About the Urban Land Institute

• The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

• ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

• What the Urban Land Institute does:
  – Conducts Research
  – Provides a forum for sharing of best practices
  – Writes, edits and publishes books and magazines
  – Organizes and conducts meetings
  – Directs outreach programs
  – Conduct Advisory Services Panels
The ULI Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues

Process

- Review background materials
- Receive a sponsor presentation & tour
- Conduct stakeholder interviews
- Consider data, frame issues and write recommendations
- Make presentation
- Produce a final report
Sponsors and Consultant

- Colorado Health Foundation
- City of Arvada
- Progressive Urban Management Associates (P.U.M.A.)
The Panel

Chair
Ed McMahon

Panelists
Richard Albrecht
Suzanne Nienaber
Klaus Philipsen
Bob Taunton
Ross Tilghman
Waverly Wood
Tamara Zahn

Staff
Tom Eitler
Alison Johnson
Caroline Dietrich
The Assignment

- As part of the Colorado Healthy Places Initiative the ULI Panel was asked to consider how the City of Arvada could foster a built environment that would make it easier to walk, bike, play and engage in daily activities that encourage movement and connection.

- The panel was also asked to consider specific opportunities created by the new commuter rail stations to employ infrastructure and policy improvements to promote healthy lifestyles.
Study Area
Physical Activity

• Physical activity, once part of our normal lives has been designed out of daily routines.
Healthy Places Create Real Estate Value

- Numerous studies show that the demand for walkable, mixed use, transit oriented design far outstrips current supply.

- There is a growing demand for village living especially among retirees, empty nesters, young professionals and single people.
The World is Changing

What’s changing?

- National and global economy
- Demographics and population
- Technology
- Health care
- Consumer attitudes and market trends
- Energy prices
- The Weather
Economic development is changing

**20th Century Model**
- Public sector leadership
- Shotgun recruitment
- Low cost positioning
- Cheap labor
- Key infrastructure = roads
- Focus on what you don’t have
- Driven by Transactions

**21st Century Model**
- Public/Private Partnerships
- Laser Recruitment
- High value positioning
- Highly trained talent
- Key infrastructure = education
- Focus on what you have
- Driven by an overall vision
Distinctiveness has value

• “Sameness is a minus not a plus in today’s world”

• If you can’t differentiate your community you will have no competitive advantage.
Arvada has an opportunity

Arvada Assets

- Walkable and charming Olde Town
- 3 new transit stations
- A network of parks and bike trails
- Healthy fiscal condition
- Proximity to Denver and other employment centers
- Highly educated citizens
All development is not created equal

One story
Single use
Drive only

3 Story
Mixed use
Walk, bike, or drive
All development is not created equal

Two Waffle Houses

Single use
Located next to highway
Dedicated parking

Mixed use
Located on walkable street
No dedicated parking
“The mixed use Waffle House out performs the strip Waffle House by 15%”

Source: City of Fayetteville, Arkansas, September 22, 2011
“People stay longer, spend more money and come back more often to places that attract their affection.”

Source: *Urban Design and the Bottom Line*, ULI, 2009
Major Recommendations

• Create a vision for a healthy community
• Design buildings and neighborhoods to improve public health and increase real estate value
• Create healthy living programs
• Set High Standards for Community Health and new development
• Engage the Citizens
• Leave a Legacy
Market Trends

• The world has changed - many new influences that significantly impact the housing and job market.
• Baby Boomers and Retirees – 80 million
• Immigrants – 40 million
• Millennials (18 to 30 year olds) – 80 million
• Women (single-parent households) - 30 million
• 75 % of American households do not have school age children
Demographics

- Metropolitan Denver in 2013 is characterized as a 7 County region that includes over 2.9 million people in almost 1.2 million households, of which 1.9 million people are employed.

- Historically, metro Denver, has grown annually by almost 28,000 jobs per year and this has stimulated annual population growth of nearly 40,000 people in 17,000 households.

- Over the next 10-years, metro Denver’s economy is projected annually to grow by 29,000 jobs per year and this will fuel annual population growth to 46,000 people in 18,000 households.
Demographics

- Since 1980, the City of Arvada has been growing by 730 people in 350 households and since 1990; annual population growth has been at a rate of 850 people in 435 households.
- Over the next decade the City of Arvada is projected to grow annually by 1,810 people in 620 households and by 2023, the City of Arvada will include 126,900 people in 50,300 households.
Office and Industrial

- Office - during the next decade that the City of Arvada will capture 26% of the office demand projected for the northwest submarket and annually the City of Arvada will enjoy an annual market for approximately 74,300 square feet.

- Industrial and Flex - The City of Arvada is projected to capture 22% of the estimated market for industrial space during the next decade and annually it should enjoy a market annually for 78,300 square feet, of which 15,700 square feet will be flex/RD.
Retail

- Annually, the market for retail space in the City of Arvada will grow by 84,900 square feet per year.

- Compared to historical trends over the past 10 years, these projection take into account a 20% drop in square footage needs, due primarily in how retail product is being delivered and the siphoning of $ from internet retail sales.

- There is a strong likelihood that these trends will continue or even accelerate.

- The panel believes that this is an important change that city needs to be cognizant of given the high reliance of municipal funding based on sales tax.
Residential

- The City of Arvada is projected annually to enjoy an average market for 620 residential units including 340 single-family, 113 townhomes and condominiums (50/50 split) and 169 rental apartments.
- These projections are based on a variety of sources, including the annual DRCOG cooperative forecast. While they may seem low, they do take into account, generally, the future location of TOD sites in the city.
- However, THK has indicated that the capture rate of units for the city from the northwest submarket total could be higher depending upon the land use changes that might come about as a result of the TOD framework plan.
Healthy Arvada: Best Practices in Designing for a Safe, Healthy, Active Community

Lessons from History

19th and early 20th centuries, many cities faced severe epidemics of infectious disease
- Tuberculosis, cholera, and yellow fever

Epidemics were mitigated through changes in public infrastructure and design
- Aqueducts built to pipe in fresh water
- Parks established for access to fresh air and open space
- Rail lines offered a reliable mode of transportation and relieved urban overcrowding
Understanding Today’s Obesity and Chronic Illness Epidemic

National statistics

- Today, approximately **two-thirds of U.S. adults** and **one-third of U.S. youth** are obese or overweight

- **Medical costs** attributable to obesity are approximately **$147 billion per year**

- By **2030 86% of adults** will be **overweight or obese** with a total attributable **healthcare cost** of **$860-956 billion per year**

Center for Disease Control, NYC Department of Health
Understanding Today’s Obesity and Chronic Illness Epidemic

Colorado: Concerns about Childhood Obesity

- In 2004, 28.4% of children in Colorado were overweight or obese
- In 2011, 31.4% of children in Colorado were overweight or obese
  
  Colorado Child Health Survey, Health Statistics Section, CDPHE

- Obesity rates even higher for Colorado’s ethnic and minority children
  
  33% of Hispanic children were overweight or obese in 2010
  
  Colorado Child Health Survey, Health Statistics Section, CDPHE

- This data is important for Arvada, where approximately ¼ of the population is under the age of 18
  
  U.S. Census American Community Survey
Understanding Today’s Obesity and Chronic Illness Epidemic

Arvada: Concerns about Potential Health Disparities

- World Health Organization calling for ‘health and health equity’ to be at the heart of the planning and governance of cities
- Prevalence of low-income residents with high health needs located in the Healthy Places study area
  - According to the Arvada Healthy Places Application, U.S. Department of Housing and Urban Development's Denver-Aurora-Broomfield MSA median income of $73,900 states that 45% of households are below the median income in the Healthy Places study area
  - 69.5% of children in the study area are on free and reduced lunch
  - 49.4% minority children in schools
  - Limited access to healthy food
  Arvada Healthy Places Application
Understanding Today’s Obesity and Chronic Illness Epidemic

Arvada: Concerns about Potential Health Disparities

Food Desert Locations in the Arvada Healthy Places Study Area

Food desert definition: greater than 1 mile walking or 10 miles driving from grocery store with healthy food
Food deserts displayed in green
Understanding Today’s Obesity and Chronic Illness Epidemic

A Tool for Assessing Health Disparities

Health Impact Assessment (HIA)

• A combination of procedures, methods and tools that systematically judge the potential, and sometimes unintended effects a policy, plan, program, or project may have on the health of a population, and the distribution of those effects within a population

• More information can be found here: http://www.sfphes.org/resources/hia-tools
Understanding Today’s Obesity and Chronic Illness Epidemic

Benefits of Physical Activity

- Better Cognitive Function
- Reduced Depression
- Improves Self Esteem
- Lowers Cardiovascular Risk Factors
- Decreased Risk of Colon And Breast Cancers
- Strengthens Bones
- Academic Achievement
- Stress Management
- Prevention of Weight Gain
- Weight Loss When Combined with Diet
- Lowers Risk of Type-2 Diabetes
- Lowers Risk of Falls by Improved Balance
Understanding Today’s Obesity and Chronic Illness Epidemic

A Need for Physical Activity

• U.S. Surgeon General calls for
  • Adults to have at least **150 minutes of moderate physical activity** (or 75 minutes of vigorous physical activity) **every week**
  • Children should have at least **60 minute of physical activity every day**

• Less than half (49%) of Colorado children get the recommended 60 minutes of physical activity each day
  2011 Community Health Survey

• Less than 1/3 (29%) of Colorado adolescents get the recommended 60 minutes of physical activity each day
  2011 Youth Risk Behavior Survey
Best Practices: Guidelines for Designing a Healthier Arvada

Three areas of focus

Walking and biking
Recreation spaces
Healthy food access

Various resources include:

- NYC Active Design Guidelines
- National Association of City Transportation Officials
- Academic publications
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Prioritize walking and biking as safe, viable, and enjoyable modes of transportation and recreation throughout the community.

• Recommendation: Focus sidewalk paving and construction efforts on enhancing connections to major activity centers such as schools, city parks, the Arvada Center, etc.
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Prioritize walking and biking as safe, viable, and enjoyable modes of transportation and recreation throughout the community.

- Recommendation: Undertake pedestrian and bike improvements connecting to the county and regional trail systems.
- Recommendation: Address wayfinding needs, and develop a system of signage for pedestrians and cyclists.
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Prioritize walking and biking as safe, viable, and enjoyable modes of transportation and recreation throughout the community.

- Recommendation: Require enhanced street connectivity in new developments.
- Recommendation: Undertake measures to complete the pedestrian and bicycle network as soon as possible. ($5 million / 5 years?)
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Strive for excellence in sidewalk design.

- Recommendation: Implement design strategies to maximize pedestrian use of sidewalks, and make walking a safe and enjoyable activity.
- Recommendation: Develop a Place Making Public Art program for civic spaces and along pathways to increase utilization of pathways.
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Calm traffic to maximize safety for all users of the road.

- Recommendation: Conduct a needs assessment, and implement traffic calming and pedestrian improvements at key intersections.
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Improve bicycle infrastructure and amenities.
- Recommendation: Implement design strategies to maximize visibility of bikeways and bike crossings at intersections.
- Recommendation: Expand bicycle parking in Arvada.
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Maximize transit access for all residents.
- Recommendation: Require walkable and bicycle access to all transit stops.
- Recommendation: Strive for excellence in the design of new transit stops and stations.
Best Practices: Guidelines for Designing a Healthier Arvada

Walking and Biking

Guideline: Encourage a refined mix of land uses that integrates a range of potential destinations to maximize regular walking and biking.

- Recommendation: New developments should be specifically targeted to diversify land use mix.

Recent study from Australia: “In neighborhoods with different types of destinations (a shop, newsagent, delicatessen, DVD store, post office, supermarket) people walked an additional 5.8 minutes per week for each one present. If they had access to local recreational destinations (e.g., a park, a sports field, a beach), people walked an additional 21 minutes per week for each type available.”
Recreation spaces

Guideline: Ensure walkable, bikeable access to recreational facilities for all community members.

- Recommendation: If feasible, provide an additional community recreation facility within the Healthy Places study area.
- Recommendation: Evaluate accessibility gaps (such as distance, costs, cultural barriers). Identify methods to overcome these gaps and maximize use of the facility by all residents in Southeast Arvada.
Best Practices: Guidelines for Designing a Healthier Arvada

Recreation spaces

Guideline: Design parks and recreational spaces for a variety of interests, cultures, and age groups

- Recommendation: Provide outdoor adult fitness equipment to complement existing recreation facilities.
Best Practices: Guidelines for Designing a Healthier Arvada

Recreation spaces

Guideline: Provide amenities at parks and recreation facilities to encourage longer stays, including lighting, benches, shade, water fountains, and restrooms where possible.

- Recommendation: Assess opportunities in the study area to provide enhancements that will maximize park use (e.g. Columbine Park)
Best Practices: Guidelines for Designing a Healthier Arvada

Recreation spaces

Guideline: Strive for design excellence in creating play spaces for children.

- Recommendation: Assess opportunities for improvements to schoolyards and play spaces in the study area (e.g. St. Anne’s schoolyard), and undertake measure to implement.
Best Practices: Guidelines for Designing a Healthier Arvada

Access to Healthy Foods

Guideline: Encourage access to fresh, healthy foods for all members of the community.

- Recommendation: Enhance the Arvada Farmer’s Market
- Recommendation: Identify those portions of the community without walkable access to healthy foods, and undertake initiatives to support better food access in these areas
  - Community and school gardens
  - Healthy options at convenience stores
  - Mobile produce vendors
  - Community kitchen / restaurant incubator
  - Ethnic markets
PROGRAMMING FOR A HEALTHY LIFESTYLE

- Programming –
  - Complement the built environment to achieve success
  - Goal is to create a Culture of Healthy Living
  - Can produce results quickly and cost effectively
  - Bring services to the study area sooner
  - Address needs of diverse age groups and abilities
  - Recent Try-Athlon in Arvada is a great example
PROGRAMMING FOR AN ACTIVE LIFESTYLE

Neighborhood Level Action Plan

- New Program to address most important needs in each neighborhood
- Involve residents in identifying problems, and creating a solution
- Bottom up approach
- Apply for Colorado Health Foundation grant
  - Provide mini-grants to neighborhoods
  - Fund a coordinator position to help organize neighborhoods
  - Each Neighborhood defines its needs and priorities
  - Neighborhoods apply for funds for projects they prioritize
PROGRAMMING FOR A HEALTHY COMMUNITY

Neighborhood Level Action Plan

Examples of appropriate projects

– Add elements to local park to increase activity basketball, pickle ball, skate park
– Improvements to enhance walkability and bikeability –
  • benches, missing sidewalk sections, signage
– Create neighborhood walkability plan
PROGRAMMING FOR AN ACTIVE LIFESTYLE

Neighborhood Level Action Plan

- Addresses specific needs and priorities of each neighborhood
- A bottom up approach
- Build capacity for community leadership
- Enhance neighborhood identity
- Educate residents about their recreation facilities
PROGRAMMING FOR AN ACTIVE LIFESTYLE

Community Gatherings & Sports Events

• Host events in Olde Town
  – Bring energy to the study area
• Contributes to building identity of study area as a healthy place
• Stimulate community pride
• Events that are fun and social
• R&D - Try lots of things to see what residents like
PROGRAMMING FOR A HEALTHY COMMUNITY

Community Gathering – Community Health Fair

• Bring health education into Olde Town
• Address needs of underserved population
• Festival atmosphere facilitates participation and learning
  – Less intimidating than medical facilities
PROGRAMMING FOR A HEALTHY COMMUNITY

Community Gathering - Cycle-Arvada

- Based on popular Ciclovia
- Close streets to allow a break from cars
- Festival atmosphere focused on physical activity
- Encourage local shops and businesses to participate
- Coordinate with Live Well Colorado’s Viva Streets

[Images of people cycling on a deserted street with many onlookers]
PROGRAMMING FOR A HEALTHY COMMUNITY

Community Gathering – Outdoor Exercise Classes

- Distance to Apex Center, and lack of fitness clubs in study area reduces participation
- Bring fitness classes to residents of study area
- Yoga in the park, morning power walk, cruiser bike rides
- Does not require capital investment
PROGRAMMING FOR A HEALTHY COMMUNITY

LEVERAGE EXISTING SOCIAL STRUCTURES

• Utilize existing networks – focus on community health
• Create social capital around health
• Partner with existing Organizations and Clubs
  – Inter-Faith group
    • Building Blocks
  – Service clubs
    • Rotary
  – Area businesses
    • Volunteers & Sponsorship
  – CATCH Healthy Habits
PROGRAMMING FOR A HEALTHY LIFESTYLE

Facilitate Walking

• City wide walking challenge
  – Led by City leaders
  – Set monthly walking goal
• Walk to school days – “The Walking School Bus”
• Support Colorado Safe Routes to School
PROGRAMMING FOR A HEALTHY COMMUNITY

Facilitate Biking

- Expand City Hall’s employee Bike Share & encourage businesses to emulate
- Connect to regional bike shares as Gold Line opens
- Offer bicycle maintenance demonstrations at schools & fairs
- New cyclist training program
  - Summer program targeting families
PROGRAMMING FOR A HEALTHY LIFESTYLE

The Goal - Create a Culture of Health

Bring Missing Energy into the Study Area

R&D - test a variety of programs
  • Learn what residents will use
  • Don’t be afraid to fail

Have a Sense of Urgency
  • Invest in Programs now
  • Save Healthcare dollars Later
High Standards

- Savvy communities accomplish more when they set high development standards and when individual projects are harnessed to a larger community vision.

- Four major development projects in study area:
  - 3 Gold Line Transit Stations at Olde Town, Arvada Ridge and Sheridan
  - Triangle with the Wal-Mart Project

- What will Arvada actually get?
Olde Town

Done right, the new development, cheek to jowl with the historic town, represents the opportunity for:

- Cutting edge urban retail that reaches beyond the strip and big box suburban model attractive homes to many new residents.
- Olde Town development that captures people who want to live where they don’t need to drive.

Old and new together can be an attractive destination, highly walkable, lively during many hours of the day and reachable by transit.
Olde Town Station

- Envisioned as a commuter station, attraction for visitors, and magnet for development
- 2,900 daily boardings in 2030
- 600 stall commuter garage by 2030
- AURA now seeking developers
- Public commitment to infrastructure, commuter parking
Olde Town Station

- Park & Ride with superblocks or new walkable neighborhood?
- New street pattern less walkable
- Commuters
  - Many arrive early before business hours, so little spending
  - Shared-parking potential mainly at night
  - Few present to use plaza
- Large public investment in commuter parking
- Major Park & Ride inconsistent with downtown goals
- Current plan creates a P&R legacy
Olde Town Station

Imagine a more dynamic legacy

- Elevate importance of walking/biking
  - Block spacing similar to Olde Town
  - Minimize street widths
  - Better crossing of Wadsworth Bypass
- Enhance public realm
  - Appropriately sized plaza at station
  - Carefully located open spaces
- Minimize park & ride function
  - Use existing lots first, then reduce commuter parking as new buildings get built
  - Encourage P&R at other stations, more bus & walking at Olde Town
Sheridan Station

Create a framework that will support:

– good pedestrian and bike access at the outset
– future development in the station’s vicinity.
Arvada Ridge Station

A successful transit village needs to have a recognizable identity and urban form.
• Make the station the hub and center of the transit village
Arvada Ridge Station

- Create quality open spaces for outdoor activities
- Encourage people to walk for errands or for pleasure
Arvada Ridge Station

• Walk and bike access from adjacent communities

• Walk and bike access to trails
Arvada Triangle

“The biggest real estate challenge of the next generation will be the conversion of dead or dying strip commercial centers in the suburbs into walkable, mixed use communities”
Chris Leinberger, developer

City Outline Development Plan
Arvada Triangle

- The goal should be to create a presentable street edge on both side of Ralston Road.
Arvada Triangle

The proposed Walmart development needs to be designed specific to the site and respond to the aspirations for redevelopment of the Arvada North Plaza and the surrounding neighborhoods that border the south Plaza on three sides.
Arvada Triangle

Additional development parcels are available and need to be arranged in such a way that the entire south plaza becomes an attractive “lifestyle center” in which shoppers can walk from one store to another without using the car after parking it once.
Arvada Triangle

- Bicycle access, bike lanes and bike parking needs to be incorporated throughout the new shopping center.

- The superblock size needs to be broken up with a public right of way or easements according to the Outline Development Plan requirement for “fine grained” circulation.
Vision versus Transaction

A call to action

• Ask developers for high quality results consistent with community expectation of healthy places
• Evaluate health benefits of public investments
• Complete trails program now -- $5 million in 5 years and it’s done!
• Be patient to achieve best development results
Building the development and program finance toolbox

- The City of Arvada has a healthy balance sheet and fiscal outlook, which will afford it an opportunity to invest in the community’s future.

- Ahead of many communities struggling with austerity measures.

- Public and private investment should be strategically leveraged with priority program goals – cross-department participation is necessary.
Building the development and program finance toolbox

- Bonds
- Targeted financing: tax increment and special districts –
  - Public Improvement Fees (PIF)
  - Business Improvement Districts (BIDs)
- Real Estate Transfer Tax
- Or, think CREATIVELY
  - Health Enterprise Zones

HEALTH ENTERPRISE ZONES:
Maryland Public Health Association

September 20, 2012

Department of Health and Mental Hygiene
Community Health Resources Commission
Building the development and program finance toolbox

- Investment tools: federal tax credit programs, revolving loan funds, mezzanine finance and loan guarantee programs
  - New social investment products: Social Impact Bonds (SIB)
- Other investment support: federal, state, and philanthropic
  - Colorado Fresh Food Financing Fund (CO4F)
  - Colorado Office of Economic Development and International Trade programs & Services
    - Public Infrastructure Grants
    - Community Economic Development Assessment Programs
Implementation

Key Elements

• Communications
• Engagement
• Measuring Health Outcomes
Communications

Good communications inform and call to action

Communication Plan
• Messages
• Audiences
• Tools

Existing tools include
• Arvada Reporter
• Public Television
• Utility Bill Flyers
• Web and Social Media

Include efforts to reach low income and minority populations
Engagement

Success depends on strong leadership and broad community engagement

Good start – City staff, advisory council and partners

Evaluate staff capacity

- Director of Sustainability and Health?
- Ped/Bike Coordinator - temporary, part time or full time?
- Neighborhood Outreach Coordinator?

Build broad grass roots coalition with strong neighborhood outreach and capacity building efforts
Measuring Health Outcomes

Good evaluation and measurement contribute to success

Monitor and measure
• Progress toward goals
• Celebrate what’s working
• Recalibrate what’s not

Keep it simple and motivational
One example - Oklahoma City
• Pounds lost
• Miles walked
Measuring Health Outcomes

No universally accepted measures of success

Most measurements at state, county and metro levels

Design measures based on local study area needs assessment

Arvada evaluation and monitoring team
- APEX
- Arvada Dept. of Public Transportation
- JeffCo Public Health
- JeffCo School District
- Others
  Coordinate with Colorado Health Foundation

Additional Resources
- Robert Wood Johnson Foundation
- American College of Sports Medicine Fitness Index
- San Francisco Dept. of Public Health Impact Assessment
Implementation

Healthy Places initiative offers an exceptional opportunity

• Position Arvada as a national role model
• Commit to community engagement
• Call for higher standards of health and development
• Leave a legacy
• Build a safe, active and healthy community where people want to live
Implementation

It is important to:

- Prioritize the Healthy Places vision and goals in a new chapter of the 2013 Comp Plan
- Strategically integrate Healthy Places initiative with Redevelopment, Recreation, Sustainability, Transportation and Ped/Bike plans
- Engage community through the Comp Planning process and Neighborhood Level Action Plans and Grants
- Leverage Colorado Health Foundation grant request for communication, coalition building, measuring outcomes and implementation efforts
Major Recommendations

- Create a vision for a healthy community
- Design buildings and neighborhoods to improve public health and increase real estate value
- Create healthy living programs
- Set High Standards for Community Health and new development
- Engage the Citizens
- Leave a Legacy
Thank You

Questions?