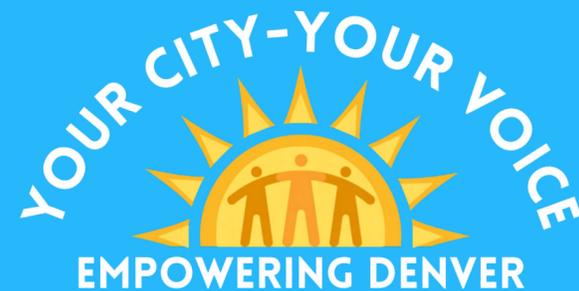


YOUR CITY - YOUR VOICE: EMPOWERING DENVER

COMMUNITY ENGAGEMENT REPORT 2026



ACKNOWLEDGEMENT & CONTRIBUTORS

This project was made possible through the collaboration and participation of many individuals and organizations. We are grateful to the partners, leaders, and community members who contributed their time, expertise, and perspectives throughout this process.

DENVER CITY COUNCIL

Denver City Council provided leadership, guidance, and support for this project. Council offices provided crucial previous research, helped shape the scope of the work, shared insights on neighborhood engagement and governance, provided analysis of the current state of Registered Neighborhood Organizations (RNOs) and city agencies, and supported dialogue with RNOs and community members. Additionally, Council offices were integral in exploring and implementing ways that all Denverites could participate in the community engagement strategies which provided much of the data for this report.



District 6 - Office of Paul Kashmann

- Council member Paul Kashmann
- Elise Bupp, Chief of Staff
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At-Large - Office of Serena Gonzales-Gutierrez

- Council member Serena Gonzales-Gutierrez
- Emily Ochoa, Senior Council Aide
- Sina Khayat Kholghy, Senior Council Aide

DENVER REGISTERED NEIGHBORHOOD ORGANIZATIONS (RNO'S) & COMMUNITY MEMBERS

We extend our sincere appreciation to the leaders and members of Denver's RNOs, as well as community members who participated in surveys, workshops, focus groups, and conversations throughout this process. Their insights, lived experiences, and perspectives were essential in helping identify key challenges, opportunities, and ideas to strengthen neighborhood representation and community engagement in Denver.



RADIAN

Radian led the facilitation, research, and development of this report. The team designed and facilitated engagement activities, conducted analysis of community feedback, and synthesized findings and recommendations to support thoughtful dialogue about the future of Registered Neighborhood Organizations.

Team Members

- Dee Dee DeVuyst, Executive Director
- Noelia Aponte-Silva, Project Manager
- Ann Dang, Project Manager



Bronco's Mascot with RNO Brochures

Photo Credit: City Council Aides

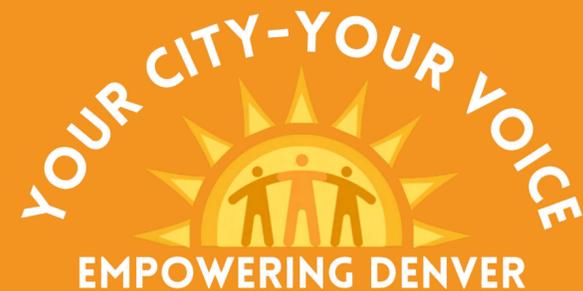
TABLE OF CONTENTS

| | | |
|-----------|--|--------------|
| 01 | OVERVIEW <ul style="list-style-type: none">• Policy Co-Design for a Responsive Framework• A Citywide, Inclusive Engagement Process• A Shared Vision for the Future | P. 4 |
| 02 | UNDERSTANDING REGISTERED NEIGHBORHOOD ORGANIZATIONS <ul style="list-style-type: none">• Existing Ordinance• Insights from Previous Research Studies | P. 8 |
| 03 | COMMUNITY OUTREACH & ENGAGEMENT APPROACH <ul style="list-style-type: none">• Engagement Across Platforms• Equity-Centered Outreach and Engagement Practices• Data Analysis Methodology | P. 16 |
| 04 | COMMUNITY PARTICIPATION <ul style="list-style-type: none">• Survey Findings• Neighborhood Engagement Workshops Insights• Registered Neighborhood Organizations Focus Groups Insights• Perspectives from City Departments & External Partners | P. 21 |
| 05 | KEY TAKEAWAYS & COMMUNITY-INFORMED CONSIDERATIONS <ul style="list-style-type: none">• Reimagining Denver Registered Neighborhood Organizations | P. 74 |
| 06 | APPENDIX: SUPPORTING DATA & REFERENCES | P. 86 |

*CLICK SECTION TITLES IN THE TABLE OF CONTENTS TO NAVIGATE THE REPORT.

OVERVIEW

- POLICY CO-DESIGN FOR A RESPONSIVE FRAMEWORK
- A CITYWIDE, INCLUSIVE ENGAGEMENT PROCESS
- A SHARED VISION FOR THE FUTURE



OVERVIEW

POLICY CO-DESIGN FOR A RESPONSIVE FRAMEWORK

Denver’s system of Registered Neighborhood Organizations (RNOs) has gone without substantive revisions since its passage into the Denver Revised Municipal Code (DRMC) in 1979. Recognizing that residents and RNOs have struggled with playing a meaningful role in their governance, this report seeks to learn what Denverites are experiencing now to provide recommendations for the future. In this report, the City and County of Denver government may be referred to simply as “the city.”

Your City Your Voice is a City Council–led policy co-design initiative focused on Denver’s RNOs and the broader relationship between the city and its residents. Policy co-design enables people affected by a policy to shape it from the beginning—moving beyond traditional feedback models so that community knowledge, lived experience, and civic insight actively inform policy development.

The initiative sought to **better understand how the RNO system functions in practice and to surface ideas for improving transparency, accessibility, accountability, and support for neighborhood participation in ways that respond to the needs of a growing and changing city.** A modernized system should empower neighborhood engagement while clarifying roles and expectations, fostering stronger connections between residents and the city, and supporting sustainable civic engagement.

Council members Kashmann and Gonzales-Gutierrez at a Denver neighborhood engagement workshop.

Photo Credit: City Council Aides



PROJECT TEAM

Denver City Council initiated and led this effort in recognition of the need to evaluate and modernize the ordinance governing RNOs. Council members Paul Kashmann and Serena Gonzales-Gutierrez and their City Council aides actively supported outreach—attending neighborhood events, participating in workshops, and designing a summer engagement strategy to distribute the survey and reach communities throughout the city. City Council will ultimately determine whether and how to advance ordinance updates through the public legislative process.

Radian, a Denver-based nonprofit with expertise in equity-centered community engagement, served as the neutral facilitation and analysis partner. Radian designed and guided the engagement process, documented community input, facilitated dialogue across perspectives, and synthesized findings into a comprehensive set of themes and insights. Radian did not make policy decisions or advocate for specific outcomes.

OVERVIEW

A CITYWIDE, INCLUSIVE ENGAGEMENT PROCESS

Your City Your Voice engaged both RNO-affiliated participants and residents who do not participate in an RNO. While RNOs play an important role in Denver’s civic landscape and bring lived experience with the ordinance, the RNO system shapes how the city engages with all residents. Including diverse perspectives helped ensure that the process reflected the full range of community experiences and priorities.

The initiative employed a **multi-phase, citywide engagement strategy grounded in public participation frameworks.** Residents, RNO members and leaders, city staff, and community partners collaborated to identify challenges and opportunities within the current RNO framework and to explore ideas for strengthening transparency, accessibility, accountability, and support for neighborhood participation. Engagement occurred across multiple phases and formats to reach a broad cross-section of Denver’s communities, including:

- A citywide survey with over 1,100 responses
- Five neighborhood workshops (four in-person and one virtual)
- Two RNO-focused virtual focus groups
- More than 30 conversations with city departments and partners
- Ongoing outreach through trusted community channels

Equity and inclusion guided the design of all engagement activities. Sessions were offered in accessible locations, in English and Spanish, with interpretation available. Hybrid participation

options expanded accessibility, and practical supports such as food and childcare were provided when possible to reduce barriers to participation. These measures sought to ensure that engagement opportunities were open, welcoming, and reflective of Denver’s diverse communities.

This report documents the methodology, findings, and outcomes of the Your City Your Voice policy co-design process. It provides background on RNOs and prior research; details about outreach and participation; and summaries of community perspectives that informed the development of considerations for strengthening the RNO framework.

Key themes summarize patterns in community feedback across surveys, workshops, focus groups, and interviews. They reflect shared concerns, priorities, and aspirations and provide context for understanding the considerations that follow. Community-informed considerations synthesize public input into potential policy and structural directions for City Council’s review. These considerations are grounded in community input and represent a synthesis of perspectives rather than direct quotes or majority positions. Together, the themes and considerations create a foundation for informed policy dialogue and future decision-making about how Denver’s RNO framework can evolve to better serve residents and strengthen civic participation.



Your City Your Voice Event Tabling

Photo Credit: City Council Aides

OVERVIEW

A SHARED VISION FOR THE FUTURE

Across Denver, participants expressed that **RNOs remain an essential foundation for civic engagement—but that the current system no longer fully meets the needs of a changing city.** Residents envision neighborhood organizations that remain locally rooted while being more inclusive, better supported, and more effectively connected to city processes.

A recurring message was the need for **shared commitment between the city and RNOs.** Participants emphasized that the city should strengthen its investment in outreach, communication infrastructure, and equitable support, while RNOs should continue cultivating transparency, openness, and accountability. Strengthening this partnership can build trust, increase participation, and ensure that every Denver resident has a meaningful opportunity to shape local decisions.

Your City Your Voice provides a community-informed foundation for future policy discussions. Draft legislation is anticipated in Spring or Summer 2026 and will move through the city's standard public legislative process, including committee presentations and opportunities for public input.

Residents envision neighborhood organizations that remain locally rooted while being more inclusive, better supported, and more effectively connected to city processes.

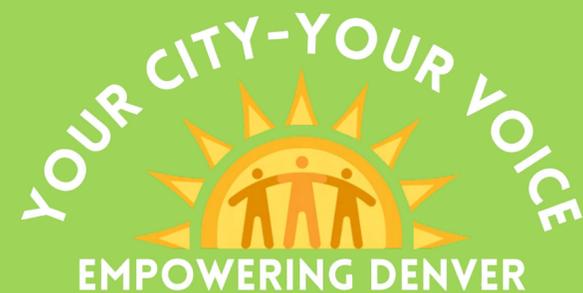


Your City Your Voice Event Tabling

Photo Credit: City Council Aides

UNDERSTANDING REGISTERED NEIGHBORHOOD ORGANIZATIONS

- EXISTING ORDINANCE
- INSIGHTS FROM PREVIOUS RESEARCH STUDIES



UNDERSTANDING RNOS

EXISTING ORDINANCE

The following section highlights the key provisions of the current RNO ordinance, providing essential policy context for the findings and analysis that follow. The full ordinance is available in [Appendix A.1](#).

Legislative Intent

As written in the DRMC, **the legislative intent of the RNO ordinance is to provide neighborhood organizations with better access to Denver city agencies and departments.** The ordinance is designed to improve the flow of information reaching Denver residents and to provide an avenue for neighborhood organizations to present their positions on city matters that affect their communities.

The original intent is to **encourage RNOs to work cooperatively with one another, to hold positions on issues affecting their neighborhoods, and to fairly represent neighborhood views** in a way that fosters participation from as many neighborhood residents as possible. The ordinance encourages RNO membership to reflect the ethnic and socio-economic composition of the neighborhood.

DEFINITION

DRMC defines RNOs as a **“voluntary group of individual residents and owners of real property, including businesses, within a certain prescribed area of the city, and/or a coalition of such groups formed for the purpose of collectively addressing issues and interests common to and widely perceived throughout the area.”**

Registration

RNOs may register with Community Planning and Development (CPD) during two periods each year: December-January and July. RNOs must renew their registration annually. Renewal can be completed either by submitting a new registration form or, if no information has changed, by sending a letter to CPD requesting continued registration for the upcoming year. RNO registration requires providing key information, including:

- Official name and boundaries
- Current officers and main point of contact
- Number of people represented, including paid members and active participants
- Newsletter details and communication methods with members and neighbors
- Bylaws or articles of incorporation
- Meeting times and locations
- Officer election schedule

Eligibility and Boundaries

Six eligibility standards must be met for neighborhood organizations to register:

- RNOs shall be formed by residents and owners of property within the area.
- RNOs shall hold at least one meeting per year, with no fewer than twelve members in attendance, at which all members may vote.
- All meetings shall be open to the public.
- Notice of the meetings shall be posted before the meeting, and the record of the notices shall be kept by the RNO.
- Membership is open to any property owner or resident within the boundaries of the RNO, with participation not contingent on payment of membership dues.
- RNOs shall have established boundaries, which may include one or more neighborhoods in the city, but may not encompass the entire city. If an RNO encompasses the boundaries of another RNO, they must notify that organization. When it comes to boundaries, the DRMC states that although overlapping is strongly discouraged, RNOs may overlap.

UNDERSTANDING RNOs // EXISTING ORDINANCE

Duties of Community Planning and Development

Section 12-95 states that CPD shall maintain an up-to-date map of RNO boundaries and a current list of all RNOs, including official names, boundaries, officers, and primary contacts; keep the map and RNO list current on the city's official website; notify all registered RNOs each December of the requirements to re-register by January 31; and maintain a file of notification samples used by city agencies for RNO communications.

Notifications

RNOs shall be notified of matters that affect their area or that happen within 200 feet of their boundaries. The ordinance lists mail, fax, or e-mail as the methods for sending the notifications to them, and it specifies that the notifications shall be made within 10 working days after receipt by the responsible city agency of the proposed action. When applicable, the notification should include the location, a general description, and the process to be followed. The full list of proposed actions that trigger notifications and the city agencies responsible for the notifications is available in [Appendix A.1](#).

Public Hearings

RNOs whose area is affected by a proposed action may provide public or written testimony to present the official position taken by their RNO on that matter. Testimony can only be provided in matters listed in the Notification section ([see Appendix A.1](#)), except for malt, vinous, or spirituous liquor license applications.

De-listing and Re-listing

Any RNO shall no longer be considered an RNO and cease to be listed if they do not meet or cease to meet the eligibility standards, requirements, or do not re-register. Once an RNO corrects the deficit, they will be reposted to the RNO list.



Your City Your Voice Event Tabling
Photo Credit: City Council Aides

INSIGHTS FROM PREVIOUS RESEARCH STUDIES

While the current RNO ordinance establishes formal processes for registration, notification, and recordkeeping, it **does not provide detailed direction on implementation, community outreach, or best practices for fostering sustained engagement.**

These gaps have prompted various efforts to study and evaluate the effectiveness of the ordinance and the broader neighborhood engagement system within the municipal system. Previous studies and research have examined the RNO system both specifically and within the wider context of community engagement. Existing studies are available in [Appendix A](#).

Previous studies and research have examined the RNO system both specifically and within the wider context of community engagement.

Registered Neighborhood Organization Survey (2020)

In the winter of 2020, Council member Paul Kashmann's Council District 6 office distributed a 21-question RNO survey. The survey received 158 responses representing 123 RNOs across Denver. The survey covered questions about group structure, meeting frequency, membership criteria, roles of an RNO, and city assistance for RNOs. The full report can be found in [Appendix A.2](#).

Key findings from the 2020 survey analysis showed that RNOs primarily rely on electronic outreach methods, including email newsletters and social media platforms, to communicate with their members. **RNOs viewed themselves as distributors of information to their communities**, in addition to being advocates for the community's interests when it comes to dealings with the city. Respondents, most of whom were volunteer RNO leaders, also expressed being overwhelmed with the amount of work that it takes to run an RNO.

The survey revealed that RNO leaders felt like there was little support from the city, and that the groups would like additional assistance in performing their duties, such as financial and legal assistance, education on how the city works, and how to effectively organize the community.

The survey revealed that there are many differences in how RNOs identify their purpose and mission, as well as how they qualify who is a member or not. Some respondents remarked that they are a grassroots organization, while others identified more closely with being a governmental organization. The survey also showed that there were strong feelings among respondents on what organizations should qualify for the status of an RNO, with respondents arguing that only residential organizations should be permitted, rather than business associations, homeowners associations, or Business Improvement Districts. Questions around participation and engagement showed RNOs self-reporting low engagement and turnout, with most respondents reporting 0-10% of their neighborhood as "actively engaged."

Respondents overwhelmingly shared that the costs and time associated with running an RNO well were causing frustration and burnout. Many felt overwhelmed by the burden of responsibility the city places on them and expressed frustration over a lack of support. They requested additional resources such as funding for newsletters and events, legal expertise, and education resources on how the city functions.

UNDERSTANDING RNOS // INSIGHTS FROM PREVIOUS RESEARCH STUDIES

Improving Community Engagement & Constituent Services (2023)

This citywide study was commissioned by the City of Denver and conducted through the University of Colorado, Denver, by Carrie Makarewicz, PhD, with Dina Bleecker, Ethan Greene, Julia Latham, Jason Schaefer, Jessica Whitney, and Samuel Ybarra.

This study used a mixed-methods approach that included interviews, a survey, a case study analysis of 13 peer cities, and listening sessions to evaluate RNOs as a core component of the city's community engagement infrastructure and their functionality as a bridge between city government and Denver residents. Its scope of work was focused on three areas:

- Evaluating RNOs by providing a comprehensive assessment of the RNO program, reviewing the existing ordinance, proposing an approach to update it, and offering recommendations for an ongoing education initiative.
- Assessing how the city informs and engages residents, with a focus on improving outreach, especially to underserved communities, supporting participation in policy development, and providing recommendations for effective community programs, partnerships, and grant initiatives.
- The delivery of constituent services.

Makarewicz et al. (2023) outlined that even though many RNOs are beneficial for the community and individuals, the system is suffering. The full report can be found in [Appendix A.3](#).

“The system is inequitable, lacks capacity, is not monitored, and is therefore open to misuse and conflict. As a result, it is not meeting the intent of the original 1979 ordinance” (p. 87).

It is also mentioned that through all their research, many RNOs noted they don't have the capacity and resources to do everything expected or needed of them.

“If the city continues to leave RNOs to act on their own as volunteer organizations with little to no support, the system will remain uneven with power imbalances, information voids, and a lack of diverse voices in city decision making” (p. 92).

Many other RNOs exist in name only, meaning they don't fulfill the original two-way communication between the city and its residents, leaving equity gaps (p. 87).

Improving Community Engagement & Constituent Services:

Study conducted for the City of Denver Office of Human Rights and Community Partnerships

Revised with corrections October 9, 2023

 Urban and Regional Planning
COLLEGE OF ARCHITECTURE AND PLANNING
UNIVERSITY OF COLORADO DENVER

 Community Collaborative
Research Center
UNIVERSITY OF COLORADO DENVER



Improving Community Engagement & Constituent Services Cover Page

Photo Credit: University of Colorado, Denver

In their 2023 study, Makarewicz et al. offered a set of eight recommendations:

1. Allow all residents and businesses to opt in to notifications of city actions that affect them, rather than restricting this only for RNOs (p. 91).
2. Create a two-tier system of neighborhood organizations that distinguishes between formal RNOs and more flexible community-based networks or groups, better reflecting varying levels of participation and capacity. To support this transition, Dr. Makarewicz proposes three key steps:
 - Launch an Office of Community Engagement within Human Rights and Community Partnership (HRCP).
 - Rewrite the RNO ordinance to clearly define these two groups and strengthen accountability measures for RNOs. For detailed recommendations on the extended ordinance update, see pages 93 and 94 of the Makarewicz et al. report in [Appendix A.3](#).
 - Identify and budget the equipment, space, and technical support needs for RNOs.
3. Establish an Office of Community Engagement within HRCP to coordinate engagement across agencies, provide continuous support to neighborhood groups, and move the registration and monitoring activity of RNOs from CPD to this new office within HRCP.
4. Create a network of Neighborhood Support Teams to work directly and offer support to RNOs and other community groups (p. 96-99).
5. Increase technology services capacity and tools like Salesforce.
6. Provide grants and partnership opportunities to build the capacity of nonprofits to widen the reach of community engagement (p. 101).
7. Build a Civic Education Training Program to enhance residents' understanding of governmental processes and public participation tools.
8. Fund additional engagement specialists across departments to ensure there is a culturally informed, proactive outreach.

The Improving Community Engagement & Constituent Services study highlights that **while RNOs play an important role in Denver, their effectiveness is constrained by inconsistent capacity, unclear roles, and the inability to reach a broad and representative population**. Many residents are unable or unwilling to participate, often due to the state of their RNOs or neighborhood disputes. The study also found that the city has not provided sufficient resources or training for RNOs, and that the notification process should be revised to ensure information is shared consistently and systematically (p. 105).

A recommendation from the study has already informed city action. The newly established **Division of Community Empowerment within HRCP seeks to coordinate engagement across agencies and neighborhood groups**. Based on its direct focus on the RNO system, the study provided critical context and a foundational baseline for the present research.

The Future of Community Engagement: A Model for Equitable Registered Neighborhood Organizations (2024)

In the Summer of 2024, the Office of Councilwoman Gonzales-Gutierrez hosted three [Urban Leader Fellows](#), Jessica Bridges, Jackson Berridge, and Jaden Kelley, to research ways to enhance the effectiveness and equity of RNOs in Denver. They compiled data for their memo by meeting with various stakeholders within the RNO network, using existing literature on effective community engagement, performing a comparative analysis with other cities that have RNOs, and building on existing research on RNOs in Denver. To read the full report/memo, please visit [Appendix A.4](#).

The following pages provide a summary of their recommendations, which they organized into **three categories**.



I. Necessary First Steps

Clarify the RNO Ordinance

- Revise the language to distinguish RNOs from HOAs (Homeowners Associations) & BIDs (Business Improvement Districts).
- Revise eligibility requirements, specifically stating that members do not have to pay dues to be a part of their RNO or cast a vote.
- Make clearer the RNO's responsibility and guidelines for communication, decision-making, and reporting requirements.

RNO Boundaries

- Do not restructure existing RNO boundaries solely because of community and interpersonal relationships or the unique needs of some smaller neighborhoods.

Classifications Based on Size

- Create a classification system for RNOs related to either geographical size or number of members.

2. Independent Strategies

Support Inclusive Civic Engagement

- Offer RNO leaders workshops and training to foster more inclusivity and create better leadership skills.
- Offer critical thinking modules so neighborhoods can be more engaged in the governmental process.
- Provide facilitators at RNO meetings to engage all members.
- Do not require short-term DEI trainings because desired outcomes are limited unless the trainings are voluntary or long-term.

Enhance RNO Outreach and Engagement Strategies

- Provide resources to RNOs so they can create communication strategies and engage with more residents.
- Provide RNOs with technical assistance.
- Support RNOs in accessing multiple communication methods.

Support RNO Partnership Networks

- Provide logistical support for RNOs to increase their capacity.
- Introduce RNOs to partners that can help them increase their capacity.
- Organize a time and place where all RNO leaders can network with one another and their city Council members.

Hire Neighborhood Liaisons

- Hire neighborhood liaisons to strengthen communication between RNOs and city officials.
- Form a liaison network across City Council offices and city departments to better support RNOs.

3. Ideal Policy Goals

- Create a new independent agency that would be responsible for overseeing RNOs. The rationale for this office would be to avoid conflicts of interest, have more focused expertise, streamline services, increase accountability, and improve relationship building.

COMMUNITY OUTREACH & ENGAGEMENT APPROACH

- ENGAGEMENT ACROSS PLATFORMS
- EQUITY-CENTERED OUTREACH AND ENGAGEMENT PRACTICES
- DATA ANALYSIS METHODOLOGY



ENGAGEMENT ACROSS PLATFORMS

Your City Your Voice prioritized community outreach and engagement as a foundation for building trust, raising awareness, and supporting meaningful participation across Denver. **The approach focused on meeting residents where they already gather**, leveraging trusted networks and existing community infrastructure to broaden participation beyond those who typically engage in city processes.

Engagement opportunities included a citywide survey, in-person community events, neighborhood workshops, RNO focus groups, and conversations with city staff and partners. **Equity-centered practices were integrated throughout outreach and engagement efforts to reduce barriers, expand access, and ensure voices from across the city were represented.**

The following sections summarize the outreach and engagement methods used to support participation.

Digital Outreach & Engagement

Digital outreach expanded the reach of Your City Your Voice beyond in-person engagement and provided ongoing opportunities for participation. Community members who signed up at events received email updates through the Your City Your Voice newsletter (yourcityyourvoice@denvergov.org), which was distributed twice during the summer and grew from more than 250 recipients to more than 470. These newsletters shared information about upcoming events, RNO policies in other cities, preliminary survey insights, and engagement opportunities such as the neighborhood workshops.

Social media outreach was supported through a toolkit that included graphics and messaging shared with all RNOs and all 13 City Council districts. This toolkit helped amplify information about the citywide survey through Council district newsletters, social media accounts, and email blasts, ensuring citywide coverage. Survey information was also shared through the Denver Employee Bulletin, a weekly email reaching nearly 15,000 City and County of Denver employees.

Digital tools, including newsletters, social media posts, and email invitations, played a key role in sustaining engagement, reinforcing outreach messages, and directing residents to opportunities for participation.

What is an RNO? And why YOU should care



Denver residents form Registered Neighborhood Organizations (RNOs) to address community needs, plan events, work on projects, and discuss key updates sent to them by the City and County of Denver.

PLEASE TAKE THIS SHORT SURVEY!

linktr.ee/yourcityyourvoice



This is YOUR city and we need YOUR voice to shape the way Denver empowers its residents!

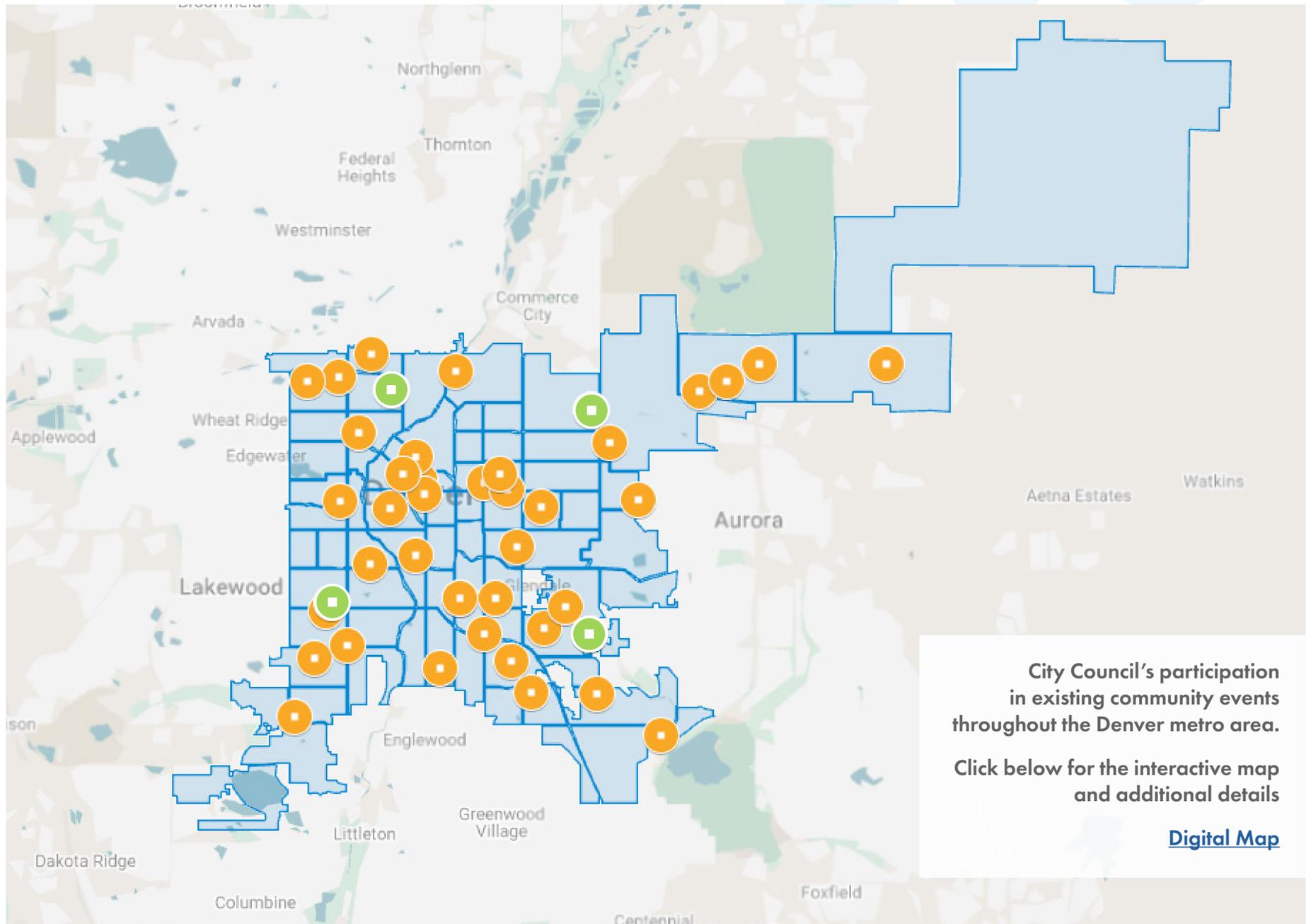
Questions? Feedback? Ideas?
Email us at yourcityyourvoice@denvergov.org



Your City Your Voice Social Media Outreach

Photo Credit: City Council Aides

COMMUNITY OUTREACH + ENGAGEMENT APPROACH // ENGAGEMENT ACROSS PLATFORMS



■ YCYV Neighborhood Engagement Workshops
 ● YCYV Summer Outreach Events

In-Person Outreach & Engagement

In-person outreach focused on connecting directly with residents through established community events across Denver. City Council compiled a citywide list of community events to increase visibility for Your City Your Voice and to engage residents who may not typically participate in city government processes. Staff prioritized attending events where community trust already existed, such as festivals, neighborhood concerts, block parties, library open houses, and resource fairs.

Staff from Council members Paul Kashmann and Serena Gonzales-Gutierrez’s offices coordinated with the other 11 City Council offices and city agencies to identify events in each district, resulting in participation at **more than 40 community events throughout the summer**. These events provided opportunities to share information about the RNO system, explain the purpose of Your City Your Voice, and encourage participation in the citywide survey.

At each event, staff engaged residents in conversations about neighborhood involvement, promoted survey participation, and invited attendees to sign up for email updates. Attending established community events allowed staff to build relationships, increase awareness, and engage residents who do not regularly interact with the city.

COMMUNITY OUTREACH + ENGAGEMENT APPROACH

EQUITY-CENTERED OUTREACH & ENGAGEMENT PRACTICES

Equity considerations were embedded throughout all outreach and engagement efforts. Staff intentionally attended events at varying times of day and days of the week, across different neighborhoods, to engage residents with diverse schedules, backgrounds, and access needs. Outreach took place at large festivals, community resource fairs, libraries, recreation centers, schools, and neighborhood gatherings.

Materials were made available in multiple languages. Brochures were printed in English and Spanish, and staff included Spanish-speaking team members at events in areas with a higher concentration of Spanish-speaking residents. The citywide survey was available in the top six languages spoken in Denver (English, Spanish, Vietnamese, Chinese, Amharic, and French) and was available both digitally and in print, with iPads provided at events to support on-site participation.

Equity-centered practices were also integral to the neighborhood workshops and RNO focus groups.

All in-person workshops offered live interpretation services, childcare, transportation support, and food purchased from local businesses (Kahlo's, La Casita, Santiago's, and Prodigy Coffee). The virtual workshop and focus groups were offered to provide an additional participation option, with interpretation services available at the virtual workshop. These measures helped reduce common participation barriers and supported inclusive engagement across the city.

Equity considerations were embedded throughout all outreach and engagement efforts.



Your City Your Voice Event Tabling

Photo Credit: City Council Aides

COMMUNITY OUTREACH + ENGAGEMENT APPROACH

DATA ANALYSIS METHODOLOGY

A thematic analysis approach was used to assess qualitative data collected through the citywide survey, neighborhood workshops, RNO focus groups, and interviews with city departments and external partners. This methodology was selected for its effectiveness in identifying patterns, shared perspectives, and cross-cutting themes across diverse data sources. Given the descriptive and narrative nature of the responses, thematic analysis was well suited to support the development of findings and inform recommendations related to potential updates to the RNO ordinance.

All qualitative data were organized and analyzed using an Excel workbook, with separate worksheets created for each question or engagement activity. Initial keywords and brief summaries were extracted directly from participants' responses. These keywords were then grouped into broader analytical codes representing

recurring ideas. Finally, the codes were synthesized into prevalent themes recognized throughout the responses given during group discussions and interviews. The themes were not preestablished; rather, they were conceived after the analysis of the data was complete and were born organically throughout the process.

The themes were not preestablished; rather, they were conceived after the analysis of the data was complete and were born organically throughout the process.

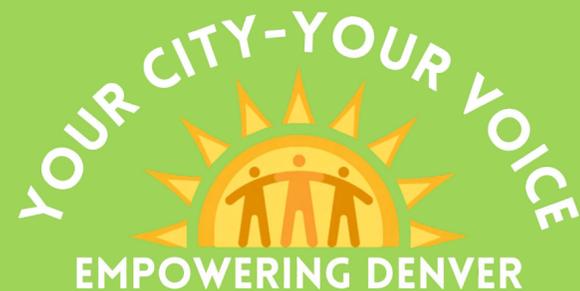


Your City Your Voice Event Tabling

Photo Credit: City Council Aides

COMMUNITY PARTICIPATION

- SURVEY FINDINGS
- NEIGHBORHOOD ENGAGEMENT WORKSHOPS INSIGHTS
- REGISTERED NEIGHBORHOOD ORGANIZATIONS FOCUS GROUPS INSIGHTS
- PERSPECTIVES FROM CITY DEPARTMENTS & EXTERNAL PARTNERS



COMMUNITY PARTICIPATION

SURVEY FINDINGS

A citywide survey was designed to gather perspectives from a broad range of Denver residents on their awareness of, experiences with, and perceptions of RNOs. Questions were developed to capture both quantitative and qualitative insights, including levels of participation, perceived benefits and barriers, and ideas for improving accessibility, belonging, and effectiveness within RNOs.

All respondents began with a shared set of core questions, after which the survey branched based on how individuals identified their relationship to RNOs (e.g., active participant, or not involved). This design balanced consistency across responses with the ability to capture more nuanced, experience-specific insights from **four distinct community segments**.

- **Community Segment A:** Residents with no Awareness of RNOs
- **Community Segment B:** Residents with Awareness of RNOs
- **Community Segment C:** Residents Members of RNOs
- **Community Segment D:** Residents Leaders within RNOs

Participation was voluntary, and residents were encouraged to share their perspectives regardless of their levels of engagement, centering lived experience throughout the process. Additional details on the survey, including questions and findings, are provided in [Appendix C](#). This section presents key findings and themes from the survey.

Overall Participation and Demographics

A total of **1,127 participants** completed the survey. Responses were received from individuals across Denver who represent a range of experiences with RNOs, including residents who are actively involved in RNOs as members and leaders (40%), those who are aware of RNOs but are not actively involved (31%), and those who are not aware of RNOs (29%).

Overall, respondents most commonly identified as homeowners, long-term residents of their neighborhoods, and as individuals who primarily speak English. However, participation also included residents who completed the survey in Spanish (9) and French (1).

Together, these responses provide valuable insight into both prevailing experiences and perspectives that may be underrepresented in traditional neighborhood engagement spaces. The following section details the demographic responses.

A total of 1,127 participants completed the survey.

- Residents who are actively involved in RNOs as members and leaders (40%)
- Those who are aware of RNOs but are not actively involved (31%)
- Those who are not aware of RNOs (29%)

Your City Your Voice Event Tabling

Photo Credit: City Council Aides



SURVEY FINDINGS // DEMOGRAPHICS



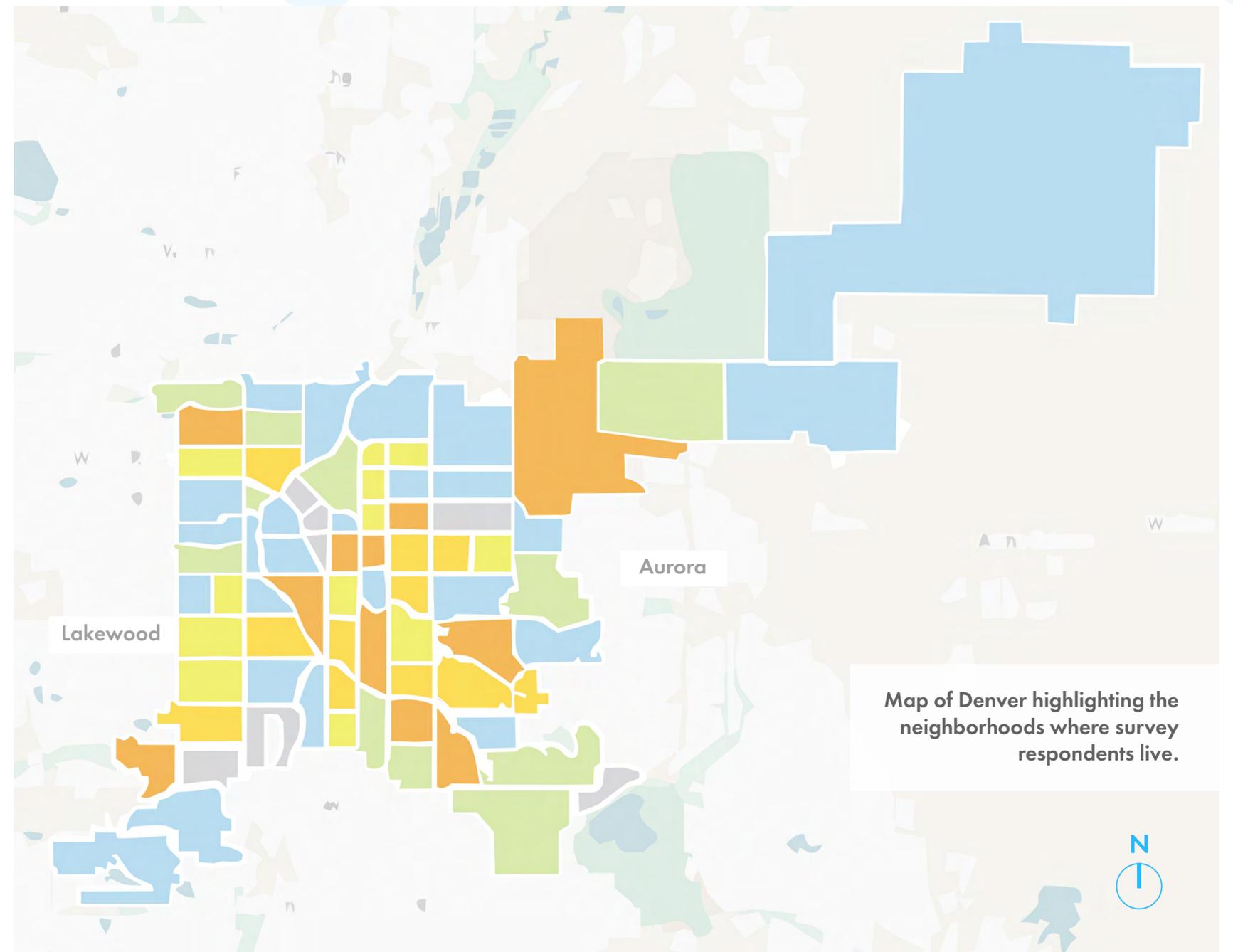
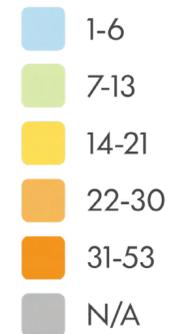
01 In which neighborhood do you live in?

A total of 1,127 participants* shared the neighborhood where they live, reflecting widespread participation across neighborhoods throughout Denver. The largest shares of respondents identified in the following neighborhoods:

- **East area (18%)**, including Virginia Village (5.1%)
- **Central area (17%)**, including Baker (3.6%)
- **South area (17%)**, including Washington Park (4.7%)

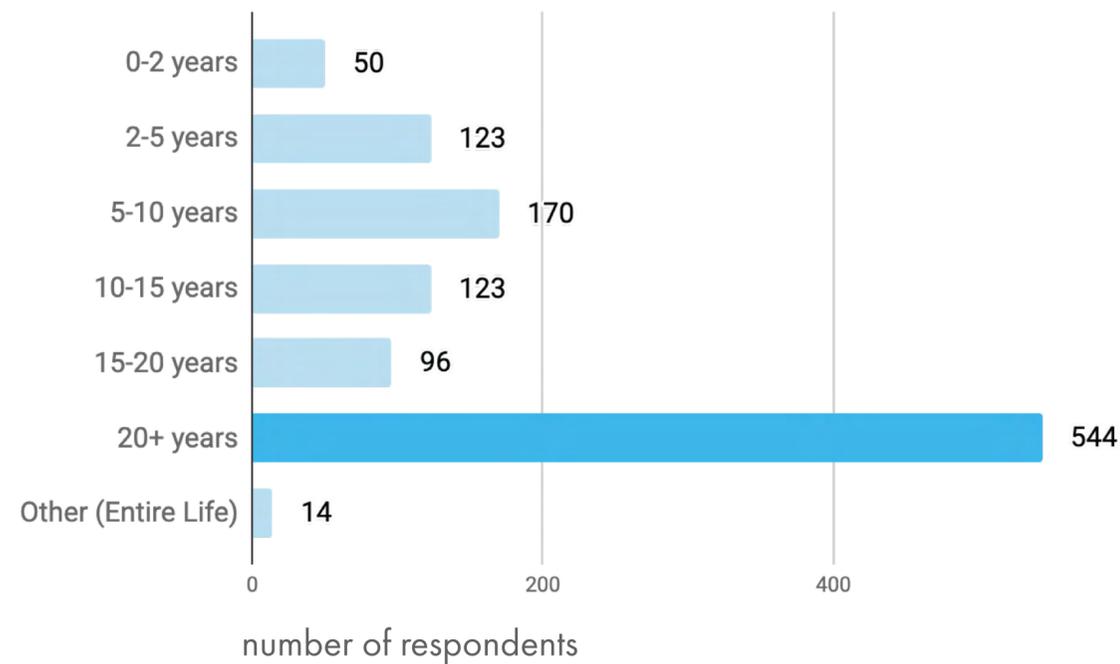
*90 participants did not respond to this question.

Number of respondents



02 How long have you lived in Denver?

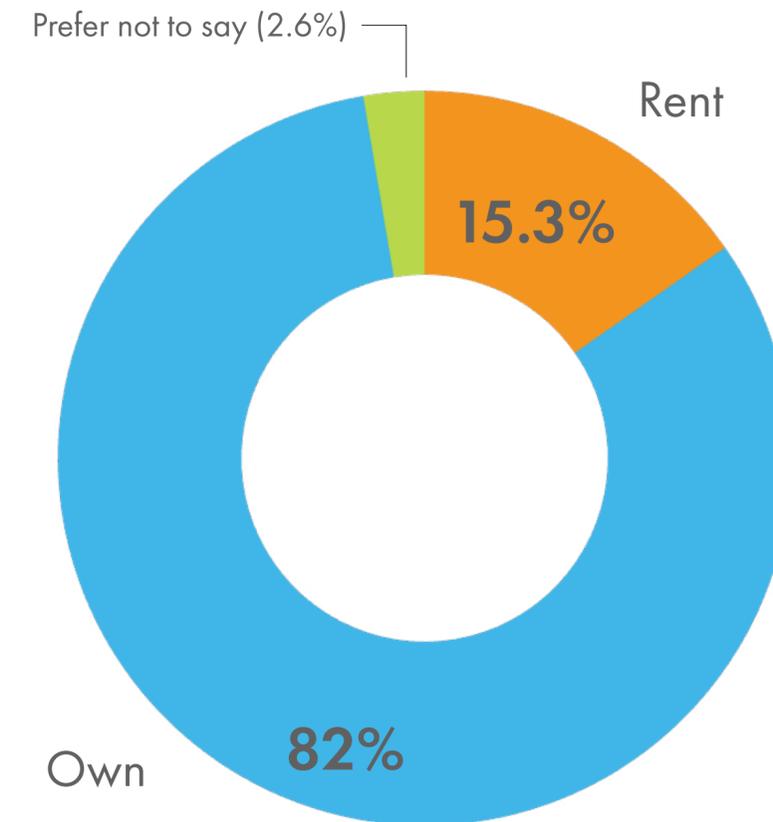
Responses from 1,120 participants* reflect a mix of long-standing and more recent Denver residents. While **nearly half (49%) reported living in their neighborhoods for 20 years or more**, 15% indicated they have lived in their neighborhood for 5–10 years.



*7 participants did not respond to this question.

03 Do you rent or own?

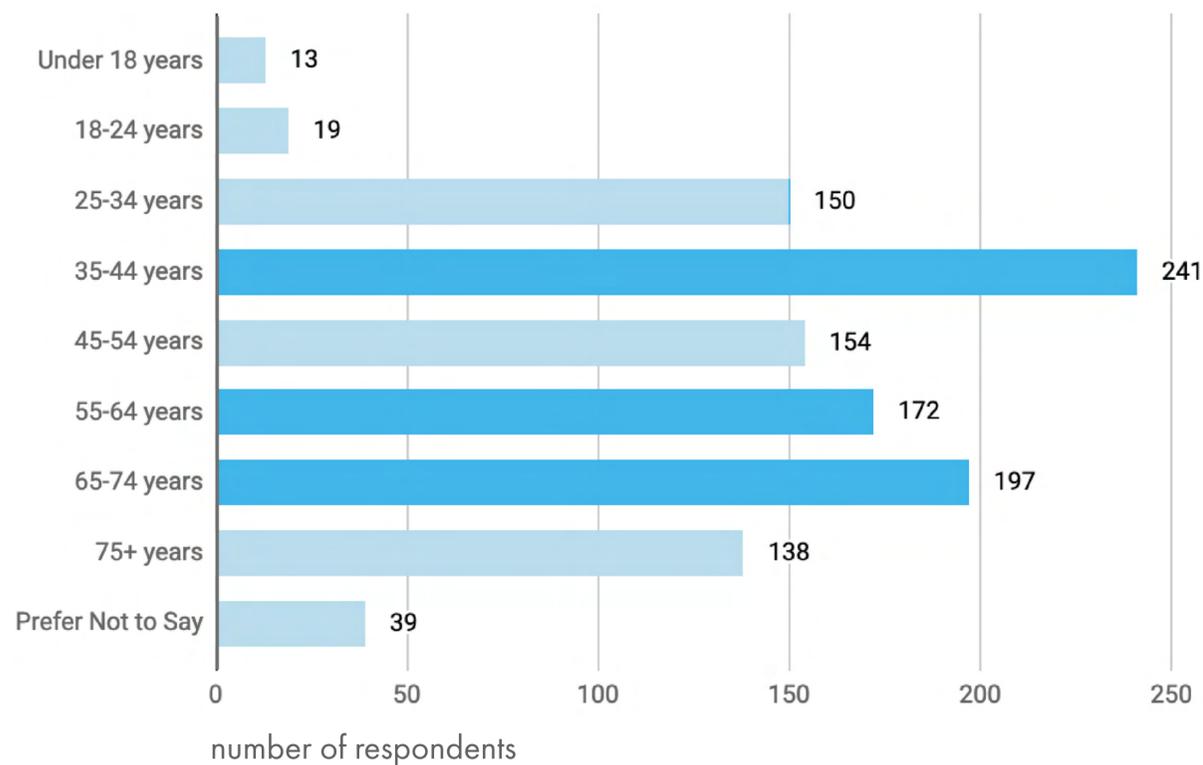
A total of 1,119 respondents* shared whether they rent or own their home. The **majority (82%) reported owning their homes**, while 15% indicated they rent, reflecting a predominance of homeowners among survey participants.



*8 participants did not respond to this question.

04 Which age group are you in?

Among 1,123 respondents*, **the most represented age groups were 35–44 (22%) and 65–74 (18%),** reflecting both mid-career and older residents.

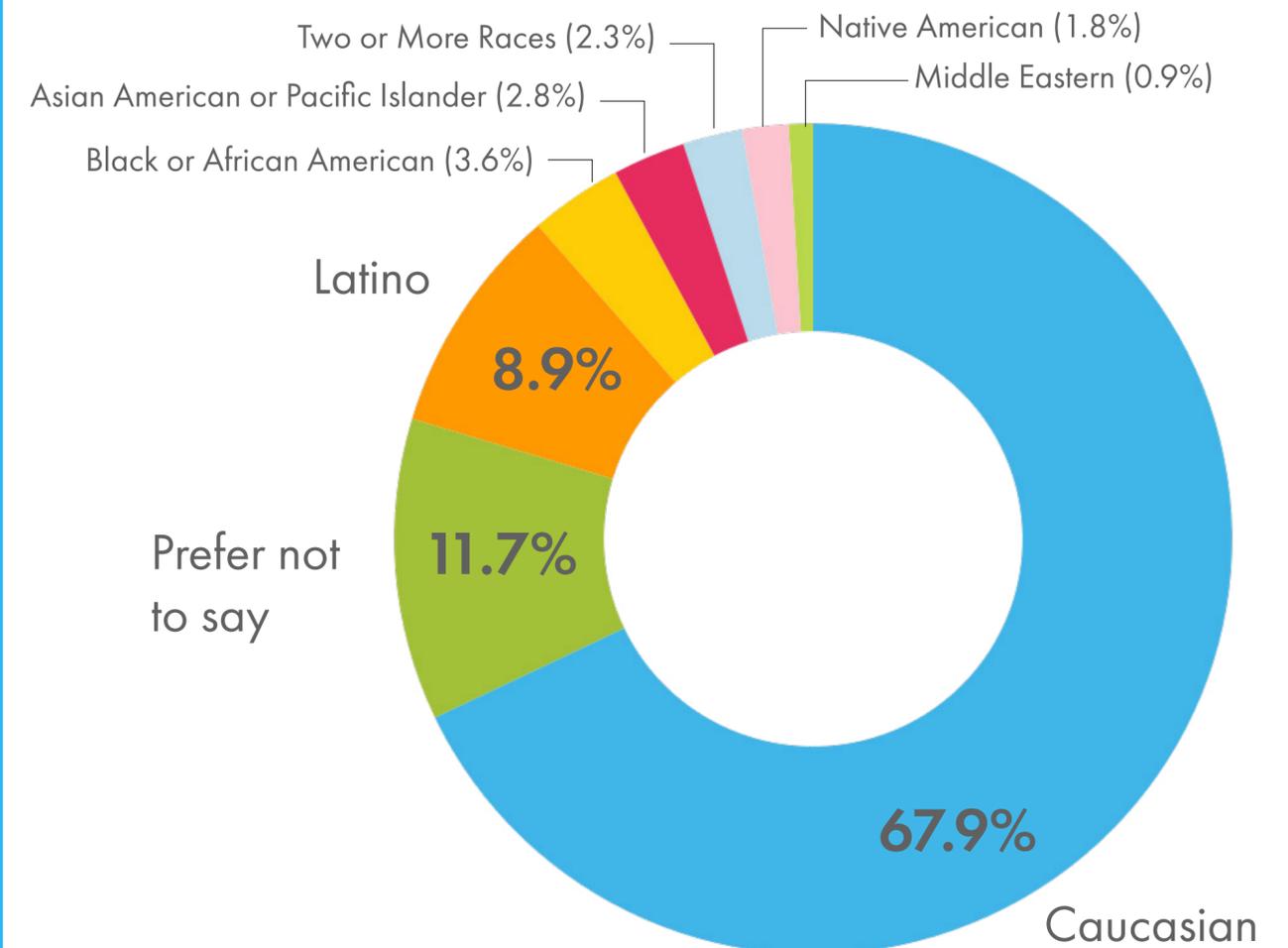


Top 3 age groups

* 4 participants did not respond to this question.

05 Please share which best describes your racial identity. Check all that apply.

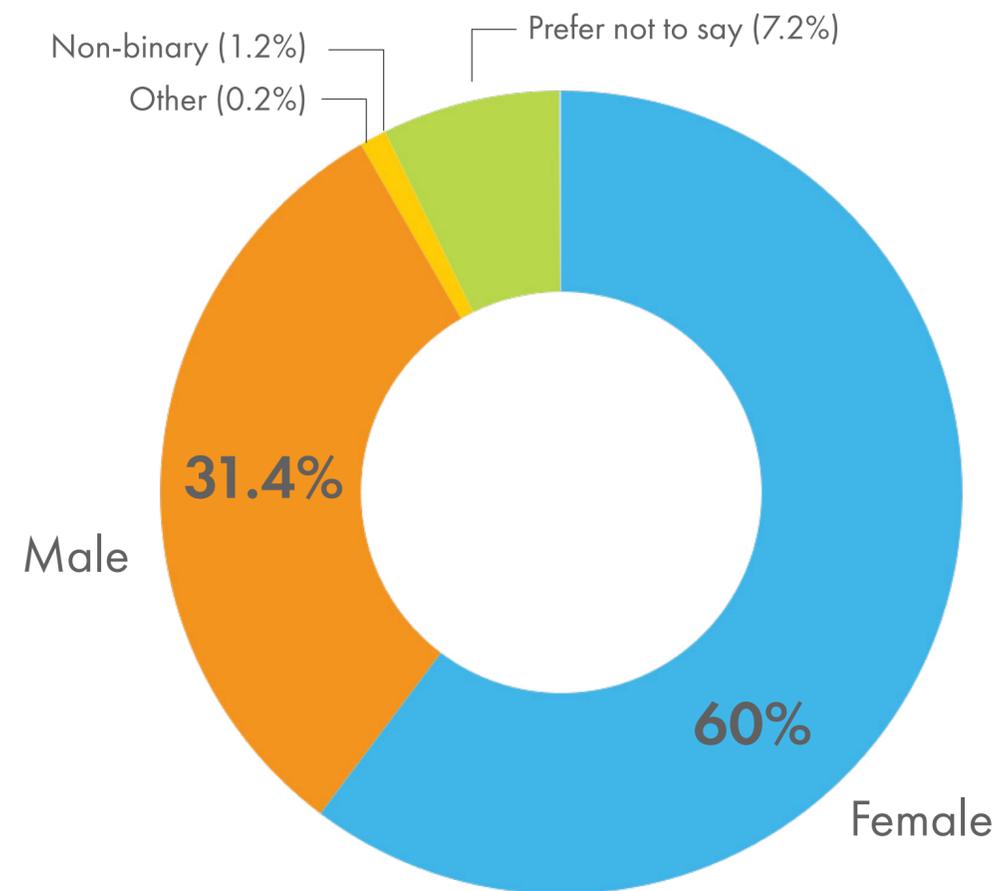
A total of 1,116 respondents* shared their racial identity, with most **identifying as Caucasian (67.9%),** while **8.9% identified as Latino/a.**



* 12 participants did not respond to this question.

06 Please share your gender identity:

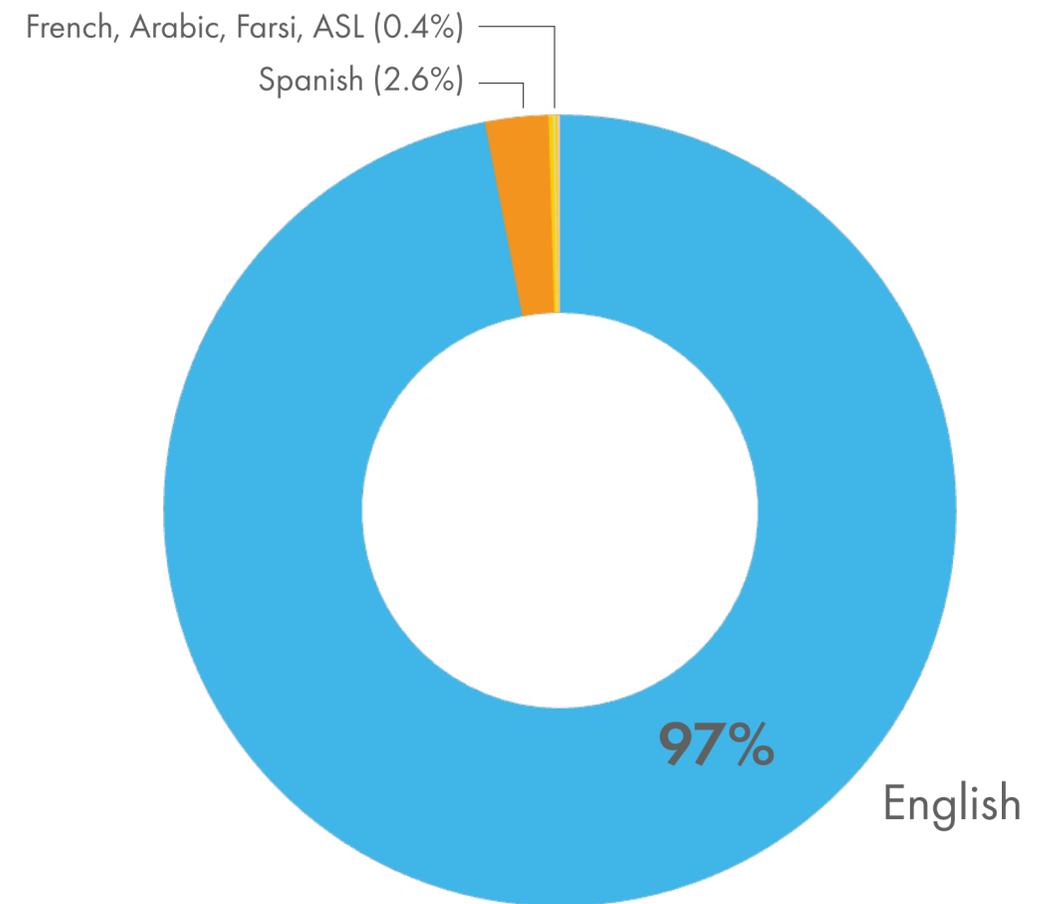
Among 1,118 respondents*, **many identified as female (60%), while some identified as male (31%)**, 1% identified as non-binary, and 1 respondent identified as a transwoman.



* 10 participants did not respond to this question.

07 Please share the primary language that you speak:

A total of 1,068 respondents* shared the primary language they speak. **The majority reported English (97%)**, with additional participants speaking Spanish (2.6%), and smaller numbers indicating French (2 respondents), Arabic (1 respondent), Farsi (1 respondent), and ASL (1 respondent).

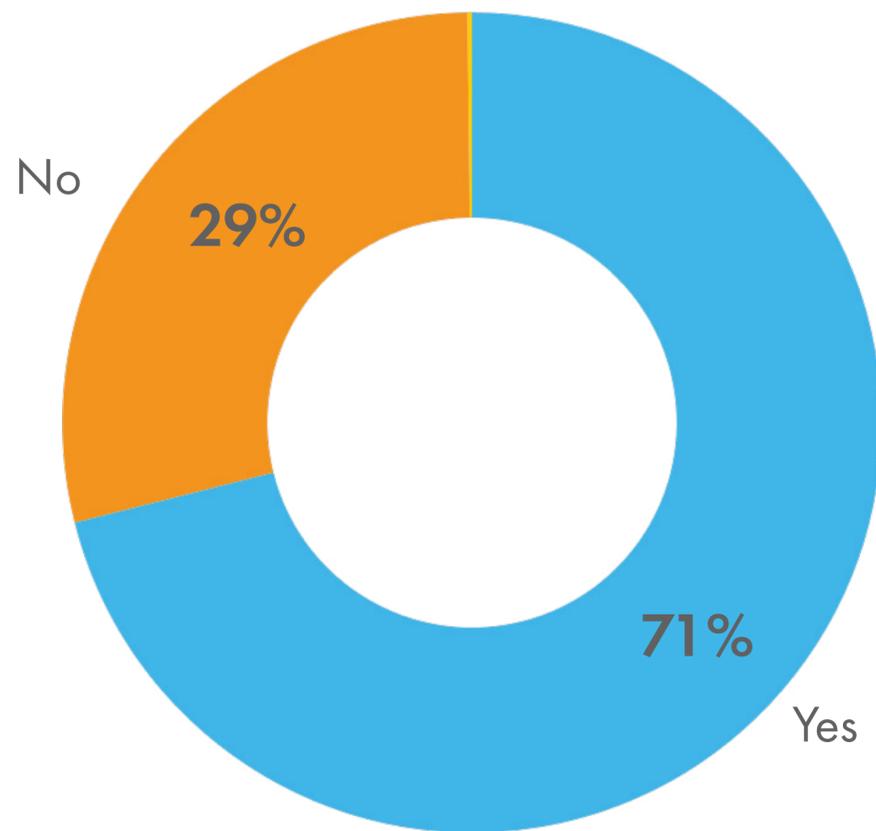


* 60 participants did not respond to this question.

This section explores **four distinct community segments based on how residents are aware of and participate in RNOs**. By looking at these groups, we can better understand different experiences, highlight opportunities to engage more residents, and ensure RNOs are welcoming and accessible to all. The following section details the perspectives and responses of these distinct community segments.

08 Before today, have you ever heard of a Registered Neighborhood Organization (RNO)?

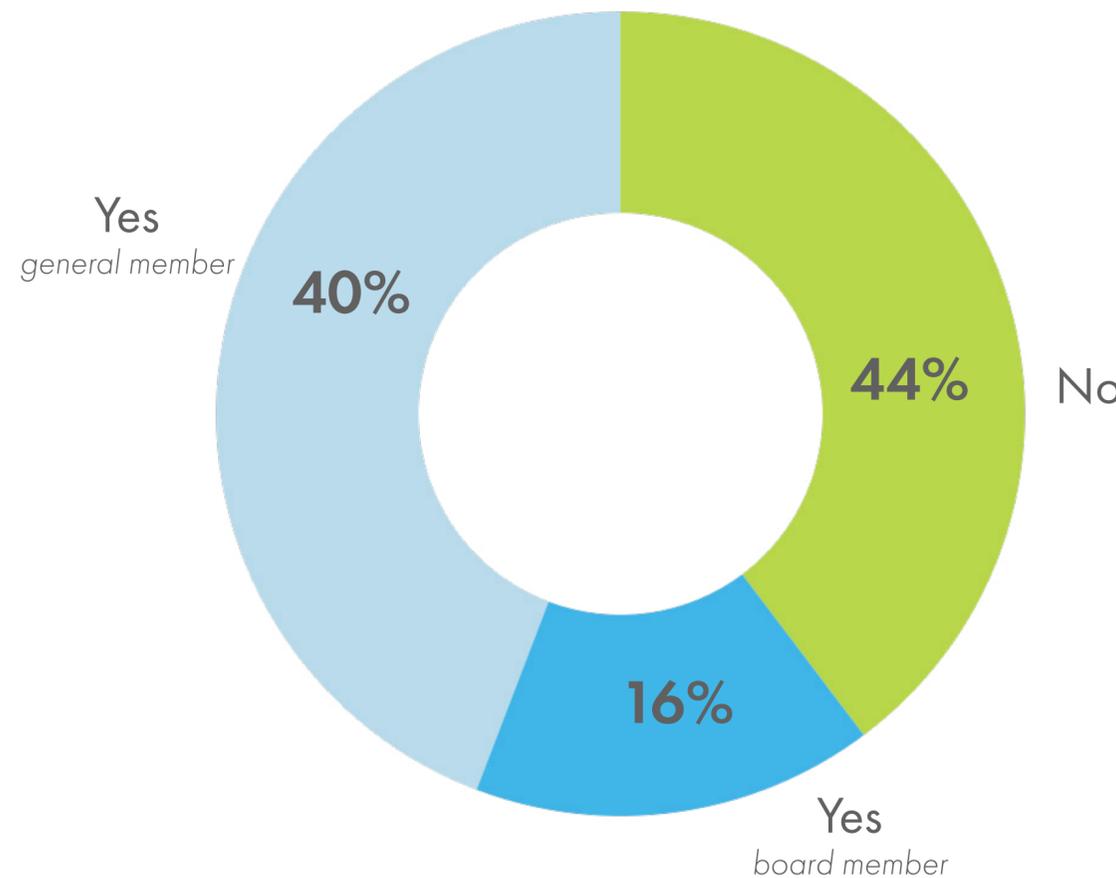
Of the 1,127 respondents*, **71% had heard of RNOs, while 29% had not**, showing most are familiar with RNOs, though a notable portion of the community remains unaware.



*2 participants did not respond to this question.

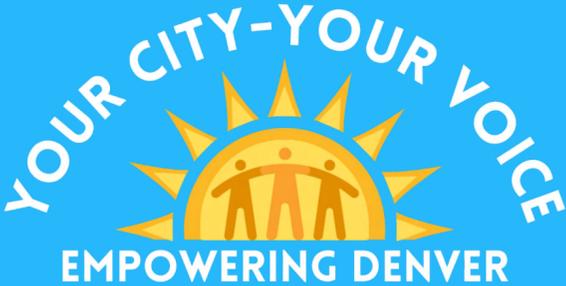
09 Are you currently part of your neighborhood RNO?

Of the 803 respondents* who had heard of RNOs or didn't specify, **40% reported being general members, 16% were board members, and 44% were not currently involved**. This suggests that while awareness of RNOs is high, many residents who know about them are not actively participating.



*This question was required in the survey.

SURVEY FINDINGS // COMBINED SURVEY QUESTIONS



10 Which topics do you care about most in your neighborhood? Choose your top three.

A RESIDENTS WITH NO AWARENESS OF RNOs
(0 blank responses)

Of the 324 respondents unfamiliar with RNOs, top neighborhood priorities were **green space (64%)**, **safety (59%)**, and **public spaces (52%)** such as libraries and schools, highlighting key focus topics to better engage these residents who are not aware of RNOs.

B RESIDENTS WITH AWARENESS OF RNOs
(2 blank responses)

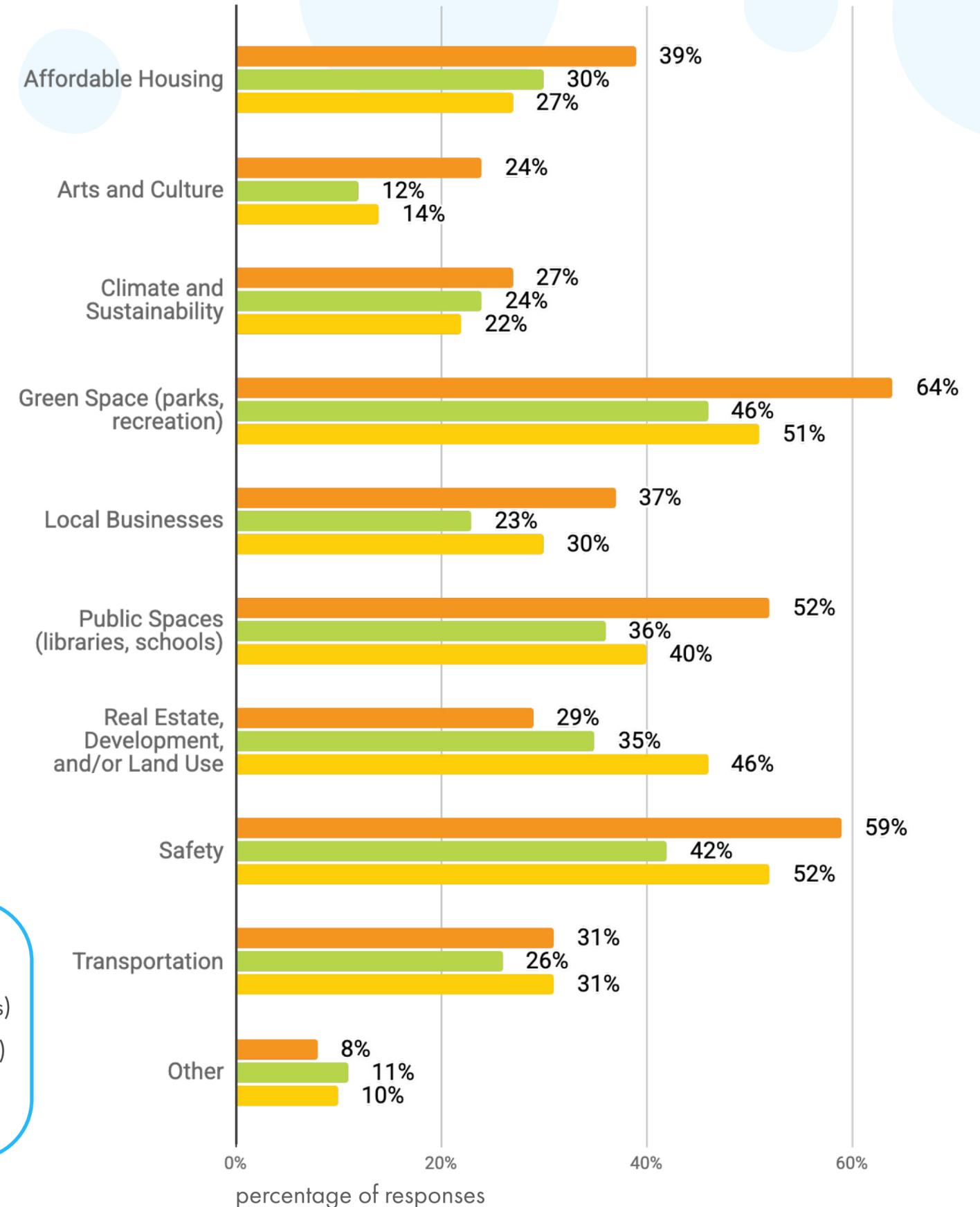
Among 353 respondents familiar with RNOs, top neighborhood priorities were **green space (46%)**, **safety (42%)**, **public spaces (36%)**, **real estate, development, and land use (35%)**, and **affordable housing (30%)**, reflecting key quality-of-life, safety, and development concerns.

C RNO MEMBERS
(1 blank response)

Among 318 RNO members, top neighborhood priorities were **safety (52%)**, **green space (51%)**, and **real estate, development and land use (46%)**, reflecting both quality-of-life and growth concerns.

Community Segment

- A (no RNO awareness)
- B (non-RNO residents)
- C (RNO members)



11 What would make you want to join your RNO? Select up to three.

A RESIDENTS WITH NO AWARENESS OF RNOS (8 blank responses)

Among 316 respondents unfamiliar with RNOs, top motivators include **advocacy (61%), community-building (51%), shaping their neighborhood (44%),** and hands-on efforts like clean-ups (43%), emphasizing purpose-driven engagement.

B RESIDENTS WITH AWARENESS OF RNOS (6 blank responses)

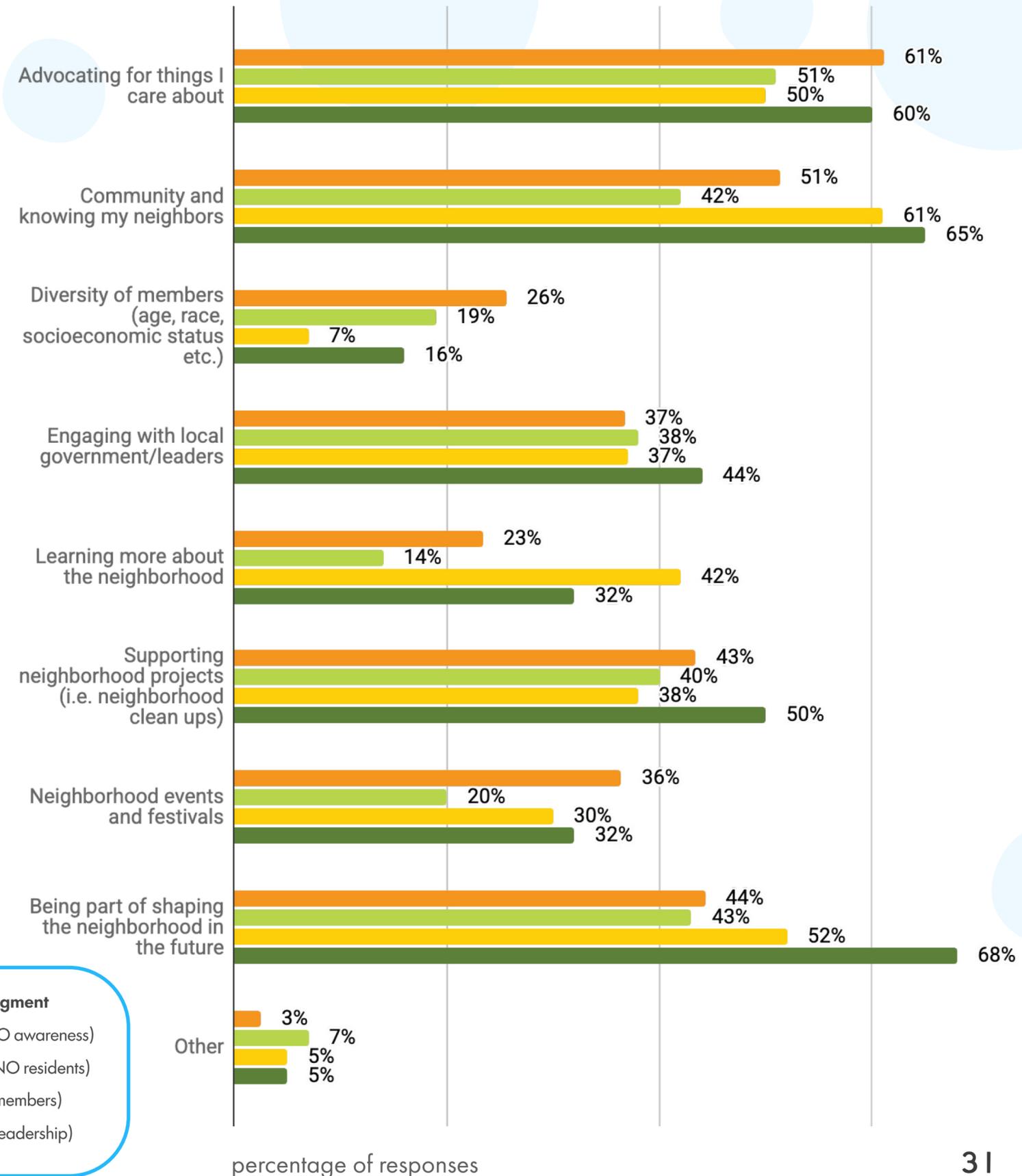
Among 349 respondents familiar with RNOs, top motivators include **advocacy (51%), shaping their neighborhood (43%),** and **community building (42%),** suggesting that purpose-driven advocacy, shared decision-making, and community connection are key drivers of engagement.

C RNO MEMBERS (1 blank response)

Among 318 RNO members, top motivations for joining were **community-building (61%), shaping their neighborhood (52%),** and **advocacy (50%),** highlighting the importance of connecting with their local community.

D RNO LEADERSHIP (0 blank responses)

Among 129 RNO leaders or board members, the most common motivations for joining were **shaping their neighborhood (68%), community-building (65%),** and **advocacy (60%),** highlighting strong commitment to both community and civic involvement.



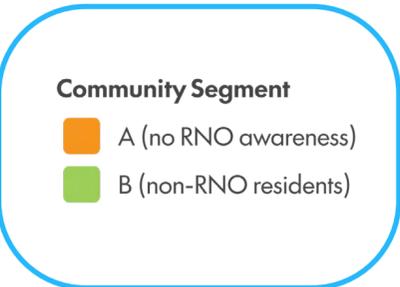
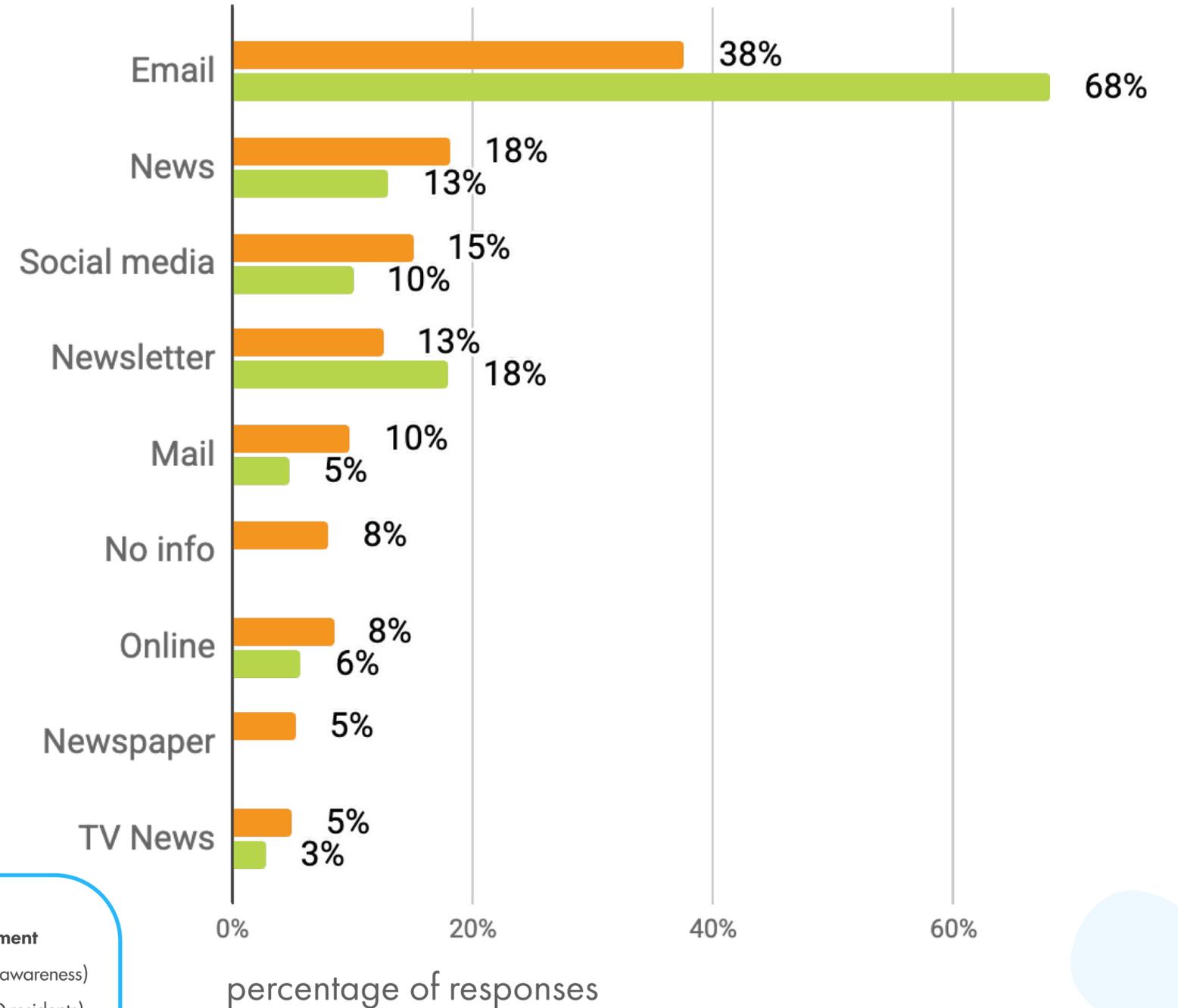
12 How do you currently receive information from the City of Denver?

A RESIDENTS WITH NO AWARENESS OF RNOS (37 blank responses)

Among 287 respondents unfamiliar with RNOs, **email (38%)** was the primary way they receive information from the City of Denver, followed by **news outlets (18%)**, **social media (15%)**, **newsletters (13%)**, and **mail (10%)**, reflecting a mix of digital and traditional communication channels.

B RESIDENTS WITH AWARENESS OF RNOS (40 blank responses)

Among 313 respondents, the most common ways residents receive information from the City of Denver are **email (68%)**, **newsletters (18%)**, **news outlets (13%)**, and **social media (10%)**, with less frequent sources including mail, websites, TV news, and Council members, showing a strong reliance on digital communication.



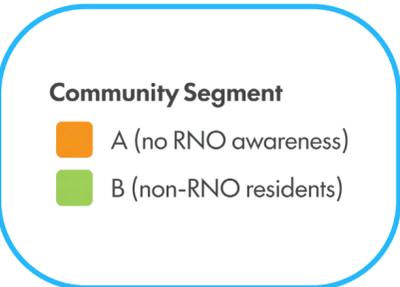
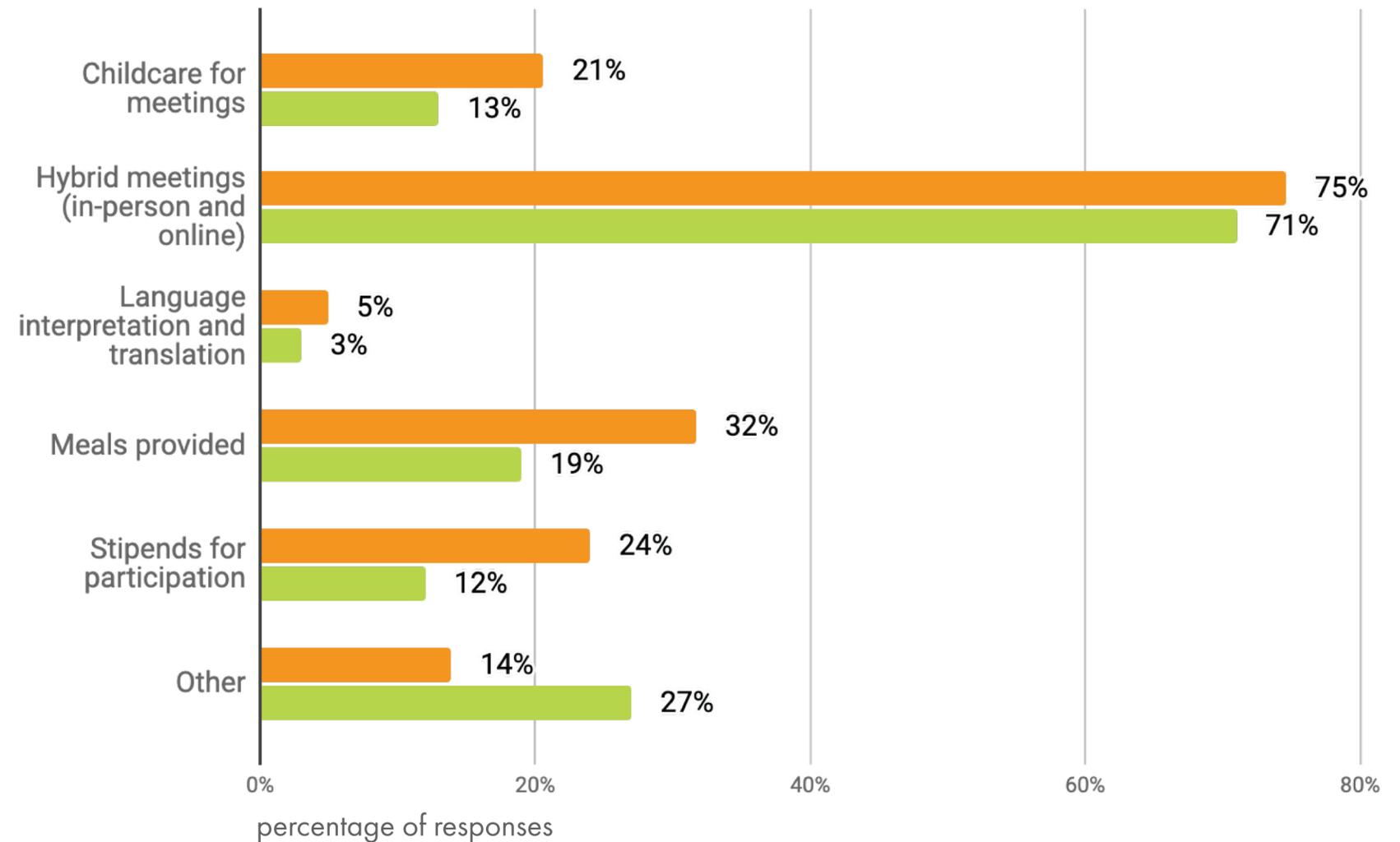
13 What would help you attend RNO meetings?
Check all that apply.

A RESIDENTS WITH NO AWARENESS OF RNOS
(37 blank responses)

Among 287 respondents unfamiliar with RNOs, **75% identified hybrid (in-person and online) meetings** as the most important factor for attendance, indicating a strong preference for flexible participation options.

B RESIDENTS WITH AWARENESS OF RNOS
(57 blank responses)

Among 298 respondents who had previously heard of RNOs, the most commonly selected factor that would help them access meetings was **hybrid meetings (in-person and online)**, chosen by 71% (211 respondents). This indicates a strong preference for flexible participation options.



14 How would you rate your current feelings about RNOs?

B RESIDENTS WITH AWARENESS OF RNOs (5 blank responses)

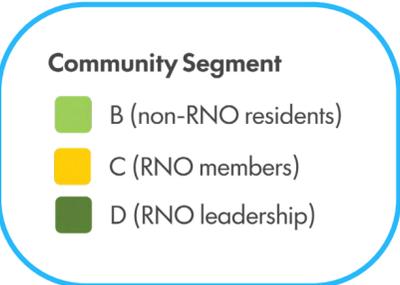
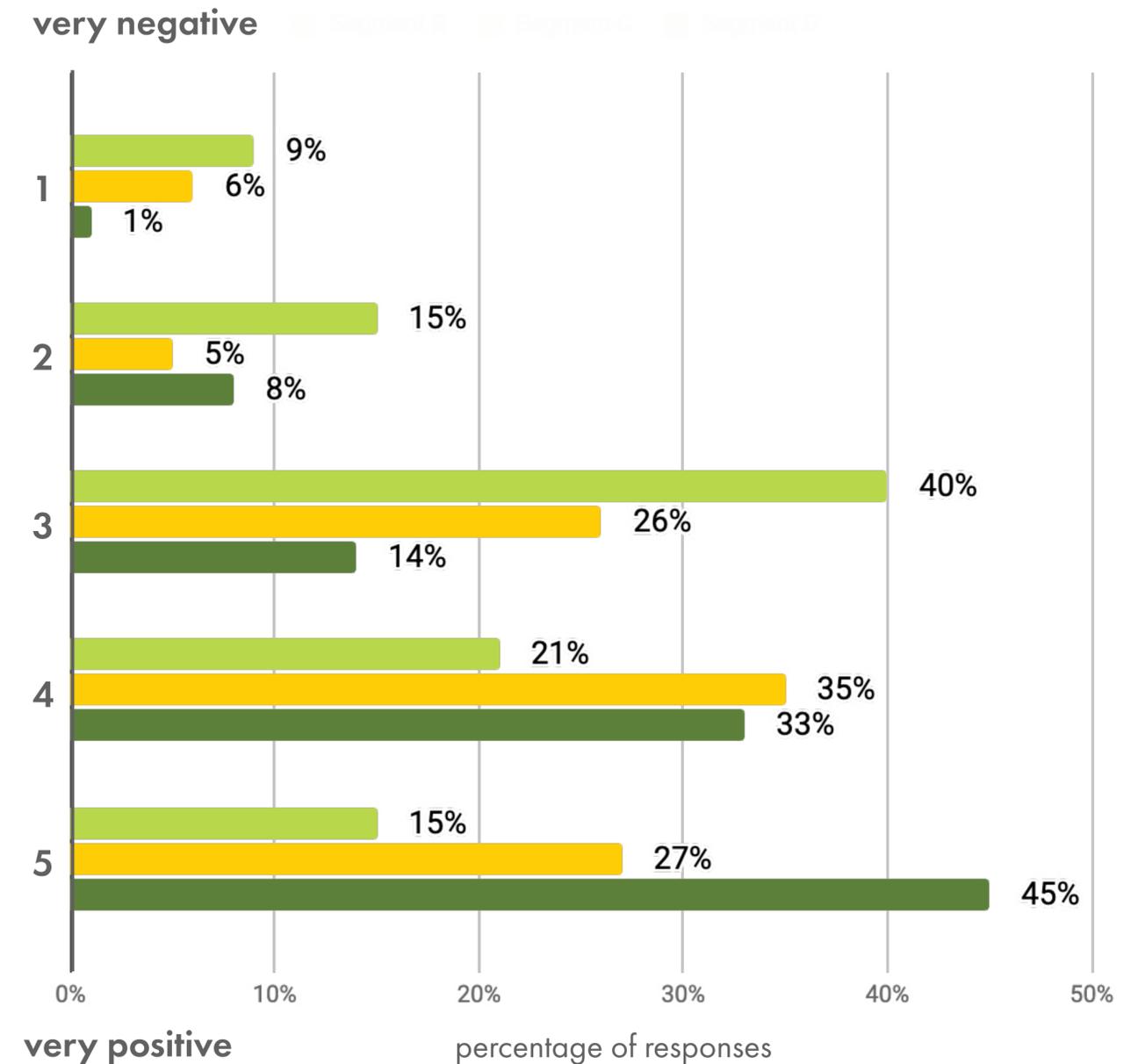
Among 348 respondents who indicated that they have heard of RNOs, **36% indicated their current feelings about RNOs are positive**, while 24% indicated their current feelings about RNOs are negative.

C RNO MEMBERS (1 blank response)

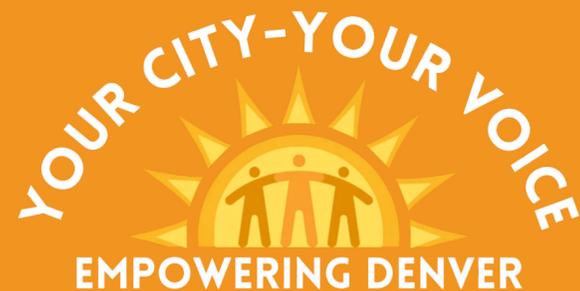
Among 318 RNO members, overall sentiment was **largely positive: 62% rated their experience as 4 or 5 (very positive)**, while only 11% reported negative feelings (1 or 2).

D RNO LEADERSHIP (0 blank responses)

Among 129 RNO leaders and board members, overall sentiment toward their RNOs was strongly positive, with **78% rating their feelings 4 or 5**, 14% neutral (3), and 9% negative (1–2), indicating general satisfaction among leaders.



**SURVEY FINDINGS // SEGMENT A:
RESIDENTS WITH NO AWARENESS OF RNOS**



15 Is there anything else you would like to share?

Among 58 respondents* unfamiliar with RNOs who shared feedback, key themes included:

- Personal views on citywide politics and policies and concerns about RNO effectiveness, power, and leadership (10 comments)
- Infrastructure improvements and safety concerns (8 comments)
- Strong desire to support and participate in their community or interest in learning more about RNOs (7 comments)
- Shared appreciation and support for the city's efforts (5 comments)
- Concerns about the city's physical appearance (5 comments)
- Less frequent but important themes included feeling unwelcome in RNO spaces, neighborhood-specific issues, renter rights, equity and inclusion, and requests for greater city support for RNOs (1–3 comments)

*214 participants did not respond to this question.

"The city should promote finding your local RNO and joining it."

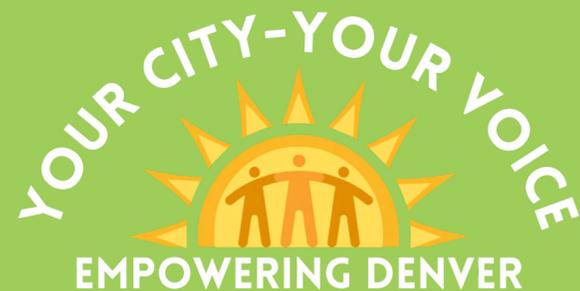
"People need to be made aware of what's going on in their community and how to help and be involved."

"How can we ensure that everyone's neighborhood association is equal and equitable in participation?"

I also am curious who the broader registered neighborhood group is? ...Otherwise it just feels like a bunch of people coming together because they have time to talk about things but not really do anything to make changes happen."

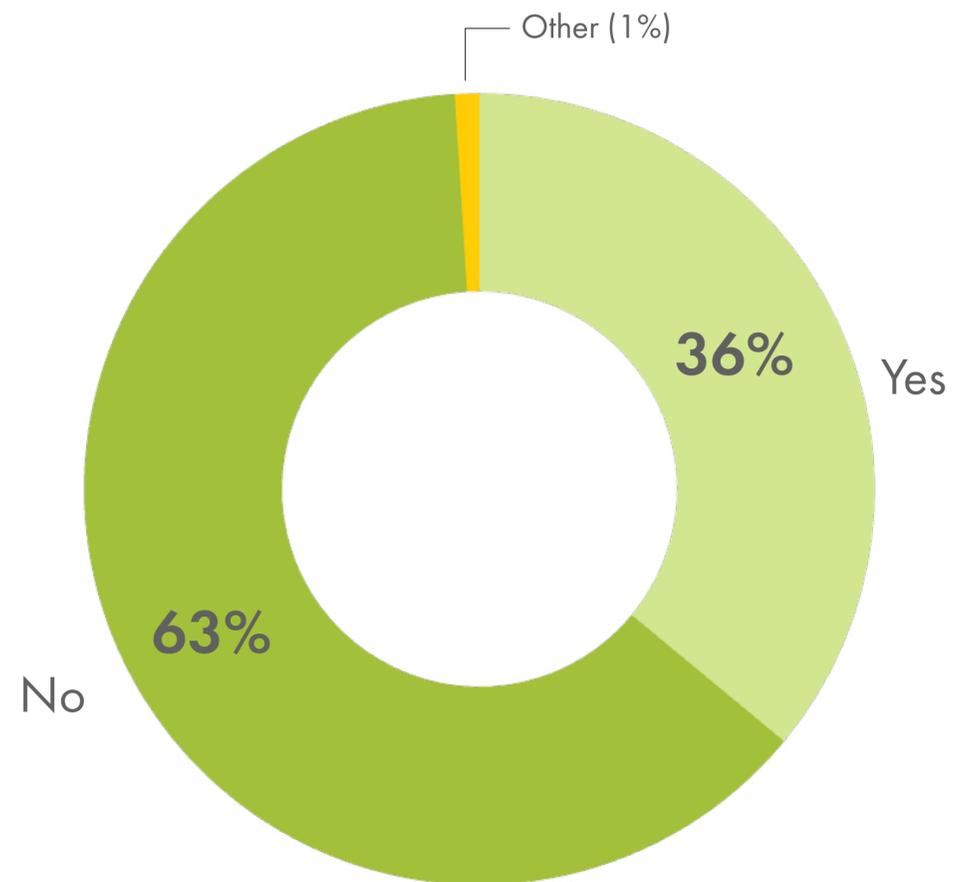
"It's not really clear to me what value an RNO has. I'd be concerned that it would be just another token organization that politicians don't pay attention to until they want help or support. For that reason I'd be hesitant to get involved until I saw and understood its effectiveness."

**SURVEY FINDINGS // SEGMENT B:
RESIDENTS WITH AWARENESS OF RNOS**



16 Have you ever attended an RNO meeting in your neighborhood?

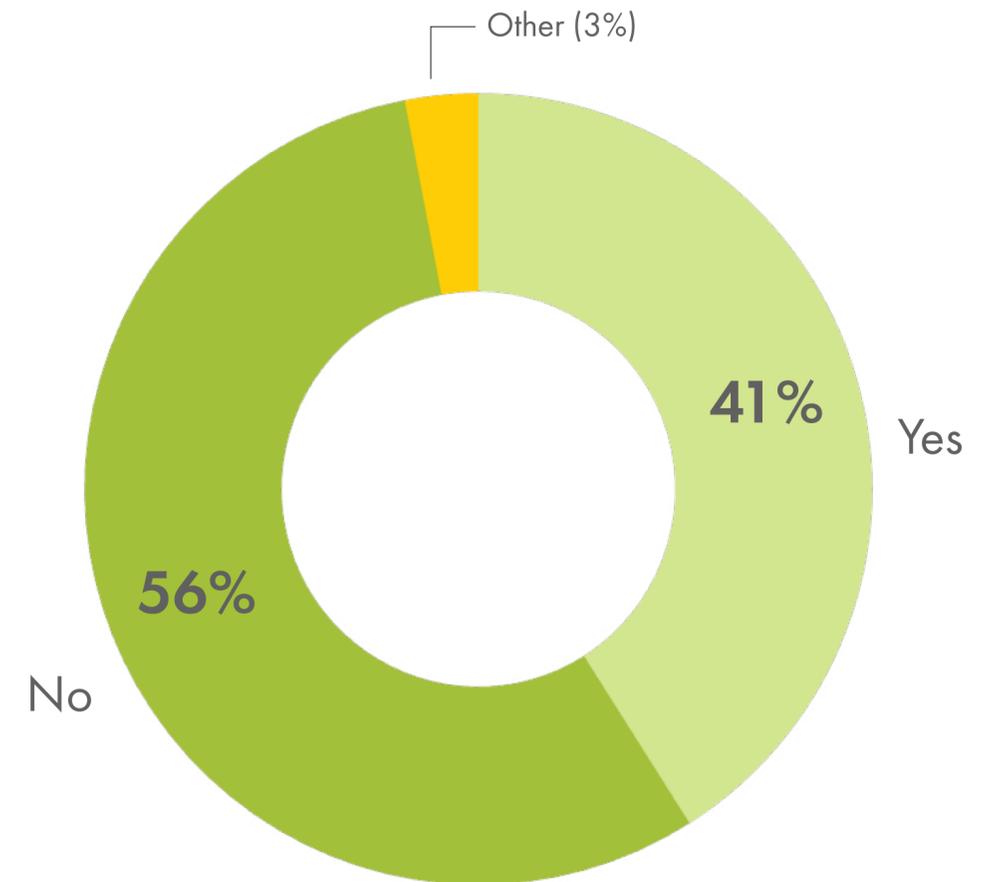
Of 354 respondents who indicated that they have heard of RNOs, **many (63%) have not attended an RNO meeting in their neighborhood.**



* 1 participant did not respond to this question.

17 Have you ever attended an event hosted by your RNO?

Among 350 respondents who indicated that they have heard of RNOs, **more than half (56%) have not attended an event hosted by their RNO.**



* 5 participants did not respond to this question.

18 Is there anything else you would like to share?

Among 126 respondents* who shared feedback, key themes focused on **RNO effectiveness, representation, engagement, city responsiveness, and neighborhood conditions**:

- RNO accountability, participation, and inclusivity – 57, 46, and 34 comments
- City responsiveness and support – 28 comments
- Neighborhood infrastructure and safety – 25 comments
- Funding, staffing, and resources – 19 comments
- Clarity of RNO purpose and role – 14 comments
- Improved communication tools and technology – 11 comments

Common concerns included RNOs being dominated by retired, affluent homeowners, often overlooking renters, younger residents, and BIPOC community members. Barriers to engagement included unclear membership, irregular meetings, and limited time, with suggestions for hybrid meetings, paid staff, community organizers, and stipends.

Comments also noted unresponsiveness from city departments, reliance on RNOs without guidance, and confusion about RNO authority. Respondents emphasized focusing on community-building rather than gatekeeping development. Neighborhood priorities included better roads, bike lanes, parks, dog parks, shade, upkeep, and safety concerns such as traffic, homelessness, and crime. Improved communications—via newsletters, websites, hybrid platforms, and public bulletin boards—were suggested to better connect residents.

* **199 participants** did not respond to this question.

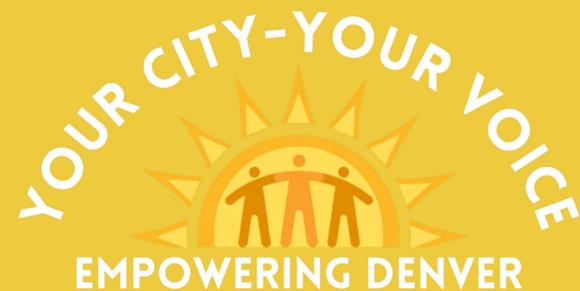
“It would be great to have **community bulletin boards in public spaces in English and Spanish.**”

“I have tried to engage with my local RNO but meetings aren’t scheduled regularly, they never respond to emails, **there are very few opportunities to participate.**”

“RNO's need paid **staff/community organizers** who can do proactive outreach and build relationships!”

“I live as a young woman of color in [...], and I **don’t feel like RNOs are welcoming; my perspective is often dismissed.**”

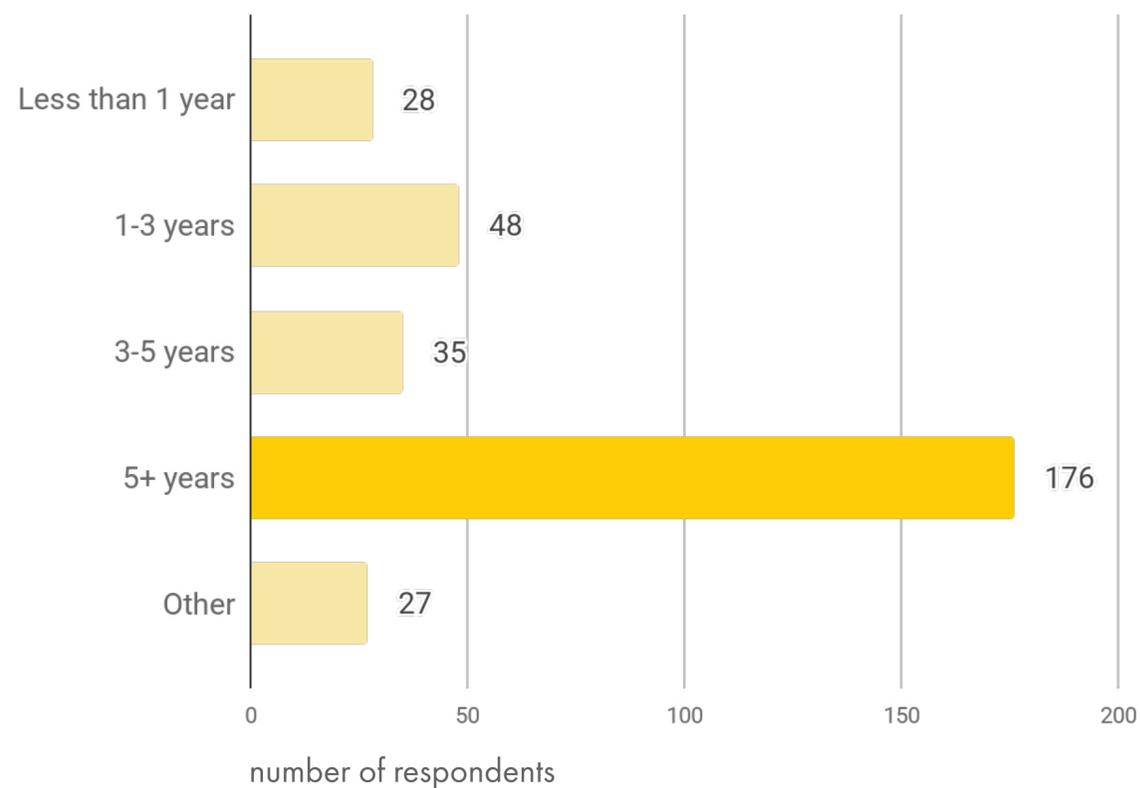
**SURVEY FINDINGS // SEGMENT C:
RESIDENTS MEMBERS OF RNOS**



19

How long have you been a member of your RNO?

Among 314 respondents* who identified as members of their RNO, more than half (**56%**) reported being members for five or more years, indicating a strong base of long-term involvement.



* 5 participants did not respond to this question.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

20 The city sends information to RNOs to be shared with residents, is this being done well? How can this be improved?

Among 257 respondents* who shared feedback, experiences with RNO communication and city support varied:

- Inconsistent or limited information sharing – 74 comments
- Adequate or well-done communication – 52 comments
- City reliance on RNOs to distribute information – 32 comments
- Need for more consistent and timely updates – 42 comments
- Improved communication methods or platforms – 28 comments
- Resource and capacity challenges for volunteer-led RNOs – 21 comments
- Barriers for renters and residents in multi-unit buildings – 17 comments
- Equity and inclusivity in outreach – 11 comments

Respondents noted successes where **active RNOs or engaged council members regularly share newsletters, emails, and social media updates**, but also challenges where information reaches only a small subset of residents or relies on individual board members.

* 62 participants did not respond to this question.

“Make this equitable communication practice for all RNOs. Those with resources have information disseminated to the community more effectively.”

“Yes. We have a google group and its email is registered with the city. Those who join that group receive every notice the city sends. We still have a 4-page paper newsletter that is delivered to 1,000+ residents.”

“No. Not really. I help the RNO with their newsletter and I don't ever receive emails/information from the RNO board that are from the city. I'm not sure if the city isn't sending information to the RNO, or if the RNO Board isn't sharing that information.”

“They are doing a good job but why isn't the city communicating to residents directly? Why does the city expect the RNO volunteers to do the city's job? Hire more city communications staff to directly reach out to everyone.”

21

What would most improve your RNO?

Among 253 respondents* who shared feedback on improving RNOs, the most frequently mentioned areas for improvement were:

- Broader and more diverse participation – 69 comments
- Better communication and information sharing – 56 comments
- City support and resources – 42 comments
- Stronger leadership and governance – 31 comments
- Social and community-building activities – 27 comments
- Accessibility and flexibility – 19 comments
- Clarity of purpose and advocacy – 14 comments
- Satisfaction with current RNO performance – 11 comments

Respondents emphasized **engaging more residents**, especially younger people and renters, and **ensuring leadership reflects neighborhood diversity**. Improving communication through newsletters, websites, hybrid meetings, and timely updates, providing city support, and strengthening leadership, governance, and community-building activities were also suggested to increase participation and effectiveness.

* 66 participants did not respond to this question.

“RNOs should not be allowed to **take stances on issues**; they should provide information and serve as a forum for discussion and education.”

“**Better and bilingual communication with ALL residents**. It seems that many residents, including long-time, don’t even know about the RNO or its meetings. RNO board members are newer, white residents, not representative of neighborhood makeup.”

“I think **making events for young homeowners and residents** would bring a breath of fresh air, by getting a critical mass of people under 70 into the organization, enough so that they feel they could have a voice.”

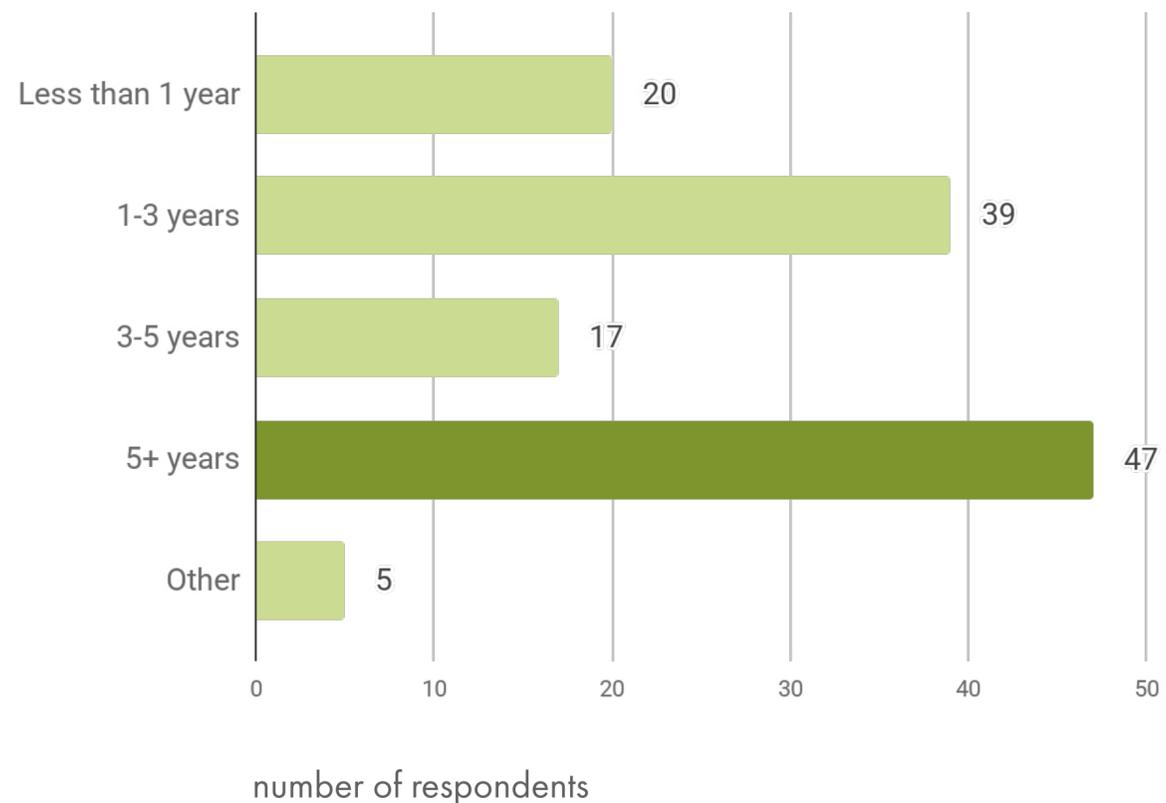
“**City support / resources - leadership guidance and message management...** stress the need for resources whether it’s financial or a city staff member that has so many dedicated hours each month to support an RNO with their communication.”

**SURVEY FINDINGS // SEGMENT D:
RESIDENT LEADERS WITHIN RNOS**



22 How long have you been a board member or leader in your RNO?

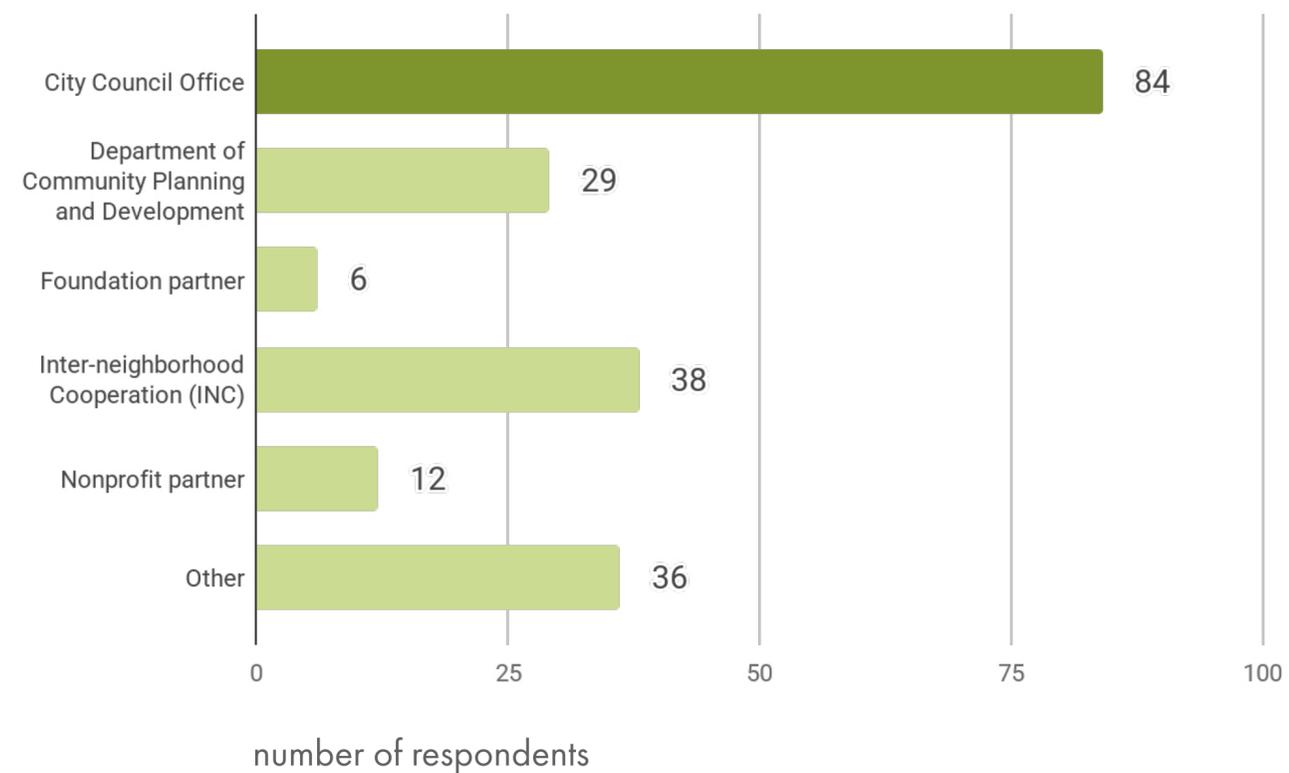
Among 128 respondents* who identified as RNO leaders or board members, over **one-third (37%) reported serving in their role for five or more years, while 30% indicated 1–3 years of service.**



* 1 participant did not respond to this question.

23 How does your RNO receive operational support? Check all that apply.

Among 116 respondents* who are RNO leaders or board members, the **most common source of operational support was the City Council Office (72%),** followed by Inter-Neighborhood Cooperation (INC) (33%) and the Department of Community Planning and Development (25%).

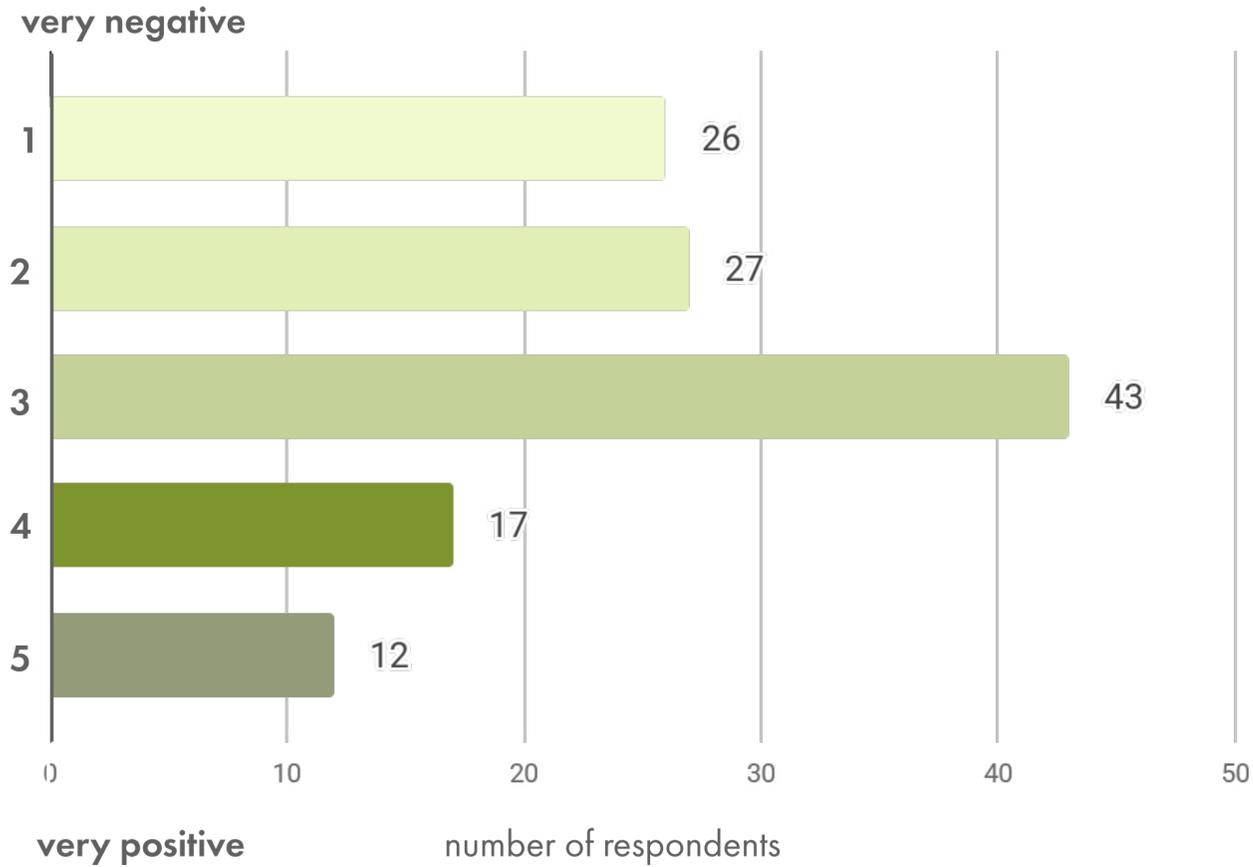


* 13 participants did not respond to this question.

24

How do you currently feel about the support you receive from the City's Department of Community Planning and Development?

Among 129 RNO leaders and board members*, perceptions of support from the Department of Community Planning and Development were mostly neutral, with 33% selecting 3. About 41% rated support low (1–2), while 22% reported higher satisfaction (4–5), indicating room for improvement in how RNO leadership experiences support.



*0 blank responses



Your City Your Voice Event Tabling

Photo Credit: City Council Aides

25 Do you have recommendations for how to improve communication from the City to RNOs? (Fill in answer)

Among 86 respondents*, feedback highlighted a strong desire for **clearer, more coordinated, and more reciprocal communication from the city, along with greater investment in RNO capacity, transparency, and early engagement in decision-making.** The most frequently cited recommendations included:

- Consolidated and clearer communications, including reducing fragmented emails and identifying action items – 18 comments
- Dedicated points of contact and stronger operational support – 15 comments
- Earlier and more meaningful engagement in planning and development decisions – 14 comments
- Training, onboarding, and capacity-building resources – 13 comments
- Centralized tools such as public archives, citywide calendars, and dashboards – 11 comments
- Ensuring communication reaches entire RNO boards, not just a single contact – 10 comments
- Communication generally adequate – 8 comments
- Skepticism about RNO influence in city planning – 3 comments

Overall, responses indicate a need for more streamlined communication, stronger partnership, and increased support to enhance RNO effectiveness.

*43 participants did not respond to this question.

“It would be extremely helpful to have a **city calendar that aggregates events from all city offices.**”

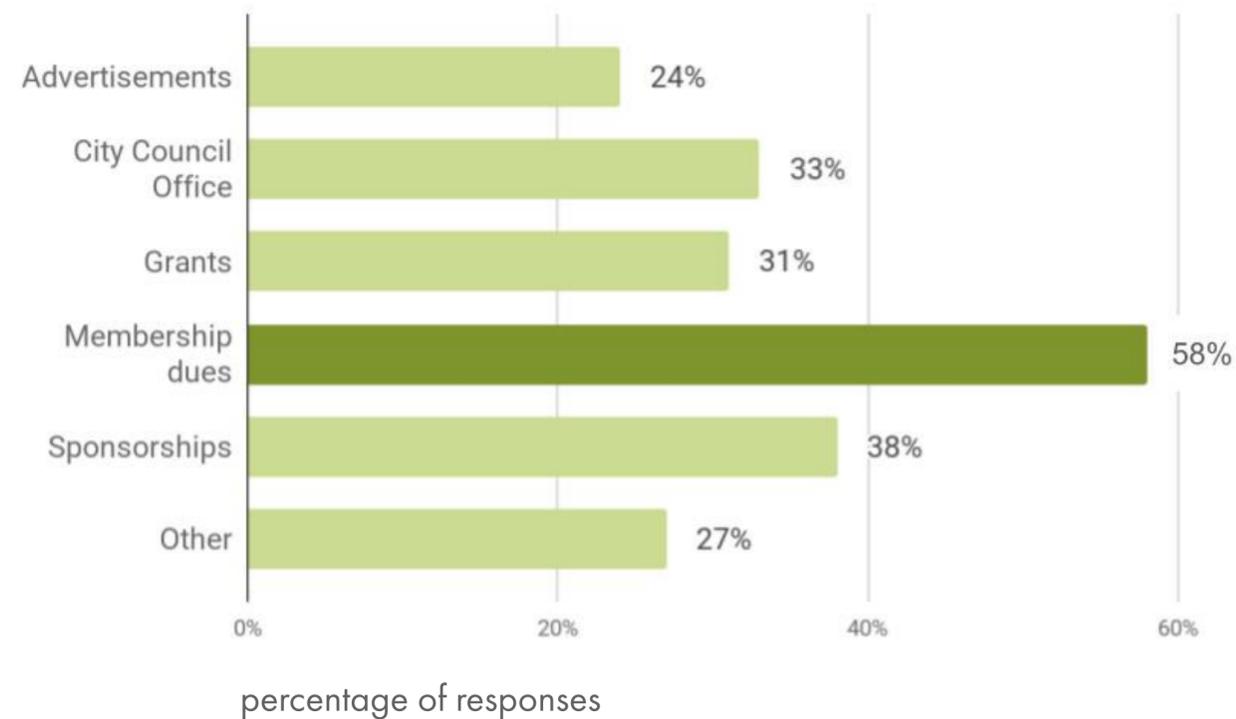
“It would be very helpful to have a **contact person to specifically help us with RNO operations.** We are shooting in the dark doing the best we can with whatever help we can get.”

“We get a lot of emails and it would be helpful if that was **somehow consolidated.** It’s hard to share when we get multiple sources of information every day.”

“Sometimes it seems the city comes to the RNOs not so much to get input...but to check off a box. **I would like the city to engage the Neighborhoods more in the initial planning stages.**”

26 How does your RNO raise funds? Check all that apply.

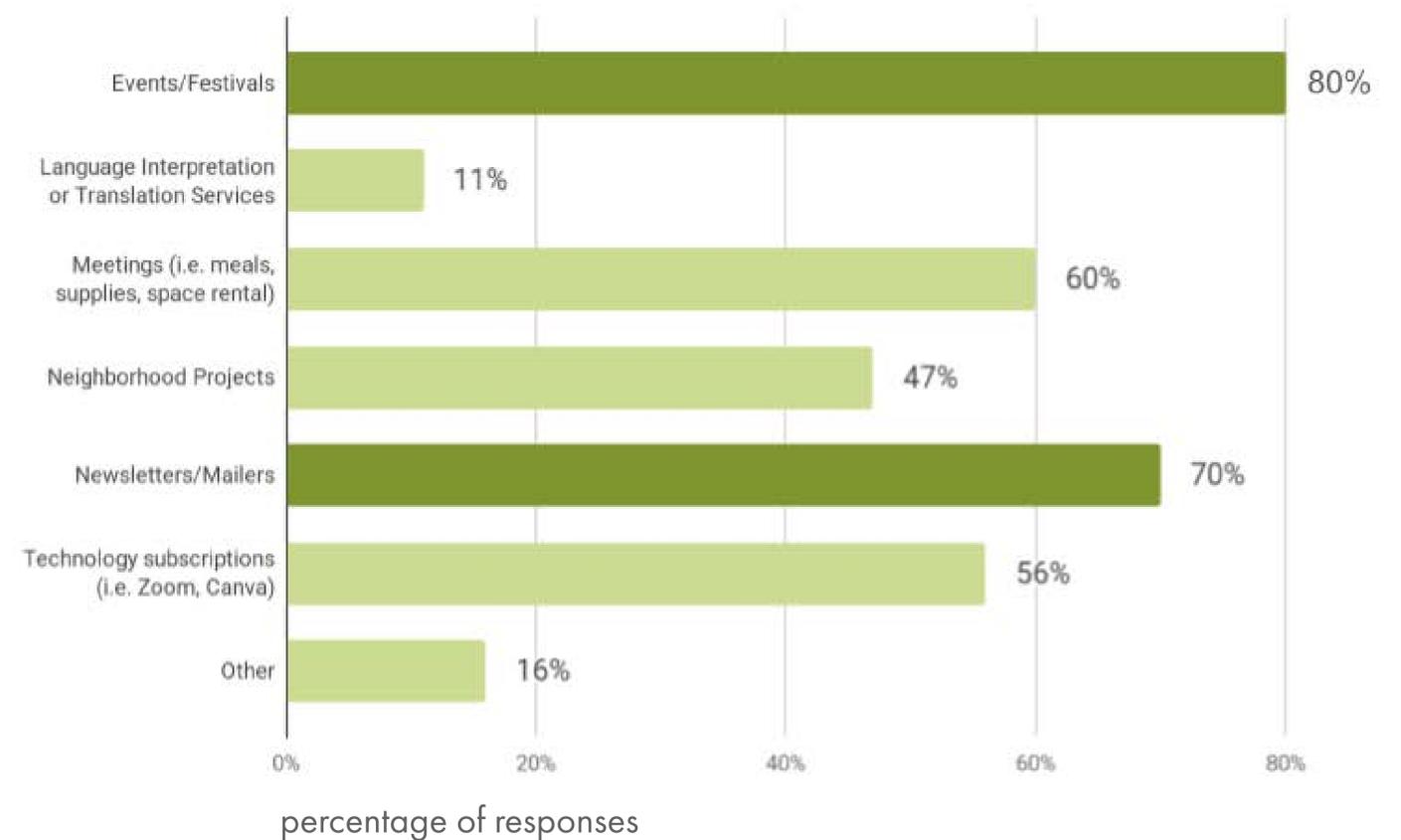
Among 125 RNO leaders and board members, the most common fundraising sources were **membership dues (58%)**, followed by **sponsorships (38%)**, **City Council Office support (33%)**, and **grants (31%)**, reflecting a mix of member-based and external funding.



* 4 participants did not respond to this question.

27 How does your RNO spend your funds? Check all that apply.

Among 126 RNO leaders and board members, funds are most often spent on **events and festivals (80%)**, **newsletters and mailers (70%)**, and **meeting-related costs (60%)**, reflecting a strong focus on community engagement and communication. A majority also invest in **technology subscriptions (56%)** and **neighborhood projects (47%)**, while fewer allocate funds to language interpretation or translation services (11%).



* 3 participants did not respond to this question.

28 How much money would you need annually to run your RNO more effectively? (Fill in answer)

Among 105 respondents*, estimated funding needs varied, though most indicated that **modest, reliable annual support would improve RNO effectiveness, particularly for communications, outreach, and operations**. Key responses included:

- \$1,000–\$5,000 annually for basic operations (websites, email, insurance, meetings, outreach) – about 40 comments
- \$3,000–\$15,000 annually for newsletters, events, translation, childcare, and food – about 30 comments
- \$10,000–\$50,000+ annually to support staff, grant writing, expanded programming, or advocacy – about 18 comments
- Unsure of funding needs due to historically minimal budgets – about 20 comments
- Financially self-sustaining – about 12 comments
- Access to shared city resources, staff support, and volunteer capacity identified as key constraints – about 8 comments

*24 participants did not respond to this question. Participants typed in their own monetary amount for this survey question.

"Honestly, I need more people not more \$\$."

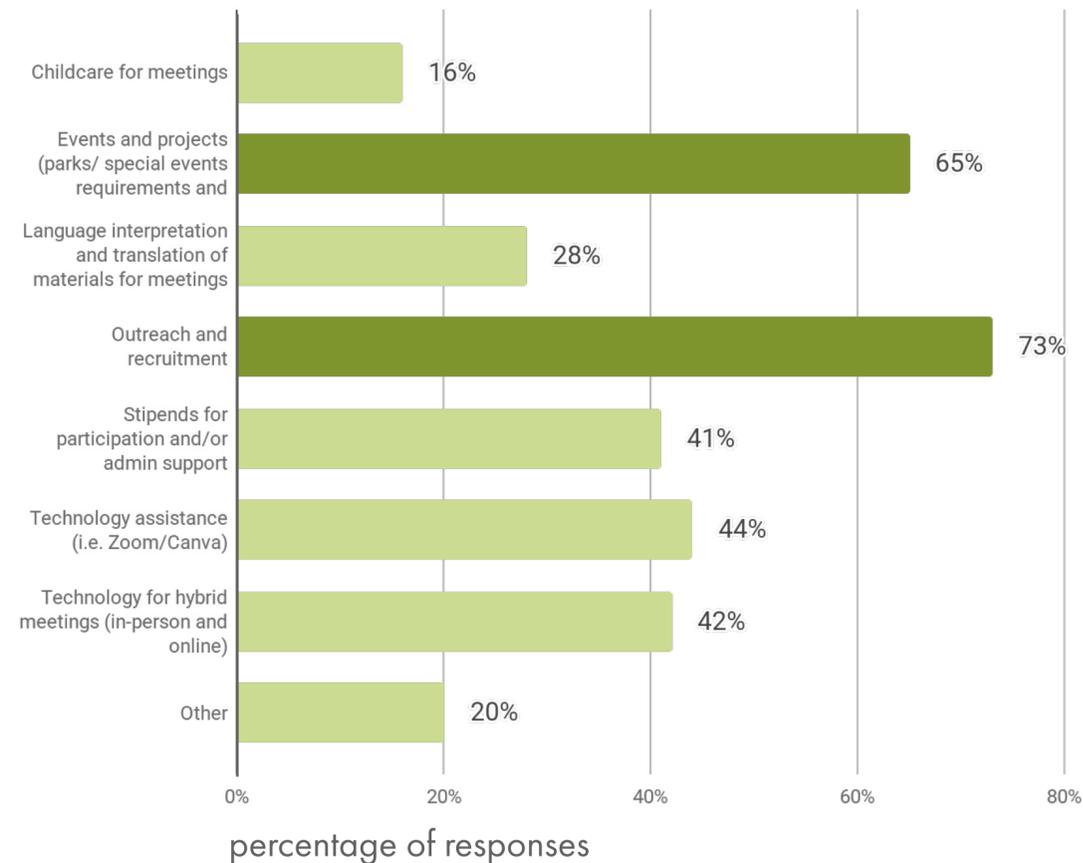
"Not money, just resources (technology, and perhaps food). Also, a central public meeting space."

"At a minimum, enough money to cover website, Zoom, mailchimp, Survey Monkey and insurance costs. **Roughly \$5,000.**"

"\$5,000 would help us deliver newsletters to 1,550 homes... In our area the fliers are the most effective at reaching neighbors since we have a high turnover rate for renters."

29 What does your RNO need support with? Check all that apply

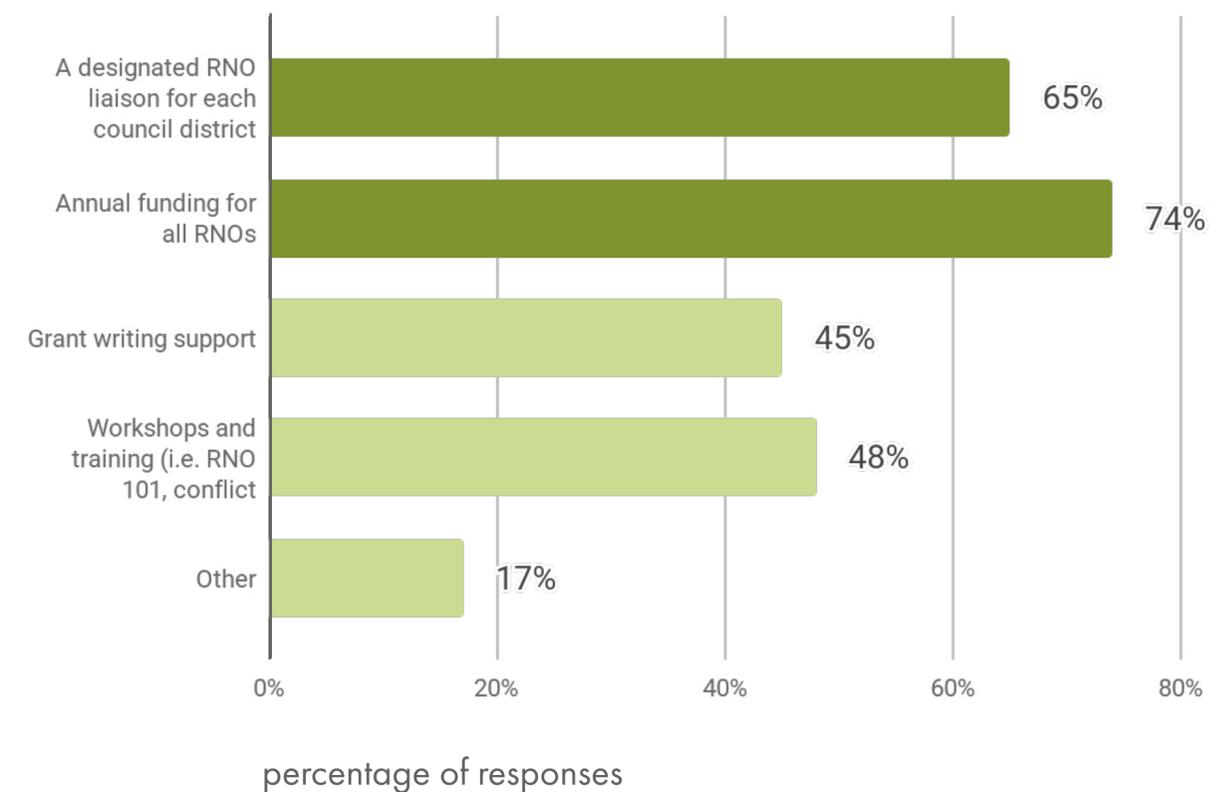
Among 126 RNO leaders and board members, the most common needs were **outreach and recruitment (73%)**, **event support including permits (65%)**, **technology assistance (44%)**, **hybrid meeting tools (42%)**, and **stipends or administrative support (41%)**.



* **3 participants** did not respond to this question.

30 Which citywide support would benefit your RNO? Check all that apply.

Among 128 RNO leaders and board members, the most common forms of citywide support were **annual funding for all RNOs (74%)**, **a designated liaison for each council district (65%)**, **workshops and training on topics like conflict mediation, equity, and language services (48%)**, and **grant writing support (45%)**, highlighting the value of financial and capacity-building resources.



* **1 participant** did not respond to this question.

31 What are the top challenges that your RNO faces? (Fill in answer)

Across 122 responses, **RNO challenges most frequently centered on participation, capacity, and equity.** Key issues included:

- Low participation and volunteer capacity – 65 comments
- Outreach and engagement with renters, diverse populations, and changing neighborhoods – 48 comments
- Funding and resource limitations – 39 comments
- Administrative burden and burnout – 33 comments
- Representation, equity, and legitimacy – 28 comments
- City communication and coordination challenges – 25 comments
- Neighborhood growth and development – 22 comments
- Safety and infrastructure – 18 comments
- Technology access – 17 comments
- Meeting space limitations – 11 comments
- Limited institutional knowledge – 9 comments

***7 participants** did not respond to this question.

“Residents want to be **listened to** and not feel like it’s just a box to be checked with the city.”

“Lack of diverse participation; **few people are actively involved.**”

“**Reaching neighbors to get involved.** In a very large neighborhood, it’s extremely challenging to engage many/anyone.”

“No funding!!! [...] and staff are phenomenal but beyond his help **we have little formal support from the city.**”

32 What would most improve your RNO? (Fill in answer)

Among 112 respondents who shared ideas for strengthening their RNOs, the most common priorities were:

- Increasing membership, volunteers, and board participation – 52 comments
- Improving outreach and engagement – 34 comments
- Enhancing diversity and representation – 31 comments
- Additional funding and resources – 29 comments
- City support, including guidance and liaison access – 24 comments
- Technology and communication tools – 18 comments
- Administrative or staffing support – 15 comments
- Meeting access and logistics – 12 comments
- Clarifying RNO roles and influence – 10 comments
- Neighborhood investments or improvements – 9 comments

Responses highlight the **importance of broad participation, equity, and meaningful support from both the RNOs and the city.**

* **17 participants** did not respond to this question.

"A meeting place would be nice, so we wouldn't have to rely on private residents to host."

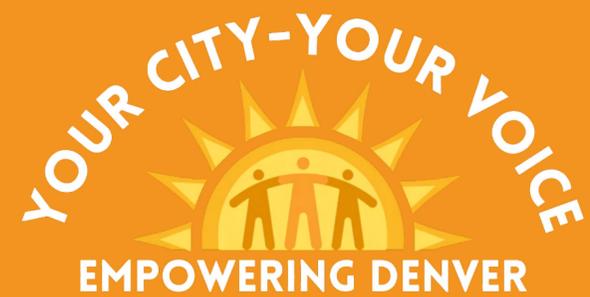
"A membership database and improved website connection to the community."

"The same 10–15 people come to meetings. I love their engagement, but **we need more diverse voices.**"

"We are in no way representative of the community at large, but the city empowers us to make decisions for the community without any real community input."

COMMUNITY PARTICIPATION

NEIGHBORHOOD ENGAGEMENT WORKSHOP INSIGHTS



COMMUNITY PARTICIPATION

NEIGHBORHOOD ENGAGEMENT WORKSHOPS INSIGHTS

Between September 10 and October 29, 2025, Council members Paul Kashmann and Serena Gonzales-Gutierrez, along with their council aides and in partnership with Radian, convened **five 2-hour neighborhood engagement workshops**, to gather resident perspectives on the role, structure, and future of RNOs. Approximately **140 residents participated**, representing homeowners, renters, business owners, and community leaders from diverse neighborhoods across the city. Workshop locations, dates, attendance, and participant characteristics are provided in [Appendix D.1](#).

The objectives of these workshops were to identify key challenges faced by RNOs and community members under the current guidelines, facilitate collaborative discussions to generate potential solutions, and gather input to inform updated RNO policies and guidelines. During the workshops, attendees engaged in several group activities to discuss challenges and generate solutions. In-person participants recorded their responses in workbooks collected at the end of each session,

while virtual participants used Zoom chat and MiroBoards that follow the same format as the workbooks. Workshop activities, details, and questions can be found on [Appendix D.2](#). **Across all five sessions, participants expressed strong pride in their neighborhoods but also consistent frustration with the current RNO system.**

The discussions revealed a shared desire for clearer roles and responsibilities, equitable representation, modern communication tools, and a stronger city partnership to make neighborhood participation accessible, inclusive, and effective. These recurring themes highlighted citywide opportunities to strengthen RNOs and foster meaningful community engagement.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

LOW AWARENESS AND CONFUSION ABOUT RNOs

KEY CHALLENGES

Throughout all sessions, residents emphasized that **awareness of RNOs remains extremely low**. Many people confuse RNOs with homeowners associations (HOAs) or assume they are private, membership-based groups rather than open community organizations. Participants described a “discovery problem” where RNOs are only noticed when a conflict arises, such as a rezoning proposal or development disputes.

Awareness is heavily dependent on individual leadership and outdated communication channels like newsletters or word-of-mouth. Digital presence varies widely across RNOs, leaving renters, younger residents, and newcomers largely disconnected. Participants agreed that the city does little to proactively educate the public about RNOs, resulting in inconsistent visibility and credibility across neighborhoods.

COMMUNITY SUGGESTIONS

Participants proposed that the **city lead a coordinated, citywide awareness campaign branded around a unified message** such as “Join Your RNO.” This campaign could include move-in guides, information inserts or notices accompanying utility bills, mailers, bus ads, flyers, and QR codes placed at libraries, recreation centers, and community events.

They also recommended standardized branding and terminology, a centralized digital hub with searchable maps, RNO leadership contact details, an RNO events calendar, and city-provided communication templates for newsletters, websites, flyers, and multilingual outreach materials and translation support.

Participants agreed that the city does little to proactively educate the public about RNOs, resulting in inconsistent visibility and credibility across neighborhoods.

COMMUNICATION AND OUTREACH CHALLENGES

KEY CHALLENGES

Participants frequently described **confusion about where to turn for neighborhood concerns**; whether to contact their City Council office, a specific department, or their RNO, and described inconsistent follow-up from city staff. **Many characterized the city as “faceless” and slow to respond**, noting that existing systems such as 311 are often ineffective.

Participants shared that RNOs are expected to distribute city updates with their neighborhoods but lack training, staff support, and tools to do so reliably. Residents expressed frustration with **fragmented communication systems that lead to information overload and mistrust**. Some neighborhoods enjoy consistent engagement and outreach, while others report receiving no communication or outreach at all.

COMMUNITY SUGGESTIONS

To address these gaps, participants recommended creating a modernized communication infrastructure, including a **single, citywide online portal or app** (“Lakewood-style system”) where **residents could opt in to receive city agency notices and neighborhood communications**, view project updates, access meeting schedules and recordings, and identify key contacts, alongside improvements to 311 responsiveness. Participants also emphasized the importance of strengthening two-way communication by **encouraging city staff and elected officials to regularly attend RNO meetings**.

Additional outreach strategies included distributing flyers and signage in public spaces, implementing a “block captain” or community connector model in which trusted neighborhood liaisons share information, gather feedback, and connect residents to city and RNO resources at a hyper-local level; and expanding multilingual, culturally responsive, and hybrid outreach formats.

To address these gaps, participants recommended creating a modernized communication infrastructure, including a single, citywide online portal or app where residents could opt in.

DISCONNECT BETWEEN CITY GOVERNMENT AND NEIGHBORHOODS

KEY CHALLENGES

A recurring theme across all sessions was the **inconsistent and often one-directional relationship between RNOs and the city government**. Communication between departments and RNOs varies widely; some receive regular updates from some agencies, while others are left uninformed about major projects.

Residents frequently **described city engagement as “check-the-box” rather than genuine collaboration**. Volunteers expressed feeling overburdened by the expectation to distribute city information without adequate support. At the same time, they lack clarity on how RNO input influences decision-making.

COMMUNITY SUGGESTIONS

Participants recommended **assigning dedicated city liaisons** to serve as consistent points of contact for RNOs and establishing an **annual citywide RNO summit** with the Mayor, City Council, and RNO leaders to discuss shared goals and challenges.

They also suggested requiring **plain-language summaries** of city projects and creating a central community engagement authority to coordinate outreach and track responsiveness.

A recurring theme across all sessions was the inconsistent and often one-directional relationship between RNOs and the city government.

EQUITY, REPRESENTATION, AND INCLUSION

KEY CHALLENGES

Residents voiced significant concern that **RNO leadership often does not reflect the communities they are supposed to represent.** Leadership positions tend to be held by older, white, and more affluent homeowners, while renters, youth, and immigrants remain underrepresented.

Barriers such as meeting times, lack of translation and interpretation services, and the formality of meetings further limit access. Several participants commented that “only the retired and rich can engage” without city-funded support. In addition, **lower-income or renter-heavy neighborhoods frequently lack RNOs altogether,** leading to gaps in representation and influence.

COMMUNITY SUGGESTIONS

Participants proposed several reforms to improve inclusion, including **encouraging RNO boards that reflect community demographics, offering equity and anti-bias training for leaders,** and providing translation and interpretation funding.

They also recommended building partnerships with local festivals and cultural organizations, schools, and faith communities to expand outreach and implement a needs-based grant or stipends model that prioritizes under-resourced neighborhoods.

Several participants commented that “only the retired and rich can engage” without city-funded support.

RESOURCES, FUNDING, AND SUPPORT NEEDS

KEY CHALLENGES

Across sessions, participants emphasized that RNOs are sustained by **unpaid volunteers who experience high levels of burnout**. Basic operational expenses, such as printing, translation, and website hosting are unaffordable for many groups, while wealthier neighborhoods can sustain more robust operations. **This disparity leads to unequal access to engagement and advocacy.**

COMMUNITY SUGGESTIONS

Residents consistently supported **city-funded grants or stipends to cover outreach, translation, and events**. They also advocated for standardized toolkits, described as an **“RNO Cookbook”**, that include templates for bylaws, websites, and communication materials.

Additional suggestions included providing shared services to RNOs, such as a city-hosted web platform, virtual or hybrid meeting technology, and city-led training on governance, finance, and engagement.

Basic operational expenses, such as printing, translation, and website hosting are unaffordable for many groups, while wealthier neighborhoods can sustain more robust operations.

GOVERNANCE, ACCOUNTABILITY, AND STRUCTURE

KEY CHALLENGES

Many participants expressed uncertainty about whether **RNOs should serve as neutral communication channels or advocacy groups**, with some participants being in favor and others opposed. Residents requested that the city update the **RNO ordinance to include guidance on how RNOs can take advocacy positions**.

Others raised concerns about inconsistent bylaws, lack of transparent elections, entrenched leadership, and unclear geographical boundaries. The current RNO ordinance was widely viewed as outdated, with vague reporting requirements and a cumbersome registration process.

COMMUNITY SUGGESTIONS

Residents recommended revising the ordinance to include clear governance standards such as **term limits for board members, election procedures, and conflict-of-interest policies**.

Participants also proposed establishing a **year-round registration process, developing standardized bylaws, and strengthening accountability** measures that require RNOs to publicly post meeting minutes, budgets, and decisions.

Some participants recommended reviewing RNO boundaries to reduce overlaps and ensure all neighborhoods are represented by an active RNO. Others supported allowing overlapping boundaries to preserve community independence and flexibility, but emphasized that, if maintained, safeguards

should be established to prevent misuse of the RNO structure by developers, business improvement districts (BIDs), homeowners associations (HOAs), special interest groups, or individuals creating multiple RNOs without appropriate oversight.

Overall, participants emphasized that any **ordinance reforms should balance transparency and accountability with community autonomy**. They also stressed the importance of maintaining **RNO independence while allowing flexibility** in registration requirements for smaller or emerging RNOs that may operate with limited capacity or meet less frequently.

PARTICIPATION AND MOTIVATION

KEY CHALLENGES

Participants observed that RNO meetings often feel **formal, bureaucratic, and dominated by a few voices**, discouraging broader involvement.

Attendance tends to surge only during high-stakes development or zoning controversies, while long-term participation remains low. Many residents cited competing priorities and a lack of time as barriers to engagement.

COMMUNITY SUGGESTIONS

To increase participation, residents suggested making **RNOs more social and community-centered through events** like block parties, potlucks, cleanups, and youth-driven activities. They also supported **incentives such as recognition programs or small stipends** for active members.

Other ideas included **automatic RNO registration for new residents** in city forms or address updates, partnerships with schools and libraries for outreach, and continued city support for hybrid and flexible meeting formats.

Attendance tends to surge only during high-stakes development or zoning controversies, while long-term participation remains low.

ENGAGEMENT APPROACHES AND INNOVATION

KEY CHALLENGES

Residents agreed that **RNOs must evolve beyond formal meetings to remain relevant**. Traditional outreach methods such as newsletters and door-knocking have declined due to volunteer shortages, while newer digital tools are underused. Participants encouraged a blended approach that combines technology with personal connection.

COMMUNITY SUGGESTIONS

Suggestions included **integrating creative media and youth-led storytelling**, using QR codes, art, and social media to share information, and collaborating with local schools, libraries, universities, and businesses to reach new audiences.

Participants also expressed interest in establishing a **shared innovation network or symposium** for RNO leaders to exchange ideas and best practices.

Participants encouraged a blended approach that combines technology with personal connection.

COMMUNITY PARTICIPATION

TAKEAWAYS

Across all engagement sessions, **participants voiced a unified call for modernization, equity, and partnership in how Denver defines and supports its RNOs.** Residents want the city to take an active role in public education, communication infrastructure, and equity investment while preserving RNOs' community-led character.

The workshop sessions underscored that **awareness remains the single largest barrier,** most residents simply do not know what RNOs are or how to get involved. Improved communication is also essential; residents need consistent, multilingual information and clear contact points for city updates. Achieving equity will require tangible investments in translation, technology, and stipends to ensure all residents can participate.

Participants envision a future where RNOs are interconnected, inclusive, and empowered to collaborate directly with the city. They emphasized that **effective reform should provide structure**

without unnecessary bureaucracy, balancing accountability with flexibility. By investing in visibility, communication tools, equity measures, and training, the city can strengthen trust and rebuild the bridge between neighborhoods and government, ensuring every Denver resident has a voice in shaping their community's future.



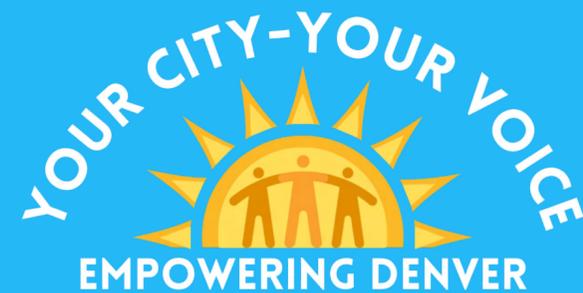
Neighborhood Engagement Workshop

Photo Credit: City Council Aides



COMMUNITY PARTICIPATION

REGISTERED NEIGHBORHOOD ORGANIZATIONS
FOCUS GROUPS INSIGHTS



COMMUNITY PARTICIPATION

REGISTERED NEIGHBORHOOD ORGANIZATIONS FOCUS GROUPS INSIGHTS

In November 2025, Radian convened two 1.5-hour virtual RNO Focus Group sessions to gather targeted input from RNO leaders and members on potential updates to Denver’s RNO ordinance. Council members and city staff were not in attendance so that RNO participants could speak freely and share candid feedback. **These sessions built on the broader Your City Your Voice engagement process and were designed to deepen understanding of community-identified themes while centering the perspectives of those directly involved in RNO leadership.** The focus groups represented a transition from broad storytelling and idea generation to more detailed, data-informed discussions. Focus groups dates and attendance are provided in [Appendix E.1](#).

The purpose of the focus groups was to build a shared understanding of why changes to the RNO ordinance are being considered and how they connect to community priorities; validate, refine, or challenge themes identified during earlier community engagement; and gather RNO-specific perspectives to inform potential updates to the ordinance. **These sessions ensured RNO members and leaders had meaningful opportunities to engage directly in shaping recommendations and helped build trust through a transparent and inclusive process.**

During each session, facilitators shared a brief overview of the Your City Your Voice preliminary findings from the citywide survey and neighborhood workshops. Participants were then presented with the most common themes that emerged: **awareness and identity, governance and accountability, resources and support, communication with the city, and representation and inclusion**, and were asked to respond to a series of questions using Mentimeter. Mentimeter questions can be found on [Appendix E.2](#). Responses were anonymous and displayed in real time to surface priorities, identify areas of alignment or divergence, and prompt facilitated discussion. Additional insights were captured through Zoom chat.

Together, these focus groups contributed to a comprehensive body of qualitative and quantitative input, ensuring a well-rounded, community-informed understanding of RNO needs, concerns, and opportunities as ordinance updates are considered. Across both sessions, participants shared candid reflections on the current RNO system, expressed strong alignment on certain challenges, and surfaced areas of tension, particularly around governance, regulation, and the city’s role. While perspectives varied, several consistent themes emerged and are discussed in the section below.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

Awareness and Identity

Participants across both focus groups consistently **described RNOs as connectors, advocates, community builders, and a voice for neighbors.** RNOs were seen as key sources of institutional knowledge and as bridges between residents, businesses, and the city. At the same time, there was strong agreement that RNOs are widely misunderstood or confused with HOAs and BIDs, both by residents and city departments. **Many participants emphasized the need for the ordinance to more clearly distinguish RNOs from other entities and to clarify their purpose, scope, and limitations.**

Participants broadly supported updating or expanding the ordinance's definition of RNO roles, particularly to reflect their function as inclusive, community-based forums rather than quasi-regulatory bodies. Allowing HOAs or BIDs to form RNOs generated concern, with many noting potential conflicts of interest and the risk of excluding broader community voices. Suggested strategies to improve awareness included city-led education, consistent neighborhood communications, partnerships with trusted community institutions, and stronger online visibility, though participants stressed that outreach efforts require resources to be effective.

Governance, Accountability and Structure

Governance emerged as one of the most complex and contested topics. Participants identified challenges including unclear expectations, inconsistent or missing bylaws, overlapping boundaries, lack of transparency in elections and decision-making, leadership burnout, and succession planning challenges. Many noted that the **current ordinance is weakly enforced, creating uneven practices across RNOs and eroding trust, both within neighborhoods and between RNOs and the city.**

While there was broad agreement on the need for clearer guidance and transparency, participants diverged on how prescriptive the ordinance should be. Some advocated for baseline standards, such as transparent elections, accessible bylaws, and clear membership definitions, while others cautioned that additional requirements could further strain volunteer-led organizations and reduce participation. Overlapping RNO boundaries were widely viewed as confusing and divisive. Some shared they felt the need to create a new RNO because they felt the RNO in their area was not active enough or shared information consistently, and others acknowledged that limited overlap worked for

them when RNOs collaborate on issues that impact all. Overall, **participants favored flexibility supported by best-practice guidance, training, and neutral facilitation rather than rigid, one-size-fits-all rules.**



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

Resources and Support

Across both focus groups, participants were nearly unanimous that **RNO expectations cannot increase without corresponding support from the city.** The most frequently cited needs included shared technology (e.g., email platforms, Zoom, websites), administrative support, insurance (for events, etc.), training and toolkits, and predictable base-level funding. Many participants emphasized that the loss of previously provided city resources, such as free Zoom accounts, had immediate negative impacts on their ability to function.

There was no clear consensus on how funding should be distributed, but many supported a hybrid approach: equal base support for all RNOs paired with additional resources based on neighborhood needs. Several participants stressed that shared services and centralized platforms may be more effective and equitable than direct funding alone. Concerns were raised about administrative burdens tied to grants and about relying on city funding amid broader city budget constraints. Peer-to-peer learning, particularly through networks like Denver Inter Neighborhood Cooperation (INC), was highlighted as a valuable and underutilized resource that the city could better support.

Communication with the City

Communication challenges were a dominant theme, particularly frustration with unclear points of contact, late or inconsistent notifications, overly technical or lengthy communications, and uneven responsiveness across city departments. Participants described feeling overwhelmed by information while simultaneously lacking timely, actionable notice about projects directly affecting their neighborhoods.

Suggested improvements included clearer roles and responsibilities for city–RNO communication, plain-language summaries, centralized dashboards or hubs, consistent Council member engagement, and proactive notification requirements for physical or policy changes within RNO boundaries. Many participants emphasized that RNOs want to be partners early in project development, not merely informed after decisions have already been made, and expressed frustration with being placed between the Mayor’s Office and City Council without clear authority or accountability.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

Representation and Inclusion

Participants broadly agreed that **improving representation and inclusion is important but difficult to mandate without resources**. Barriers frequently cited included the cost of outreach, translation, childcare, and hybrid meeting technology, as well as **challenges reaching renters**, particularly in large multifamily buildings. Many supported encouraging equity measures through incentives rather than strict requirements, noting that inclusion looks different across neighborhoods and that enforcement would be challenging under the current system.

There was strong interest in city-provided tools to support renter outreach, such as access to address-level data (without personal information), translation resources, and guidance on inclusive engagement practices. Participants emphasized that awareness of RNOs remains one of the biggest barriers to inclusion and that meaningful equity outcomes depend on sustained investment in outreach, capacity-building, and social infrastructure, not solely on ordinance language.

Takeaways

When asked to identify the most important change needed, participants most frequently cited **resources and support, followed closely by clearer communication and accountability from the city**. Many expressed a desire for deeper, ongoing involvement of RNO members and leaders in drafting ordinance updates.

Despite moments of frustration and disagreement, **participants repeatedly emphasized the value of RNOs as spaces for neighbors to connect, build trust, and strengthen community, and underscored the need for the city to better recognize, support, and partner with them moving forward**.

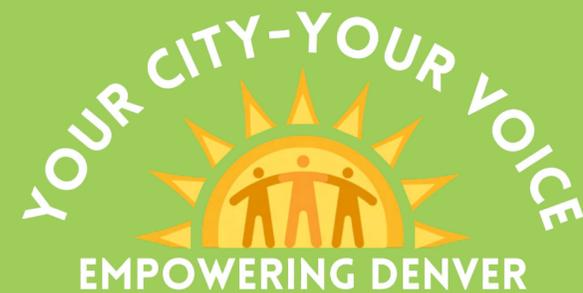


Neighborhood Engagement Workshop

Photo Credit: City Council Aides

COMMUNITY PARTICIPATION

PERSPECTIVES FROM CITY DEPARTMENTS &
EXTERNAL PARTNERS



COMMUNITY PARTICIPATION

PERSPECTIVES FROM CITY DEPARTMENTS & EXTERNAL PARTNERS

In order to formulate faceted and comprehensive recommendations, gaining feedback from various perspectives that interact with RNOs and the RNO system was identified as a valuable and necessary inclusion. Incorporating feedback from diverse sources was key to approaching this assessment in an equitable manner.

Staff from the City Council offices of Council members Kashmann and Gonzales-Gutierrez conducted interviews with representatives from 19 city departments and programs, one mayoral commission, and 11 external partners. The city departments and external partners were identified as either a Responsible City Agency on the notification list in the ordinance ([Appendix A.1](#)), a department that frequently interacts with RNOs, or an organization or business that routinely engages with RNOs. Special focus was committed to engaging the city's youth representation, as the youth in Denver are often overlooked as resources for community feedback. The detailed list of city entities and external partners interviewed is available on [Appendix F.1](#).

Special focus was committed to **engaging the city's youth representation**, as the youth in Denver are often overlooked as resources for community feedback. The detailed list of city entities and external partners interviewed is available on [Appendix F.1](#).

The 31 entities interviewed were all asked the same set of questions, with the questions differing slightly for city departments and external partners and a slightly broader approach taken with the Youth Commission. Interview questions for each segment group can be found on [Appendix F.2](#).

Interviews were conducted either virtually or in-person with one person facilitating the discussion and asking questions, and a second taking detailed notes. Some entities gave additional feedback on questions through email correspondence.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

Insights from City Departments and External Partners

To understand how the RNO system operates as a whole, feedback was sought from entities that work alongside or interact with RNOs in a variety of capacities. Some of these entities are city departments that are required by the ordinance to notify RNOs on specific topics or updates on city plans and projects. Others included in this outreach are city programs that are not legally required to send notifications, but utilize RNOs as a way to reach the broader community. Lastly, external partners who work with the city or provide services to residents, such as utilities or housing projects, and others who utilize RNOs as an initial touchpoint to connect with residents regarding news on a proposed development in their area or on behalf of a client.

This is an additional perspective to the RNO system and not meant to encapsulate the system from an RNO member's point of view. City departments and external partners' perception of the system is unique, as their engagement mainly consists of sending out information and notices, infrequently attending RNOs meetings to impart information, or soliciting feedback. Many respondents identified issues within the current system and some offered possible solutions, or recognized needs.

The top three themes from city departments were that the **RNO system lacks structure, RNOs experience, receive, and impart inadequate engagement, and that RNOs need education.** Twenty-four unique themes were identified through these discussions, though not all were detailed in this section; a complete list of themes, theme definitions, and a tally of each recurring theme can be found in [Appendix F.3](#).

Disparity among the RNOs was another prevailing theme. Respondents expressed that in their experience, active RNOs, those that hold regular meetings, respond to city inquiries or notifications, and have consistent membership, tend to engage more with city departments. Following that thread, several also expressed that there is a correlation between active RNOs and RNOs that are well resourced. Resources could include support of a consistent board, funding, established connections with city departments or officials, knowledge of the system, relationships with neighborhood businesses, or engaged members.

Similarly, a lesser but still significant number of respondents (17 instances in total) mentioned that engaging with RNOs in ways that went beyond an

email notification yielded more substantive responses. When comparing this to the overwhelming feedback indicating that engagement is inadequate (70 instances in total), and the aforementioned observation that active RNOs engage more, it becomes clear that the **lack of true engagement, the type of engagement that surpasses passive notifications, is not only missing from this current RNO system but might also be a key element to improving the system.**

To improve the system, attention must be paid to the foundation. A lack of structure in the RNO system was the second-highest theme specified when totaling the city department and external partner responses. Less frequently stated but still significant, especially when discussing disparities among RNOs, is the inconsistency of how each RNO is composed structurally and operationally. The language in the current ordinance provides limited direction and requirements on how RNOs operate, leaving room for RNOs to interpret how closely they adhere to the ordinance directive. Moreover, the city offers extremely limited oversight to ensure RNOs are abiding by the current rules. This identifies a clear gap in city provided support. The city created a system for these organizations to exist, but it falls short of maintaining an apparatus to fulfill the original intent of the RNO ordinance.

Insights from City Departments and External Partners

Another prevailing theme was the **need for a centralized location for city information**. This was addressed in conjunction with the need for more education for RNOs and the desire for a system where any individual could opt in to receiving notifications without being a member of an RNO. The primary purpose of the RNO ordinance is the notification process, but feedback received throughout this process calls into question the effectiveness of the process itself. There is a disconnect between the city sending out information and the number of residents who are actually receiving that information. Couple this with the theme that many respondents are unsure if RNO leadership is sending out the required notifications to all of its members, the need for a centralized opt-in notification system is clear.

Regulating RNOs has also gained traction with respondents identifying the need to bolster the current rules for RNOs and craft additional guidelines to improve their functionality. One specific idea relayed concerned public positions made by RNOs on rezonings, needs and desire hearings, or other items where an RNO can provide

input. Respondents expressed a clear desire to educate RNOs on each process, ensure they are capturing their members' viewpoints equitably, and be held to similar criteria that other governing bodies are held to (such as City Council's zoning criteria).

Equity fundamentals, as well, were an identified need for RNOs to fundamentally embrace. Equity includes ensuring that participation accurately reflects neighborhood representation, providing language and translation services, being inclusive of renters, and being accepting of all socio-economic levels. A foundation of equity starts with the procedures and engagement of each RNO and requires the city to offer tools and training to support these efforts.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

Insights from the Youth Commission

The Mayor's Youth Commission meets monthly and is made up of high-school-age youth from both public and private schools in Denver. The commission is administered by the Office of Children's Affairs and is tasked with advising city leadership on issues impacting youth living in Denver. Prior to meeting with the Youth Commission a brief overview of RNOs along with the set of questions specific to the commission was sent to all commission members.

The Youth Commission expressed a cumulative unfamiliarity with RNOs, stating they do not know what an RNO is, and they have never attended an RNO meeting. After explaining the purpose of RNOs, the Youth Commission was posed with hypothetical questions. This included "would you reach out to your RNO if there was a problem in your community". Members of the Youth Commission stated they would not utilize their RNO as a space to voice their concern.

The conversation then turned to engagement in a broader sense, with the Commission highlighting that government is supposed to work for them, but noting that outcome isn't what is always achieved. They underscore that engagement

has to be deliberate and feel **there is a lack of intention to listen to youth voices and identify a need for a role where someone is intentionally organizing and facilitating connections to youth in the city.**

Youth in the city are not signing up for department newsletters or checking city agency social media accounts; **the city needs to communicate with youth in a method that youth are already using.** The Commission shared that the city should go to the youth rather than hoping standard engagement finds its way across the youth's eyes.

Youth also stressed that the **issues high schoolers find important are different from the issues that adults find important.** There is a need to analyze city projects and programs through a youth lens. The demand on a youth's schedule is a significant pain point. For a youth to get involved with city programs or give feedback on projects requires them to set aside time outside of school, possibly work, athletic commitments, and extracurricular activities, in addition to recreation time with their friends.

The Youth Commission also **expressed confusion about where to locate information about RNOs, reinforcing the need for youth-specific engagement.** Whether that means partnering with school counselors and newsletters, or entering spaces where youth are engaged and taking time to understand what aspects of city issues are most concerning to youth.



Neighborhood Engagement Workshop

Photo Credit: City Council Aides

KEY TAKEAWAYS & COMMUNITY-INFORMED CONSIDERATIONS

REIMAGINING DENVER REGISTERED NEIGHBORHOOD ORGANIZATIONS



Key Takeaways

Residents across Denver want RNOs to remain community-driven but better connected, better supported, and more inclusive. The path forward requires shared responsibility: the city must invest in outreach, resources, and infrastructure, while RNOs embrace inclusivity, transparency, and collaboration. Together, these reforms can revitalize Denver's neighborhood engagement system, building stronger trust between residents and city government, and ensuring every community has an active voice in shaping the city's future.

Residents agreed that Denver's RNO system is valuable but outdated. Reform is needed to make RNOs accessible, equitable, and effective. Residents envisioned a new partnership model between neighborhoods and the city, one that is transparent, well-supported, and rooted in mutual accountability.

Priorities raised by community members include awareness and access; communication infrastructure; equity and inclusion; governance and accountability; and support, capacity, and sustainability.

Reimagining Denver Registered Neighborhood Organizations

Below is a list of considerations focused on establishing the core purpose, structure, and accountability mechanisms of the RNO system, creating clear and consistent standards while preserving flexibility for neighborhood-specific context. They emphasize practical implementation, ongoing support, and capacity building, allowing flexibility so the city can adapt programs, resources, and tools to meet the evolving needs of neighborhoods and RNOs.

The considerations intended to strengthen the RNO system can be addressed through updates to the RNO ordinance and/or their implementation through a city government agency dedicated to supporting RNOs. Any implementation of the strategies outlined in this document is proposed to occur in phases—some actions can move forward quickly, while others may require more time. A specific timeline has not yet been determined, and community members will have opportunities to help shape and inform that timeline and other details.

Together, these considerations for an ordinance update and increased city support create a shared-responsibility model: the ordinance updates should establish clarity, consistency, and accountability, while

the city should provide more resources, training, and infrastructure needed for RNOs to thrive. This balanced approach reimagines Denver's RNO framework without undermining its community-driven roots—and positions neighborhoods and the city as true partners in shaping Denver's future.



City Council & Radian team at a Neighborhood Engagement Workshop.

Photo Credit: City Council Aides

IDENTITY AND FRAMEWORK

WHAT WE HEARD

- RNOs are currently housed within CPD, which has shaped their identity around zoning and development issues.
- Residents often confuse RNOs with HOAs, BIDs, GIDs, or other special interest groups, limiting broader participation and understanding of their civic role. Role confusion and inconsistent expectations create inequity, tension, and undermine legitimacy.
- Overlapping RNO boundaries further contribute to confusion, duplication, and conflict. Multiple organizations claiming the same geography can dilute representation, create administrative burden for the city, amplify narrow interests, and institutionalize historic divisions rather than foster inclusive dialogue.

PROPOSED APPROACH

Reposition & Rename:

- Transition RNOs from CPD to HRCF, specifically within the Division of Community Empowerment.
- Rename “Registered Neighborhood Organizations” to a name that reflects their role as inclusive, resident-centered civic bodies.

Clarify Purpose:

- Define RNOs as representative bodies of neighborhood residents—not standalone advocacy groups disconnected from the broader community.
- Clearly distinguish RNOs from HOAs, BIDs, GIDs, and other similar entities.

Establish a Capacity-Based Framework:

Create flexible, non-hierarchical RNO categories that reflect varying goals and capacity levels, while establishing that community building is the foundational role for all RNOs, regardless of category. Examples include:

- **Community Building RNOs** – Facilitate relationship building activities and events among neighbors.
- **Community Building + Information Sharing RNOs** – Act as an information-sharing liaison between the city and community members, performing community engagement and distributing information to and from neighborhood residents without taking an organized stance. Inclusive of activities performed by Community Building RNOs.
- **Community Building + Information Sharing + Advocacy RNOs** – Act as a neighborhood advocate that engages with community and presents neighborhood positions in planning, policy, and cross-neighborhood or citywide initiatives. Inclusive of activities performed by Community Building + Information Sharing RNOs.

Reimagine Boundary Standards:

- Establish a long-term goal of eliminating overlapping RNO boundaries through a phased transparent process.
- Prohibit creation of new overlapping boundaries moving forward.
- Develop a RNO consolidation road map that supports RNOs with notice, facilitation, and technical support to eliminate overlapping boundaries. (e.g., within five years)

IDENTITY AND FRAMEWORK

DESIRED OUTCOMES

Greater clarity, reduced conflict, stronger legitimacy, improved coordination, and more equitable participation.

Administrative alignment shapes identity and function. Moving RNOs to an engagement-centered department repositions them as community-building partners rather than development gatekeepers. Renaming reduces confusion and signals accessibility. A structured but flexible framework establishes shared expectations while honoring differences in capacity.

Reducing overlapping boundaries improves clarity for residents, strengthens equitable representation, reduces duplication and administrative burden, improves accountability, and prevents misuse by narrow interests. A phased approach acknowledges historical dynamics while promoting long-term system coherence and inclusive representation.

PROPOSED IMPLEMENTATION PHASES

Short-Term: Initiate interdepartmental planning; create a roadmap to navigate overlapping boundaries; engage stakeholders on renaming the RNO system and providing feedback on the capacity-based RNO categories.

Near-Term: Draft and adopt ordinance updates; integrate framework into registration materials; develop branding strategy; publish 5-year boundary alignment roadmap with mediation and technical support.

Long-Term: Fully implement new structure; facilitate voluntary consolidations; evaluate boundary alignment progress, effectiveness and equity outcomes.

MEMBERSHIP, GOVERNANCE, AND RECOGNITION STANDARDS

WHAT WE HEARD

- Inconsistent definitions and interpretations of membership, varying governance practices, and unclear registration standards create confusion, inequity, and reduce credibility across RNOs.
- Some organizations lack transparency in elections and decision-making. Residents are often unsure who represents them and how formal positions in response to city notifications are taken.

PROPOSED APPROACH

Standardize Membership & Representation:

- Adopt a citywide definition of “member” applicable to all RNOs. Define who may be considered a member of an RNO, including: residents who live in the neighborhood, individual property owners, individual business owners.
- Prohibit membership dues as a condition for participation, voting, or representation.
- Require RNOs to maintain basic documentation of members (e.g., names, addresses, contact information) as part of the registration and renewal process. Establish minimum membership thresholds and require annual reporting to the city, structured as either: a fixed minimum number, or a percentage of the neighborhood population (to be refined over time).
- Require RNOs taking formal positions on city decisions (e.g., rezoning) to document how community input was gathered.
- Require disclosure of potential conflicts of interest from RNO members and leaders when applicable.

Strengthen Governance & Transparency:

- Require a minimum of quarterly meetings and report meeting dates and attendance to the city.
- Require regular, transparent elections and certify election results to the city.
- Establish baseline election standards, including: clear outreach requirements to avoid “surprise” or closed elections and minimum participation thresholds to validate elections.
- Establish reasonable board member term limits, with flexibility based on RNO categories.
- Require adoption of standardized city-provided bylaws, with flexibility based on framework and neighborhood context.

Clarify Registration & Recognition:

- Allow RNOs to register year-round.
- Clarify which entities may and may not be recognized as RNOs. Establish guardrails for organizations engaged in land ownership or significant financial activities.

MEMBERSHIP, GOVERNANCE, AND RECOGNITION STANDARDS

DESIRED OUTCOMES

Greater accountability, reduced conflict, stronger public trust, and more consistent citywide representation.

Clear, consistent standards strengthen legitimacy, transparency, and equity across all neighborhood organizations. Residents gain clarity about who can participate, how leadership is selected, and how positions reflect community input. Guardrails protect against conflicts of interest and role confusion, while flexible bylaws and thresholds recognize neighborhood differences.

PROPOSED IMPLEMENTATION PHASES

Short-Term: Draft standardized membership definition, governance requirements, and model bylaws and election guidelines. Implement year-round administrative registration.

Near-Term: Integrate standards into ordinance and registration materials; develop reporting systems, templates, and minimum thresholds.

Long-Term: Monitor compliance, evaluate equity impacts, and refine thresholds and guardrails based on performance data.

OUTREACH AND COMMUNICATION INFRASTRUCTURE

WHAT WE HEARD

- Residents often do not know their neighborhood organization, how to participate, or where to access reliable information.
- There is no single, centralized, user-friendly system for city notices, RNO geographic boundaries, RNO meeting information, or RNO and city engagement opportunities.
- Communication between the city and RNOs is inconsistent, overly technical, and sometimes unclear about expectations.

PROPOSED APPROACH

Launch a Citywide Awareness & Access Strategy:

- Lead a citywide public awareness campaign so residents know their neighborhood organization, how to participate, and how to stay informed and access information.

Build Centralized Infrastructure:

- Create and manage a public-facing RNO portal that includes RNO geographic boundaries, RNO meeting dates and times, RNO contact information, RNO engagement opportunities, city notices, and hosted web pages or links for individual RNOs (based on capacity and preference).
- Create and manage a centralized, citywide notification system that any Denver resident can subscribe to directly, providing timely email alerts for notices requiring action and a public archive for information-only notices.
- Provide templates and guidance for external communication and internal rule making to help RNOs communicate clearly and inclusively.

Standardize City Notices:

- Require all city communications to RNOs to use plain, accessible language aligned with ADA and readability standards.
- Clearly distinguish between different categories of city notices that RNOs receive (e.g., information-only notices, notices requesting input, and notices requiring a response).
- Clarify that RNOs are not obligated to take positions on every issue, but are always welcome to provide feedback.

OUTREACH AND COMMUNICATION INFRASTRUCTURE

DESIRED OUTCOMES

Greater public awareness, improved participation, reduced miscommunication, and stronger alignment between the city and neighborhood organizations.

Clear, accessible communication strengthens participation and reduces confusion. Residents gain a single, reliable source for neighborhood engagement, while RNOs receive clearer expectations and better tools to connect with their communities. Centralized infrastructure improves transparency, consistency, and equitable access to information across neighborhoods.

PROPOSED IMPLEMENTATION PHASES

Short-Term: Develop plain-language standards and templates; offer city notice categories (e.g., information-only notices, notices requesting input, and notices requiring a response); begin planning public portal and awareness campaigns.

Near-Term: Launch centralized website and notification system; implement new notice requirements across city agencies; roll out outreach campaign and communication templates.

Long-Term: Evaluate usability, accessibility, and equity outcomes; refine systems based on resident and RNO feedback.

TRAINING, FUNDING, EQUITY SUPPORTS, AND NEIGHBORHOOD LIAISONS

WHAT WE HEARD

- Many RNOs operate with limited capacity, inconsistent training, and little structural support.
- Volunteer leaders often lack access to governance guidance, equity training, or financial management tools.
- Funding is uneven and sometimes dependent on individual City Council offices.
- Barriers such as language access, childcare, food, and technology limit equitable participation.
- RNOs also lack consistent city points of contact for troubleshooting and relationship-building.

PROPOSED APPROACH

Establish an RNO Academy & Toolkit:

- Create and manage a comprehensive training program covering equity and inclusion, outreach and engagement, Denver government processes (City 101), volunteer leadership, governance, financial accountability, and conflict resolution.
- Offer onboarding training for new board members, annual training refreshers, and stipends to support equitable participation.
- Develop a living RNO Toolkit as an ongoing reference resource that provides guidelines, outreach and communication templates.

Create Equitable Funding Pathways:

- Reduce reliance on inconsistent council-specific funding by providing equitable citywide support.
- Administer centralized, grant-based funding programs, including small grants for community-building activities (e.g., block parties, neighborhood events) and stipends for leadership or key administrative roles.

- Incentivize completion of equity training and implementation of basic administrative requirements—such as documentation of membership and neighborhood outreach practices—by offering additional funding and stipends.

Accessibility Supports:

- Coordinate and fund translation and interpretation services, accessible meeting formats, childcare and food for neighborhood engagement events, and hybrid (in-person and virtual) engagement options.
- Provide resources and technical assistance to help RNOs effectively use digital tools and technology platforms for outreach, communication, and community engagement.

Launch Neighborhood Liaison Team:

- Manage dedicated Neighborhood Liaisons within the Division of Community Empowerment to serve as consistent points of contact, support RNOs with compliance and communication, and strengthen trust between residents, RNOs, and the city.

TRAINING, FUNDING, EQUITY SUPPORTS, AND NEIGHBORHOOD LIAISONS

DESIRED OUTCOMES

Stronger support for leadership, reduced burnout, more equitable participation, sustainable operation through various funding pathways, equitable distribution of resources and deeper resident–city relationships.

Expectations must be matched with resources. Proactively removing barriers to engagement—through funding, tools, and direct support—ensures that expectations do not outpace capacity. Building structured training, equitable funding, and dedicated support infrastructure strengthens RNO capacity and sustainability. Leaders are better equipped, participation becomes more inclusive, and resources are distributed more fairly across neighborhoods. Dedicated liaisons improve consistency, accountability, and trust.

PROPOSED IMPLEMENTATION PHASES

Short-Term: Design RNO Academy curriculum and identify partners; identify funding sources and define grant criteria; define liaison roles and scope.

Near-Term: Launch pilot training and pilot funding programs; hire and deploy Neighborhood Liaisons; implement accessibility supports; develop toolkit framework.

Long-Term: Evaluate participation, equity outcomes, and funding impact; refine curriculum, grant structure and performance metrics; scale successfully supports citywide.

ACCOUNTABILITY AND COLLABORATIVE CONFLICT RESOLUTION

WHAT WE HEARD

- Residents and RNO leaders lack a clear, fair process to raise concerns about governance, representation, or city engagement practices.
- Disputes—particularly boundary conflicts or tensions between overlapping RNOs—can persist without structured resolution pathways, weakening trust and effectiveness.
- In some cases, new RNOs form out of unresolved conflict, neighborhood disagreements, or historic divisions, creating confusion about which RNO residents should join and perpetuating division.
- Some residents and RNO members feel their RNO gatekeeps information and decision-making opportunities or consolidates power through closed elections, contributing to long-term mistrust and reduced credibility.
- Current accountability mechanisms are unclear and risk feeling punitive rather than supportive.

PROPOSED APPROACH

Establish a Formal, Two-Way Accountability Process:

- Create a transparent process allowing residents to raise concerns about RNO governance or practices to the city, and allowing RNOs to raise concerns about city processes or engagement expectations.
- Emphasize incentive-based accountability rather than punitive enforcement. Reinforce compliance through eligibility for grants, funding, or formal recognition.

Provide Mediation & Conflict Resolution Support:

- Encourage and support RNOs in developing their own community agreements—shared principles that outline how RNO members will work together, make decisions, and address conflict—promoting proactive conflict resolution and reinforcing RNO autonomy.

- Offer city-supported mediation and conflict resolution resources to help RNOs navigate internal governance concerns, leadership transitions, disagreements on neighborhood positions, and collaboration challenges with other RNOs.
- Provide targeted grants and technical assistance to support collaboration, coordination, or structural changes between RNOs when RNOs seek to address conflicts.

ACCOUNTABILITY AND COLLABORATIVE CONFLICT RESOLUTION

DESIRED OUTCOMES

Greater transparency, reduced conflict, clearer boundaries, stronger inter-neighborhood collaboration, and more constructive resident–city relationships.

Conflict is a natural part of civic life; entrenched institutional division should not be. A clear, balanced grievance and mediation system strengthens legitimacy while preserving trust. Incentive-based accountability encourages compliance without discouraging volunteer leadership. Structured conflict resolution reduces long-standing tensions and supports healthier collaboration between neighborhood organizations.

PROPOSED IMPLEMENTATION PHASES

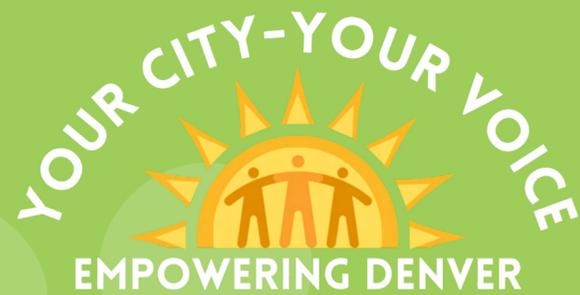
Short-Term: Design grievance framework and mediation protocols; identify mediation partners and funding, define incentive-based compliance standards.

Near-Term: Launch grievance system and mediation services; introduce collaboration grants and technical assistance.

Long-Term: Evaluate dispute trends, boundary alignment progress, and equity impacts; refine incentives and support systems.

APPENDIX

SUPPORTING DATA & REFERENCES



APPENDIX TABLE OF CONTENTS

A EXISTING ORDINANCE & PREVIOUS RESEARCH STUDIES

B COMMUNITY OUTREACH & ENGAGEMENT STRATEGIES

B.1 OUTREACH AND ENGAGEMENT MATERIALS

B.2 FREQUENTLY ASKED QUESTIONS

C SURVEY

C.1 SURVEY QUESTIONS & FINDINGS

D NEIGHBORHOOD ENGAGEMENT WORKSHOPS

D.1 WORKSHOPS DETAILS

D.2 WORKSHOP ACTIVITIES

D.3 WORKSHOP FINDINGS

E REGISTERED NEIGHBORHOOD ORGANIZATIONS FOCUS GROUP

E.1 FOCUS GROUPS MENTIMETER QUESTIONS

E.2 FOCUS GROUPS MENTIMETER FINDINGS

F CONVERSATIONS WITH CITY DEPARTMENTS & EXTERNAL PARTNERS

F.1 CITY DEPARTMENTS & EXTERNAL PARTNERS INTERVIEWED

F.2 INTERVIEW QUESTIONS

F.3 INTERVIEW FINDINGS

CLICK ON APPENDIX TITLES TO NAVIGATE TO A SPECIFIC SECTION.

EXISTING ORDINANCE & PREVIOUS RESEARCH STUDIES

| Title | Lead | Year | Summary |
|--|--------------------------------|------|--|
| 1. Denver Revised Municipal Code, Chapter 12, Article III | City of Denver | 1979 | The ordinance establishes the rules for recognizing and working with RNOs in the City and County of Denver. It defines eligibility, boundaries, meeting and governance requirements, and annual registration procedures. It also requires City agencies to notify RNOs of certain zoning, licensing, land use, and public hearing actions affecting their areas, and outlines expectations for RNO testimony. Overall, the ordinance formalizes communication, transparency, and public participation between neighborhood organizations and the City. |
| 2. Registered Neighborhood Organization Survey | Denver City Council District 6 | 2020 | This report analyzes results from the 2020 RNO Survey. It examines RNO structure, communication practices, membership, engagement levels, and capacity challenges. The findings highlight RNOs' primary role as information conveyors and community advocates, while identifying widespread concerns about limited re-sources, burnout, equity in representation, overlapping boundaries, and the need for greater City support, training, and clarity in expectations. |
| 3. Improving Community Engagement & Constituent Services | University of Colorado Denver | 2023 | This study evaluates the effectiveness of RNOs, citywide community engagement practices, and constituent service systems. It focuses on enhancing equity in civic engagement, improving service delivery, and fostering trust between city government and residents. The report offers recommendations to create a more coordinated "ecosystem of engagement" — strengthening neighborhood organizations, improving cross-agency collaboration, modernizing digital tools, investing in training and staffing, and prioritizing equitable access and meaningful community participation across all City systems. |
| 4. The Future of Community Engagement: A Model for Equitable Registered Neighborhood Organizations | Urban Leader Fellows | 2024 | This report evaluates how to improve the effectiveness and equity of Denver's RNOs. Based on research and stakeholder engagement, it recommends clarifying the RNO ordinance, strengthening inclusive engagement practices, enhancing outreach and technical support, and improving coordination through neighborhood liaisons. Long term, it proposes creating an independent oversight entity to streamline services, increase accountability, and build a more equitable neighborhood engagement system. |

OUTREACH AND ENGAGEMENT MATERIALS

ENGLISH BROCHURE

There are 150+ RNOs registered across the city, and each RNO is unique in its size, culture, and focus.

YOU SHOULD CARE BECAUSE...

- you want to participate in your own governance
- you have ideas for your neighborhood
- you're interested in the size, shape, and placement of housing and retail

Find your RNO at denvergov.org/RNO

YOUR CITY-YOUR VOICE
EMPOWERING DENVER

linktr.ee/yourcityyourvoice

WHAT IS AN RNO?
AND WHY YOU SHOULD CARE

YOUR CITY-YOUR VOICE
EMPOWERING DENVER

What's the goal?

Back in 1979, the original goal was to improve the flow of information between city agencies and neighborhoods. This communication was intended to bring community voices into city decisions.

As the City and County of Denver continues to evolve and grow, City Council seeks to better understand how to support RNOs and ensure that they are open and accessible to all Denverites.

What are RNOs?

Denver residents form Registered Neighborhood Organizations (RNOs) to address community needs, plan events, work on projects, and discuss key updates sent to them by the City and County of Denver.

Most RNOs meet on a monthly basis with additional meetings for Board members and special committees.

We NEED to hear from you!

Scan the QR Code to take the survey.

This is YOUR city, raise YOUR voice in shaping how Denver empowers its residents!

BROCHURES ALSO AVAILABLE IN FRENCH, AMHARIC, AND VIETNAMESE.

OUTREACH AND ENGAGEMENT MATERIALS

SPANISH BROCHURE

Hay más de 150 RNOs registradas en toda la ciudad, y cada RNO es única por su tamaño, cultura y enfoque.

¿QUÉ ES UNA RNO?
Y POR QUÉ DEBERÍA IMPORTARTE

¿Cuál es el objetivo?
En 1979, el objetivo original era mejorar el flujo de información entre las agencias municipales y los vecindarios. Esta comunicación pretendía incluir la voz de la comunidad en las decisiones de la ciudad.

¡NECESITAMOS oír tu voz!

Escanea el código QR para responder la encuesta.

¿Qué son las RNO?
Los residentes de Denver forman Organizaciones Vecinales Registradas (RNO, por sus siglas en inglés) para abordar las necesidades de la comunidad, planificar eventos, trabajar en proyectos y discutir actualizaciones clave enviadas por la Ciudad y el Condado de Denver.

¡Esta es TU ciudad, alza TU voz para ayudar a definir cómo Denver empodera a sus residentes!

Debería importarte porque...

- quieres participar en tu propia gobernanza
- tienes ideas para tu vecindario
- te interesa el tamaño, la forma y la ubicación de las viviendas y los comercios

Encuentra tu RNO en denvergov.org/RNO

YOUR CITY-YOUR VOICE
EMPOWERING DENVER

linktr.ee/yourcityyourvoice

YOUR CITY-YOUR VOICE
EMPOWERING DENVER

yourcityyourvoice@denvergov.org

OUTREACH AND ENGAGEMENT MATERIALS

FLYERS: SEPTEMBER 10TH WORKSHOP



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

SOUTHWEST DENVER
A CALL TO ACTION

NEIGHBORHOOD ENGAGEMENT WORKSHOP
JOIN YOUR NEIGHBORS FOR LIGHT DINNER!
STRENGTHEN THE COMMUNITY VOICE!
CHANGE DENVER POLICY!

SEP 10, 6-8PM
WESTWOOD COMMUNITY CENTER
(1000 S LOWELL BLVD)

RSVP: 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

IT IS YOUR RIGHT TO ACCESS ORAL OR WRITTEN LANGUAGE ASSISTANCE, SIGN LANGUAGE INTERPRETATION, REAL-TIME CAPTIONING VIA CART, OR DISABILITY-RELATED ACCOMMODATIONS. TO REQUEST ANY OF THESE SERVICES AT NO COST TO YOU, PLEASE CONTACT YOURCITYYOURVOICE@DENVERGOV.ORG OR CALL 720-337-6666 WITH A THREE BUSINESS DAYS' NOTICE.

COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ** DENVER CITY COUNCILMAN **PAUL KASHMANN** DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

SUROESTE DE DENVER
UN LLAMADO A TOMAR ACCIÓN

TALLER DE PARTICIPACIÓN COMUNITARIA
¡ÚNETE A TUS VECINOS PARA UNA CENA LIGERA!
¡FORTALECE LA VOZ DE LA COMUNIDAD!
¡CAMBIA LAS POLÍTICAS DE DENVER!

10 DE SEPT, 6-8 PM
CENTRO COMUNITARIO DE WESTWOOD
(1000 S LOWELL BLVD)

CONFIRMA TU ASISTENCIA (RSVP): 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

TIENES DERECHO A RECIBIR ASISTENCIA EN TU IDIOMA, YA SEA ORAL O ESCRITA, INTERPRETACIÓN EN LENGUAJE DE SEÑAS, SUBTÍTULOS EN TIEMPO REAL (CART) O ADAPTACIONES RELACIONADAS CON ALGUNA DISCAPACIDAD. PARA SOLICITAR CUALQUIERA DE ESTOS SERVICIOS SIN COSTO, COMUNICÁTE AL CORREO YOURCITYYOURVOICE@DENVERGOV.ORG O LLAMA AL 720-337-6666 CON AL MENOS TRES DÍAS HÁBILES DE ANTICIPACIÓN.

COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ** DENVER CITY COUNCILMAN **PAUL KASHMANN** DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

TÂY NAM DENVER
LỜI KÊU GỌI HÀNH ĐỘNG

HỘI THẢO KẾT NỐI CỘNG ĐỒNG
HÃY CÙNG HÀNG XÓM CỦA BẠN THAM GIA BỮA TỐI NHẹ NHÀNG!
TĂNG CƯỜNG TIẾNG NÓI CỦA CỘNG ĐỒNG!
THAY ĐỔI CHÍNH SÁCH CỦA DENVER!

NGÀY 10 THÁNG 9, TỪ 6 GIỜ ĐẾN 8 GIỜ TỐI
WESTWOOD COMMUNITY CENTER
(1000 S LOWELL BLVD)

VUI LÒNG XÁC NHẬN THAM DỰ (RSVP): 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

BẠN CÓ QUYỀN ĐƯỢC HỖ TRỢ NGÔN NGỮ BẰNG LỜI NÓI HOẶC VĂN BẢN, THÔNG DỊCH NGÔN NGỮ KÝ HIỆU, PHỤ ĐỀ TRỰC TIẾP THÔNG QUA DỊCH VỤ CART, HOẶC CÁC HỖ TRỢ LIÊN QUAN ĐẾN KHUYẾT TẬT. ĐỂ YÊU CẦU BẤT KỲ DỊCH VỤ NÀO TRONG SỐ NÀY MIỄN PHÍ, VUI LÒNG LIÊN HỆ YOURCITYYOURVOICE@DENVERGOV.ORG HOẶC GỌI 720-337-6666 ÍT NHẤT BA NGÀY LÀM VIỆC TRƯỚC SỰ KIỆN.

COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ** DENVER CITY COUNCILMAN **PAUL KASHMANN** DISTRICT 6*

OUTREACH AND ENGAGEMENT MATERIALS

FLYERS: SEPTEMBER 20TH WORKSHOP



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

NORTHEAST DENVER
A CALL TO ACTION

NEIGHBORHOOD ENGAGEMENT WORKSHOP
JOIN YOUR NEIGHBORS FOR BREAKFAST!
STRENGTHEN COMMUNITY VOICE!
CHANGE DENVER POLICY!

SEP 20, 10AM-12PM
MARTIN LUTHER KING JR. RECREATION CENTER
(3880 NEWPORT ST)

RSVP: 
LINKTR.EE/YOURCITYYOURVOICE

IT IS YOUR RIGHT TO ACCESS ORAL OR WRITTEN LANGUAGE ASSISTANCE, SIGN LANGUAGE INTERPRETATION, REAL-TIME CAPTIONING VIA CART, OR DISABILITY-RELATED ACCOMMODATIONS. TO REQUEST ANY OF THESE SERVICES AT NO COST TO YOU, PLEASE CONTACT YOURCITYYOURVOICE@DENVERGOV.ORG OR CALL 720-337-6666 WITH A THREE BUSINESS DAYS' NOTICE.

COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ**
DENVER CITY COUNCILMAN **PAUL KASHMANN**
*****DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

NORESTE DE DENVER
UN LLAMADO A TOMAR ACCIÓN

TALLER DE PARTICIPACIÓN COMUNITARIA
¡ÚNETE A TUS VECINOS PARA DESAYUNAR!
¡FORTALECE LA VOZ DE LA COMUNIDAD!
¡CAMBIA LAS POLÍTICAS DE DENVER!

20 DE SEPT, 10 AM-12 PM
CENTRO RECREATIVO MARTIN LUTHER KING JR.
(3880 NEWPORT ST)

CONFIRMA TU ASISTENCIA (RSVP): 
LINKTR.EE/YOURCITYYOURVOICE

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COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ**
DENVER CITY COUNCILMAN **PAUL KASHMANN**
*****DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

ĐÔNG BẮC DENVER
LỜI KÊU GỌI HÀNH ĐỘNG

HỘI THẢO KẾT NỐI CỘNG ĐỒNG
HÃY CÙNG HÀNG XÓM ĂN SÁNG NHÉ!
TĂNG CƯỜNG TIẾNG NÓI CỦA CỘNG ĐỒNG!
THAY ĐỔI CHÍNH SÁCH CỦA DENVER!

NGÀY 20 THÁNG 9, Từ 10 Giờ SÁNG ĐẾN 12 Giờ TRƯA
MARTIN LUTHER KING JR. RECREATION CENTER
(3880 NEWPORT ST)

VUI LÒNG XÁC NHẬN THAM DỰ (RSVP): 
LINKTR.EE/YOURCITYYOURVOICE

BẠN CÓ QUYỀN ĐƯỢC HỖ TRỢ NGÔN NGỮ BẰNG LỜI NÓI HOẶC VĂN BẢN, THÔNG DỊCH NGÔN NGỮ KÝ HIỆU, PHỤ ĐỀ TRỰC TIẾP THÔNG QUA DỊCH VỤ CART, HOẶC CÁC HỖ TRỢ LIÊN QUAN ĐẾN KHUYẾT TẬT. ĐỂ YÊU CẦU BẤT KỲ DỊCH VỤ NÀO TRONG SỐ NÀY MIỄN PHÍ, VUI LÒNG LIÊN HỆ YOURCITYYOURVOICE@DENVERGOV.ORG HOẶC GỌI 720-337-6666 ÍT NHẤT BA NGÀY LÀM VIỆC TRƯỚC SỰ KIỆN.

COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ**
DENVER CITY COUNCILMAN **PAUL KASHMANN**
*****DISTRICT 6*

OUTREACH AND ENGAGEMENT MATERIALS

FLYERS: OCTOBER 7TH WORKSHOP



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

NORTHWEST DENVER
A CALL TO ACTION

NEIGHBORHOOD ENGAGEMENT WORKSHOP

JOIN YOUR NEIGHBORS FOR LIGHT DINNER!
STRENGTHEN COMMUNITY VOICE!
CHANGE DENVER POLICY!

OCT 7, 6-8PM
AZTLAN REC CENTER
4435 NAVAJO ST

RSVP: 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

It is your right to access oral or written language assistance, sign language interpretation, real-time captioning via CART, or disability-related accommodations. To request any of these services at no cost to you, please note your need on the RSVP form at linktr.ee/yourcityyourvoice

SERENA GONZALES-GUTIERREZ
COUNCILWOMAN AT-LARGE

PAUL KASHMANN
DENVER CITY COUNCILMAN
DISTRICT 6



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

NOROESTE DE DENVER
UN LLAMADO A TOMAR ACCIÓN

TALLER DE PARTICIPACIÓN COMUNITARIA

¡ÚNETE A TUS VECINOS PARA UNA CENA LIGERA!
¡FORTALECE LA VOZ DE LA COMUNIDAD!
¡CAMBIA LAS POLÍTICAS DE DENVER!

7 DE OCT, 6-8PM
CENTRO RECREATIVO AZTLAN
4435 NAVAJO ST

CONFIRMA TU ASISTENCIA (RSVP): 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

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SERENA GONZALES-GUTIERREZ
COUNCILWOMAN AT-LARGE

PAUL KASHMANN
DENVER CITY COUNCILMAN
DISTRICT 6



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

TÂY NAM DENVER
LỜI KÊU GỌI HÀNH ĐỘNG

HỘI THẢO KẾT NỐI CỘNG ĐỒNG

HÃY CÙNG HÀNG XÓM CỦA BẠN THAM GIA BỮA TỐI NHẹ NHÀNG!
TĂNG CƯỜNG TIẾNG NÓI CỦA CỘNG ĐỒNG!
THAY ĐỔI CHÍNH SÁCH CỦA DENVER!

7 THÁNG 10, 6-8 GIỜ TỐI
AZTLAN REC CENTER
4435 NAVAJO ST

VUI LÒNG XÁC NHẬN THAM DỰ (RSVP): 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

Bạn có quyền được hỗ trợ ngôn ngữ bằng lời nói hoặc văn bản, thông dịch ngôn ngữ ký hiệu, phụ đề trực tiếp thông qua dịch vụ CART, hoặc các hỗ trợ liên quan đến khuyết tật. Để yêu cầu bất kỳ dịch vụ nào trong số này miễn phí, vui lòng liên hệ yourcityyourvoice@denvergov.org

SERENA GONZALES-GUTIERREZ
COUNCILWOMAN AT-LARGE

PAUL KASHMANN
DENVER CITY COUNCILMAN
DISTRICT 6

OUTREACH AND ENGAGEMENT MATERIALS

FLYERS: OCTOBER 15TH WORKSHOP



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

SOUTHEAST DENVER
A CALL TO ACTION

NEIGHBORHOOD ENGAGEMENT WORKSHOP

JOIN YOUR NEIGHBORS!
STRENGTHEN COMMUNITY VOICE!
CHANGE DENVER POLICY!

OCT 15, 6-8PM
COOK PARK REC CENTER
7100 CHERRY CREEK S DR

RSVP: 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

It is your right to access oral or written language assistance, sign language interpretation, real-time captioning via CART, or disability-related accommodations. To request any of these services at no cost to you, please fill out RSVP form and note your need within 3 business days.

SERENA GONZALES-GUTIERREZ COUNCILWOMAN AT-LARGE
PAUL KASHMANN DENVER CITY COUNCILMAN DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

SUDESTE DE DENVER
UN LLAMADO A TOMAR ACCIÓN

TALLER DE PARTICIPACIÓN COMUNITARIA

¡ÚNETE A TUS VECINOS!
¡FORTALECE LA VOZ DE LA COMUNIDAD!
¡CAMBIA LAS POLÍTICAS DE DENVER!

15 DE OCT, 6-8PM
CENTRO RECREATIVO COOK PARK
7100 CHERRY CREEK S DR

CONFIRMA TU ASISTENCIA (RSVP): 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

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SERENA GONZALES-GUTIERREZ COUNCILWOMAN AT-LARGE
PAUL KASHMANN DENVER CITY COUNCILMAN DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

TÂY NAM DENVER
LỜI KÊU GỌI HÀNH ĐỘNG

HỘI THẢO KẾT NỐI CỘNG ĐỒNG

HÃY THAM GIA CÙNG HÀNG XÓM CỦA BẠN!!
TĂNG CƯỜNG TIẾNG NÓI CỦA CỘNG ĐỒNG!
THAY ĐỔI CHÍNH SÁCH CỦA DENVER!

15 THÁNG 10, 6-8 GIỜ TỐI
COOK PARK REC CENTER
7100 CHERRY CREEK S DR

VUI LÒNG XÁC NHẬN THAM DỰ (RSVP): 
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SERENA GONZALES-GUTIERREZ COUNCILWOMAN AT-LARGE
PAUL KASHMANN DENVER CITY COUNCILMAN DISTRICT 6*

OUTREACH AND ENGAGEMENT MATERIALS

FLYERS: OCTOBER 29TH WORKSHOP (VIRTUAL)



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

**FINAL NEIGHBORHOOD
ENGAGEMENT WORKSHOP**

OPEN TO ALL COMMUNITY MEMBERS!

**JOIN YOUR NEIGHBORS!
STRENGTHEN COMMUNITY VOICE!
CHANGE DENVER POLICY!**

**VIRTUAL
OCT 29
6-8PM**

RSVP → 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

It is your right to access oral or written language assistance, sign language interpretation, real-time captioning via CART, or disability-related accommodations. To request any of these services at no cost to you, please request on the RSVP form within 3 days of the event.

COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ** DENVER CITY COUNCILMAN **PAUL KASHMANN** ***** DISTRICT 6*



YOUR CITY-YOUR VOICE
EMPOWERING DENVER

**ÚLTIMO TALLER DE
PARTICIPACIÓN COMUNITARIA**

ABIERTO A TODOS LOS MIEMBROS DE LA COMUNIDAD

**¡ÚNETE A TUS VECINOS!
¡FORTALECE LA VOZ DE LA COMUNIDAD!
¡CAMBIA LAS POLÍTICAS DE DENVER!**

**VIRTUAL
29 DE OCT
6-8PM**

**CONFIRMA TU
ASISTENCIA
(RSVP):** → 
[LINKTR.EE/YOURCITYYOURVOICE](https://linktr.ee/yourcityyourvoice)

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COUNCILWOMAN AT-LARGE **SERENA GONZALES-GUTIERREZ** DENVER CITY COUNCILMAN **PAUL KASHMANN** ***** DISTRICT 6*

OUTREACH AND ENGAGEMENT MATERIALS

VIRTUAL RNO SESSION PRESENTATION

NEIGHBORHOOD ENGAGEMENT WORKSHOP

TALLER DE PARTICIPACIÓN VECINAL



NEIGHBORHOOD
ENGAGEMENT WORKSHOP

TALLER DE
PARTICIPACIÓN VECINAL

LAND ACKNOWLEDGEMENT

DENVER CITY COUNCIL

The Denver City Council honors and acknowledges that the land on which we reside is the traditional territory of the Ute, Cheyenne, and Arapaho Peoples. We also recognize the 48 contemporary tribal nations that are historically tied to the lands that make up the state of Colorado.

We honor Elders past, present, and future, and those who have stewarded this land throughout generations. We also recognize that government, academic, and cultural institutions were founded upon and continue to enact exclusions and erasures of Indigenous Peoples.

May this acknowledgement demonstrate a commitment to working to dismantle ongoing legacies of oppression and inequities and recognize the current and future contributions of Indigenous communities in Denver.

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

RECONOCIMIENTO DE TIERRAS

AYUNTAMIENTO DE DENVER

El Ayuntamiento de Denver honra y reconoce que la tierra donde residimos es el territorio tradicional de los pueblos ute, cheyenne y arapaho. También reconocemos a las 48 naciones tribales contemporáneas que históricamente están vinculadas a las tierras que conforman el estado de Colorado.

Honramos a los ancianos del pasado, presente y futuro, y a quienes han custodiado esta tierra a lo largo de generaciones. Reconocemos también que las instituciones gubernamentales, académicas y culturales se fundaron sobre la base de la exclusión y el rechazo de los pueblos indígenas, y que siguen haciéndolo.

Que este reconocimiento demuestre un compromiso de trabajar para dismantelar los legados actuales de opresión y desigualdades y reconocer las contribuciones actuales y futuras de las comunidades indígenas en Denver.

TALLER DE
PARTICIPACIÓN VECINAL

AGENDA

SEPTEMBER 25, 2025

| | |
|--------|--------------------------------|
| 25 MIN | WELCOME & ORIENTATION |
| 30 MIN | DISCUSSION: PROBLEM STATEMENTS |
| 15 MIN | DISCUSSION: HOW MIGHT WE...? |
| 10 MIN | BREAK |
| 35 MIN | DISCUSSION: SCENARIO |
| 5 MIN | CLOSING |

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

AGENDA

25 DE SEPTIEMBRE DE 2025

| | |
|--------|---------------------------------------|
| 25 MIN | BIENVENIDA Y ORIENTACIÓN |
| 30 MIN | DISCUSIÓN: PLANTEAMIENTO DE PROBLEMAS |
| 15 MIN | DISCUSIÓN: ¿CÓMO PODRÍAMOS...? |
| 10 MIN | PAUSA |
| 35 MIN | DISCUSIÓN: EJERCICIO PRÁCTICO |
| 5 MIN | CIERRE |

TALLER DE
PARTICIPACIÓN VECINAL

PURPOSE & OBJECTIVES

- **Identify key challenges** that RNOs and community members are experiencing under the current guidelines and structure.
- **Facilitate collaborative discussions** to generate ideas and potential solutions to address these challenges.
- **Gather community input** to help inform the development of updated guidelines and policies for RNOs in Denver.

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

PROPÓSITO Y OBJETIVOS

- **Identificar los desafíos** clave que las RNOs y los miembros de la comunidad están experimentando bajo las pautas y la estructura actuales.
- **Facilitar conversaciones colaborativas** para generar ideas y posibles soluciones a estos desafíos.
- **Recopilar la opinión de la comunidad** para informar el desarrollo de pautas y políticas actualizadas para las RNOs en Denver.

TALLER DE
PARTICIPACIÓN VECINAL

MEETING AGREEMENTS

- 1 LISTEN TO UNDERSTAND
- 2 BE KIND AND CURIOUS
- 3 RESPECT ALL IDEAS
- 4 SPEAK FROM YOUR OWN EXPERIENCE
- 5 KEEP IT BRIEF AND ON TOPIC
- 6 STEP UP, STEP BACK
- 7 WHAT'S SAID HERE STAYS, WHAT'S LEARNED LEAVES HERE
- 8 TAKE CARE OF YOURSELF AND OTHERS
- 9 TECHNOLOGY ON SILENT

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

ACUERDOS DE LA REUNIÓN

- 1 ESCUCHAR PARA COMPRENDER
- 2 SER AMABLE Y CURIOSO
- 3 RESPETA TODAS LAS IDEAS
- 4 HABLAR DESDE TU PROPIA EXPERIENCIA
- 5 SER BREVE Y CENTRARSE EN EL TEMA
- 6 PARTICIPAR Y DAR ESPACIO
- 7 LO QUE SE DICE AQUÍ, SE QUEDA; LO QUE SE APRENDE, SE COMPARTE
- 8 CUIDAR DE TI Y DE LOS DEMÁS
- 9 TECNOLOGÍA EN SILENCIO

TALLER DE
PARTICIPACIÓN VECINAL

WHAT ARE RNOs?

Registered Neighborhood Organizations (RNOs) are **volunteer-run groups** made up of people who live, own property, or are active in a neighborhood.

These groups register with the City of Denver so they can stay informed and involved in what's happening in their area, and help connect neighbors with the city government.

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

¿QUÉ SON LAS RNOs?

Las Organizaciones Vecinales Registradas (RNOs) son **grupos dirigidos por voluntarios**, compuestos por personas que viven, poseen propiedades o participan activamente en su vecindario.

Estos grupos se registran con la Ciudad de Denver para mantenerse informados, participar en lo que sucede en su área y ayudar a conectar a los vecinos con el gobierno de la ciudad.

TALLER DE
PARTICIPACIÓN VECINAL

WHAT DO RNO'S DO?

RNOs help neighbors stay informed and have a voice in what's happening in their community. *For example:*

- **They get notices** about things like proposed zoning changes, sale of city owned land, or new business licenses that may affect their neighborhood.
- **They hold meetings** where people can talk about neighborhood issues and hear from different subject area experts.
- **They hold community building events**, like neighborhood food truck nights, Fourth of July parades, or summer concerts.

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

¿QUÉ HACEN LAS RNO'S?

Las RNOs ayudan a los vecinos a mantenerse informados y a tener voz sobre lo que sucede en su comunidad. *Por ejemplo:*

- **Reciben avisos sobre temas** como cambios propuestos en el uso de terrenos (zonificación), venta de terrenos que son propiedad de la ciudad o nuevas licencias de negocios que puedan afectar su vecindario.
- **Organizan reuniones** donde la gente puede hablar sobre el vecindario y escuchar a expertos en diferentes áreas.
- **Realizan eventos** para integrar a la comunidad, como noches de camiones de comida, desfiles del 4 de julio o conciertos de verano.

TALLER DE
PARTICIPACIÓN VECINAL

WHERE DO THE GUIDELINES AND RULES COME FROM?

RNOs follow a set of city rules called an ordinance (specifically, Chapter 12, Article III of the Denver city code). *These rules include:*

- The group must be open to everyone in the neighborhood.
- They need to meet at least once a year.
- They must share meeting information with the public ahead of time.
- They have to keep their individual RNO rules (called bylaws) up to date with the city.
- RNOs must also re-register with the city every year during a certain period of time.

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

¿DE DÓNDE VIENEN LAS NORMAS Y REGLAS?

Las RNOs siguen un conjunto de normas y reglas de la ciudad llamado ordenanza (específicamente, Capítulo 12, Artículo III del código municipal de Denver). *Estas normas y reglas incluyen:*

- El grupo debe estar abierto a todos en el vecindario.
- Deben reunirse al menos una vez al año.
- Deben compartir la información de las reuniones con el público con anticipación.
- Deben mantener sus reglas individuales e internas (llamadas estatutos) actualizadas con la ciudad.
- Las RNOs deben volver a registrarse con la ciudad cada año durante un período determinado.

TALLER DE
PARTICIPACIÓN VECINAL

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

TALLER DE
PARTICIPACIÓN VECINAL

NEIGHBORHOOD
ENGAGEMENT WORKSHOP



TALLER DE
PARTICIPACIÓN VECINAL

THANK YOU FOR
PARTICIPATING!

If you have questions or feedback related to RNOs, feel free to email us at
yourcityyourvoice@denvergov.org

NEIGHBORHOOD
ENGAGEMENT WORKSHOP

¡GRACIAS POR
PARTICIPAR!

Si tienes preguntas o comentarios sobre las RNOs, enviarnos un correo electrónico a:
yourcityyourvoice@denvergov.org

TALLER DE
PARTICIPACIÓN VECINAL

OUTREACH AND ENGAGEMENT MATERIALS

VIRTUAL RNO FOCUS GROUP PRESENTATION

Registered Neighborhood Organizations

Focus Groups

November 17 & 20, 2025
6:00pm - 7:30pm



Meeting Agreements

- 1 LISTEN TO UNDERSTAND
- 2 RESPECT ALL IDEAS
- 3 KEEP IT BRIEF AND ON TOPIC
- 4 SHARE THE SPACE
- 5 SPEAK FROM YOUR OWN EXPERIENCE



Registered Neighborhood Organizations Ordinance

- Created in 1979; no known updates
- No requirement for City support → inequities across neighborhoods
- Volunteer-run groups with varying capacity
- Need to understand what support RNOs need
- Outdated policies/procedures in the ordinance
- Updates should reflect current needs + community feedback

"Neighborhood organization, as used in this article, shall mean a voluntary group of individual residents and owners of real property, including businesses, within a certain prescribed area of the city, and/or a coalition of such groups formed for the purpose of collectively addressing issues and interests common to and widely perceived throughout the area." - RNO Ordinance

"RNOs receive notification of proposed zoning amendments, landmark designation applications, planning board and board of adjustment hearings, liquor and cabaret licenses, and other activities occurring in the neighborhood as stipulated in the ordinance." - City Website



Your City-Your Voice

- Led by Council Members Kashmann & Gonzales-Gutierrez
- Extensive citywide engagement
- Summer community events
- Citywide survey: 1,128 responses
- 5 regional sessions: 142 participants
- Heard stories, lived experiences, challenges, ideas
- 2 focus groups with RNO leaders + members
- Provide CC with a comprehensive picture



Key Themes

- 1 AWARENESS & IDENTITY
- 2 GOVERNANCE, ACCOUNTABILITY & STRUCTURE
- 3 RESOURCES & SUPPORT
- 4 COMMUNICATION WITH THE CITY
- 5 REPRESENTATION & INCLUSION

Awareness & Identity

What have we heard?

- Residents (especially renters, youth, newcomers) don't know what RNOs are or confuse them with HOAs/BIDs.
- The "RNO" acronym has little meaning; some suggest renaming/rebranding.
- Inconsistent visibility (some newsletters/events exist, but reach is limited).
- People are busy, tired, or distrustful; they need a clear purpose and benefits.

Significance

- There is low awareness and confusion about RNOs. RNOs are invisible or misunderstood. Any ordinance revision should consider rebranding, outreach, and requirements for visibility.



Governance, Accountability & Structure

What have we heard?

- *The ordinance is outdated, vague, and poorly enforced. Lack of rules about geographical boundaries, elections, terms, transparency, or misuse of power.*
- *Suggestions for more city oversight, but also support from the city, annual Council Member engagement and an increase in the mandatory minimum number of meetings.*
- *Suggestions for recognition of different RNO “types” based on what they are focus on (zoning-focused vs. community-building).*
- *Some want stricter regulation and accountability; others want flexibility to accommodate neighborhood-specific needs.*

Significance

- *The ordinance reform could provide greater accountability and greater support, clarify governance expectations, while allowing flexibility for local adaptation.*



Resources & Support

What have we heard?

- *RNOs are volunteer-run and resources are not standard throughout the city.*
- *Requests for city funding (e.g., stipends, small budgets, equitable distribution).*
- *Calls for grants/resources for low-income areas to balance representation.*
- *Suggestions for technical support to help set up websites, translations, newsletters, bylaws and for city-provided platform subscriptions (e.g., Zoom)*
- *Suggestions for the creation of a toolkit or guide for starting/running RNOs.*

Significance

- *The ordinance reform should include considerations for City support of RNOs through direct resources and infrastructure support.*



Communication with the City

What have we heard?

- *Residents are blindsided by rezonings, construction, or city projects.*
- *City sends technical, jargon-heavy documents without summaries.*
- *The burden falls on volunteers to distribute a lot of information.*
- *Some RNO leaders, intentionally or unintentionally, withholding information.*
- *Suggestions for required regular Council Member updates, citywide notification standards that address document format challenges, and a direct resident notification system.*
- *Suggestions for access to responsive point of contacts within city agencies.*

Significance

- *There are communication gaps with the City. City-RNO communication roles and responsibilities must be clarified in the ordinance reform.*



Representation & Inclusion

What have we heard?

- *Renters, young people, non-English speakers, and working families are often excluded or unaware that they can participate. Property owners dominate the RNO space.*
- *Affluent RNOs have more influence on city or neighborhood policies due to access to resources; while underfunded grassroots RNOs are left behind, creating inequity in voice.*
- *Suggestions to address participation include “meeting residents where they already are” (community centers, cultural events, parks, hybrid or virtually). Old-school methods (door-knocking, flyers) still matter, especially in underserved areas.*

Significance

- *There are barriers to access and representation in RNOs. The ordinance reform could acknowledge and support more flexible, community-based engagement formats, and include equity provisions (e.g., language access, board representation).*



OUTREACH AND ENGAGEMENT MATERIALS

FACILITATION GUIDE

RNO ENGAGEMENT WORKSHOP

PARTICIPANT WORK PACKET



AGENDA

SEPT 25, 2025

| | |
|--------|--------------------------------|
| 25 MIN | WELCOME & ORIENTATION |
| 30 MIN | DISCUSSION: PROBLEM STATEMENTS |
| 15 MIN | DISCUSSION: HOW MIGHT WE...? |
| 10 MIN | BREAK |
| 35 MIN | DISCUSSION: SCENARIO |
| 5 MIN | CLOSING |

PURPOSE & OBJECTIVES

The purpose of this community meeting is to hear from residents about the challenges Registered Neighborhood Organizations (RNOs) are facing and to explore ideas and solutions together. Your input will help shape updated guidelines and policies that support stronger, more inclusive, and better-connected neighborhood organizations across Denver.

- **Identify key challenges** that RNOs and community members are experiencing under the current guidelines and structure.
- **Facilitate collaborative discussions** to generate ideas and potential solutions to address these challenges.
- **Gather community input** to help inform the development of updated guidelines and policies for RNOs in Denver.

Participant Work Packet

MEETING AGREEMENTS

- 1 LISTEN TO UNDERSTAND**
Focus on truly hearing what others are saying before responding
- 2 BE KIND AND CURIOUS**
Approach the conversation with empathy and a willingness to learn
- 3 RESPECT ALL IDEAS**
Every perspective is valid and worth considering
- 4 SPEAK FROM YOUR OWN EXPERIENCE**
Share what you know, feel, or have lived, rather than generalizing
- 5 KEEP IT BRIEF AND ON TOPIC**
Be mindful of time and stay focused on the discussion
- 6 STEP UP, STEP BACK**
Share the space. Make space for others if you've spoken a lot, and feel encouraged to speak up if you haven't yet. We want to hear from everyone.
- 7 WHAT'S SAID HERE STAYS, WHAT'S LEARNED LEAVES HERE**
Protect personal stories; share the lessons, not the names
- 8 TAKE CARE OF YOURSELF AND OTHERS**
Feel free to take breaks, grab food, and support those around you
- 9 TECHNOLOGY ON SILENT**
Minimize distractions to stay present and respectful of the group

RNO OVERVIEW

WHAT ARE RNO'S?

Registered Neighborhood Organizations (RNOs) are volunteer-run groups made up of people who live, own property, or are active in a neighborhood. These groups register with the City of Denver so they can stay informed and involved in what's happening in their area, and help connect neighbors with the city government. They're a way for community members to come together, stay informed, and speak up about what matters in their neighborhood.

WHAT DO RNO'S DO?

RNOs help neighbors stay informed and have a voice in what's happening in their community. For example:

- They get notices about things like proposed zoning changes, sale of city owned land, or new business licenses that may affect their neighborhood.
- They hold meetings where people can talk about neighborhood issues and hear from different subject area experts.
- They hold community building events, like neighborhood food truck nights, Fourth of July parades, or summer concerts.

WHERE DO THE GUIDELINES AND RULES COME FROM?

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- They need to meet at least once a year.
- They must share meeting information with the public ahead of time.
- They have to keep their individual RNO rules (called bylaws) up to date with the city. RNOs must also re-register with the city every year during a certain period of time.

If you have questions or feedback related to RNOs, feel free to email us at yourcityyourvoice@denvergov.org.

Participant Work Packet

PROBLEM STATEMENTS

1 Many community members don't know what RNOs are, what they do, their impact, or how to get involved.

- Do you have any initial thoughts when you hear this problem statement?
- Have you experienced anything like this in your neighborhood? Can you share an example?
- How has it affected you or your community?

2 Community members feel a lack of communication from Denver city government and are confused on who to reach out to if they have a question, idea, or problem in their neighborhood. (In relation to RNOs)

- Do you have any initial thoughts when you hear this problem statement?
- Have you experienced anything like this in your neighborhood? Can you share an example?
- How has it affected you or your community?

Participant Work Packet

HOW MIGHT WE...? #1

How might the Denver city government increase awareness about RNOs for community members so that they can understand what RNOs are, and become motivated to be involved?

Write down your ideas for potential solutions in 5 minutes:

Participant Work Packet

HOW MIGHT WE...? #2

How might the Denver city government improve communication with community members so residents know who to contact, feel confident sharing their ideas, and trust their voices are heard?

Write down your ideas for potential solutions in 5 minutes:

SCENARIO

In this activity, you will imagine and design your ideal city rules and guidelines for RNOs and for the relationship and interactions between RNOs and Denver city government.

IF YOU HAD THE OPPORTUNITY TO CREATE THE GUIDANCE AND RULES IN THE DENVER CITY ORDINANCE FOR RNOs, WHAT WOULD YOU INCLUDE OR NOT?

- How would RNOs be created and operated?
- How do RNOs engage with the community and Denver city government (and vice versa)?

1 _____

2 _____

3 _____

4 _____

5 _____

THANK YOU FOR PARTICIPATING!

Please consider sharing your feedback with us about this community meeting. Your input will help us make the next meeting a success.

What is something you appreciated about today's meeting?

What is something that could be improved about today's meeting?

OUTREACH AND ENGAGEMENT MATERIALS

SPANISH FACILITATION GUIDE

ORGANIZACIONES VECINALES REGISTRADAS TALLER DE PARTICIPACIÓN

MATERIALES PARA PARTICIPANTES



AGENDA

25 de septiembre de 2025

| | |
|--------|---------------------------------------|
| 25 min | Bienvenida y Orientación |
| 30 min | Discusión: Planteamiento de Problemas |
| 15 min | Discusión: ¿Cómo podríamos...? |
| 10 min | Pausa |
| 35 min | Discusión: Ejercicio Práctico |
| 5 min | Cierre |

PROPÓSITO Y OBJETIVOS

Escuchar a los residentes sobre los desafíos que enfrentan las Organizaciones Vecinales Registradas (RNOs) y explorar juntos ideas y soluciones. Su participación ayudará a dar forma a pautas y políticas que apoyen a organizaciones vecinales más fuertes, inclusivas y mejor conectadas en toda la ciudad de Denver.

- **Identificar los desafíos** clave que las RNOs y los miembros de la comunidad están experimentando bajo las pautas y la estructura actuales.
- **Facilitar conversaciones colaborativas** para generar ideas y posibles soluciones a estos desafíos.
- **Recopilar la opinión de la comunidad** para informar el desarrollo de pautas y políticas actualizadas para las RNOs en Denver.

Materiales para Participantes

ACUERDOS DE LA REUNIÓN

- 1 ESCUCHAR PARA COMPRENDER**
Concentrarse en escuchar atentamente lo que dicen los demás antes de responder.
- 2 SER AMABLE Y CURIOSO**
Abordar la conversación con empatía y disposición a aprender.
- 3 RESPETA TODAS LAS IDEAS**
Toda perspectiva es válida y merece ser considerada.
- 4 HABLAR DESDE TU PROPIA EXPERIENCIA**
Compartir lo que sabe, siente o ha vivido, en lugar de generalizar.
- 5 SER BREVE Y CENTRARSE EN EL TEMA**
Ser consciente del tiempo y enfocarse en la discusión.
- 6 PARTICIPAR Y DAR ESPACIO**
Compartir el espacio. Dar oportunidad a otros si ha hablado mucho y animarse a hablar si aún no lo ha hecho. Queremos escuchar a todos.
- 7 LO QUE SE DICE AQUÍ, SE QUEDA; LO QUE SE APRENDE, SE COMPARTE**
Proteger las historias personales; compartir las lecciones, no los nombres.
- 8 CUIDAR DE TI Y DE LOS DEMÁS**
Tomar descansos, comer si lo necesita y apoyar a quienes te rodean.
- 9 TECNOLOGÍA EN SILENCIO**
Minimizar distracciones para mantenerse presente y respetar al grupo.

RESUMEN DE LAS RNOs

¿QUÉ SON LAS RNOs?

Las Organizaciones Vecinales Registradas (RNOs) son grupos dirigidos por voluntarios, compuestos por personas que viven, poseen propiedades o participan activamente en su vecindario. Estos grupos se registran con la Ciudad de Denver para mantenerse informados, participar en lo que sucede en su área y ayudar a conectar a los vecinos con el gobierno de la ciudad. Son una forma para que los miembros de la comunidad se unan, se mantengan informados y puedan expresar sus opiniones sobre lo que importa en su vecindario.

¿QUÉ HACEN LAS RNOs?

Las RNOs ayudan a los vecinos a mantenerse informados y a tener voz sobre lo que sucede en su comunidad. Por ejemplo:

- Reciben avisos sobre temas como cambios propuestos en el uso de terrenos (zonificación), venta de terrenos que son propiedad de la ciudad o nuevas licencias de negocios que puedan afectar su vecindario.
- Organizan reuniones donde la gente puede hablar sobre el vecindario y escuchar a expertos en diferentes áreas.
- Realizan eventos para integrar a la comunidad, como noches de camiones de comida, desfiles del 4 de julio o conciertos de verano.

¿DE DÓNDE VIENEN LAS NORMAS Y REGLAS?

Las RNOs siguen un conjunto de normas y reglas de la ciudad llamado ordenanza (específicamente, Capítulo 12, Artículo III del código municipal de Denver). Estas normas y reglas incluyen:

- El grupo debe estar abierto a todos en el vecindario.
- Deben reunirse al menos una vez al año.
- Deben compartir la información de las reuniones con el público con anticipación.
- Deben mantener sus reglas individuales e internas (llamadas estatutos) actualizadas con la ciudad.
- Las RNOs deben volver a registrarse con la ciudad cada año durante un período determinado.

Si tienes preguntas o comentarios sobre las RNOs, enviarnos un correo electrónico a: yourcityyourvoice@denvergov.org.

Materiales para Participantes

PLANTEAMIENTO DE PROBLEMAS

1 Muchos miembros de la comunidad desconocen qué son las RNOs, qué hacen, cuál es su impacto o cómo involucrarse y participar.

- ¿Qué ideas iniciales vienen a la mente al escuchar este planteamiento de problema?
- ¿Has experimentado algo similar en tu vecindario? ¿Puedes dar un ejemplo?
- ¿Cómo te ha afectado esto a ti o a tu comunidad?

2 Los miembros de la comunidad sienten una falta de comunicación por parte del gobierno de la ciudad de Denver y se sienten confundidos sobre a quién acudir si tienen una pregunta, idea o problema en su vecindario. (En relación con las RNOs)

- ¿Qué ideas iniciales vienen a la mente al escuchar este planteamiento de problema?
- ¿Has experimentado algo similar en tu vecindario? ¿Puedes dar un ejemplo?
- ¿Cómo te ha afectado esto a ti o a tu comunidad?

Materiales para Participantes

¿CÓMO PODRÍAMOS...? #1

¿Cómo podría el gobierno de la ciudad de Denver concientizar a la comunidad sobre las RNOs, de manera que puedan entender qué son y sentirse motivados a participar?

Materiales para Participantes

¿CÓMO PODRÍAMOS...? #2

¿Cómo podría el gobierno de la ciudad de Denver apoyar a las RNOs para que la comunidad las considere como un recurso valioso?

Materiales para Participantes

EJERCICIO PRÁCTICO

En esta actividad, imaginarás y diseñarás las normas y reglas en la ordenanza de la ciudad de Denver para las RNOs, así como para la relación e interacción entre estas y el gobierno de la ciudad de Denver.

SI TUVIERAS LA OPORTUNIDAD DE CREAR LAS NORMAS Y REGLAS EN LA ORDENANZA DE LA CIUDAD DE DENVER PARA LAS RNOs, ¿QUÉ INCLUIRÍAS O NO?

- ¿Cómo se crearían y operarían las RNOs?
- ¿Cómo interactuarían las RNOs con la comunidad y con el gobierno de la ciudad de Denver (y viceversa)?

- 1 _____

- 2 _____

- 3 _____

- 4 _____

- 5 _____

Materiales para Participantes

¡GRACIAS POR PARTICIPAR!

Por favor considera compartir con nosotros tus comentarios sobre esta reunión comunitaria. Tus comentarios nos ayudarán a que la próxima reunión sea un éxito.

¿Qué es algo que apreciaste de la reunión de hoy?

¿Qué es algo que podría mejorarse de la reunión de hoy?

Materiales para Participantes

YOUR CITY YOUR VOICE: EMPOWERING DENVER: FREQUENTLY ASKED QUESTIONS

Frequently Asked Questions

What is policy co-design, and what is Your City Your Voice?

Policy co-design is an approach where people who are impacted by a policy help shape it from the beginning, rather than only providing feedback at the end. Your City Your Voice is a citywide process to develop recommendations that improve how the City of Denver works with Registered Neighborhood Organizations (RNOs) and community members. These recommendations will inform updates to the ordinance that governs RNOs, with the goal of making it more useful, inclusive, and responsive for residents across Denver.

Why is Radian facilitating this process?

Radian is a Denver-based nonprofit with experience supporting equity-centered community engagement and planning across the city. Radian was selected to facilitate Your City Your Voice because of its experience working alongside both RNOs and community members and its ability to serve as a neutral, third-party facilitator. Radian's role is to design and guide the engagement process, gather and document community input, and support dialogue, not to make policy decisions or advocate for specific outcomes.

Why were both RNO and non-RNO community members included in Your City Your Voice?

RNOs play an important role in Denver's civic landscape and bring valuable experience and insight into how the RNO ordinance works in practice. At the same time, the ordinance affects how the City engages with all residents, including those who do not participate in an RNO. Including both RNO members and non-RNO community members helped ensure the process reflected a full range of experiences and perspectives, supporting recommendations that are more effective, inclusive, and responsive to Denver's diverse communities.

What role does the Division of Community Empowerment play?

The Division of Community Empowerment is a newly formed division within the Office of Human Rights & Community Partnerships. Because the Division was still being established during earlier phases of Your City Your Voice, it was not directly involved at the outset. As the project moves into the recommendations and review phase, the Division is being engaged and may play a role in future implementation. City Council has expressed interest in collaborating with the Division as its role related to RNOs continues to take shape.

Community Engagement & Equity

How was community engagement incorporated into the process?

Community engagement was integrated throughout Your City Your Voice, not limited to a single phase or event. Engagement included surveys, facilitated meetings, discussion sessions, and outreach efforts designed to inform participants, gather perspectives, and support shared problem-solving. Community members and RNOs contributed input on challenges, priorities, and potential solutions, which informed the development of recommendations.

The process was designed using widely recognized engagement frameworks, including the Spectrum of Community Engagement to Ownership and the IAP2 Spectrum of Public Participation. Participants were informed about project goals and timelines, invited to provide input through multiple formats, and engaged in dialogue-based sessions that supported learning, discussion, and collaboration. Additional opportunities to review and provide feedback on recommendations will occur before draft legislation is developed.

How did the process center equity and inclusion?

Equity and inclusion were central to the design and facilitation of Your City Your Voice. Intentional steps were taken to support meaningful participation from people with diverse backgrounds, identities, and lived experiences, including those who have been historically underrepresented in civic processes. The process addressed power dynamics and participation barriers by using facilitated small-group discussions, community agreements to support respectful dialogue, and multiple ways to share input, including verbal and written formats. Engagement opportunities were offered both in person and virtually, at varied times and locations, and in accessible spaces. Materials and activities were provided in English and Spanish, with interpretation available during meetings. Practical supports such as food and childcare were offered when possible to reduce barriers to participation.

YOUR CITY YOUR VOICE: EMPOWERING DENVER: FREQUENTLY ASKED QUESTIONS

Next Steps

When will the Your City Your Voice report be available?

The Your City Your Voice report, which documents the methodology, findings, and outcomes of the policy co-design process, is expected to be released in mid to late March 2026. The report will be made publicly available and will include summaries of community input as well as underlying data collected through the process, to support transparency and public understanding of how feedback informed the recommendations.

When will the report be shared with the Denver City Council?

The Your City Your Voice report will be presented to the Denver City Council Budget and Policy Committee in late March 2026. Committee briefings and City Council meetings are open to the public, with agendas posted in advance. Updates on Denver City Council meeting dates, agendas, and participation details are posted on the City Council website.

Will there be additional opportunities for public input?

Yes. Community feedback has been collected throughout the process, and additional opportunities for public input will be available after the report and recommendations are released. Details will be shared publicly when those opportunities are scheduled. All future opportunities for engagement will be posted on the Your City Your Voice website, and shared through the Your City Your Voice [newsletter](#).

When is draft legislation expected, and what is the process for introducing new legislation?

Draft legislation is anticipated in Spring or Summer 2026, following internal city review. Once developed, the legislation will move through the City's standard public legislative process, which typically includes a committee presentation, opportunities for public input, and consideration by City Council before any final votes are taken.

How can community members and RNOs stay informed?

Community members and RNOs can stay informed through city communication channels, including the project website, email updates, and public meeting notices. Information about upcoming engagement opportunities, reports, and City Council discussions will be shared through these channels. Residents are encouraged to sign up for project updates and participate in future meetings or feedback opportunities as they become available. Stay connected through the project [email sign-up](#).

SURVEY QUESTIONS & FINDINGS

SURVEY DESIGN METHODOLOGY & QUESTIONS

The survey used a flexible, adaptive structure to reflect the varied ways residents engage with RNOs. All respondents began with a shared set of core questions, after which the survey branched based on how individuals identified their relationship to RNOs (e.g., active participant, or not involved). This design balanced consistency across responses with the ability to capture more nuanced, experience-specific insights from four distinct community segments.

Outreach efforts encouraged broad participation to help ensure that the findings reflect a diversity of experiences and perspectives from across the city, including individuals who are active in RNOs and those who may be less familiar with or disconnected from them. Participation was voluntary, and residents were encouraged to share their perspectives regardless of their levels of engagement, centering lived experience throughout the process.

The raw survey dataset can be accessed through the link below and includes participant responses to both closed- and open-ended survey questions. To protect the privacy of survey participants, identifiable information has been removed. Redactions are indicated by brackets [...]

[Citywide Survey Dataset](#)

SURVEY QUESTIONS FOR ALL COMMUNITY SEGMENTS

In which neighborhood do you live in? _____

How long have you lived in Denver?

- 0-2 years
- 2-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- 20+ years
- Other: _____

Do you rent or own?

- Rent
- Own
- Prefer not to say

Which age group are you in?

- Under 18 years
- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65-74 years
- 75+ years
- Prefer not to say

Please share which best describes your racial identity. Check all that apply.

- Asian American or Pacific Islander
- Black or African American
- Caucasian
- Latino/a
- Middle Eastern
- Native American
- Two or More Races
- Prefer not to say

Please share your gender identity:

- Female
- Male
- Nonbinary
- Prefer not to say
- Other: _____

Please share the primary language that you speak: _____

Before today, have you ever heard of a Registered Neighborhood Organization (RNO)?

- Yes
- No

Are you currently part of your neighborhood RNO?

- Yes- I am a general member
- Yes- I am a board member
- No

SURVEY QUESTIONS FOR COMMUNITY SEGMENT A: RESIDENTS WITH NO AWARENESS OF RNOS

Which topics do you care about most in your neighborhood? Choose your top three.

- Affordable Housing
- Arts and Culture
- Climate and Sustainability
- Green Space (parks, recreation)
- Local Businesses
- Public Spaces (libraries, schools)
- Real Estate, Development, and/or Land Use
- Safety
- Transportation
- Other: _____

What would make you want to join your RNO? Select up to three.

- Advocating for things I care about
- Community and knowing my neighbors
- Diversity of members (age, race, socioeconomic status, etc.)
- Engaging with local government/leaders
- Learning more about the neighborhood
- Supporting neighborhood projects (i.e. neighborhood clean ups)
- Neighborhood events and festivals
- Being part of shaping the neighborhood in the future
- Other: _____

What would help you attend RNO meetings? Check all that apply.

- Childcare for meetings
- Hybrid meetings (in-person and online)
- Language interpretation and translation of materials for meetings and events
- Meals provided
- Stipends for participation
- Other: _____

How do you currently receive information from the City of Denver? _____

Is there anything else you would like to share? _____

SURVEY QUESTIONS FOR COMMUNITY SEGMENT B: RESIDENTS WITH AWARENESS OF RNOs

Have you ever attended an RNO meeting in your neighborhood?

- Yes
- No
- Other: _____

Have you ever attended an event hosted by your RNO?

- Yes
- No
- Other: _____

How would you rate your current feelings about RNOs?

- Very Negative
- 1
- 2
- 3
- 4
- 5
- Very Positive

What would make you want to join your RNO? Select up to three.

- Advocating for things I care about
- Community and knowing my neighbors
- Diversity of members (age, race, socioeconomic status, etc.)
- Engaging with local government/leaders
- Learning more about the neighborhood
- Supporting neighborhood projects (i.e. neighborhood clean ups)
- Neighborhood events and festivals
- Being part of shaping the neighborhood in the future
- Other: _____

What would help you access RNO meetings? Check all that apply.

- Childcare during meetings
- Hybrid meetings (in-person and online)
- Language interpretation and translation of materials for meetings and events
- Meals provided
- Stipends for participation
- Other: _____

Which topics do you care about most in your neighborhood? Select up to three.

- Affordable Housing
- Arts and Culture
- Climate and Sustainability
- Green Space (parks, recreation)
- Local Businesses
- Public Spaces (libraries, schools)
- Real Estate, Development, and/or Land Use
- Safety
- Transportation
- Other: _____

How do you currently receive information from the City of Denver? _____

Is there anything else you would like to share? _____

SURVEY QUESTIONS FOR COMMUNITY SEGMENT C: RESIDENTS MEMBERS OF RNOS

How long have you been a member of your RNO?

- Less than 1 year
- 1-3 years
- 3-5 years
- 5+ years
- Other: _____

What made you want to join your RNO?

Select up to three.

- Advocating for things I care about
- Community and knowing my neighbors
- Diversity of members (age, race, socioeconomic status, etc.)
- Engaging with local government/leaders
- Learning more about the neighborhood
- Supporting neighborhood projects (i.e. neighborhood clean ups)
- Neighborhood events and festivals
- Being part of shaping the neighborhood in the future
- Other: _____

Which topics do you care about most in your neighborhood? Choose your top three.

- Affordable Housing
- Arts and Culture
- Climate and Sustainability
- Green Space (parks, recreation)

- Local Businesses
- Public Spaces (libraries, schools)
- Real Estate, Development, and/or Land Use
- Safety
- Transportation
- Other: _____

How would you rate your current feelings about your RNOs?

- Very Negative
- 1
- 2
- 3
- 4
- 5
- Very Positive

The city sends information to RNOs to be shared with residents, is this being done well? How can this be improved?

What would most improve your RNO?

SURVEY QUESTIONS FOR COMMUNITY SEGMENT D RESIDENTS LEADERS WITHIN RNOS

How long have you been a board member or leader in your RNO?

- Less than 1 year
- 1-3 years
- 3-5 years
- 5+ years
- Other: _____

What made you want to join your RNO? Select up to three.

- Advocating for things I care about
- Community and knowing my neighbors
- Diversity of members (age, race, socioeconomic status, etc.)
- Engaging with local government/leaders
- Learning more about the neighborhood

- Supporting neighborhood projects (i.e. neighborhood clean ups)
- Neighborhood events and festivals
- Being part of shaping the neighborhood in the future
- Other: _____

How does your RNO receive operational support? Check all that apply

- City Council Office
- Department of Community Planning and Development
- Foundation partner
- Inter-neighborhood Cooperation (INC)
- Nonprofit partner
- Other: _____

How do you currently feel about the support you receive from the City's Department of Community Planning and Development?

- Very Unsatisfied
- 1
- 2
- 3
- 4
- 5
- Very Satisfied

Do you have recommendations for how to improve communication from the city to RNOs? _____

How does your RNO raise funds? Check all that apply

- Advertisements
- City Council Office
- Grants
- Membership dues
- Sponsorships
- Other: _____

How does your RNO spend your funds? Check all that apply

- Events/Festivals
- Language Interpretation or Translation Services
- Meetings (i.e. meals, supplies, space rental)
- Neighborhood Projects
- Newsletters/Mailers
- Technology subscriptions (i.e. Zoom, Canva)
- Other: _____

How much money would you need annually to run your RNO more effectively? _____

SURVEY QUESTIONS FOR COMMUNITY SEGMENT D RESIDENTS LEADERS WITHIN RNOS

View the complete Survey Response
Dataset [here](#).

What does your RNO need support with?

Check all that apply

- Childcare for meetings
- Events and projects (parks/ special events requirements and permits)
- Language interpretation and translation of materials for meetings and events
- Outreach and recruitment
- Stipends for participation and/or admin support
- Technology assistance (i.e. Zoom/Canva)
- Technology for hybrid meetings (in-person and online)
- Other: _____

Which citywide support would benefit your RNO? Check all that apply

- A designated RNO liaison for each council district
- Annual funding for all RNOs
- Grant writing support
- Workshops and training (i.e. RNO 101, conflict mediation, equity, history, language interpretation/translation)
- Other: _____

How would you rate your current feelings about your RNO?

- Very Negative
- 1
- 2
- 3
- 4
- 5
- Very Positive

What are the top challenges that your RNO faces? _____

What would most improve your RNO? _____

WORKSHOPS DETAILS

| Neighborhood Engagement Workshops Details |
|--|
| <p>Wednesday, September 10, 2025</p> <ul style="list-style-type: none">• In-Person Workshop in the Southwest Region at Westwood Community Center• Participation: 48 participants (24 participants self-identified as RNO members/leaders) |
| <p>Saturday, September 20, 2025</p> <ul style="list-style-type: none">• In-Person Workshop in the Northeast Region at Martin Luther King Jr. Recreation Center• Participation: 14 participants (6 participants self-identified as RNO members/leaders) |
| <p>Tuesday, October 7, 2025</p> <ul style="list-style-type: none">• In-Person Workshop in the Northwest Region at Aztlan Recreation Center• Participation: 35 participants (25 participants self-identified as RNO members/leaders) |
| <p>Wednesday, October 15, 2025</p> <ul style="list-style-type: none">• In-Person Workshop in the Southeast Region at Cook Park Recreation Center• Participation: 28 participants (14 participants self-identified as RNO members/leaders) |
| <p>Wednesday, October 29, 2025</p> <ul style="list-style-type: none">• Virtual Workshop; Citywide via Zoom• Participation: 15 participants (10 participants self-identified as RNO members/leaders) |

WORKSHOP ACTIVITIES

Neighborhood Engagement Workshops Activities

Problem Statements Activity: Two problem statements framed discussions around recurring issues identified by community members in the past.

- Problem Statement 1: Many community members don't know what RNOs are, what they do, their impact, or how to get involved.
- Problem Statement 2: Community members feel a lack of communication from the Denver city government and are confused about who to reach out to if they have a question, idea, or problem in their neighborhood. (In relation to RNOs)

How Might We? Activity: To turn challenges into opportunities, participants responded to open-ended questions.

- How Might We? Question 1: How might the Denver city government increase awareness about RNOs for community members so that they can understand what RNOs are and become motivated to be involved?
- How Might We? Question 2: How might the Denver city government improve communication with community members so residents know who to contact, feel confident sharing their ideas, and trust their voices are heard?

Scenario Activity: Participants envisioned an ideal relationship between RNOs and the city, imagining guidance, rules, and interactions that could improve the RNO system and enhance community participation.

- Scenario: If you had the opportunity to create the guidance and rules in the Denver city ordinance for RNOs, what would you include or not?

APPENDIX D.3

WORKSHOP FINDINGS

The tables below present the themes identified through the analysis that emerged from the group discussions during the neighborhood engagement workshops. While each group explored the questions independently, many of the same challenges, ideas, and opportunities surfaced across conversations. Organizing the insights side-by-side highlights both the common concerns and the unique perspectives shared by participants, including issues related to awareness of RNOs, communication and outreach, relationships with city government, equity and representation, and the types of support that could strengthen RNO effectiveness.

| Neighborhood Engagement In-Person Workshop in the Southwest Region at Westwood Community Center on Wednesday, September 10, 2025 | | | | |
|--|---|--|---|---|
| THEME | TABLE 1 | TABLE 2 | TABLE 3 | TABLE 4 |
| Low Awareness & Confusion About RNOs | Renters, youth, and new residents are unaware of; confusion with the city council | Branding issue, need re-naming | Confused with HOAs, negative online perceptions, and branding issues | General low awareness |
| Communication & Outreach Challenges | Over-reliance on email; flyers are costly; renters are hard to reach; face-to-face needed | Hard to reach renters; multilingual needs; centralized hub; events | Agendas not posted; city help with templates/websites; flyers/events | Over-reliance on email; need help with meeting space/tech |
| Disconnect & Inconsistency with City Government | Confusion about city contacts; burden on volunteers; inconsistent agency engagement | Need city liaisons; clarify RNO role | Unequal city support; lack of accountability; want officials at events | Lack of follow-through from city staff |
| Equity, Representation & Inclusivity | Renters, youth, and working families are left out; calls for quotas | Language access; cultural inclusivity | Dominated by long-time residents; exclusion of newcomers | Resource and participation inequities |
| Resources, Funding & Support Needs | Burnout; stipends; need meeting space/tech; toolkit | Toolkit; equitable funding | Funding inequities; need space/tech; toolkit | Need space/tech support; inequitable resources |
| Improving Participation & Motivation | Frame RNOs as relevant to daily life; creative outreach (QR codes, mailers, welcome kits) | Incentives (stipends, recognition); fun/social events | Fun family events; breaking apathy; creative outreach | (Not strongly noted) |
| Reforms to RNO Ordinance / System Design | Property-owner bias; inclusivity bylaws; flexible registration; annual meetings | Rebrand RNOs; toolkit support | Boundary confusion; transparency; HOA question; rebrand; classify RNO "types" | — |

APPENDIX D.3

Neighborhood Engagement In-Person Workshop in the Northeast Region at Martin Luther King Jr. Recreation Center on Saturday, September 20, 2025

| THEME | TABLE 1 | TABLE 2 |
|--|--|---|
| Low Awareness & Confusion About RNOs | Residents don't know what RNOs are, roles are unclear, confusion with HOAs, acronyms are not recognized, hard to join. | Residents don't know what RNOs are, overlap with HOAs/BIDs, need education, and young people are unaware. |
| Communication & Outreach Challenges | Hard to reach residents, email/ newsletter limitations, volunteers stretched, need face-to-face events, need city support. | Outreach challenges, online info complex, digital communication insufficient, need in-person engagement, partnership with artists, and language access. |
| Disconnect & Inconsistency with City Government | Residents are unsure who to contact, inconsistent city support, lack of follow-through, unclear RNO-city roles, and requests for liaisons. | City seen as neutral/negative, poor responsiveness, RNOs expected to disseminate info, ordinance outdated, lack of city support. |
| Equity, Representation & Inclusivity | Limited engagement from renters, youth, newer residents, and non-English speakers; some neighborhoods are more influential; calls for diversity and equity in support. | Property owners are overrepresented; need age diversity, language access, inclusive engagement; youth inclusion emphasized. |
| Resources, Funding & Support Needs | Volunteer burnout, funding needed for newsletters/events, city support for meetings, training, bylaws, 501 c3. | Volunteers need resources: grants, printing, Zoom, yard signs; guidance for organizing, "how-to" guide, tech support. |
| Improving Participation & Motivation | Community engagement is hard, needs a clear purpose, incentives, fun events, and motivation through city updates and feedback. | Human-to-human engagement, partnering with community events/art/music, recognition/incentives, leveraging local organizers. |
| Reforms to RNO Ordinance / System Design | Need ordinance revision: regulate boundaries, clarify roles, elections, accountability, funding support, RNO types. | Flexibility for RNO priorities, age diversity, budget transparency, mission statements, language access, and city-mandated timelines for engagement. |

APPENDIX D.3

| Neighborhood Engagement In-Person Workshop in the Northwest Region at Aztlan Recreation Center on Tuesday, October 7, 2025 | | | | |
|--|--|--|--|--|
| THEME | TABLE 1 | TABLE 2 | TABLE 3 | TABLE 4 |
| Awareness of RNOs | Many residents unaware of RNOs or confuse them with HOAs. Need clearer, accessible outreach (flyers, social media, word of mouth). | Similar concerns; noted limited outreach to renters, immigrants, and working families. | Deep concern about “discovery problem” — suggested city-wide “Join Your RNO” campaign, mailers, or QR codes at public spaces. | Reiterated challenge and added call for city-provided website templates and communication tools; confusion about HOA vs. RNO. |
| Communication with City | Residents don’t know who to contact or what issues RNOs handle. | Desire for better city responsiveness and two-way communication. | Highlighted structural issues: outdated communication systems, gatekeeping risk, and lack of universal signup for notices. | Critiqued 311; described info overload; suggested block captains, direct outreach, and improved trust and follow-up from city. |
| Equity & Representation | RNOs dominated by older homeowners; renters and youth underrepresented. | Called for more inclusive engagement strategies. | Noted cultural and procedural barriers (formality, voting rules) discourage participation. | Emphasized lack of support excludes working-class and immigrant communities; city should provide translation and funding. |
| Roles & Purpose of RNOs | Desire for clarity between advocacy vs. communication roles. | Suggested guidelines for neutrality and representation. | Robust debate: Should RNOs take positions or remain neutral? Called for transparency, clear norms, and best-practice handbook. | Called for consolidation and city-defined frameworks; need for consistency in bylaws, reporting, and guidance. |
| Support & Resources | Volunteers stretched thin; need city funding and tools. | Agreed; suggested dedicated liaison positions. | Requested city investment in awareness campaigns, centralized website, and postcard out-reach. | Urged city to host RNO websites, provide funding, and create a staff role for RNO coordination. |
| Trust & Accountability | RNOs can be perceived as exclusive; need to build community trust. | Noted that residents feel unheard by city processes. | Discussed transparency norms and reporting standards to prevent misinformation. | Criticized “check-box engagement” by city; called for ongoing city presence and storytelling to rebuild trust. |

APPENDIX D.3

Neighborhood Engagement In-Person Workshop in the Southeast Region at Cook Park Recreation Center on Wednesday, October 15, 2025

| THEME | TABLE 1 | TABLE 2 | TABLE 3 | TABLE 4 |
|--|--|---|--|---|
| Lack of Public Awareness and Understanding of RNOs | Residents don't know what RNOs are or how to join; confusion with HOAs; some RNOs defunct due to lack of leadership. | Same confusion; little city education or outreach; suggested PR campaign and public info in home sales materials. | Awareness gap linked to lack of city promotion; residents unaware there are 150 RNOs; suggested mailers, QR codes, and social media. | Reinforced confusion; called for consistent city branding, website templates, and unified RNO identity. |
| Communication Barriers Between the City and Residents | Unclear who to contact; agencies unresponsive; follow-up missing after RNO feedback. | City seen as "faceless"; 311 not helpful; inconsistent or delayed responses. | Systemic overload of fragmented information; requested "centralized city hub" for all updates. | Echoed need for single web access by address; called for contact directories and block-captain model. |
| Challenges with Engagement and Participation | Engagement "doesn't stick"; older volunteers overextended; younger residents dis-engaged. | Meetings too formal; informal social events more successful; burnout common. | Engagement spikes around development controversies; strong turnout for fun or mission-driven events. | Family-friendly events and youth partnerships cited as key; social connection emphasized. |
| Need for City Support, Funding, and Resources | Requested training, translation, and flexible registration; need for funding and technology tools. | Called for city toolkit, bylaws templates, and startup stipends. | "Cookbook" concept for standardized documents, communication templates, and branding. | Emphasized city investment: funding, hybrid meeting tech, stipends, and city-hosted web tools. |
| Collaboration and Knowledge Sharing Among RNOs | Want to learn from "model RNOs"; uncertainty about overlapping boundaries. | Collaboration seen as solution to burnout; joint advocacy effective. | Called for citywide "RNO leadership summit" and peer mentorship. | Urged shared standards, joint events, and resource pooling. |
| Accessibility, Inclusion, and Language Equity | Called for translation and interpretation resources; hybrid meetings needed for access. | — | Suggested partnerships with DPS and local schools to engage bilingual youth. | Framed "language justice" as essential; recommended demographic tracking and bilingual youth interns. |
| Structural and Policy Concerns About RNO Formation and Governance | Debate about overregulation; fear new rules could deter volunteers. | Advocated for clear city-defined roles, oversight, and reporting standards. | Proposed uniform bylaws and incorporation models; "RNO cookbook" idea. | Supported consistent frameworks, boundary definitions, and fair funding models. |
| Meeting Logistics and Infrastructure | Need hybrid meeting support and quarterly minimums. | — | Struggled to find affordable meeting spaces with tech access. | Reiterated cost and tech barriers; need city-provided facilities and support staff. |
| Distrust and Perceived Inefficacy of City Processes | Questioned whether city listens to RNOs; "our voice doesn't matter." | City engagement viewed as performative; lack of follow-through discouraging. | — | — |
| Innovation and Creative Outreach | — | Encouraged fun, informal, and community-oriented outreach. | Suggested AI tools, QR codes, and youth-driven media for outreach. | Recommended plug-and-play city materials, branded infographics, and business partnerships. |

APPENDIX D.3

| Neighborhood Engagement Virtual Workshop; Citywide via Zoom on Wednesday, October 29, 2025 | | |
|--|---|---|
| THEME | BREAKOUT ROOM 1 | BREAKOUT ROOM 2 |
| Low Awareness & Understanding of RNOs | Residents often don't know what RNOs are, what they do, or how to participate; limited outreach to renters and apartment residents; some RNOs not meeting regularly or sharing updates | Many community members unaware of RNOs or how to engage; unclear leadership and structure; inconsistent use of outreach tools like flyers, signs, or digital platforms |
| Communication & Outreach Challenges | Need for regular communication such as mailers, newsletters, and websites; RNO information could be included in moving packets; need for workshops and education about RNOs | Outreach limited by volunteer capacity and funding; door-to-door outreach effective but time-consuming; suggestions for flyers, library printing, QR codes, community event tables, and partnerships with apartments/businesses |
| Disconnect Between Community and City Government | Residents unsure who to contact for neighborhood issues; inconsistent relationships with City Council; need clearer directories and stronger coordination between RNOs and the city | Residents feel disconnected from city government; RNOs often become the only communication channel during problems; lack of guidance from the city about processes, meetings, and funding |
| City Support, Tools & Capacity | Interest in city-provided tools such as Zoom, shared mailing lists, and outreach resources; need additional staff in the Office of Community Engagement; desire for partnership without losing independence | Strong need for a city-supported toolkit (templates, bylaws, outreach materials); training and onboarding for leaders; centralized website and shared calendar for RNOs |
| Equity, Representation & Inclusivity | Barriers for renters, working-class residents, seniors, and BIPOC communities; encourage outreach through churches and community organizations; avoid rigid boundaries that exclude communities | Ensure equitable support for RNOs regardless of size or funding; encourage inclusive participation through community events and partnerships with apartment complexes |
| RNO Operations, Governance & Structure | Calls for clearer processes for elections, applications, and record-keeping; suggestions for term limits to avoid entrenched leadership and cliques; flexible meeting requirements for smaller RNOs | Need for standardized minimum requirements and transparency; succession planning for leadership transitions; balance between clear guidelines and avoiding overregulation |
| Collaboration & Community Engagement | Encourage RNO collaboration and mediation where boundaries overlap; opportunities for joint advocacy around major developments | Promote block parties, neighborhood events, and partnerships with local businesses and organizations to strengthen community ties |
| Improving Participation & Motivation | Increase visibility of RNOs through City Council events and mayoral promotion; show how RNOs influence everyday issues | Incentives and community activities to increase engagement; easy sign-up tools like QR codes and tablets at events |
| | | |

FOCUS GROUPS MENTIMETER QUESTIONS

Mentimeter Questions

Awareness and Identity

- Word Cloud Question: What words or phrases best describe how you perceive RNOs and their role? (e.g., “helpful,” “unclear,” “exclusive,” “community voice,” “unknown,” “resistant”)
- Scales Question: Please share to what extent do you agree with the following statement. (strongly disagree to strongly agree)
 - *The ordinance’s stated intent accurately reflects the purpose RNOs should serve. (access to agencies, improve information flow, present positions)*
 - *The current role and purpose of RNOs, as defined in the ordinance, should be updated/expanded.*
 - *HOAs should be allowed to form their own RNOs.*
 - *BIDs or Merchant/Business Associations should be allowed to form their own RNOs.*
 - *The ordinance should clearly distinguish RNOs from other types of organizations such as HOAs and BIDs.*
- Ranking Question: Which strategies would most help increase visibility and understanding of your RNO?
 - *Clear shared name or branding across RNOs*
 - *Clear separation of roles from HOAs/BIDs*
 - *City-led outreach and education*
 - *Partnerships with schools, libraries, or community hubs*
 - *Stronger online and social media presence*
 - *Consistent neighborhood events or newsletters*
 - *Incentives or recognition for participation*
 - *Standardized bylaws or guidelines*

Governance, Accountability and Structure

- Word Cloud Question: What governance or accountability issues most affect RNOs today? (e.g., “unclear expectations,” “unclear geographical boundaries,” “overlapping boundaries,” “leader turnover,” “power imbalance,” “lack of transparency,” “no term limits”)
- Scales Question: Please share to what extent do you agree with the following statement. (strongly disagree to strongly agree)
 - *Multiple RNOs should be allowed to have overlapping boundaries.*
 - *The ordinance should define who qualifies as an RNO member (e.g., business owners, workers, renters).*
 - *The ordinance should define how RNO membership numbers are calculated.*
 - *The ordinance should clearly define the roles and responsibilities of RNO board members.*
 - *The ordinance should increase the required number of meetings held by RNOs.*

FOCUS GROUPS MENTIMETER QUESTIONS

Mentimeter Questions

Governance, Accountability and Structure

- Ranking Question: Which changes would most strengthen RNO governance?
 - *Clear rules and transparency on elections and term limits*
 - *Periodical check-ins or engagement with Council members*
 - *City oversight or accountability measures*
 - *Access to neutral facilitation or support*
 - *Clearer guidance or a resolution process for overlapping or unclear boundaries*
 - *Standardized bylaws or guidelines*

Resources and Support

- Ranking Question: What type of support, some of which could come directly from the city, would make the biggest difference for your RNO?
 - *Small grants or stipends for RNO activities*
 - *Shared technical support (e.g., how to - website, Zoom, newsletters)*
 - *Shared resources (e.g., subscriptions to technology tools, translation, childcare)*
 - *Shared templates (e.g., by-laws, governing documents, agendas)*
 - *Training or toolkit for running effective RNOs*
 - *Base level funding from the city to all RNOs*
 - *Simplified access to city contacts and agencies (e.g., point of contact)*
 - *Recognition or incentives for volunteer leaders*
- Scales Question: Please share to what extent do you agree with the following statements. (strongly disagree to strongly agree)
 - *Funding for RNOs should be distributed equally across all neighborhoods.*
 - *Funding for RNOs should be distributed equitably based on neighborhood resources and needs.*
 - *A central group (city-led or independent) should provide RNOs with training and best practices.*
 - *The city should provide funding to support a central group that assists RNOs.*

FOCUS GROUPS MENTIMETER QUESTIONS

Mentimeter Questions

Communication with the City

- Word Cloud Question: What's the biggest challenge your RNO faces in communicating with the city? (e.g., "late notifications," "too much jargon," "no clear contact," "lack of transparency")
- Ranking Question: Which changes would most improve communication between the city and your RNOs?
 - *Clearer roles and expectations for city and RNO communication*
 - *Plain-language summaries of city updates and projects*
 - *Regular Council member or city staff attendance/updates at RNO meetings*
 - *Opt-in/out direct city notifications to all residents, not just RNO leadership*
 - *Centralized online hub or newsletter for city–RNO communication*
 - *City liaisons or dedicated staff to summarize and share updates with RNOs*

Representation and Inclusion

- Ranking Question: Which actions would most improve inclusion and representation in your RNOs?
 - *Holding meetings in accessible, community-based locations*
 - *Providing translation or language access*
 - *Offering flexible meeting times*
 - *Offering childcare support*
 - *Expanding outreach through schools, libraries, and cultural hubs*
 - *Recognizing and supporting renter participation*
- Scales Question: Please share to what extent do you agree with the following statements. (strongly disagree to strongly agree)
 - *Equity measures should be required for all RNOs.*
 - *Equity measures should be encouraged through incentives rather than requirements.*

Closing

- Word Cloud Question: What's the single most important change you'd want to see in the RNO system/ordinance?
- Multiple Choice Question: Would you like to provide feedback on the engagement and summary report or the iterative process of the ordinance draft?
 - *Engagement and summary report*
 - *Ordinance draft*

FOCUS GROUPS MENTIMETER FINDINGS

| |
|---|
| <u>RNO Focus Group 1</u> |
| <u>RNO Focus Group 2</u> |
| <u>RNO Members and Leaders Unable to Attend</u> |

CITY DEPARTMENTS & EXTERNAL PARTNERS INTERVIEWED

| City entities interviewed | External partners interviewed: |
|--|--|
| <ul style="list-style-type: none"> • Community Planning and Development • People’s Budget • Department of Transportation and Infrastructure • Board of Adjustments • Department of Licensing and Consumer Protection • Office of Climate Action Sustainability, and Resiliency • Landmark Preservation • Denver Park and Recreation • Department of Public Health and Environment • Mayor’s Youth Commission • Office of Special Events • Department of Finance • Denver Police Department Community Resource Officers • Denver Fire Department • Denver Office of Economic Development and Opportunity • Department of Housing Stability • Clerk and Recorder • Mayor’s Office of Community Outreach • Denver City Council Communications Office | <ul style="list-style-type: none"> • Kentro Group • Sewald Hanfling Public Affairs • Historic Denver • CRL Associates • Urban Land Conservancy • National Western Center • Denver Housing Authority • Visit Denver • Denver Water • Xcel Energy • Denver Streets Partnerships |

INTERVIEW QUESTIONS

City Department Questions

- How do you currently interact with Registered Neighborhood Organizations (RNOs)?
 - *What do you hear from RNOs about? What topics do they reach out to you about?*
 - *Do you hear mostly positive feedback or negative feedback?*
 - *What do you reach out to RNOs about?*
- For departments that are on the chart in the ordinance: How often are RNOs contacting you about a notification they received concerning X.
 - *Do the RNOs understand the notification?*
 - *Do they understand how to respond or interact (if relevant) with the notification?*
 - *From your perspective, do you have any suggestions on how to improve the notification process?*
- What are the challenges that you or your organization face when interacting with RNOs or the current RNO system within the city?
- What do you think is working well in the existing process/ordinance?
- Is there anything at your agency that RNOs are not getting notified about that they should be?
- Do you have any ideas on how the RNO system could be improved?
- Do you interact with Business Associations? How do those interactions differ from RNOs?

External Partner Questions

- Do RNOs reach out to you?
- Do you reach out to RNOs?
- What are you reaching out about? What are RNOs reaching out about?
- What do you think is working well in the existing ordinance?
- How do you feel the ordinance could be improved?
- If you are not reaching out to RNOs, do you think that it would be helpful to engage with them?
- Do you interact with Business Associations? How do those interactions differ from RNOs?

Youth Commission Questions

- Before reading this document, did you know what an RNO is?
- If so, do you interact with them?
- What are your thoughts about how the city communicates information/engages youth?
- How do you engage with the city or communicate questions and concerns?
- Our community engagement has identified the following themes as the most predominant concerns. Looking at the ordinance and the themes, as well as your interaction with city government, what improvements might you envision as valuable to incorporate into the RNO system?
 - *Neighborhood representation*
 - *Boundaries of RNOs (geographic)*
 - *Resources for RNOs (can include funding)*
 - *Improved communication from the city*
 - *Improved communication from RNO leaders to RNO members*
 - *Training and educational support*
 - *Increasing membership*

APPENDIX F.3

INTERVIEW FINDINGS

The table below presents 24 themes identified through the analysis, along with brief definitions of each. The two rightmost columns—labeled CD (City Departments) and EP (External Partners)—indicate the number of times each theme was referenced in participant responses.

| Theme | Definition | City Depts(CD) | External Partners (EP) |
|--|--|----------------|------------------------|
| System lacks structure | RNO system has no foundation, is disorganized, and offers no genuine support | 48 | 17 |
| Inadequate engagement | Communication flows one way, if at all, both to and from RNOs, informing rather than engaging | 44 | 25 |
| RNOs lack support | No assistance for volunteers, time, or capacity | 32 | 14 |
| Interdependency among city departments | City departments rely on each other for relaying information and addressing issues from RNOs | 4 | 0 |
| RNOs experience confusion | RNO members are confused by the system and city processes; navigating city departments is challenging | 13 | 0 |
| RNOs in need of resources | RNOs need both tangible and immaterial resources to become functional organizations | 27 | 8 |
| RNOs in need of education | RNOs need education on how the city functions, the roles of city departments, city processes, and relaying (to members) and responding to required notifications | 39 | 16 |
| RNO response is limited | RNO leadership/ members provide little to no feedback to city outreach | 6 | 1 |
| RNO activity correlates with resources | Well-resourced RNOs are more engaged because they either have more education, support, or resources. This includes RNOs with functioning boards to share duties, and also highlights the learning curve between new organizations or leadership and longstanding organizations | 21 | 9 |
| Structure fluctuates when RNO leadership changes | Stability and organization are at risk when there is a leadership or board change | 7 | 0 |

APPENDIX F.3

INTERVIEW FINDINGS

| Theme | Definition | City Depts(CD) | External Partners (EP) |
|--|--|----------------|------------------------|
| Equity fundamentals needed | A foundation of equity and diversity education and tools is needed to address accurate representation of neighborhoods and procedures of meetings and engagement | 14 | 6 |
| City Council is an intermediary | City Council is utilized to communicate between city departments/ external partners, and RNOs | 4 | 4 |
| Engagement reciprocates a response | Engaging RNOs rather than just notifying them creates more opportunity for RNO responsiveness | 6 | 10 |
| Funding | RNOs need monetary support | 4 | 4 |
| Training for RNOs is lacking | There are a few training opportunities for RNOs | 12 | 3 |
| Active RNOs engage more | RNOs that are well-resourced and have capacity can engage more with city programs and projects | 16 | 3 |
| Department adheres to required notifications | City department sends out the required notification dictated by ordinance | 6 | 2 |
| Composition is inconsistent among RNOs | There is no consistent system or operating procedures from one RNO to the next | 23 | 4 |
| Neighborhood representation is insufficient | RNO membership does not reflect the neighborhood accurately | 20 | 12 |
| RNOs need regulations | RNOs need guidelines and rules to function well | 9 | 8 |

APPENDIX F.3

INTERVIEW FINDINGS

| Theme | Definition | City Depts(CD) | External Partners (EP) |
|--|---|----------------|------------------------|
| Utilizes RNO contact list | City department/ external partner utilizes and appreciates the RNO contact list | 15 | 5 |
| Unknown if leadership disseminates information | It is unknown if, how, and why/ why not RNO leadership sends all, some, or none of the notifications/ communications they receive | 21 | 3 |
| Need for centralized city information | There is a need for a space where city notifications and information are easily and publicly accessible by RNOs | 16 | 3 |
| Boundaries | Overlapping boundaries of RNOs are identified as problematic | 8 | 5 |

