

2021 Work Plan Issues, Objectives and Deliverables

1. Comprehensive Plan Update (18-Month Project)

Objective: Major update to the Comprehensive Plan (Comp Plan) based on significant community engagement that positions the Town to grow in a way that achieves the community vision. The Town is pursuing a Grant to assist in funding the Comprehensive Plan update. If the Town is awarded a grant, work cannot commence until after a contract is signed between the Town of Erie and DOLA. The DOLA Regional Manager has stated that this typically occurs around mid-summer. The mid-summer execution date for the grant generally coincides with the Town's timeline to process the Request for Proposals (RFP) to hire a consulting team and for work to commence in Q. below.

Team Lead: Fred/Deborah

Deliverables:

GRANT OPTION TIMELINE:

- A. Submit grant application prior to closing date: March 1, 2021
- B. Notice of Grant Award or Denial: early May 2021
- C. If Grant awarded - Contract signed prior to Comp Plan work commencing: mid-Summer 2021

COMPREHENSIVE PLAN TIMELINE

- A. Steering Committee meeting – Comp Plan scope of work & DOLA Grant: 12/10/20
- B. Steering Committee meeting – Review Draft Request for Proposal (RFP): 1/28/21
- C. Staff memo due for PC meeting: 2/2/21
- D. Planning Commission review/recommendation for RFP: 2/17/21
- E. Staff memo due for BOT meeting: 2/23/21
- F. Board of Trustees review/approval of RFP: 3/9/21
- G. Issue RFP by: 3/12/21
- H. Pre-Proposal meeting with Consultants: 4/1/21
- I. RFP closes/Proposals due: 4/22/21
- J. Technical Advisory Committee review of proposals due: 4/30
- K. Staff memo due for PC/BOT joint study session: 5/4/21
- L. PC/BOT joint study session with TAC to interview top 3-4 consulting groups: 5/18
- M. Reviews of proposals/interviews from PC/BOT/TAC due: 5/21/21
- N. Contract negotiations end: 6/7/21
- O. Staff memo due for BOT meeting: 6/8/21
- P. Board of Trustees approval of consulting contract: 6/22/21
- Q. Consulting work on Comp Plan commences: 7/2021
- R. Work milestones to be determined in scope of work of RFP
- S. Plan Adoption 12/2022-1/2023

2. Communications Audit

Objective: Develop specific communications objectives; determine if interested parties are getting the information and messages they want and we intend; identify which strategies, methods, media, and tactics are most effective; develop and implement action plan to achieve measurable results.

Team Lead: Gabi

Deliverables:

- A. Determine scope and target audiences: 2/16/21
- B. Collect and evaluate past communications: 3/1/21
- C. Conduct surveys and other methods to collect insights from target audiences. This involves running surveys for internal and external audiences, with each survey running for about a month: 3/15/21
- D. Evaluate results and identify improvements: 4/15/21
- E. Approve improvement action plan and begin implementation: 4/30/21

3. Diversity, Equity and Inclusion Action Plan

Objective: Staff will support the DEI Advisory Board to identify clear DEI goals, objectives and an action plan for achieving those. Once the DEI Advisory Board's desired outcomes are clear, then staff will work with the Advisory Board to determine what staffing and other resources are needed to support that work.

Team Lead: Malcolm/Alicia

Deliverables:

- A. Engage consultant to assist the DEIAB determining high impact areas to focus on and, if necessary, draft an RFP for consulting assistance to develop a Master Plan. 2/01/21
- B. Consultant assists DEI AB with selection of mission/goals anchored in data points. 2/4/2021
- C. Consultant assists DEI AB with developing recommendations on initial strategies. 3/15/2021
- D. Consultant assists DEI AB with finalizing strategy and associated roadmap (an overarching DEI Plan) to ensure that barriers to inclusion continue to decrease, while internal awareness, knowledge and skills continue to increase. 5/1/21
- E. Staff works with DEI AB to determine staffing and other resources required to implement the DEI Plan and request supplemental funding as needed. 6/1 2021
- F. Begin execution of DEI Plan. 7/1/2021-12/30/2021

4. Continue active support for businesses to overcome COVID impacts

Objective: Provide and/or connect as many resources as possible to the business community to mitigate the impacts of COVID 19.

Team Lead: Ben

Deliverables: The Boulder County 5 Star Program will be receiving applications by February 1st. The Economic Development Partners are meeting every two weeks to coordinate communication strategies of additional resources. This will be an ongoing implementation strategy that will continue until the Pandemic has concluded.

- A. 5 Star program operational in Erie by 2/15/21

5. UDC Update: Development & Design Stds, Parks & OS, Sign Code, Review Process

Objective: Complete work updating the Unified Development Code that was commenced in 2020. This Phase 2 work will include Chapter 4, 6, 9, 11 and 13, as well as new Design Standards for incorporation into a revised UDC. Includes continued engagement with stakeholders.

Team Lead: Fred

Deliverables:

- A. Sign contract with Consultant for Phase 2 work: 2/15/21
- B. Engage Stakeholders in review of draft changes: On-going
- C. Present draft Phase 2 updates to PC in August 2021
- D. Present Draft Phase 2 update to BOT in Study Session: September date TBD
- E. Adopt Phase 2 UDC Changes October 2021 :
- F. Adopt combined Phase 1 and Phase 2 changes November 2021

6. Sustainability Plan: Green Bus/HOA Certs, Streetlights, SolSmart Eval, EV Chargers

Objective: Continue actionable sustainability efforts supported by the community and in line with the Sustainability Master Plan.

Team Lead: Todd

Deliverables:

- A. Ongoing: Monthly meetings with Boulder County, PACE, Chamber, SAB on Green Business HOA engagement. Program is voluntary. Continue engagement efforts.
- B. Q2: Create Strategy with Engineering on new development streetlight standards and implementation, Streetlight Rate Case with Xcel completion, Work with Various departments to develop incentives for SolSmart, Install EV Chargers at ECC & Town Hall, establish rate for charging Town-wide.
- C. Q3: Streetlights – Tanko engage Xcel and United to negotiate acquisitions after resolution of Rate Case, Update Energy Action plan with Partners in Energy (PIE)
- D. Q4: EV charger install at Erie Community Park, Solsmart certification completion
- E. Implementation: Ongoing

7. Start Town Center: peel, sites, other actions to get development momentum

Objective: The target dates below are staff's anticipated time frame for the Final Design of the North and South Roundabouts for Town Center. Once the Final Designs are completed, the Town will post for bids on the north roundabout. The Town will target start of construction of the north roundabout in Q4 of 2021. Residential development is in various stages of the application process throughout the Town Center with the intent to see horizontal infrastructure installation to occur within the following developments by the end of 2021: Erie Commons, Four Corners LLC, Ranchwood.

Team Lead: Malcolm/Ben/Fred/Todd/David

Deliverables (Target Dates for Final Design):

- A. Release RFP: 2/16/2021
- B. Pre-Proposal Meeting: 2/23/2021
- C. RFP Due: 3/6/2021
- D. BOT Award: 3/23/2021
- E. Complete Design: 9/23/2021

8. Evaluate software Town-wide, including integrated permitting/land use info

Objective: As a result of the prior work to evaluate the existing EnerGov software being used by multiple departments to process building permits, planning applications, and financial relationships, staff determined we needed to form an Innovation and Technology Committee lead by an I.T. department staff member to evaluate software needs on a town-wide basis.

Team Lead: Fred/Stefanie/Denise

Deliverables:

- A. Ongoing: The Innovation and Technology Committee meets monthly to review information presented to the committee by multiple departments regarding software needs.
- B. Committee members: The Information and Technology committee is comprised of staff from all departments within the town.
- C. Committee recommendation: The committee will make evaluations and suggestions for technology solutions based on issues identified by the committee.
- D. Implementation: One of the primary questions being addressed by the committee are software options available to improve the integration of information between Building, Planning, Engineering, Public Works, Parks and Finance departments. The committee will develop a recommendation for possible software options and costs which will be presented to the Board of Trustees. Target Q3 2021.

9. Complete Nine Mile Lowe's and MF, and support Lafayette Development Parcel

Objective: Create a high-quality retail destination and multi-family housing option in Erie and Lafayette. Construction of the Outlook at Nine Mile Multi-Family site, the Lowe's commercial site, and the major infrastructure improvements are targeting a completion by the end of 2021. There are also three other pad sites (the Shops, Circle K, and Taco Bell) that are targeting land development approval and start of construction in 2021. TEBO development objective: Have an approved site plan by the end of 2021.

Team Lead: Ben

Deliverables:

- A. Multi-Family ground breaking Q1
- B. Lowes Ground Breaking Q2-Q3
- C. Erie Water Tank and TEBO Land Swap Resolution Q2
- D. Taco Bell and Shops at Nine Mile Ground Breaking Q4
- E. Circle K Ground Breaking Q1 2022

10. Police Directives Task Force

Objective: Complete review of all Erie Police Department Directives to ensure there is no bias.

Team Lead: Kim

Deliverables:

- A. Formed Task Force (TF): 8/11/20
- B. TF Meetings: Twice monthly starting 8/13/20 - Current; TF Meets on the 2nd and 4th Thursdays from 1900-2100 hours
- C. Presentations to BOT: Quarterly beginning 9/22/20 - Current
- D. Implement: Ongoing changes to Directives are implemented quickly and provided to Department members and placed on our web-page; changes are retained and highlighted for the TF for their final BOT report.
- E. Final: Wrap up should be around 8/26/21 or earlier. The BOT will be fully briefed at the 9/14/21 BOT (if the work has been completed.)

11. Affordable housing: Inclusionary housing ordinance

Objective: Diverse and affordable housing contributes to community vitality and economic development, helps promote family stability, improves environmental outcomes, and increases public safety. The Boulder County Regional Housing Partnership, which Erie joined in 2020, set the goal of ensuring 12% of the housing inventory will be permanently affordable to low, moderate, and middle-income households by 2035. To help achieve this goal, other municipalities in the Partnership have adopted inclusionary housing ordinances to require new development to include a minimum percentage of affordable housing. Staff will compile the policies used by other jurisdictions, conduct community engagement with developers and the community at large on the different approaches, identify the most effective approach with the strongest support, and bring a proposal to the Board of Trustees for consideration.

Team Lead: Malcolm

Deliverables:

- A. Review with other jurisdictions the policies they have used successfully, how they secured developer and community buy-in, and compile information to inform the community engagement. Q1
- B. Conduct community engagement on information from Item A. Q2
- C. Convene Stakeholder group to evaluate options and refine a proposal for BoT consideration. Q3
- D. Present proposed ordinance to BoT for consideration. Q4

12. I-25 Development Plan B

Objective: Establish the Town owned I-25 site as “Shovel Ready” as defined by XCEL energy’s certified site program. Clear implementation strategy with timelines and deliverables in partnership with Colorado Development Group.

Team Lead: Ben

Deliverables:

- A. Geotechnical Study. Q1
- B. Aerial site views and maps, utility service maps, site dimensions and configurations, FEMA flood plain designation maps, wetlands delineation maps. Q2
- C. Archeological and historic use agreements, Park Covenants and restrictions. Q3
- D. Surface use agreements, Public-private partnership agreement. Q4

13. Home Rule Charter Commission/Home Rule Charter election (Multi-Year Issue)

Objective: To ensure a November 2021 Home Rule Charter election to form a Charter Commission that would draft the proposed Charter for Erie voters to consider:

Team Lead: Malcolm/DTA

Deliverables:

- A. February-July 2021: Community engagement on what Home Rule means and inform the electorate to get interested candidates to run for the Home Rule Commission
- B. August 10, 2021: BoT calls for election to form a Charter Commission and vote on commissioners
- C. September 2021: Within 30 days of notice of election, Commission candidates must file nomination petitions

- D. November 2, 2021: Electors vote on (1) whether to pursue Home Rule; and (2) elect commissioners to serve on the Charter Commission if voters approve pursuing Home Rule
- E. December 2021: If voters approve (1) and (2), Charter Commission must have first meeting within 20 days of election being certified. The first meeting is set by Board of Trustees, after that, the Commission meets as needed at meetings set by the chair or a majority of the commission. The Commission elects its own officers and adopts rules of procedures
- F. December 2021-May 2022: Charter Commission develops proposed Charter, conducts public hearing(s) and submits proposed charter to Board of Trustees. Should have a public comment period at the beginning of each meeting as well as at least two formal public hearings, to give opportunities to comment on proposals as the draft Charter is being developed. State law requires the Commission to submit the proposed charter to the Board within 180 days after election of the Commission (May 1, 2022)
- G. May 2022: Within 30 days of receiving proposed charter, the Board of Trustees must publish notice of and call an election on the proposed charter. The election must be held not less than 30 days nor more than 185 days after publication of the notice of the election (If published on May 24, then having the election on General Election day (November 8, 2022) would be 168 days after publication.
- H. June-October 2022: Community engagement on proposed charter
- I. November 8, 2022: Election on proposed charter 2/15/21

14. Trash, recycling, and composting Action Plan (4)

Objective: Develop a waste reduction, reuse, and diversion Action Plan to be adopted incrementally in a way that achieves Board Priorities and Sustainability Master Plan Priorities and Targets.

Team Lead: Todd

Deliverables:

- A. Sign IGA with CDPHE to release funds: 2/23/21
- B. Release RFP for Consultants: 3/15/21
- C. Select Consultants for Policy & Community Engagement: 4/30/21
- D. Preliminary Draft Plan: 7/30/21
- E. Board Adopts Plan: 9/21/21
- F. Report, Evaluate, & Budget Implementation: 10/1/21

15. Oil and gas policy (Updates BoT may want after 11/10 Actions) Reverse Setbacks

Objective: Develop regulations for reverse setbacks from Oil and Gas facilities.

Team Lead: Fred

Deliverables:

- A. Initiate review of options for reverse setbacks with town attorney and Oil and Gas attorney (Barb Green) at study session: Q2
- B. Develop proposed setbacks based on Study Session outcomes: Q3
- C. Conduct public outreach and review of options: Q3/Q4
- D. Adopt new regulations: Q4

16. Development Review and Building Fees Update

Objective: To present the Board of Trustees with a comparison of both the land development fees and building permits currently charged by the Town of Erie with other communities in the area.

Team Lead: Fred

Deliverables:

- A. Present preliminary comparison to the Board of Trustees Determine: 1/26/21
- B. Based on feedback received 1/26, provide additional information for land use fees to include the communities of Frederick and Dacono: Study Session 3/21
- C. Implement any adjustments to land use fee as determined by 3/21 study session discussion
- D. Staff to determine how to Implement building permit valuation using Aug. 2012 ICC as recommended by the BOT on 1/26: Q1

17. Long Range Facilities Master Plan

Objective: Develop a long-range facilities plan that aligns future staffing, post-COVID operations and facility usage, departmental and public needs as well as staying ahead of growth-related facility expansion needs.

Team Lead: Todd

Deliverables:

- A. Determine Needs: Q1
- B. Review Draft Report & Finalize: Q2
- C. Budget Preparation and Adoption : Q3
- D. Implementation of Adopted Plan: 2022-2025

18. Expand parks and open space; update older parks

Objective: – Continue acquiring new park and open space lands through the development process or through purchase, while maintaining and/or replacing older park resources

Team Lead: Patrick

Deliverables:

- A. Transition 10 acres of future neighborhood park land in the Compass development to Town ownership and maintenance; establish a community engagement timeline for potential park design by March 31
- B. Replace the outdated playground equipment at County Fields Neighborhood Park, present a construction agreement to the Board on April 27
- C. Coordinate with Public Works and Engineering to finalize expanded parking infrastructure plan and budget for the Erie Disc Golf Course, prepare presentation to Board on May 25
- D. Complete construction of Erie Community Park – Final Phase and open to the public by end of year; present agreement to the Board of Trustees by March 23

19. Broadband Action Plan

Objective: Complete an action plan detailing how to improve the current Broadband in Erie.

Team Lead: Denise

Deliverables:

- A. Draft questions to Amber for Community Survey. Add broadband to the easements in the UDC. Q1
- B. Research the cost of creating Public-Private Partnerships, Middle Mile, 5G, Survey Carriers of the signal saturation. Q1- Q2
- C. Evaluate Community response and evaluate data: Q3
- D. Obtain direction from BOT based on findings Q3
- E. Implement 2022 - 2023

20. Impact Fee Study (update classifications)

Objective: Complete an update to the October 2016 Tone of Erie Impact Fee Study.

Team Lead: Fred/Stefanie/Ben

Deliverables:

- A. Enter into agreement with TishlerBise to update current Impact Fee Study: Q1 - Completed
- B. Recommendations to be made by consultant: Q2
- C. Implement proposed changes to Impact Fee study: Q2

21. Recreational biking opportunity improvements throughout the community including at Erie Singletrack

Objective: Continue construction and maintenance to buildout and maintain Erie's trail infrastructure

Team Lead: Patrick

Deliverables:

- A. Finalize plan with the Sunset development to expand Erie Singletrack footprint by 3-acers using a portion of their parkland dedication Q4
- B. Install next phase of wayfinding signage and fencing at Erie Singletrack Q1
- C. Complete 2021 singletrack trail restoration project Q1
- D. Coordinate with Public Works to construct 10-foot concrete trail along Arapaho Road Q4

22. Town Events strategic plan

Objective: Establish Standard Operation Procedures for Town Events and Events Sponsored by the Town.

Team Lead: Ben

Deliverables:

- A. Establish a comprehensive Town Events Schedule. Build a communication bridge between economic development partners, Parks and Recreation, and Communications department. Ben Pratt, Lucas Workman, Levi Moser, Brandon Grasmick will confirm the 2021 events calendar is up to date and promoted through communications channels. Beginning of Q1
- B. Special events communication work group is comprised of Ben Pratt, Lucas Workman, Levi Moser, Brandon Grasmick, Gabi Rae, Amber Luttrell. This group will create a communications protocols document that clearly state accountability checks and balances for any event that is marketing the Town of Erie as a sponsor. This includes

standard operating procedures for when an event is changed or cancelled due to weather. This work group will meet with the Erie Chamber, Downtown Erie Business Association, Erie Economic Development Council to review the draft communication protocols document and confirm SOPs which will be adopted by all parties by the end of Q1.

23. Public transit advocacy

Objective: Advocate for better public transit service for Erie by coordinating with NATA and Commuting Solutions, Boulder and Weld Counties, RTD, DRCOG, CDOT, and others to (1) preserve existing bus service in Erie (the JUMP, L/LX and LXS routes); (2) increase the number of routes and service frequency to better serve the growing Town; (3) maintain pressure on RTD to extend North Metro commuter rail service to the Town's I-25 property, and (4) explore with surrounding jurisdictions the possibility of a new transportation district or other alternatives to RTD to improve transit service in the area. This is an ongoing effort and, given the current pandemic budget impact on RTD, CDOT and others, will likely not see much visible progress in 2021, but we will keep advocating in multiple ways and venues for better transit in Erie!

Team Lead: Malcolm

Deliverables:

- A. Maintain membership in NATA and continue to serve on NATA's Strategic Planning Committee. Q1-Q4
- B. Attend and advocate for Erie at all NATA and Commuting Solutions Meetings, while continuing to maintain positive relationships with all regional partners. Q1-Q4
- C. Work with NATA and regional partners to keep the Hwy 7 BRT project moving. Q1-Q4
- D. Secure a meeting with RTD's new GM/CEO to help her understand Erie is in a relative transit desert and that Nederland, with a population of 1,547, has better RTD bus service than Erie with a population of 30,000 and that RTD needs to do better for Erie. Q2
- E. Secure a meeting with DRCOG's Executive Director and explain the same as in B above. Q3
- F. Ensure that RTD bus access is improved as part of the Nine Mile development. Q1-Q4

24. Advisory Board Reports (PC, HPAB, OSTAB, SAB, TAB, DEIAB, AEDAB, BoA)

Objective: Honor and maintain an effective connection with the Town's 8 advisory Boards.

Team Lead: Heidi and Advisory Board Staff Liaisons

Deliverables:

- A. Advisory Board Presentations to BoT regarding previous year accomplishments and proposed action plan issues for this year. Q1
- B. Ask Advisory Boards to submit budget requests for next fiscal year. July
- C. Letters to all Advisory Board members thanking them for their service. Q2
- D. Prepare Advisory Board Handbook for all AB members, staff liaisons and BoT liaisons, to help with onboarding new members and informing them of operating requirements such as Open Meetings, IT policies, Budget Process, Purchasing, and effective coordination with Town staff (and that directing staff is not permitted). Q3

25. Evaluate pros and cons of allowing marijuana sales in Erie

Objective: Research and provide updated economic, financial, and public safety data regarding marijuana sales in the Town of Erie.

Team Lead: Ben/Kim/Victoria with Candice

Deliverables:

- A. Provide: Presentation to BOT - 2/16/21
- B. Prepare: Draft questions to Amber for 2021 Community Survey - 2/26/21
- C. Evaluate: Community response and evaluate data - Early Fall 21
- D. Confer: Obtain direction from BOT based on Community response - Fall 21
- E. Implement: If green light, proceed and implement - May 22

26. Metro District Review Policy

Objective: A policy establishing the criteria, guidelines and processes to be followed by the Board of Trustees and Town staff in considering and by applicants in submitting to the Town service plans for the organization of special districts or amendments to those plans.

Team Lead: Malcolm

Deliverables:

- A. Convene stakeholder's group to review draft policy. Q2
- B. Review and revised draft policy. Q3
- C. Present revised draft policy to BoT for consideration. Q4

27. Food Truck Policy

Objective: Develop a policy and any ordinances need to allow and regulate the operation of Food Truck Vendors within the town.

Team Lead: Fred

Deliverables:

- A. Present examples of polices and regulations to be considered at study session: Q2
- B. Prepare any resolutions or ordinances as may be needed for implementation of recommendations: Q2

28. Golf Car Access to Trails and Streets

Objective: Determine the viability for the legal use of golf cars throughout the Town of Erie

Team Lead: Kim/Todd/Patrick

Deliverables:

- A. Designate Team Members from EPD, PW and Parks: 11/30/20
- B. Collect Data and Research Streets w/35MPH Zone: 2/2/19
- C. BOT Presentation at Study Session/Evaluate Viability Moving Forward: 4/20/21
- D. Present Ordinance to BOT: 5/25/21
- E. Provide Huge Education Blitz: 5/28/19 - 6/11/21
- F. Implement: 6/14/21

29. Start and complete Coal Creek Park sooner than 2023

Objective: Present a timeline, budget proposal and potential construction phasing plan for Board consideration to begin construction on Coal Creek Park

Team Lead: Patrick

Deliverables:

- A. Conduct pricing analysis based on previously approved construction documents, complete February 26
- B. Present findings, budget proposal and potential construction phasing plan to Board Q2
- C. Pending Board approval, start construction in Q4

30. Add Energy Audit and Energy generation to sustainability actions

Objective: Develop a near and long-term plan starting with Town facilities and extending to the entire community. In a parallel path, continue to identify quick-wins utilizing innovative solutions at Town-controlled locations and otherwise energy neutral or energy-negative locations.

Team Lead: Todd

Deliverables:

- A. Q2: Identify Brownfield to Solar locations, provide letter of intent to engage in State approved Energy Performance Contract for Town Facilities
- B. Q3 -4: Audit Town facilities, final report
- C. 2022: Community –wide energy evaluation, identify timeline for community-wide biosolids distribution, begin evaluation of NWRf Reservoir Solarfield
- D. Implementation: 2020 – Ongoing

31. Make Vote Cast and E-Comment Operational

Objective: Develop greater community participation for BoT meetings

Team Lead: Heidi

Deliverables:

- A. E-Comment - Final meetings with IT and Communications to develop public tutorial, Press release announcement and Engagement Marketing 3/1/21
Go live for 3/9/21 Meeting
- B. Speak-Up option not recommended during use of virtual meetings platform and with public comment system already being used.
- C. Vote-cast- More information to be gathered to create workable solution while holding virtual meetings