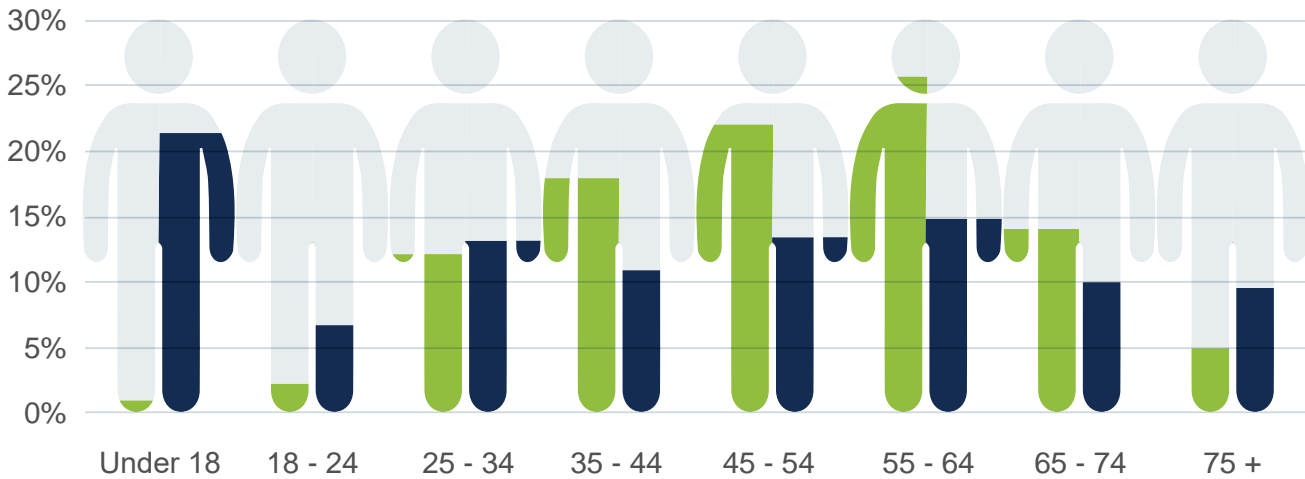
ENVISION LITTLETON SURVEY

SURVEY RESPONDENT DEMOGRAPHICS

- ▶ Total Surveys Completed:
870 (852 online)
- ▶ Total Resident Surveys
(address within City of Littleton
city limits): 635

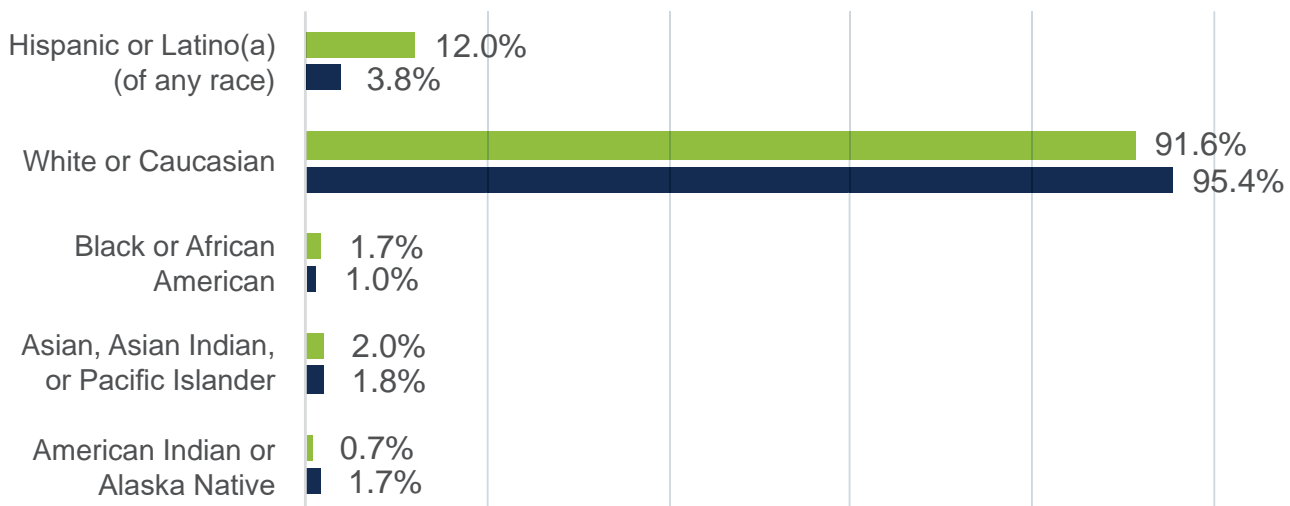
AGE DISTRIBUTION

■ Respondents ■ Actual Population



RACE / ETHNICITY

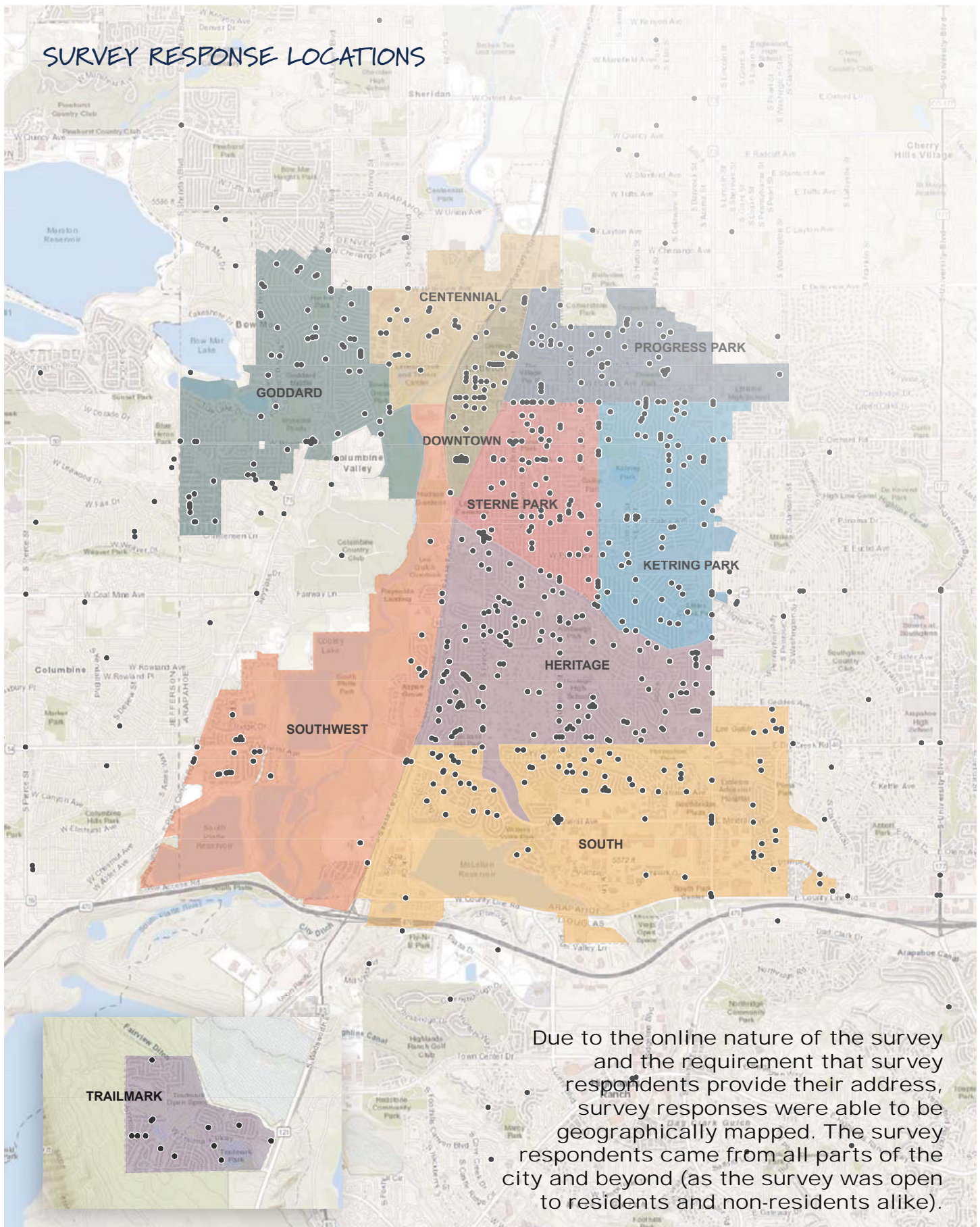
■ Respondents ■ Actual Population



YEAR FIRST MOVED TO, BEGAN WORKING IN, OR VISITING LITTLETON

	% of Responses
Before 1970	9%
1970 to 1979	10%
1980 to 1989	12%
1990 to 1999	18%
2000 to 2009	20%
2010 to 2014	15%
2015 to now	15%
No Response or Unsure	1%

The above demographics of respondents represents only the survey portion of the outreach and does not represent the full demographics of those reached through Envision Littleton. Of the approximately 5,500 community conversations in September 2018, it is estimated that 1/4 (750 people) were in the 0-24 age range.



ENVISION LITTLETON FOUR-PART SPEAKER SERIES

On Wednesday, February 27 at 6:30PM, the city hosted the first in a four-part speaker series to kick-off Envision Littleton efforts in 2019. Attended by more than 80 community members the speaker series was designed to complement the robust community engagement that citizens have come to expect with Envision Littleton.

Speaker Series #1 was a chance to compare and contrast key data points for the city with the greater region and state with expert Chris Akers, Economist for the State Demography Office. The most heartwarming moment of the night was a guest storyteller. Aubrey Weaver is a sophomore at Heritage High School and has spent “all 15 years of her life here in Littleton.” Aubrey’s story was accompanied by photos and memories from some of the most iconic Littleton events and gatherings. Weaver’s story was broadcast on Facebook Live and continues to be posted on the city’s Facebook page.



Aubrey closed her remarks by adding, “I know where ever college or life may take me that Littleton will always be here with the same energy and good people that have always been here when I come back. I wouldn’t trade my memories of life here in Littleton for anything in the world.”

Attendees also tested their knowledge of Littleton with a short quiz about key data that describes the people, environment, jobs, and transportation in Littleton. Kathleen Osher, Envision Littleton project manager administered the quiz and asked participants to vote using colored cards. This same trivia continued to be featured as part of Envision’s social media engagement over the next few months so that more people will had the chance to test their knowledge of the latest trends in the city.

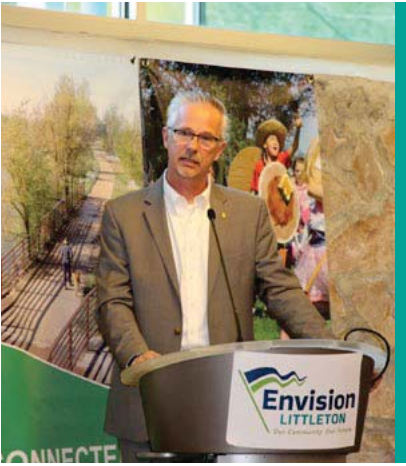


It is a standard best practice to start long-range planning with an overview of the community based on demographic, household, and employment information. This helps a city see the past and present to understand the changes taking place. And understand if there are any trends. In covering the big picture, Akers said that “if you think about it, Littleton is right in the heart of the growth we’ve seen in Colorado.”

This background information and forecasts for the future helped lay the groundwork for analyzing other information discovered through community engagement, expert analysis by our consultant teams, and work in partnership with our local and regional partners.

In April, Littleton hosted **Speaker Series #2**, featuring visiting expert Darin Atteberry, City Manager for the City of Fort Collins. Over 60 members of the community were in attendance.

Fort Collins, Colorado is one of only three municipalities in the United States to receive the Malcolm Baldrige presidential award for performance excellence. It was this performance excellence that was the focus of Mr. Atteberry’s presentation.



Atteberry's first challenge to the crowd was to answer the question of what happens with your plans? He asked the attendees to consider if Littleton is the type of city that has a plan and builds that plan; has a plan and puts it on the shelf and doesn't build it; OR doesn't plan and just builds. He added, "One of the things that I want to make sure you leave with this morning is that Fort Collins deeply and fundamentally believes in planning; if you aren't visioning and aligning resources and being very intentional and deliberate then you are going to get what you get; and we would say you are going to get average."

The Fort Collins City Manager went on to explain how the City delivers on world-class municipal services. Key to their success has been recognizing all of the amazing leadership that has existed throughout the history of the city. He describes the process as co-creating and collaboration. This requires Fort Collins to continually engage the community in the planning process, benchmarking results, and honoring the shared values and vision of the city.

He added, "we needed to move away from trust us to let me show you (through data) that we are spending the appropriate amount on municipal services."

In the end, one of the most important lessons for the City of Littleton was that "vision clarity is critical; without a vision, everything becomes a priority and in turn, nothing becomes a priority."

Speaker Series #3 was held on May 22 and welcomed Bret Keast to further uncover the unique methodology of community character offered by the city's national consulting team, Kendig Keast Collaborative. This method of combining land-use and design elements will be central to how the city will continue to balance ushering in the future with honoring the legacy of Littleton's leadership role in the Metro Region.

Bret C. Keast, AICP is the Owner and CEO of Kendig Keast Collaborative (KKC). During the presentation, Bret's passion came through about how KKC applies the core values of promoting good land stewardship, conserving resources, preserving and enhancing community character, safeguarding neighborhood integrity, and ensuring fiscal responsibility.



Speaker Series #4 hosted national thought leader and motivational speaker Peter Kageyama on Thursday, September 12. 160 registered for the free event and were challenged to begin a new love affair with the City of Littleton.

Peter Kageyama is the author of *For the Love of Cities: The Love Affair Between People and Their Places* and the follow up, *Love Where You Live: Creating Emotionally Engaging Places*. He is the former President of Creative Tampa Bay, a grassroots community change organization and the co-founder of the Creative Cities Summit, an interdisciplinary conference that brings citizens and practitioners together around the big idea of 'the city.'

The focus of the evening was a series of bottom-up community initiatives that introduced fun and increased the love that people feel for their places. Kageyama encouraged participants to create a loveable city; "the kind that grabs you by the heart and refuses to let go."

The evening featured stories from across the country about co-creators that helped introduce more lively, fun, and loveable ideas into the life of their cities. Examples included, Peregrine Church, who at the age of 20, developed Rainworks to feature pieces of street art that only become visible when it rains in Seattle, WA. Kageyama also featured co-creators from Littleton such as Reinke brothers and Heather Greenwood of Graceful Community Café.



ENVISION LITTLETON STREET FAIR

The Envision Team hosted the “Envision Littleton Street Fair” on August 3, 2019 from 3:30-6:30pm. This unique event brought the community together to learn more about the project, gather meaningful input, and provide hands-on project demonstrations of both the Comprehensive and Transportation Master Plans.

The street fair took place during the 6th Annual Littleton Twilight Criterium that brings over 10,000 residents and visitors to Littleton’s Historic Downtown. The bicycle race circuit runs through the streets of downtown Littleton with races starting at 3:15 p.m. and ends with Pro and Elite racing under the lights. A beer garden, live music and kid zone create a festival atmosphere between races.

In coordination with the Criterium, the street fair took over about 1 block of South Prince Street during the afternoon of the race. In addition to talking to the team, attendees also had the chance to take part in hands-on demonstrations and get a sneak peek of the City’s Comprehensive and Transportation Master Plans before they were released for public comment on August 8.

Activities included the future land use map, funding scenarios for future transportation projects, a protected bike lane demonstration, and testing new mobility options, like e-Bikes and scooters. The team also encouraged challenges with Giant Jenga and corn hole to keep the event dynamic and inclusive of residents of all ages.



ENVISION LITTLETON ENGAGEMENT & FEEDBACK

COMMUNITY DINNERS & COFFEE CHATS

During the 2018 efforts, the Envision team hosted 2 community coffee chats at local coffee shops, DIRT and Graceful Community Café and 3 community dinners. The team provided coffee or dinner and took advantage of visiting with residents, business owners, area employees, and visitors about their impressions of Littleton and their ideas for the next 20 years in an informal setting.



The events included 147 participants, but in many cases were an opportunity to find new voices in Littleton and capture critical input from members of the community that were unable to complete an online survey. This informal conversation also enriched the experience of the team to best understand the core values and unifying vision over the next 20 years.

EMAIL UPDATES

2018 efforts to update the community on the project by email were aided in large part with the help of partners throughout the community. Organizations like the Hospital, Aspen Grove, and Community College represented audiences of over 12,000 subscribers. The City’s Economic Development department was also a key avenue to the business community by sharing Envision updates with their 1300 subscribers.

In 2019, the Envision team grew the number of dedicated email subscribers by 68 percent and updates were now traveling to an additional 1,300 subscribers with an average open rate of 47.5 percent. The email updates helped track the progress of the project during its five phases as well as promote events and opportunities to visit with the Envision Littleton team.

MEET, GREET, AND EATS

During Envision Littleton, the City hosted seven Meet, Greet, and Eats. Each took place in outdoor Littleton locations and included the opportunity for residents to gather and ask questions from a variety of departments and partners in the city. Every event included displays about Envision Littleton and team members were available to answer questions. While the free pizza, water, and ice cream were big draws for neighbors to visit and kids to play, the conversations were integral to staying in tune with the desires and concerns of residents throughout the city.

9/26/2019

Thanks!

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Envision Littleton received over 100 comments and we wanted to say thanks for taking the time to review both the Comprehensive & Transportation Master Plans! We appreciate your continued interest, energy, and dedication to the next 20 years of our City!

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POP-UP EVENTS

During the Envision Littleton process, the team hosted 54 pop-up tables at scheduled events taking place in the City throughout the summer. This demonstrated presence spread awareness of the project and facilitated meaningful conversations with a variety of different audiences reflecting the priorities of the City's residents.

Little Jam 1 took place Saturday, June 1st in Bega Park as part of the City's summer concert series, with over 200 attendees. The Envision Littleton Team was set-up for two hours prior to the show. They presented the future land use map and answered general project questions for approximately 50 members of the general public.

The **Farmer's Market at Aspen Grove** in Littleton took place every Wednesday during the summer. Envision Littleton hosted a table on Wednesday, July 10th from 10 a.m. - 2 p.m. The Envision Littleton team presented the future land use map to the 200 event attendees with 30 public interactions.



The **Western Week Pancake Breakfast** event took place at Arapahoe Community College in both 2018 & 2019. With over 500 event attendees each year, the Envision Littleton team presented project updates, promoted the online survey, future maps of transportation projects and land use to the public, facilitating over 150 conversations.

The **Breckenridge Brewery 5K** race was held on Sunday, August 18th. The future land use map was presented, and the event DJ gave periodic shout outs, heard by the 175 event attendees. There were approximately 15 public interactions.



2019 PUBLIC COMMENT PERIOD FOR DRAFT COMPREHENSIVE & TRANSPORTATION MASTER PLANS

Once Envision Littleton reached the milestone of concluding Future City Phase 3, the DRAFT Comprehensive and Transportation Master Plans were released to the community on August 8. The drafts were available for public comment until 5PM on Monday, September 16. Comments were submitted using an on-line comment form, completing an online survey, or emailing directly to the City's project manager.

The invitation to the community was to again check the work of the project team. The drafts developed were the result of listening to the community through thousands of conversations, hundreds of events, the Envision Littleton Team taking notes furiously, and then putting those notes together to create a first draft.

We received over 103 submissions from residents and businesses that translated into hundreds of comments. We also heard in mid-August that the large documents seemed overwhelming so the team created an additional survey to guide residents and businesses through each plan chapter by chapter. The survey asked for the overall reaction to each section with referenced page numbers and then invited additional comments before moving to the next chapter. Both the results of

the survey and the general comments were delivered to the Joint Leadership and City Council during their October 8 study session.

ENVISION LITTLETON TELEPHONE TOWN HALL

On August 28, 2019, Envision Littleton hosted a telephone town hall to increase the opportunities for public comment during the open comment period for the draft Comprehensive and Transportation Master Plans. The Envision Telephone Town Hall merged listening and asking questions over the phone with several other ways to watch and participate in the event:

- **In person** — citizens were welcome to attend the meeting in the Council Chamber at the Littleton Center and submit written questions;
- **Website** — questions were submitted online at www.littletontownhall.org during the meeting (closed-captioning was available on that website);
- **Facebook & YouTube** — The meeting was live streamed on the city's Facebook and YouTube channels;
- **Cable TV** — Littleton's Xfinity and CenturyLink DirectTV customers could watch the meeting on Channel 8.

The event was moderated by Kelli Narde, Littleton's Communications Director. Kelli was joined by a panel of experts including:

- Mark Relph, City Manager
- Jennifer Henninger, Director of Community Development
- Kathleen Osher, Manager of Innovation & Performance Excellence
- Keith Reester, Director of Public Works

The Town Hall is like a radio call-in show because it allows participants to interact with a speaker from the comfort of their homes or offices.

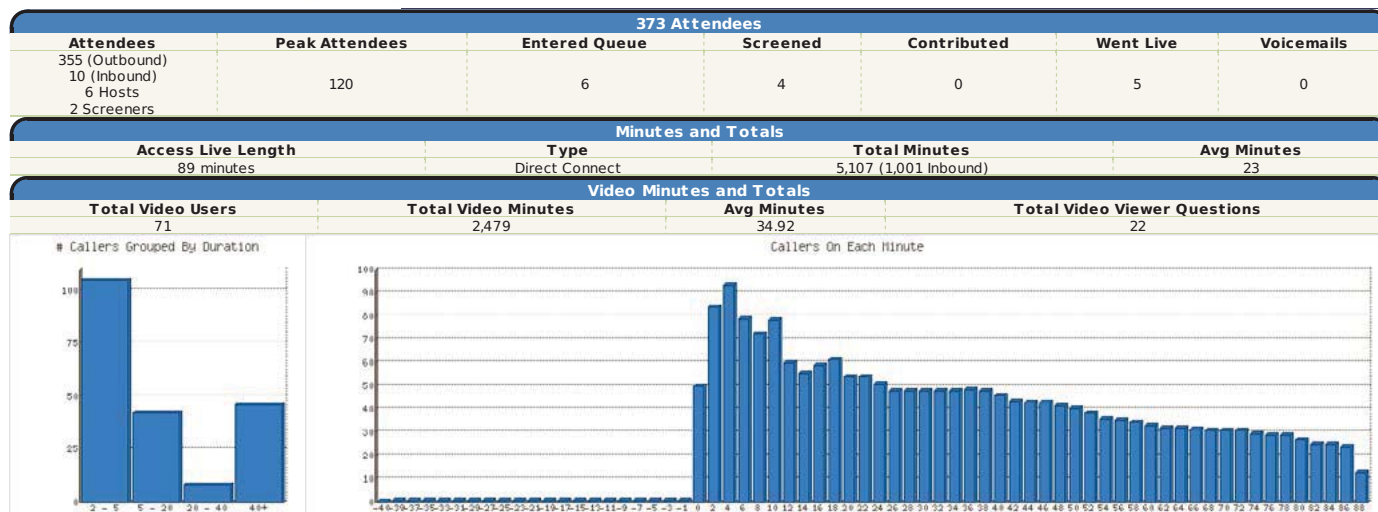
The day before the event participants receive an **automated pre-call** recorded by Kelli Narde announcing the event and the day of the event, invitees receive another recorded message that welcomes them to the event and asks them to simply stay on the line to join.

By calling out to participants, the Telephone Town Hall increases participation and there is no need to remember to dial into the event. Utilizing this technology, we brought 365 people together on the call in a matter of seconds.

Once on the Telephone Town Hall, participants engage with the event by using their phone's keypad to respond to poll questions, request the chance to get in line to ask a question live on the air. Questions are also offered via social media and in-person by submitting a written question. These combined provide valuable data and feedback.

In addition to questions, the Envision Littleton Telephone Town Hall included poll questions regarding key facts and data discovered during the 18-month Envision process. Then, following the event, we were provided with a summary included here.

TELEPHONE TOWN HALL RESULTS



WE ARE STILL LISTENING

Littleton will always be building on the shoulders of its original founders and past civic leaders who were the determined innovators and community champions of their day. They established certain expectations and standards for Littleton that enabled the community to prosper and navigate through periods of both incremental and phenomenal change. Among the core values ingrained many decades ago that still endure are civic involvement, outstanding public schools, preserving and celebrating local history, and being a model community and leading voice among other cities in the region and state. The proud residents and leaders of today, likewise, must pass on this community spirit and shared legacy that also now reflects their influence.

Going forward, the City will also continue to listen, learn, and adapt so that the desired future we are all seeking for Littleton will remain in focus. Effective communities evaluate their choices made and revisit their vision and principles regularly. They must remain on target, be clearly understood, and encompass the range of likely issues that will arise. All who have contributed so far to Envision Littleton must remain stewards of the vision our community has put forward. This will ensure that Littleton is among the places where visions and values endure across the decades and generations.



envisionlittleton.org

