

CASTLE PINES JOURNEY TO COMMUNITY EXCELLENCE APPLICATION

July 15, 2021

Community Profile

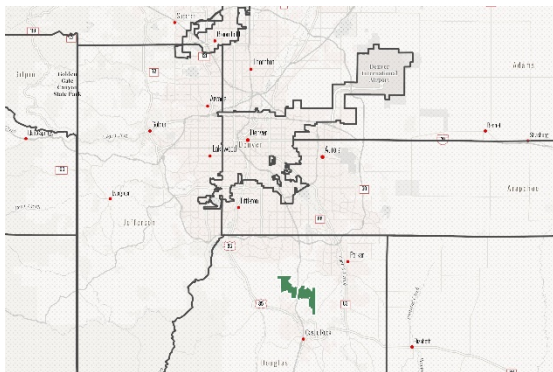
P.1 – Community Description: What are your community’s key characteristics?

P.1a (1) – Community Definition and IDENTITY

What geographic area is included in your community? What are your community’s population and growth compared with that of other communities locally, regionally, or nationally? What is your COMMUNITY IDENTITY?

The map below (MAP 1.1) illustrates the location of Castle Pines (shown in green) in relation to other major Colorado and counties, including Denver and the surrounding metropolitan area.

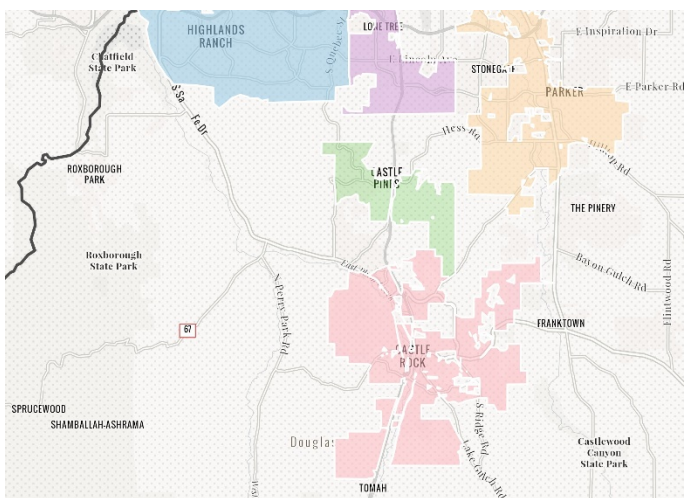
MAP 1.1: MAP OF CASTLE PINES, COLORADO AND COUNTIES IN PROXIMITY¹



The City of Castle Pines formally incorporated in 2008 and is one of Colorado’s youngest municipalities. The community encompasses a total of nine (9) square miles, with approximately half of the city limits annexed in 2009. Interstate-25 (I-25) is a physical boundary, dividing the city in half, as well as a cultural boundary. The recently annexed east part of the city is undergoing major residential and commercial development, while the west side is largely residential with little commercial activity, and relies on infrastructure originally built in the 1980s.

The map below (MAP 1.2) depicts the city’s current boundaries (shown in green) with surrounding municipalities.

MAP 1.2: MAP OF CASTLE PINES BOUNDARY WITH SURROUNDING MUNICIPALITIES²



Compared to surrounding communities in the south Denver metro area, Castle Pines’ current population is relatively small at around 12,000. There are four other municipalities and multiple Census Designated Places (CDP) in Douglas County whose populations range from ~14,000 (Lone Tree) to ~62,000 (Castle Rock). The growth that Castle Pines is experiencing is different than large urban centers, such as Denver and Colorado Springs, but there will be a large increase in population as the city doubles – if not triples – in size. This population increase is due to 5,000 new units in developments on the land annexed in 2009. At full buildout, Castle Pines is expected to have approximately 30,000 residents.

¹ Map created from ArcGIS Online, an Esri product

² Map created from ArcGIS Online, an Esri product

On a national scale, it is difficult to determine similar municipalities since Castle Pines is in a unique place concerning the nature and pace of its growth. This research to identify peer communities is a high priority for the City as a governing body, but for our community excellence group as well.

Castle Pines's identity is primarily a bedroom community to Denver. The draw of the metropolitan area is evident in how many Castle Pines residents commute to and from the city for work and entertainment. The proximity of the Rocky Mountains also prompts residents to drive west for a variety of recreation opportunities such as trails and ski resorts. This identity is shifting as more residents move to the city and advocate for amenities and services to compliment the residential base.

One of the major challenges and opportunities for Castle Pines is there is no city center, thriving business district, sense of place, or other element that clearly demonstrates the brand of Castle Pines. Some elements of the existing community identity are residents' above-average income and education levels, as well as the aesthetics and design of neighborhoods. Castle Pines is also very family-oriented and appeals to this demographic more than any other, due to the highly-ranked elementary schools in the community, low rate of crime, and ample outdoor recreation opportunities.

P.1a (2) – Community Offerings

What are your community's KEY offerings to its resident and other CUSTOMER groups (see P.1a[3]) in the areas of health, education, the economy, and quality of life)? What is the relative importance of these offerings to your community's well-being? What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, and natural resources) support your community's KEY offerings?

In the realm of healthcare, Castle Pines contains multiple medical practices and one UrgentCare facility, with two major hospitals in close proximity to the community. There are four elementary schools within city limits, with a new dedicated site for middle and high school facilities on the east side of the city. Surrounding quality of life, Castle Pines residents have ample recreation opportunities available, with many trails and parks within the city's boundaries and easy access to other recreational amenities. The city also has an excellent relationship with local law enforcement and fire services, so residents do not struggle with poor response times or a lack of public safety resources.

The relative importance of these key offerings to the community's well-being strongly influences why people live in Castle Pines. Though the primary customers in Castle Pines are its residents, we are also working hard to appeal to other customer groups, such as visitors and new businesses. Our economic offerings are sparse, but there are many efforts in the works to spur development and improve economic vitality. One major advantage that the city has, in terms of housing, is a multitude of units in development for new residents. Another advantage in the new developments is the availability of multi-family housing – apartments, condominiums, townhomes, etc. The city has traditionally been a place for mostly upper-echelon, single-family homes, so these new products provide opportunities for other demographics – such as younger adults/professionals – to live in Castle Pines.

As previously mentioned, Castle Pines has a multitude of indoor and outdoor recreation opportunities. The city has multiple parks as well as trails and open space, with new developments expected and required to have ample land dedicated to these uses. The City has a Parks and Recreation Comprehensive Plan as well as a Trails Master Plan to strategize and plan for future recreational offerings.

P.1a (3) – Residents, Other CUSTOMERS, and STAKEHOLDERS

What are your community's KEY resident groups, other CUSTOMER groups, and STAKEHOLDER groups? What are their KEY requirements and expectations of your community? What are the differences in requirements and expectations among resident groups, other CUSTOMER groups, and STAKEHOLDER groups?

Castle Pines’ population is largely comprised of upper- to middle-class suburban families. Most residents are well-educated, middle-aged, affluent homeowners with largely conservative ideals. The table below (TABLE 1.1) illustrates the demographics of Castle Pines.

TABLE 1.1: CASTLE PINES DEMOGRAPHICS – 2021³

Total Population	12,271
Population by Race/Ethnicity: White	89.1%
Median Home Value	\$743,592
Median Household Income	\$163,469
Average Household Income	\$208,890
Per Capita Income	\$70,059
Median Age	40.8
Population by Educational Attainment: Bachelor’s Degree or higher	72.5%

As with any developing community, various stakeholders are drawn to Castle Pines based on the area’s potential. Consequently, our largest and most important stakeholders include landowners, developers, and home builders. Additionally, we do consider families and working individuals from outside of the community as part of other key customer groups. Though there are not as many individuals in this group – an estimated 25% of the total population – we still strive to take their perspective into account.

Many residents have a strong desire to preserve a “small town feel”, but this is in direct conflict with the amount of growth the community is anticipating. This presents a unique opportunity for increased development outside of just residential to preserve the “small town feel” and provide more services and amenities to residents.

Aligning our vision and community development goals with resident, customer, and stakeholder groups’ requirements and expectations will allow us to foster a thriving and well-recognized community – locally, regionally, statewide, and beyond. There is a clear and articulate need to identify various community groups and segments, given the rapid rate at which the city is growing and changing.

P.1a (4) – People Resources

What KEY community organizations, groups, and SEGMENTS are involved in delivering your community’s KEY offerings? What recent changes has the community experienced in its needs for these organizations, groups, and SEGMENTS? Who are the formal and informal COMMUNITY LEADERS that represent KEY organizations, groups, and SEGMENTS?

Considering that our community has a small municipal government, the most important community group tasked with delivering key offerings is ourselves as City staff. In addition, our City Council, Planning and Zoning Commission/Board of Adjustment and Appeals, and newly created Parks and Recreation Advisory Board are important groups that make decisions that impact the community.

An obvious, recent community change is Castle Pines’ transition from statutory to home rule status. Our formal and informal leaders are familiar with this Home Rule Charter and what it means for each customer group, which was clearly communicated from the beginning. We want to continue to emphasize home rule benefits that will have future positive effects for customer groups. For example, one advantage is our increased sales tax revenue for the

³ Data courtesy of Esri Business Analyst Online – report run July 15, 2021

community. Becoming home rule allowed the City to self-collect this sales tax, but many other benefits exist in terms of autonomy from state regulations and flexibility to approve ordinances unique to Castle Pines.

While City Staff, Council, and its advisory boards are more formal leaders in the community, we consider informal leaders to be groups such as home builders, HOA leadership boards, as well as the local Chamber of Commerce, to name a few. We are also mindful of leaders in the community that do not hold a title at all – parents that have elementary-age children or residents with active social media presence. These informal leaders are equally influential in gathering input from stakeholders and incorporating requests into improvements to community offerings.

P.1a (5) – Regulatory Environment

What are the KEY aspects of the regulatory environment under which your community operates?

A few organizations that aid our community include the partners mentioned below in P.1b (5) – the Chamber of Commerce, home builders and developers, schools, law enforcement and public safety, and local newspaper. Th City has a unique opportunity to apply for various grants that other organizations do not qualify for on behalf of the community. These grants can add supplemental funds that will encourage the growth and development of our community. In applying for these grants, we are also mindful of how best to disperse the allotted funds to meet the requirements and expectations of our customers, residents, and stakeholders.

Within Castle Pines, the community social media website NextDoor has the potential to restrain progress. Individuals post complaints or questions regarding community projects, as opposed to contacting their Council representative to address concerns. We recognize that working with these individuals and groups, rather than hearing of their resistance through the grapevine, is necessary to encourage growth, rather than impede it. We plan to revitalize our communication strategy by improving our monthly newsletter and employing new tactics such as a video series and increased social media presence.

P.1b (1) – MISSION, VISION, and VALUES

Why have you formed a community excellence group? What are the group's stated MISSION, VISION, and VALUES?

We have formed a community excellence group as a support system to propel us forward as we define ourselves as a premier Colorado community. We are currently working on defining our Mission, Vision, and Values, and will continue to use the support system and input provided by other COE cohort members as we draft and adopt these statements.

Our community excellence group currently consists of the City of Castle Pines representatives, the Chamber of Commerce, the local newspaper, resident members, business and development community groups, county officials, and others as we continue through the Learning Collaborative and determine what voices are missing and need to be included.

As we continue to develop our community excellence group, we will gather input on what our stated mission, vision, and values will look like. To put our mission in simple terms, our group is attempting to accomplish an understanding of what systems are in place that influence specific outcomes, and what we can do to amend and improve these to increase the quality of life in Castle Pines. Our vision and values will be better articulated as the community excellence group collaborates.

P.1b (2) – Composition

What KEY people, organizations, and groups (see P.1a[4]) are involved in your community excellence group? What are the KEY drivers that engage them in achieving your group's MISSION and VISION? What is the BACKBONE ORGANIZATION, if your group includes one?

Key community organizations involved in our community excellence group include the Chamber of Commerce, local school district, and multiple community HOAs. Additionally, home builders and business owners in the area play a vital role in the success of our community excellence group, since their construction and roles in the community continue to increase the area's population. The importance of developing and maintaining a sense of community, especially as a growing city, is one of the key drivers for these groups. We can highlight this concept as we draft mission, vision, and values statements.

The backbone organization of this community excellence group is the City of Castle Pines government. This includes our City Manager, Michael Penny, as well as our Management Analyst, Megan Palizzi. Each City department offers different avenues with which we can connect with the different key organizations that support our community.

P.1b (3) – LEADERSHIP SYSTEM

What LEADERSHIP SYSTEM does your community excellence group use to lead its community excellence efforts?

As we are still in the developing stages of defining our community excellence group, our leadership system consists of a few members of City staff. These include our City Manager, Michael Penny, and our Management Analyst, Megan Palizzi. We have representatives from multiple sectors of the community committed to actively participating and recruiting new individuals to join our efforts. Each member of our community excellence group has equal authority and there is no formal hierarchy among the group.

Although our leadership system is small, this presents a clear advantage of high accountability in the group. In addition to reporting to one another during monthly meetings, our backbone organization of the City provides regular internal updates to other staff in order to brainstorm and collaborate on future action.

P.1b (4) – Programs and Services

What programs and services are offered through the efforts of your community excellence group?

The City government is responsible for many of the community programs and services such as street maintenance, parks and recreation, municipal court, land use and zoning, and other basic operations. Other members of the community excellence group and their organizations provide business opportunities for the community, development services, youth and older adult programs, water and utility maintenance, and other community amenities. As our community excellence group continues to evolve, we will work to coordinate efforts and collaborate on our existing and planned programs and services to ensure efficiency and an excellent resident experience.

P.1b (5) – Suppliers, PARTNERS, and COLLABORATORS

What KEY suppliers, PARTNERS, and COLLABORATORS support your community excellence group? What role do they play in its WORK SYSTEMS, especially in producing and delivering its programs and services?

The main suppliers in Castle Pines are the City government and metropolitan district, which provide essential services to the community such as street maintenance and utilities. Many of the other organizations and groups within the city are classified as partners – the Chamber of Commerce, home builders and developers, schools, law enforcement and public safety, library, local newspaper – and collaborators include the County government, Colorado state agencies, and surrounding communities in the immediate vicinity.

P.2 – Community Situation: What is your community's strategic situation?

P.2a (1) – Competitive Position

With regard to its KEY offerings, what is your community's competitive position relative to similar or nearby communities? What other communities are your community's KEY competitors?

Many of the communities similar to Castle Pines are also in close geographic proximity – the cities and towns immediately north, south, and east of Castle Pines include Lone Tree, Castle Rock, and Parker. When we examine the best practices of other communities, these are often the places we look to for guidance and collaboration. Castle Pines is not in a high position in relation to our competitors because of the draw of other established communities' offerings. Outside of the immediate surrounding competitors, Castle Pines competes with other areas in the Denver metro region for a variety of the same offerings.

These communities mentioned are our competitors in relation to many offerings, including employment, shopping and dining, education, and other community amenities such as recreation. As Castle Pines is a very young community, many people leave the city for work, entertainment, etc. and often do not come from outside the city limits for these things. As the community grows and evolves, we want to increase our community offerings to encourage people to not only build homes here, but also patronize local businesses and invest in their home community.

P.2a (2) – Competitiveness Changes

What KEY changes, if any, are affecting your community's competitive situation, including changes that create opportunities for INNOVATION and collaboration for your community excellence group, as appropriate?

One of the most influential changes that Castle Pines is facing relating to our competitive situation is the annexation of land on the southwest and east sides of I-25, which will essentially triple the current population at full build-out. There are already some new residents living in these recently annexed and developed areas, so this change has presented challenges in terms of understanding new residents' needs while also satisfying the expectations of residents that have been here prior to formal incorporation. This impacts our competitive situation because we want to attract new residents, businesses, and visitors to come to Castle Pines, but we also recognize that development must be intentional and conscientious of the existing population.

Although the changes mentioned have brought forth unique challenges, our community excellence group is in a ripe place to collaborate internally as well as with other external partners to understand effective approaches to problem-solving. As we grow our community excellence group in terms of members and participation from new entities, their feedback and input will be valuable as we gain a full understanding of what Castle Pines has to offer, but also what it lacks and how we can work to bridge those gaps to make our community better.

P.2a (3) – Comparative Data

What KEY sources of comparative and competitive data about your community are available to your community excellence group? What limitations, if any, affect the ability to obtain or use these data?

There are many sources to gather data on Castle Pines as they relate to a variety of indicators – health, educational, economic, quality of life, etc. The county government and other quasi-governmental organizations have data available, but one of the obstacles to accessing this data is the fact that there are many sources, and it is often a longer process to obtain data from these sources. There are also limitations on which individuals can access the data if they are not members to the ownership organization. Another obstacle exists in the number of individual programs and their assessment criteria, since there are no common, shared standards or metrics.

P.2b (1) – CORE COMPETENCIES

What are your community's CORE COMPETENCIES? What are your community excellence group's CORE COMPETENCIES, and what is their relationship to its MISSION?

Castle Pines has many community assets that benefit our residents, businesses, visitors, developers, and other groups within our boundaries. Our community has ample recreation opportunities, highly-rated public safety and first

responders, physical land for development to occur – both residential and commercial – and other elements that influence the high quality of life within our community.

As our community excellence group continues to evolve, we are still determining and learning what our core competencies are. As we draft and articulate a formal mission, we want to ensure that we keep in mind the multiple perspectives that each representative brings to the table in order to paint a holistic picture of our goals and objectives. Currently, one of the core competencies of our community excellence group is our ability to be nimble and adaptable as we are a relatively small team right now. We will work to maintain this agility as our efforts grow to involve new partners and brand Castle Pines as an excellent community.

P.2b (2) – Challenges and Advantages

What are your community's key STRATEGIC CHALLENGES and ADVANTAGES? HOW do these challenges and advantages relate to your community excellence group's MISSION and VISION?

Relative to the changes mentioned above in terms of population increase and new residents, one of the greatest challenges that Castle Pines is facing is the need for a united community. I-25 bifurcates the city neatly in half, so there already exists a physical east-side versus west-side divide. We want to avoid this division as much as possible by framing the community as one whole instead of two halves, so that residents feel they belong to the whole community instead of one part of it. The main challenge that the current, legacy side of the city faces is the lack of new amenities such as roads and commercial development that will be brand-new on the east side of the city once fully developed. It will be imperative for us as a community excellence group to encourage and brand the entire community as Castle Pines with consistent physical cues such as signage, but also more invisible, cultural cues to avoid division of identity.

A strategic advantage that Castle Pines is experiencing also relates to the new development occurring in the community. As the Denver metro region continues to see immense growth, many people are searching for communities further into suburban areas such as Castle Pines to build lives. Our close proximity to Colorado's capitol is appealing because people can still access the amenities of a large city, but also enjoy the calmer lifestyle of the suburbs where they live permanently.

These strategic challenges and advantages are shaping the operations of our community and will heavily impact the articulation of our community excellence group's mission and vision. It will be imperative for us as the excellence group to adopt a perspective of embracing the challenges mentioned so that we can develop and instill a sense of pride in being a Castle Pines community member. These challenges may exist briefly or become long-term ones, but the more we foster a culture of resilience within our excellence group, the better results we will see in the future.

P.2c – Performance Improvement System

What are the KEY elements of the performance improvement system used by your community excellence group, including its PROCESSES for evaluating and improving key projects and PROCESSES?

Castle Pines does not currently have a formal performance improvement methodology. Our process for assessing goals and outcomes is loosely structured and often goes without debrief or discussion, but we are striving to improve by at least integrating this into our operations. In the future, we hope to adopt a methodology such as Lean, Six Sigma, or other similar tool to measure performance.