

ADMINISTRATIVE MEMORANDUM

#10-17

December 2, 2010

TO: Honorable Mayor Joyce Downing and City Council members

FROM: Bill Simmons, City Manager *WAS*
Ryan Stachelski, Economic Development Manager *RJS*

SUBJECT: Economic Development Strategic Plan

RECOMMENDATION:

Attached to this memorandum is the November 2010 Working Draft Economic Development Strategic Plan (EDSP) for the city of Northglenn. This document will lay the foundation for the City's economic developments activities. Staff recommendation is to seek final input from City Council before submitting a final draft to City Council for approval.

BACKGROUND:

In late 2009 staff began work on comprehensive economic development strategy for the city of Northglenn. On March 18, 2010 City Council was presented a first draft of the EDSP. Shortly after the City Council study session on March 18 the Economic Development Coordinator left the City's employment and the draft EDSP was put on hold until the position could be filled. The economic development role of the City has since been filled with an Economic Development Manager and work on the draft EDSP has been completed. On September 16, 2010 the draft EDSP plan was presented to City Council and all comments were noted. The EDSP has also been presented to the Northglenn Urban Renewal Authority (NURA), Adams County Economic Development (ACED), and Metro North Chamber of Commerce for review and comment. Comments from the afore mentioned organizations, including City Council were integrated into the draft EDSP. Appendix 1 is a list of all changes made to the EDSP since the draft presented to City Council on September 16.

One notable comment for the draft EDSP was forwarded from NURA Commissioner McCoy. Commissioner McCoy presented a very thoughtful alternative approach that was well conceived. Commissioner McCoy's approach focuses on the ability to be able to measure progress with the strategic plan. This comment was incorporated into the plan and adds longevity to the plan that can be measured overtime.

POTENTIAL OBJECTION:

City Staff is not aware of any specific opposition to the proposed Economic Development Strategic Plan.

BUDGET/TIME IMPLICATIONS:

Specific economic development programs referenced in the EDSP will have impacts on the City budget depending on the program. Some items within the EDSP may be cost shared with NURA. Some programs will come directly from the City's budget.

STAFF REFERENCE:

If Council members have any comments or questions they may contact Ryan Stachelski, Economic Development Manager at 303-450-8743 or at rstachelski@northglenn.org.

Attachments:

1. Changes to EDSP from September 2010 Working Draft
2. November 2010 Working Draft Economic Development Strategic Plan

Changes to EDSP from September 2010 Working Draft

1. Data Collection and Analysis (page 7) section g – addition

Create box score cards for elements within the EDSP to measure the effectiveness of the plan.

- Create an annual report to highlight the City's economic development effort, including areas of success and areas for improvement.

2. Marking and Branding (page 9) section g – addition

Develop programs to enhance and highlight the City's economic development efforts via signage through the City.

- Explore the use of City street signs to highlight community accomplishments i.e. Playful City, Tree City USA, etc.
- Partner with private owners of commercial signs in the City to promote public events.
- Utilize time acquired for City purposes on private LED sign within the city to promote and market Northglenn and its economic development efforts.
- Use signage to enhance gateways into Northglenn.

3. Marking and Branding (page 9) section h – addition

As redevelopment occurs, develop streetscapes, landscaping and signage that enhances the appearance of the City.

4. Marking and Branding (page 9) section i – addition

Promote Northglenn businesses via a "shop local" program.

- Utilize the City's business directory to market local businesses to the community both inside and outside of Northglenn.
- Coordinate the City's overall marketing effort via newsletter, newspapers, website, social media, Connections, television, etc. highlight the "shop local" program.

5. Marking and Branding (page 10) section j – addition

Coordinate with economic development partners, including the Metro North Chamber, ACED, SBDC, and others to highlight Northglenn businesses at community events.

- Sponsor community events that will highlight the Northglenn business community.
- Host annual meeting of Metro North Development Council to showcase Northglenn and Northglenn projects to a regional audience.

6. Business Retention and Expansion (page 14) section b – addition

Conduct formalized BRE visits with existing Northglenn businesses.

- Communicate regularly with economic development partners to target businesses to visit.
- Work with ACED, MDEDC, OEDIT, and Metro North Chamber to highlight resources available to businesses during BRE visits.
- Follow-up on 100% of requests by businesses during BRE visits.

7. Business Retention and Expansion (page 15) section h, first and second bullet – addition

- Create targeted scopes of work and time periods for BAG.
- Create multiple BAG for different topics as needed.

8. Business Retention and Expansion (page 16) section l – addition

Create an informal business retention program that businesses can regularly meet with elected officials.

- Target business community to attend “Coffee with the Mayor” type events to specifically talk about the business environment in Northglenn.

9. Business Retention and Expansion (page 16) section m – addition

- Work with local business organizations and their hired lobbyist to monitor, and when necessary, advocate for legislation that supports Northglenn.

10. Business Attraction (page 17) last sentence in “Current Status” section – remove

A complete list of City and NURA incentive can be found in Appendix B of this document.

11. Business Attraction (page 18) section b, third bullet – addition

- Host a real estate “broker crawl” for real estate professionals to highlight both commercial and residential property opportunities in the City.

12. Business Attraction (page 16) section e – addition

Work with regional economic development such as ACED, MDEDC, and OEDIT to assist business prospects coming to Colorado.

- Respond to prospect requests

13. Real Estate – Redevelopment Plans (page 19) section a, forth bullet – addition
- Create a market profile of needed commercial uses at targeted redevelopment areas.

14. Northglenn Urban Renewal Authority (page 21) Introductory paragraph –addition

Such development or redevelopment shall be in accordance with the Northglenn Urban Renewal Master Plan and all other governing statutes, ordinances, policies and intergovernmental agreements of the city and NURA. Unless otherwise restricted, NURA shall utilize any and all methods and means that are available to NURA for making such plans and projects as are approved by the City Council and NURA, happen as quickly as can be achieved, with careful regard to maximizing the intended results without compromising the public process and intended results. In other words, urgency is important, but process, quality and overall financial results are also important.

REMOVED

In a legal sense, NURA is not a part of the City of Northglenn. However, as a practical matter, NURA can only function effectively when coordinating its efforts with the City. NURA is directed by a Board of Commissioners who are appointed by the Mayor and confirmed by City Council.

15. Implementation (page 25) before program 1 – removed
- *These programs are arranged generally by priority.

16. Implementation (page 31) Program 13 – addition

Program: Revenue Sharing – Whenever development or redevelopment occurs along the border of Northglenn’s jurisdiction explore the prudence of revenue sharing from the new development cover infrastructure and maintenance costs associated with the new development.

Timeframe: Ongoing

Element(s):

- As redevelopment occurs, develop streetscapes, landscaping and signage that enhances the appearance of the City.

City of Northglenn

Office of Economic Development

Economic Development Strategic Plan

November 2010 Working Draft

Executive Summary

The Economic Development Strategic Plan (EDSP) was developed to formalize many of the processes and programs currently being used by the city of Northglenn. Expansion of these programs and implementation of new strategies are intended to create a more robust economic development effort in the City. What this plan seeks to accomplish is to formalize the City's economic development programs so that the City can empirically measure the quality of our economic development efforts.

Mission Statement:

The purpose of this Economic Development Strategic Plan is to ensure that Northglenn's local economy is vibrant, strong and sustainable over the long term. This plan will provide strategies, programs, and policies that will help improve the business climate in Northglenn. This document will evolve as the program is implemented, evaluated, and refined.

Plan components

Data Collection and Analysis

Data collection and analysis is currently done as needed for specific project and purposes. The Plan anticipates a more detailed and regular reporting of economic development data in coordination with the Finance Department.

Marketing and Branding

Marketing and branding relates to the components that form the City's image, specifically the logo, the City's web site, content and appearance of City publications and printed materials, coverage in external media, and our presence at local and regional events.

Development Assistance and Customer Service

City staff assists new businesses in navigating the varied planning and development processes with a timely, structured, common-sense approach. Enhancement of this approach may be perceived as a benefit in the eyes of potential applicants and an advantage over other communities. The strategies outlined in the EDSP may be employed in the pursuit of enhanced development assistance and customer service.

Business Retention and Expansion

Business retention is an important component to a strong economic development program. One of the most effective ways to grow the local economy is to assist the existing businesses in their efforts to become more profitable, add jobs, expand their facilities, purchase new equipment, or add new products and services. Additionally, it is important that the City monitor businesses that are at risk of leaving so efforts can be made to retain businesses where possible.

Business Attraction

Northglenn must continue to grow and reinvent its economy through the attraction of new businesses to the area. Northglenn's economic health depends on being able to both pursue new businesses and proactively promote programs that may provide an incentive to startup or relocating businesses.

Real Estate: Redevelopment Plans

Redevelopment and adaptive re-use of property is vitally important to the economic future of Northglenn. With the exception of a few select areas – most notably Karl's Farm and Section 36 of Weld County – the City of Northglenn has few large, undeveloped areas where greenfield growth can occur. Infill projects will be the key to regenerating the commercial areas within the City to provide long-term economic stability.

Northglenn Urban Renewal Authority (NURA)

The Northglenn Urban Renewal Authority (NURA) is a quasi-governmental agency created by the City of Northglenn, in accordance with state law, for the purpose of bringing about the development, redevelopment or revitalization of areas of the City that City Council has determined are blighted.

Reporting

Staff will provide regular reports to the City Council and NURA on economic development progress. These reports will help give information about steps made to implement many of the elements in this plan. The reports will also give information about new businesses, data related to economic activity, regional news related to Economic Development, and other information as appropriate.

Plan Implementation

This section provides details needed for the City of Northglenn to begin implementing the elements in this plan. The elements include information on timeframe, partner(s) who may help to implementation a plan element, and the specific program that is created to implement each element.

The city of Northglenn is dedicated to creating a predictable, "open for business" environment that achieves the community goals of an economically strong and vibrant community. The EDSP creates a process that enables the community to move forward and show measurable success in achieving that goal.

City of Northglenn

Economic Development Strategic Plan

Mission Statement:

The purpose of this Economic Development Strategic Plan (EDSP) is to ensure that Northglenn's local economy is vibrant, strong and sustainable over the long term. This plan will provide strategies, programs, and policies that will help improve the business climate in Northglenn. This document will evolve as the program is implemented, evaluated, and refined.

Plan Components

- 1. Data Collection and Analysis**
- 2. Marketing and Branding**
- 3. Development Assistance and Customer Service**
- 4. Business Retention and Expansion**
- 5. Business Attraction**
- 6. Real Estate: Redevelopment Plans**
- 7. Urban Renewal Items**
- 8. Reporting**
- 9. Economic Development Implementation Projects**

1. Data Collection and Analysis

Before a community can develop policies for economic development, it needs to understand the nature of the local economy. Creating an inventory and profile by collecting data, then analyzing the data by evaluating the profile and inventory provides the factual basis for economic development goal setting and strategy development. Having accurate, current, and comprehensive data about Northglenn's economy, business mix, workforce, and the revenue impacts to the City will enable us to target our efforts efficiently and appropriately. Additionally, improved data analysis will allow us to present the City in a way that will help attract potential development and business growth.

Staff currently uses data resources, such as U.S. Census data, data from the City's Finance Department, Adams County Assessor's data, and Colorado Department of Labor and Employment data. Staff completes data analysis as needed, particularly when a project is proposed for consideration. However, we can enhance this process in a way that will guide the City's Economic Development efforts towards certain industries or geographic areas, and provide more complete and useful quantitative reporting to City Council and NURA

Current Status:

The Finance Department tracks sales, use, accommodation, and property tax receipts for businesses in the City. Additional data collection and analysis is done as needed for specific project and purposes. There are opportunities to enhance the current reports and to expand these efforts to include new reports related to economic development indicators such as sales and use tax generation, job creation, building permit activity, sales tax license activity, demographic changes, traffic counts at key intersections along commercial corridors, and other economic indicators.

Additionally, the City has recently implemented a new financial management system. This software will improve and expand reporting functions throughout the City. This change provides an opportunity to evaluate our current and future capacities for tracking and reporting economic activity and revenue generation in the City.

Recommended Elements:

- a. Maintain an accurate and up-to-date inventory of all Northglenn Businesses
 - Use the City's sales tax license database. Obtain other data if necessary to provide a complete picture of the business community in the City.
 - Obtain and compile contact info for each business.

- b. Continue to evaluate and monitor the revenue streams from sales tax, use tax, accommodations tax, and property tax
 - Coordinate with Finance department to better utilize sales tax reporting capabilities.
 - Establish protocols and schedules for tracking sales tax trends with Finance Department.
 - Create report that tracks the net number of sales tax licenses that are currently active.

- c. Compile information about the characteristics of Northglenn's workforce
 - Complete a thorough analysis of employment data for the Northglenn economy – jobs by industry, jobs by location, information about the Northglenn workforce.
 - Identify industry clusters, trends, and strengths of the local economy.
 - Employment and Wage (ES 202) data that is available to local governments through the Colorado Department of Labor and Employment. This data is derived from reports filed by all employers who are subject to unemployment compensation laws, and it is a reliable source for tracking job creation.

- d. Obtain feedback on the Northglenn business climate
 - Consider survey of businesses to collect data and/or feedback on existing Economic Development services.
 - Coordinate this effort with the proposed Business Retention Program.

- e. Maintain and enhance the City's database of available commercial and industrial properties.
 - Use commercially available real estate database software to maintain a commercial real estate database for the City.
 - Market sites to brokers and developers.

- f. Expand on the existing database of parcel-based data, which includes information such as property ownership, valuation, size, zoning, address, etc.
 - o This database is currently part of the Geographic Information Systems (GIS) geodatabase.
 - o Continue efforts to obtain automatic updates from Adams County Assessor and/or other data sources.

- g. Create box score cards for elements within the EDSP to measure the effectiveness of the plan.
 - o Create an annual report to highlight the City's economic development effort, including areas of success and areas for improvement.

2. Marketing and Branding

Marketing and branding relates to the components that form the City's image, specifically the logo, the City's web site, content and appearance of City publications and printed materials, coverage in external media, and our presence at local and regional events. There are advantages to periodically evaluating the City's image and the message the City puts forward to the public.

Current Status:

The City of Northglenn must compete with neighboring communities for businesses, residents, and economic activity in general. In order to position itself to be more competitive in the future, the City needs to evaluate its strengths and proactively communicate that image to the public. The City's image is its brand, and the City's brand needs to be updated and managed over time to evaluate whether they are still effective. It is important to develop a consistent and strong message about the City to use in economic development efforts.

The City primarily utilizes the web site, Channel 8, press releases, and the Connections newsletter to communicate with the public. In order to reach new audiences within the region or deliver a new message to the community, there may be additional communication methods that the City could consider going forward. In particular, the City could enhance its communications with the local business community through an electronic newsletter.

Recommended Elements:

- a. Define the economic development message for Northglenn.
 - o Initiate and manage a process for developing a new marketing campaign.
 - o Identify and clearly define strengths, assets, goals, opportunities
- b. Expand and improve Economic Development presence on web page.
 - o Choose between a separate ED site or a more robust internal page.
 - o Incorporate this decision into the ongoing update to the City of Northglenn web site.
- c. Expand and formalize communications with the Northglenn business community.

- Develop a newsletter that informs the business community about City news and events, and promotes programs available to local businesses.
- d. Develop printed materials, professionally designed to market the City or certain programs.
 - Research what other Cities use and determine how important printed materials are to the marketing efforts.
- e. Coordinate with Public Communications staff to strategically plan message delivery, including newsletter, newspapers, web site, social media, Connections, television, etc.
- f. Continue to attend or plan new events to promote the City to developers, brokers, retailers, entrepreneurs, etc
- g. Develop programs to enhance and highlight the City's economic development efforts via signage through the City.
 - Explore the use of City street signs to highlight community accomplishments i.e. Playful City, Tree City USA, etc.
 - Partner with private owners of commercial signs in the City to promote public events.
 - Utilize time acquired for City purposes on private LED sign within the city to promote and market Northglenn and its economic development efforts.
 - Use signage to enhance gateways into Northglenn.
- h. As redevelopment occurs, develop streetscapes, landscaping and signage that enhances the appearance of the City.
- i. Promote Northglenn businesses via a "shop local" program.
 - Utilize the City's business directory to market local businesses to the community both inside and outside of Northglenn.
 - Coordinate the City's overall marketing effort via newsletter, newspapers, website, social media, Connections, television, etc. highlight the "shop local" program.

- j. Coordinate with economic development partners, including the Metro North Chamber, ACED, SBDC, and others to highlight Northglenn businesses at community events.
 - Sponsor community events that will highlight the Northglenn business community.
 - Host annual meeting of Metro North Development Council to showcase Northglenn and Northglenn projects to a regional audience.

3. Development Assistance and Customer Service

The core of continued economic sustainability is the expansion of businesses that are currently here and the attraction of new businesses to the City. One of the key ingredients to growth is a business friendly atmosphere that fosters private market investment within the parameters of the City's ordinances. These ordinances exist to establish guidelines for the creation of new physical spaces and the operation of activities that occur in these spaces. These guidelines are often perceived as a hindrance to the creation of business and the transaction of commerce. Objective use of these guidelines can provide the community with a level playing field that treats all applicants similarly and protects landowners equally. The guidelines can also act to provide applicants with predictability of costs and timelines. The City must strive to create a predictable, "open for business" environment for business to come to and expand in Northglenn, while maintaining a high level of quality development for the community.

Current Status:

Currently, City staff assists new businesses in navigating the varied planning and development processes with a timely, structured, common-sense approach. Enhancement of this approach may be perceived as a benefit in the eyes of potential applicants and an advantage over other communities. The strategies outlined below may be employed in the pursuit of enhanced development assistance and customer service.

Recommended Elements:

- a. Continue to evaluate the Development Review Committee (DRC) process in the City to look for efficiencies and improvements.
 - o Consider formalizing a "development assistance" sponsor for each case. This representative would be the primary point of contact for an applicant, and would help the applicant resolve issues throughout the process.
- b. Improve public information in the form of printed materials and web site information to make the development process clear, easy to understand, predictable, and efficient.
- c. Continue plans to implement electronic plan review.

- This will enable internal review times to be timely.
- d. Continue to coordinate with the Public Works Department to facilitate compliance with regulations that impact businesses, i.e., the Fats, Oils, and Grease (FOG) program that regulates the waste stream for restaurants.
- e. Evaluate the status of current ordinances that deal with development in the City. Construct a plan to renovate the existing Chapter 11 (zoning) as well as other chapters that deal directly with development issues (Chapter 16 – Public Property – Utility, Service & Chapter 12 – Subdivision).

4. Business Retention and Expansion (BRE)

Business retention is an increasingly important component to a strong economic development program. One of the most effective ways to grow the local job base is to assist existing businesses in their efforts to become more profitable, expand their facilities, purchase new equipment, or add new products and services. By providing a business environment that encourages growth and business retention, the City will benefit from increases in sales taxes. Additionally, it is important that the City promptly identify any business that is at risk of leaving or closing so that the business' concerns can be addressed, remedied, and the business can be retained within the City.

Current Status:

The City currently works with Adams County Economic Development on business retention for primary employers. Retail retention is currently done by City staff. Currently, these retail retention efforts are mostly directed at businesses that are rumored to be at risk of closing.

The City can bolster its retention program to reach more businesses each year. Additionally, the retention program will be more effective if it targets growing businesses in addition to business at risk to make sure their needs are also being met within the City. The businesses with expansion potential should be nurtured and encouraged to stay within the City as they grow. A pro-active approach will be more effective for developing relationships and finding out about issues before they become serious and irreversible.

An effective BRE program may also engage and coordinate volunteers in the community to help reach more businesses. This could be done through a Business Advisory Group or by inviting members from NURA, City Council, and perhaps other boards or commissions.

Recommended Elements:

- a. Determine the most effective structure for a formalized business retention program in Northglenn.
 - o Research program structures used successfully in other communities: Westminster, Arvada, ACED primary employers retention program, others.

- Solicit volunteers from City Council, NURA, the Metro North Chamber of Commerce, the business community, Adams County Economic Development, or other groups who could attend visits along with staff.
 - Outline and formalize the process for setting up retention visits, completing the visits, following up with identified issues or concerns, assigning follow-up items to City staff as appropriate, and reporting on the results of each visit.
- b. Conduct formalized BRE visits with existing Northglenn businesses.
- Communicate regularly with economic development partners to target businesses to visit.
 - Work with ACED, MDEDC, OEDIT, and Metro North Chamber to highlight resources available to businesses during BRE visits.
 - Follow-up on 100% of requests by businesses during BRE visits.
- c. Develop questionnaire(s) to be used in retention visits.
- Consider whether primary employers and retailers would benefit from separate questionnaires. If so, develop two separate questionnaires.
 - Research model retention programs to find and develop the best materials and tools.
- d. Organize and hold training for all retention volunteers.
- Provide an overview of the format of the retention visits, including scheduling procedures, attendance, and follow-up.
 - Review questionnaire and explain why each question is asked.
 - Anticipate some typical concerns and formulate responses.
- e. Establish a goal for the number of retention visits the City would like to conduct per year.
- Set benchmarks for visits per month and continually monitor the number of visits completed relative to the goal.
- f. Create list of businesses to target for retention visits.
- Utilize a variety of information to formulate this list such as sales tax generation, number of jobs, targeted geographic areas, rumors of closing or relocating, critical industries, etc.
 - Consider the use of a watch list for businesses at risk of closing or leaving.

- g. Develop list of resources and referrals to use during retention visits.
 - This list will include ACED, Front Range Community College, the Small Business Development Center, Adams County Workforce Center, the Metro North Chamber, internal City staff in Finance, Public Works, Parks and Recreation, the Northglenn Urban Renewal Authority, and Planning.
- h. Form a Business Advisory Group (BAG) in the City.
 - Create targeted scopes of work and time periods for BAG.
 - Create multiple BAG for different topics as needed.
 - Decide who would lead this project and who would participate.
 - Incorporate elements that are tailored to fit with the City's business community.
 - Outreach to identify potential members, establish meeting times and location, and determine goals and objectives for the group.
- i. Host a business appreciation event once per year and invite all businesses in the City to attend.
 - Determine budget for an event of this nature. Identify funding sources, sponsorship opportunities, and programming for a business appreciation event.
- j. Develop additional resources and programs that the City could offer to its existing businesses.
 - Consider programs to provide loans or grants for physical improvements such as facades, signage, parking lots, interior remodels.
 - Consider a scholarship program to pay for training programs for employees or owners of existing businesses within the City.
- k. Augment the business licensing process to promote economic development programs and obtain information about Northglenn businesses.
 - Refine business license application form to include more questions about related to economic development.
 - As part of the licensing and renewal process, provide all businesses with information about the City's Economic Development programs.

- I. Create an informal business retention program that businesses can regularly meet with elected officials.
 - o Target business community to attend “Coffee with the Mayor” type events to specifically talk about the business environment in Northglenn.

- m. Work with local business organizations and their hired lobbyist to monitor, and when necessary, advocate for legislation that supports Northglenn.

5. Business Attraction

In addition to the retention and preservation of existing businesses in the City, Northglenn must continue to grow and reinvent its economy through the attraction of new businesses to the area. New businesses are a benefit to the City on a number of fronts. Not only do new businesses create additional tax revenue to help pay for City services, but they also create jobs within the City. These new jobs can be tied to an economic multiplier that measures their impact on the local economy. Northglenn's economic health depends on being able to both pursue new businesses and proactively promote programs that may provide an incentive to startup or relocating businesses.

Current Status:

The City and NURA sponsor a series of programs to help attract businesses to Northglenn. These programs currently take the form of both business assistance and incentive programs.

Each business attraction is approached on a case by case basis so that the most appropriate resources can be used. There are two general scenarios used to attract business to the City. First, redevelopment areas are identified in the City and profiles of opportunity are researched and created for the site. Those profiles are then marketed to the development, broker, and end user community in hope of finding a compatible match for both the City and the end user. The second scenario is when the City works with and an end user and looks for vacant space to place the new end user. In both scenarios the City works closely with the new businesses to facilitate a predictable and timely process moving into the City.

In addition to assisting new businesses coming into the City, NURA and the City both have incentives that may be used if end users can show a financial gap that is preventing them from being able to enter this market. Each incentive package is created on a case by case basis; however, each applicant must submit information showing why the incentive is needed and how the business meets the criteria for each incentive.

Recommended Elements:

- a. Establish standardized incentive programs that staff can confidently discuss with potential businesses.
 - Develop hardcopy materials that explain the formal programs and the City's parameters.
 - Become fluent in understanding how incentives may be leveraged and coupled to provide the greatest benefit.
 - Investigate the existing benefit of the existing Enterprise Zone. Consider if other sites would benefit from being in an Enterprise Zone.
- b. Develop new relationships and foster existing relationships with brokers who work in Northglenn and the north metro region.
 - Hold periodic meetings with brokers involved with specific properties in the City.
 - Inform the brokers about the existing incentive programs and the City's perspective on offering incentives.
 - Host a real estate "broker crawl" for real estate professionals to highlight both commercial and residential property opportunities in the City.
- c. Continue to maintain and update the real estate database of available properties.
 - Investigate other marketing opportunities to promote available properties in the City.
- d. Leverage a wide variety of networking opportunities that will allow the City to engage with new businesses, developers, entrepreneurs, and real estate brokers.
 - Attend local EDCC, IEDC, ICSC, ULI, ACED, and Metro North Chamber events.
- e. Work with regional economic development such are ACED, MDED, and OEDIT to assist business prospects coming to Colorado.
 - Respond to prospect requests

6. Real Estate – Redevelopment Plans

As a City that is surrounded by existing development, redevelopment and adaptive re-use of property will be vitally important to the economic future of Northglenn. With the exception of a few select areas – most notably Karl’s Farm and Section 36 of Weld County – the City of Northglenn has few large, undeveloped areas where greenfield growth can occur. Infill project will be the key to regenerating the commercial areas within the City to provide long-term economic stability.

In 1992, 2004, and 2008 the City expanded its Urban Renewal boundary to an extent that includes nearly all the commercial shopping centers in the City. This affords the City many tools to help spur redevelopment in these areas and reinvest in the areas in the interim. However, in most cases, each blighted area of the City was brought into the Urban Renewal boundary and no subsequent redevelopment plan for the new area was immediately pursued. Recognizing that the City has limited control of land use in these areas and NURA has even less, the first step toward redeveloping these areas should be the creation of a plan that depicts desired outcomes. Formalized plans for these areas will require the City to consider redevelopment scenarios and what type of development it would ultimately like to be realized, within the context of market realities. Additionally, these plans will provide guidance to the development community as to what is expected in these areas.

Recommended Elements:

- a. Identify and prioritize targeted redevelopment areas
 - Create an inventory of redevelopment areas including technical, historic, and “real world” information. Areas to consider include: Webster Lake, Malley Center, Garland Center, Huron Center, Marketplace and surrounding areas, RTD commuter rail station, Karl’s Farm, Washington Pointe, and Washington Place.
 - Within the context of this information, solicit priorities from the Urban Renewal Authority and the City Council.
 - Create a persuasive timeframe for creation of plans for each distinctive redevelopment area.
 - Incorporate recommendations from the Draft Comprehensive Plan Update.
 - Create a market profile of needed commercial uses at targeted redevelopment areas.

- b. Conduct an assessment of existing infrastructure for each site.
Considerations include:
 - Internet service and telecommunications
 - Electric power service
 - Rail
 - Environmental assessments
 - “Wet” utilities

- c. Market individual redevelopment areas
 - Compile redevelopment plans into a cohesive, professional quality document for consumption by the development community.
 - Consider alternative media and packaging of redevelopment plans to cast a broad net and attract a variety of potential partners.

- d. Nurture relationships with property owners and developers
 - Conduct regular meetings with owners to understand their short-term issues and long-term plans and provide information regarding opportunities
 - Raise awareness of redevelopment opportunities.

- e. Evaluate the use of RFP/RFQ process for attracting developers
 - Meet with other urban renewal authorities to understand their RFP/RFQ processes.
 - Seek out “lessons learned” from peer agencies and the development community.

- f. Explore the need for environmental remediation and funding sources for remediation
 - Engage with the Colorado Brownfield Foundation to understand the Brownfield process and environmental liabilities.
 - Seek grants that could inventory and possibly mitigate existing Brownfield contamination in an attempt to alleviate significant market based risk.

7. Northglenn Urban Renewal Authority (NURA)

The Northglenn Urban Renewal Authority (NURA) is a quasi-governmental agency created by the city of Northglenn, in accordance with state law, for the purpose of eliminating blight and therefore helping to transform and revitalize areas of the City that City Council has determined are blighted. Such development or redevelopment shall be in accordance with the Northglenn Urban Renewal Master Plan and all other governing statutes, ordinances, policies and intergovernmental agreements of the city and NURA. Unless otherwise restricted, NURA shall utilize any and all methods and means that are available to NURA for making such plans and projects as are approved by the City Council and NURA, happen as quickly as can be achieved, with careful regard to maximizing the intended results without compromising the public process and intended results. In other words, urgency is important, but process, quality and overall financial results are also important.

NURA's Vision Statement includes the following:

"As an independent Board acting in partnership with the Northglenn City Council, City Manager and City staff, NURA can leverage its planning, consulting, community, and financial resources for the good of Northglenn's citizens and businesses by helping the City maintain its revenue, meet the needs of the community and enhance the City's quality of life."

Current Status:

Five areas of the City are designated urban renewal areas including:

- 1) Northglenn Marketplace and adjacent blocks;
- 2) Garland Center;
- 3) Malley Heights Shopping Center and adjacent areas;
- 4) The Webster Lake area on the southeast quadrant of I-25 and 120th Avenue;
- and
- 5) Huron Center on the southwest corner of 104th Avenue and Huron St.

Significant redevelopment has been accomplished only at the Northglenn Marketplace although other limited projects have been accomplished, i.e. Vitamin Cottage on Washington Street. NURA's primary source of funding is incremental property tax generated from areas where successful redevelopment has occurred.

To support the redevelopment process in urban renewal areas, NURA has created a number of incentives to support new projects. These incentives

include: Land Transactions, Federal and State Grants, Business Upgrade Assistance Program, Tax Exempt Bond Financing, Tax Increment Financing (TIF).

Recommended Elements:

- a. Monitor and engage in legislative issues related to Colorado urban renewal law.
 - o Monitor the Colorado Legislature to identify and, if needed, engage legislators in discussions regarding potential impacts of changes to the urban renewal law.
- b. Continue to evaluate financial tools available to NURA
 - o Become familiar with the various financing mechanisms available for bringing about redevelopment and understand their most effective and appropriate use.
- c. Analyze and monitor NURA's current and potential revenues
 - o Conduct financial analysis, forecasting, projections for current and future NURA projects.
 - o Monitor Tax Increment Financing (TIF) clock issues, and start and stop the TIF clock strategically.
- d. Annual budget preparation and management
 - o Annual budget should reflect the priorities
- e. Business incentives – revisions, additions, modifications
 - o Identify all City/NURA incentive programs
 - o Identify programs used by other City/URA's
 - o Coordinate programs with City to prevent duplication
- f. Participate in the development of project-specific redevelopment plans
 - o Follow the process outlined in Chapter 6: Real Estate – Redevelopment.
 - o Work with City Council to adopt project specific redevelopment plans.
- g. Consider NURA expansion and/or additional blight studies
 - o Evaluate needs and opportunities for other properties in the City in relation to the tools available through urban renewal.

- h. Conduct field trips to other URAs
 - o The purpose of these types of visits would be to gain knowledge of best practices for the techniques, financing, and incentives used in urban renewal authorities.

- i. Provide feedback and ideas for marketing and branding of NURA and the City
 - o Consider the presence on the web site, properties available, Shop Northglenn, ICSC, open houses with brokers

8. Reporting

Staff will provide regular reports to the City Council and NURA on economic development progress. These reports will help give information about steps made to implement many of the elements in this plan. The reports will also give information about new businesses, data related to economic activity, regional news related to Economic Development, and other information as appropriate.

Current Status:

Staff currently provides a monthly Economic Development updates at both City Council and NURA. Starting in early 2010, these reports are now provided in writing in the meeting packet. The reports are also presented and discussed at the meeting.

Going forward, the reports will become more standardized, and they will contain more data related to economic activity. The format will be consistent so that City Council members and NURA members can become familiar with the information and easily find and absorb the information contained in the report.

Recommended Elements:

- a. Formalize the monthly Economic Development update to create a standardized template. Modify format of the report as Economic Development program proceeds to include new information.
- b. Utilize more data, graphs, statistics, and trend analysis. Use reports discussed in Chapter 1: Data Collection and Analysis. These reports will include sales and use tax receipts, building permit activity, sales tax license activity, demographics, and traffic counts.
- c. Include summary information related to the number of development inquiries per reporting period. Categorize inquiries by levels of interest. For example:
 - General inquiry
 - Zoning application submitted
 - Lease executed
 - Tenant finish plans/construction plans or sign permit submitted

9. Implementation

This chapter provides details needed for the City of Northglenn to begin implementing the elements in this plan. Each suggested element is listed in one of the tables below. The elements include information on timeframe, the lead group responsible for implementation, and the estimate of the resources that might be required for implementation.

The details contained in the section below are starting points for a discussion about prioritization. Funding availability may influence the timing of implementation. However, an element may be important enough to overcome the challenge to identify and allocate resources to it.

Recommended Economic Development Implementation Programs:

1. **Program:** Create an economic development message for Northglenn.
Timeframe: Immediate
Element(s):
 - Define the Economic Development message we want to get out about Northglenn.

2. **Program:** Create business assistance and incentive program – Formalize both the assistance and incentive packages available to the business and development community. This will help to begin to standardize the business assistance and incentive process that will allow Northglenn to send a consistent economic development message to the community.
Timeframe: Immediate, ongoing
Element(s):
 - Develop additional resources and programs that the City could offer to its existing businesses.
 - Establish standardized incentive programs that staff can confidently discuss with potential businesses.
 - Explore the need for environmental remediation and funding sources for remediation.
 - Continue to evaluate financial tools available to NURA.

3. **Program:** Primary job business retention and expansion (BRE) - Northglenn is currently an investor in the Adams County Economic Development (ACED)

corporation. ACED's mission is to support businesses who employ primary jobs in Adams County. Part of the implementation of that mission is to conduct surveys and perform BRE visits with businesses in Northglenn. Northglenn economic development will coordinate with ACED to visit 1 primary employer per month, send business surveys to all primary employers each year, and to visit additional primary employers on an as needed basis.

Timeframe: Immediate, ongoing

Element(s):

- Continue to evaluate and monitor the revenue streams from sales tax, use tax, accommodations tax, and property tax.
- Compile information about the characteristics of Northglenn's workforce.
- Obtain feedback on the Northglenn business climate through the use of surveys.
- Determine the most effective structure for a formalized business retention program in Northglenn.
- Organize and hold training for all retention volunteers.
- Establish a goal for the number of retention visits we would like to conduct per year.
- Create list of businesses to target for retention visits.
- Develop questionnaire(s) to be used in retention visits.

4. **Program:** Retail/Service business retention and expansion (BRE) - Northglenn, as most cities in the western US, is dependent on sales tax. As a result it is important that the City play an active role in supporting both the retail business community and the service business community that supports the retail. The BRE program will be carried out in a number of ways. First, the City auditor will contact the Economic Development office if they detect any particular business may be struggling. Second, Northglenn will market its support to the business community through such vehicles as the e-newsletter, a business resource guide, and other proposed economic development projects. Third, the Economic Development division will work in concert with the finance department to monitor revenue trends from the commercial centers.

Timeframe: Immediate, ongoing

Element(s):

- Continue to evaluate and monitor the revenue streams from sales tax, use tax, accommodations tax, and property tax.
- Obtain feedback on the Northglenn business climate through the use of surveys.
- Determine the most effective structure for a formalized business retention program in Northglenn.
- Develop questionnaire(s) to be used in retention visits.
- Establish a goal for the number of retention visits we would like to conduct per year.

5. **Program:** Economic development report to City Council and NURA - This program is meant to keep all members of City Council, NURA, and members of the public up-to-date on economic development activities.

Timeframe: Immediate, ongoing

Element(s):

- Continue to evaluate and monitor the revenue streams from sales tax, use tax, accommodations tax, and property tax.
- Formalize the monthly Economic Development update to create a standardized template. Modify format of the report as Economic Development program proceeds to include new information.
- Utilize more data, graphs, statistics, and trend analysis in reports including sales and use tax receipts, jobs created, building permit activity, sales tax license activity, demographics, and traffic counts.
- Include summary information related to the number of development inquiries per reporting period. Categorize inquiries by levels of interest.

6. **Program:** Create a monthly economic development e-newsletter - This newsletter would be sent to every business in Northglenn. Resident who signed up to receive the newsletter via the City's website could also receive the newsletter. The content of each newsletter will be standardized. This will be done to increase the impact of the newsletter. Each newsletter will contain information on: new businesses, new developments, business incentives, upcoming business training events, business resources, and upcoming community, chamber and ACED events.

Timeframe: Immediate, ongoing

Element(s):

- Expand and formalize communications with the Northglenn business community.
- Coordinate with Public Communications staff to strategically plan message delivery, including newsletter, newspapers, web site, social media, Connections, television, etc.
- Improve public information in the form of printed materials and web site information to make the development process clear, easy to understand, predictable, and efficient.
- Formalize the monthly Economic Development update to create a standardized template. Modify format of the report as Economic Development program proceeds to include new information.
- Utilize more data, graphs, statistics, and trend analysis in reports including sales and use tax receipts, jobs created, building permit activity, sales tax license activity, demographics, and traffic counts.

7. **Program:** Create a quarterly NURA e-newsletter – This newsletter would be sent to all businesses in NURA plan areas. All other businesses and residents would be able to sign up to receive the newsletter via the City’s website. The content of each newsletter will be determined by current NURA projects. The NURA newsletter will showcase NURA projects, incentives, and other news related to the activity of the NURA Board.

Timeframe: Immediate, ongoing

Element(s):

- Expand and formalize communications with the Northglenn business community.
- Coordinate with Public Communications staff to strategically plan message delivery, including newsletter, newspapers, web site, social media, Connections, television, etc.
- Improve public information in the form of printed materials and web site information to make the development process clear, easy to understand, predictable, and efficient.
- Provide feedback and ideas for marketing and branding of NURA and the City.

- Formalize the monthly Economic Development update to create a standardized template. Modify format of the report as Economic Development program proceeds to include new information.
- Utilize more data, graphs, statistics, and trend analysis in reports including sales and use tax receipts, jobs created, building permit activity, sales tax license activity, demographics, and traffic counts.

8. **Program:** Economic Development webpage(s) – Currently the economic development webpage is a little sparse of information. The economic development section of the website will be updated along with the rest of the City of Northglenn website. The new economic development webpage(s) will be a robust and dynamic resource of information to the business community.

Timeframe: Near-term, ongoing

Element(s):

- Expand and improve Economic Development presence on the City’s web page or develop a separate web site for economic development activities.
- Improve public information in the form of printed materials and web site information to make the development process clear, easy to understand, predictable, and efficient.
- Coordinate with Public Communications staff to strategically plan message delivery, including newsletter, newspapers, web site, social media, Connections, television, etc.
- Provide feedback and ideas for marketing and branding of NURA and the City.

9. **Program:** Create a business advisory group – This group would be made up of business community stakeholders including individuals from our economic development partners. The purpose of this group would be to work with the City and NURA to help continue to foster a pro-business environment in Northglenn.

Timeframe: Near-term, ongoing

Elements(s):

- Form a Business Advisory Group in the City.
- Organize and hold training for all retention volunteers.
- Develop list of resources and referrals to use during retention visits.

10. **Program:** Real estate database - Having a real estate database is a critical tool for facilitating the development and redevelopment of Northglenn. This task cannot be implemented by staff alone. Commercial property changes hands too rapidly to keep an accurate database of Northglenn businesses simply by monitoring the local commercial centers. In order to maintain a quality real estate database for Northglenn we will need the support of a real estate database company.

Timeframe: Near-term, ongoing

Element(s):

- Continue to maintain and update the real estate database of available properties.

11. **Program:** Business directory - As a method of supporting our business community a business directory can be implemented. The business directory can be marketed as a “shop local” program. The business directory will be web based and marketed to Northglenn residents and regional shoppers to help support our local business community.

Timeframe: Near-term, ongoing

Element(s):

- Maintain an accurate and up-to-date inventory of all Northglenn Businesses.
- Maintain and enhance the City’s database of available commercial and industrial properties.
- Augment the business licensing process to promote economic development programs and obtain information about Northglenn businesses.

12. **Programs:** Meetings, membership, and conferences - Attending meetings with other economic development professionals, real estate brokers, developers, and end users helps to promote Northglenn’s redevelopment goals and creates opportunities to move those goals forward.

Timeframe: Immediate, ongoing

Element(s):

- Continue to attend or plan new events to promote the City to developers, brokers, retailers, etc.
- Develop new relationships and foster existing relationships with brokers who work in Northglenn and the north metro region.

- Leverage a wide variety of networking opportunities that will allow the City to engage with new businesses, developers, entrepreneurs, and real estate brokers.
- Market individual redevelopment areas.
- Nurture relationships with property owners and developers.

13. Program: Revenue Sharing – Whenever development or redevelopment occurs along the border of Northglenn’s jurisdiction explore the prudence of revenue sharing from the new development cover infrastructure and maintenance costs associated with the new development.

Timeframe: Ongoing

Element(s):

- As redevelopment occurs, develop streetscapes, landscaping and signage that enhances the appearance of the City.

14. Program: Real Estate profiles for redevelopment priority areas - Northglenn is a small inner ring suburb that is near 100% built out. The result is new development in Northglenn is redevelopment. Northglenn can help facilitate the redevelopment process by creating real estate profiles of key redevelopment area. The goal of such a document would be to paint a picture of opportunity to the development community. Profiles would include market profiles, ownership patterns, zoning and land use items, etc.

Timeframe: Immediate, ongoing on a case by case basis

Element(s):

- Compile information about the characteristics of Northglenn's workforce.
- Expand on the existing database of parcel-based data, which includes information such as property ownership, valuation, size, zoning, address, etc.
- Identify and prioritize targeted redevelopment areas.
- Conduct an assessment of existing infrastructure for each site.
- Market individual redevelopment areas.
- Evaluate the use of RFP/RFQ process for attracting developers.
- Participate in the development of project-specific redevelopment plans.
- Consider NURA expansion and/or additional blight studies.

15. **Program:** Monitor Colorado urban renewal law – Each year urban renewal is under attack from different special interest groups in Colorado. It is extremely importance that Northglenn stay current with all of the issues related to urban renewal in order to continue to make urban renewal an affective redevelopment tool for the City.

Timeframe: Near-term, ongoing

Element(s):

- Monitor and engage in legislative issues related to Colorado urban renewal law.

16. **Program:** A welcome packet for new Northglenn businesses - Currently Northglenn does give all new businesses a packet of information. The packet includes information about sales and use tax information, among other “regulatory” piece of information. Included in this packet we will start including a resource guide to small business, welcome letter that thanks the business for being in Northglenn, and contact information for the Economic Development Manager with an invitation to contact that person anytime for assistance with any item.

Timeframe: Near-term, ongoing

Element(s):

- Develop printed materials, professionally designed to market the City or certain programs.

17. **Program:** Business training classes – Currently Northglenn offers quarterly sales and uses tax class to the business community. Other organizations such as the Small Business Development Center (SBDC) offer educational classes at little to no fee for businesses. The goal of this program would be to create an inventory of available business classes for the business community, identify training gaps and implement new classes with our economic development partners, and inform the business community of the resources.

Timeframe: Near-term, ongoing

Element(s):

- Develop list of resources and referrals to use during retention visits.
- Develop additional resources and programs that the City could offer to its existing businesses.

18. **Program:** Business resource guide – A resource guide should be created for all new and existing businesses in Northglenn. The guide would be a single point of information for all topics important to Northglenn businesses. Examples of topics the resource guide would cover are state and local licensing requirements, business training opportunities, business assistance programs, etc.

Timeframe: Near-term, ongoing

Element(s):

- Develop list of resources and referrals to use during retention visits.

19. **Program:** Economic Development Brochure – Creation of a basic marketing piece that we can add to items such as the welcome packet to help inform our business community of assistance programs.

Timeframe: Near-term, updated as needed (annually)

Element(s):

- Develop printed materials, professionally designed to market the City or certain programs.
- Improve public information in the form of printed materials and web site information to make the development process clear, easy to understand, predictable, and efficient.
- Provide feedback and ideas for marketing and branding of NURA and the City.
- Business incentives – revisions, additions, modifications.

20. **Program:** Business awards/luncheon - In order to show Northglenn's support of the business community an annual business awards/appreciation luncheon can be held. There are a variety of ways to implement this program, depending on desired cost.

Timeframe: Longer-term

Element(s):

- Host a business appreciation event once per year and invite all businesses in the City to attend.

21. **Program:** Colorado Brownsfields grants – Northglenn should apply for grant assistance from the Colorado Brownfields Foundation to assist property owners with phase 1 and phase 2 testing.

Timeframe: longer-term, ongoing

Element(s):

- Explore the need for environmental remediation and funding sources for remediation.

22. **Program:** Northglenn routing slip for all departments affected by a new business – This program will help Northglenn maintain a high level of customer service to the business community by making sure all City departments “sign off” on a new business before a business starts to engage in business activity.

Timeframe: Near-term, ongoing

Element(s):

- Continue to evaluate the Development Review Committee (DRC) process in the City to look for efficiencies and improvements.