

PLANNING AND ECONOMIC DEVELOPMENT MEETING

April 10, 2019

8:30 a.m.

Mt. Elbert Conference Room, 5th floor

Council Member Chair, Francoise Bergan

Council Member Johnny Watson, Vice Chair

Council Member Marsha Berzins, Member

Be a great place to locate, expand and operate a business and provide for well-planned growth and development.

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|----|---|-----------------------|-----------|
| 1. | Approval of February 13, 2019 Minutes | Council Member Bergan | 8:30 a.m. |
| 2. | Unified Development Ordinance | Karen Hancock | 8:35a.m. |
| 3. | 2018 Development Review Annual Report | Vinessa Irvin | 8:55 a.m. |
| 4. | NE Stakeholders and ICSC General Retail Update | Tim Gonerka | 9:15 a.m. |
| 5. | Miscellaneous Matters for Consideration | Council Member Bergan | 9:50 a.m. |
| | <ul style="list-style-type: none">• Aurora Economic Development Council• Havana Business Improvement District• Aurora Chamber of Commerce• Planning Commission | | |
| 6. | Confirm Next Meeting | Council Member Bergan | 9:55 a.m. |
| | <ul style="list-style-type: none">• May 8, 2019 | | |

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**PLANNING AND ECONOMIC DEVELOPMENT (PED)
POLICY COMMITTEE MEETING**
February 13, 2019

Members Present: Council Member Francoise Bergan, Chair, Council Member Marsha Berzins

Council Members absent: Council Member Johnny Watson, Vice Chair

Others Present: George Adams, Andrea Amonick, Tanner Axt, Stephenie Baca, Andrea Barnes, Jason Batchelor, Bob Bengen, Scott Berg, Kim Brown, Melvin Bush, Frank Butz, Mac Callison, Brian Duffany, Yuriy Gorlov, Dan Guimond, Karen Hancock, Leigh Hettick, Chance Horiuchi, Kevin Hougen, Vinessa Irvin, Gayle Jetchick, Chris Johnson, Daniel Kryzanowki, Tod Kuntzelman, Heather Lamboy, Dennis Lyon, Dan Money, Elizabeth O'Brien, Mindy Parnes, Jose Rodriguez, Kevin Smith, Margie Sobey, Bill Wickerman, Sarah Wieder, Mark Windler, Mark Witkiewicz, Jonathan Woodward, Anita Bauer

APPROVAL OF MINUTES

January 9, 2019 minutes were approved.

UPDATE ON DEVELOPMENT ACTIVITY BUILDING DIVISION

Summary of Issue and Discussion:

Scott Berg, Chief Building Official, Building Division, gave an overview of the responsibilities and capabilities of the Aurora Permit Center. The Permit Center is located on the second floor of the Aurora Municipal Center (AMC) building. Some highlights of the Permit Center are that no appointments are required, payments are not due until plan reviews are complete and there is a dedicated Call Center; everything that can be done in the Permit Center can also be done online. Currently, a walk-in counter is located in the Permit Center. Future plans for a more conference-type setting for walk-ins is under review. There is also an electronic check-in for customers, which alerts staff who is there, for what purpose, and how long they have been waiting so, if necessary, additional staff can assist.

Mr. Berg showed a picture of the adopted building codes, which cost approximately \$1,200 a set. His group comes to the PED about every 3 years to request approval for the adoption of the most current codes. The Permit Center also licenses building contractors. To get a permit, you must be a licensed Contractor, unless doing work on one's own house. There are 17 different Contractor licenses. Building Permits are also issued which describe the scope of the work, and what sort of inspections need to be done. There are 80 staff members working in the Building Division.

The dedicated call center has 6 staff members who answer calls for inspection requests and answer questions. The Permit Center registered 88,000 calls in 2018. Calls are answered within less than 30 seconds and customers always speak with a live person, during working hours there is no voicemail.

For the past 10 years, plan reviews have been done electronically. Plans submitted are inspected to be sure they are building what was submitted. At the Gaylord site, a trailer was on-site for eighteen months, with 5 building inspectors, along with a permit technician to handle the volume of inspection requests. Over a 3 year period, there were over 60,000 inspections done by building division staff.

Inspections are done for residential single and multi-family homes and also fire alarms, sprinkler systems as well as other life safety inspections which are unusual for a city to do. The Fire Department does not get involved until the Certificate of Occupancy is issued, and the tenant or owner can move in.

Aurora Marijuana Enforcement Division (AMED) is another area of involvement for legal marijuana grows and licensing of grow facilities where staff go out on a quarterly basis to do inspections and check to ensure things haven't changed. Extraction machines are used for edible products to get the hash oil out of marijuana plants and they also require inspections and approval.

Involvement with illegal grows is also a part of the scope of activities building division staff is involved in. Mr. Berg showed a picture of multiple spliced extension cords plugged into electrical outlets, stating a lot of these operations bypass the electric meter in the house, which means they tap into the electrical feed which is quite dangerous; their inspectors go out to ensure police officers aren't injured while they do their investigation.

Mr. Berg showed a picture of a car that had driven into the side of a building, and explained this happens quite often, more in residential than commercial buildings. The Fire Department calls his staff out to ensure the building is structurally sound or whether the building needs to be torn down.

Mr. Berg further explained that the phrase "the Aurora difference" is an underlying theme. A simple over the counter permit with no plan review required, such as water heaters and new roofs, are issued immediately. An interior remodel of a building is done in 3 days in terms of the reviews. A limited review, which means a little bit more in scope, is 7 days. A new house is approved with a master plan in 21 days. A new commercial project, including Gaylord, is 26 days maximum, and Gaylord was completed within this time requirement.

Requested inspections which can be done by phone or online, are conducted the same day and can be submitted up until 5:00 a.m. Inspectors stay in the field as long it takes to get the job done. 64% of inspections are requested on the internet by the contractor. Weekend inspections and night inspections are also available when required, and staff volunteer. A goal of waiting no more than 3 minutes at the Permit Center has been consistently met. Last year the average wait times for everyone coming into the Center was a minute and 42 seconds.

Another difference Aurora has from other cities is all inspectors have multiple certifications. There are national certifications for plumbing, mechanical, etc. All Aurora inspectors have 3 or 4 Certifications. Aurora uses a computerized scheduling system for inspections in order to reduce drive time. Multiple certifications allow one inspector to stop at a house that requires plumbing and mechanical, for example; it also requires fewer staff to operate.

Aurora is International Accreditation Service (IAS) certified, a national certification for building departments. Aurora is the only City in Colorado, and one of only 26 in the Country that hold this achievement. Every year, IAS will come out and audit operations, interview councilmembers, the mayor, and customers to measure operations.

The city website not only allows access to the Building Division, but also Planning & Development Services and Public Works; anything related to Aurora development is done through the website. Mr. Berg showed a picture of a live chat transcript, and how quickly the response was given.

Mr. Berg showed an inspector vehicle, with a laptop and mapping system which plots inspections for the day; a printer is also in the vehicle. There are no hand-written Correction Notices, results go directly into the system. For 13 years, Aurora has had live results. Free inspection consultations are available for code compliance, as well as free pre-submittal meetings.

Big projects in Aurora recently include the Gaylord project; Amazon’s 1 million square foot warehouse building; and Amazon’s “sortation” facility that utilizes robots. This 150,000 square foot mezzanine is on the second floor of the warehouse and there are about 400 robots that operate there.

Last year’s statistics include over 15,000 building permits, 90% were existing buildings. Over 144,000 inspections were done in 2018, on average they perform about 100,000 a year.

Tod Kuntzelman, Public Works Manager of Special Projects, showed charts for square footage of single family homes by year that were permitted. The permit workload tends to be based on existing buildings rather than new buildings. There are typically issued about 30 to 40 new commercial buildings per year in Aurora. About 90% of the work in 2018 was done on existing buildings.

Chair Bergan asked how Aurora’s fees compare to other areas. Mr. Berg responded that our fees tend to be higher on average but people are willing to pay a higher fee when they know there is predictability in completion times.

Outcome: For informational purposes only.

Follow-up Action: None.

NORTHEAST AURORA MARKET & ZONING ANALYSIS – FINAL DRAFT RECOMMENDATIONS

Summary of Issue and Discussion:

Brian Duffany, Economics and Planning Systems, presented highlights of the Northeast Aurora Market and Zoning Analysis to provide guidance and recommendations to the City of Aurora on achieving the City’s economic development vision for the area south of Denver International Airport (DEN), and on balancing competing demands for residential and commercial land.

Aurora’s Comprehensive Plan, Aurora Places, and the adopted zoning identify much of this area for high quality commercial development. The City’s goal is to leverage the economic activity generated by DEN, the new Gaylord Rockies hotel and conference center, and access to the regional highway and transit network to attract office development, retail and mixed use, and high density, high quality housing along the E-470 Corridor.

Mr. Duffany referred to a map and pointed out the Study Area (approximately 7,200 acres) is largely undeveloped primarily due to a lack of infrastructure; however, there is a large amount of development planned for the area including 10,000 residential units and commercial entitlements for roughly 50 million square feet.

These big picture influences are the planning projects, which markets they want to capture, and the airport is also a factor. The airport staff is concerned about residential encroachment. The Northeast Denver market for single family housing is strong. Currently, the demand for first-time buyer homes is stronger than the demand for office and retail/commercial development in the area. This is motivating developers and property owners to seek rezoning of commercial property to allow more single family detached housing, and in some cases smaller lots (higher densities).

Gaylord Rockies is a huge catalyst, it has excellent transportation access north and south, plus proximity to the airport, which has been primarily driving the warehouse and distribution market, adding about a million square feet of industrial space per year, the strongest submarket for industrial in the metro area. It is an opportunity zone, which provides some tax advantage to investors.

Mr. Duffany pointed out that contrasting with the Aurora Places vision, there is no current office market to speak of in the study area, and that competition with the A-line corridor exists, which is transit accessible, and there are plans for doing corporate larger-scale office development there as well as the airport. The Airport plans are still conceptual and haven't been focused into a strategy.

In terms of employment in this area, it's important to think about planning for changing preferences. The business development model has been changing. For example the Tech Center has continually been trying to add housing to get the diversity they need.

Mr. Duffany outlined some general recommendations. What is needed is a defined vision for this area. Aurora Places is for a City of 374,000 people. It's a good plan, but it's too broad. What is needed is more specific to infrastructure and design principles. Once residential is set-up, it doesn't change after it's built. It's hard to develop commercial afterward.

Infrastructure is needed to get things built. Plans need to be phased logically so everything works together. There's a role for the City to be proactive to get the quality that it's looking for to create an area of a lasting value impact for the City. Again, it goes back to the area plan as a guide to identify the projects that are needed, figure out a plan for funding with the development community, and focus on a transportation corridor design.

Specifically, 64th is a key corridor to conceptualize with Gaylord being the anchor. In between could be higher density housing along the corridors with plenty of room for single family, single family-attached, and modern-medium density along the road as well. It's challenging because there is so much approved for development already in process, the City can't go back and retrofit what's planned.

Chair Bergan asked if the zoning in the area matches up to this concept. Jason Batchelor, Deputy City Attorney, responded that the good news is we have flexible mixed-use zoning, and the bad news is we have flexible mixed-use zoning, which is one of the reasons we want to do more detailed planning to figure out within that mixed use zoning what makes sense.

Mr. Duffany further explained the study was done because of development interest and pressure for rezoning employment zones. The study area is heavily weighted towards employment. There are 50 million square feet of commercial, almost 10,000 housing units, but the larger focus area is the other way around. From an overall market demand point of view, there is not necessarily a need to rezone more residential. However, it is believed that within the study area there are opportunities to introduce more residential, and to be clear about the areas that need to be preserved for commercial and employment development going forward.

Chair Bergan asked if coordination is being done with Aurora Economic Development Council (AEDC) to look for employment opportunities and determine where homes are needed, which in turn determines retail.

Mr. Duffany indicated there is coordination with AEDC and also responded that stakeholders have pointed out DEN is one of the biggest economic engines in the metro area. There is a need for housing to support employment, being another reason to have flexibility, but in the right places. Denver isn't moving quicker than Aurora in this area. Denver is still very much at the strategic planning level in terms of what portions of its property might be available for non-aviation development, but they have equal infrastructure challenges and access challenges to open up the areas they are planning.

Gaylord is a huge investment for the City and redevelopment. It has potential to be a catalyst in the area. An entertainment district will naturally emerge to focus on ensuring that whatever is done is well connected to Gaylord, again focusing economic energy and good design. What isn't wanted is to end up with these old

suburban square blocks with single uses that then become obsolete in 10 to 15 years, thereby having to figure out how to go back and interject energy to them.

Councilmember Berzins commented that plans are needed that are not haphazard, and it is understood plans are under development that must be worked around. She gave the example of land owners hearing how the City wants development in a certain way. She noticed there were a few developers in the room, and if they had any questions or any uneasiness over any of these concepts. She asked if staff has been working with them and their questions. She asked the developers to voice their opinion.

A developer commented that he believes Mr. Adams and Mr. Batchelor have a good method, and in a lot of ways mirrors what they are doing. There are some disconnects, for example extending Piccadilly north of 64th Street.

Mr. Adams added that 64th is the near-term key opportunity, and focus is on that area, although boundaries have not been defined, they would include Highpoint, Avelon area, and Painted Prairie.

Mindy Parnes, Planning Manager, interjected that the Area plan will unearth some of these concerns. Chair Bergan agreed this is a good point, and if this is going to Council, to notate there are some constraints.

Mr. Adams pointed out this is a bigger picture concept. Ideally, a defined vision would have been made 15 to 20 years ago. There are some projects that are set and moving forward with what is entitled, which staff understands, accepts, and will work with them any way possible. Other projects, like Highpoint and Avelon, are asking for zoning changes. Staff is working with them to be as responsive as possible, but also ensure they are generally consistent with the ideas discussed and are helping to establish this larger vision. The process is very interactive, involves a large outreach and feedback effort to property owners and developers in the area. Staff is not taking their own ideas to Council and asking for approval without any flexibility.

Chair Bergan agreed, and commented input from stakeholders should be obtained to look at it from their perspective and maximize benefits for all. Developers want to make as much money as they can, won't want to make something that's not profitable, and for the City, commercial development and jobs are important. Chair Bergan reiterated that Councilmember Berzins' warning to be cautious going forward and to respect property rights of property owners should be recognized.

Ms. Parnes commented that an area plan has to look at facts, and a goal will be forthcoming for a consolidated vision to show at the International Council of Shopping Centers (ICSC) to be able to share what is going on in the market now vs. longer term community vision interests and trying to balance those 2 things.

Karen Hancock, Planning Manager, explained work is being done with property owners, this is a draft final, and some changes may be needed as owners are currently reviewing the report. Their comments will be incorporated and are fairly minor details.

Mr. Batchelor summarized by stating staff has done a good job getting to this point, and now focus can be addressed on the detail.

Outcome: Staff to incorporate property owner comments.

Follow-up Action: Staff to finish incorporating details.

MISCELLANEOUS MATTERS

Aurora Economic Development Council Update:

- Light rail stations are on the radar, having conversations, nothing concrete.
- Helped to create jobs last year
- Forecast adjustments at the end of year near 2020

Havana Business Improvement District Update:

- Focusing on Workforce Development- met with Arapahoe Douglas Works! Workforce Center to help share resources to businesses regarding hiring and training.
- Schomp Automotive officially on the Havana Motor Mile as of 2/1/2019 with rebranded Schomp Mazda, Hyundai, & Subaru.
- 4 remodels for car dealerships: Ford, Jeep: currently with proposed remodels Mazda & Hyundai in the future
- Anticipating Argenta to break ground Q2 - 86 town-homes
- 2019 Events On Havana Street - Join us!
- March 2019: Celebrate Mom & Pop Business Month – Small Business Spotlights
- May 1-8, 2019 — Restaurant Week – Eat On Havana Street
- Saturday, May 4, 2019: Rose Garden Clean Up — Looking for Volunteers!
- Saturday, June 8, 2019: 12th Annual Cruzin’ Havana Car Show — Looking for Volunteers, Vendors, & Sponsors!
- Tuesday, June 25, 2019: 6 Million Dollar Band – the Ultimate 80s Experience Concert & Hoagie Night On Havana Street Rose Garden Concert — Looking for Volunteers to hand out FREE sandwiches!
- Tuesday, June 25, 2019 6 p.m. - 8 p.m. FREE 6 Million Dollar Band – the Ultimate 80s Experience Rose Garden Concert & Hoagie Night On Havana Street. WHAT: 6 Million Dollar Band – the Ultimate 80s Experience in Concert High-energy 80s new wave dance hits performed exactly as the originals with the sounds and musical style that made the songs famous.
- Here are the events to be added to the city council calendars as holds:
 - See more events at <https://onhavanastreet.com/2019-schedule-of-events-on-havana-street/>
 - Visit our online calendar: <https://onhavanastreet.com/events/>
- Art 2C - We met with AIPP for a SMART session for the future of AIPP with the Havana BID.
- Please visit the 13 new sculptures On Havana Street from 6th Ave. to Dartmouth.
- AAIPP is accepting applications for the 2019 NEW ART sculptures with a deadline set for March 17, 2019.
- On Feb. 3rd, 2019 we hosted a BIG GAME Party at Buffalo Wild Wings at the Gardens on Havana. We sponsored over 300 wings, a variety of appetizers and gave away 12 \$20 Buffalo Wild Wings Gift Cards at Half-time. We had about 260 people participate in the door prize gift card giveaways. BWW had \$10,000 in take-out orders, and hit their record numbers at \$25,000 for the day.
- Redevelopment Activity:
 - New Businesses: My Favorite Muffin near Gibby’s & Living Water Car Wash across from Havana Machine are Coming Soon
 - Living Water Car Wash: Near the corner of Kentucky Drive and Havana at 857 S. Havana Street, just north of the existing gas station.
 - Chad Roach with Cornerstone Capital shared that they received approval from the City of Aurora Planning Commission. They are working with the city to complete the approval process and building permits.
 - Expected ground breaking later in Q1 & opening in the Summer or Fall 2019.

- Village on the Park - VOTP: Kimco Realty Corp. is in the process of a \$14.5 million redevelopment of The Village on the Park shopping center.
 - Old Navy will occupy at 13,800 square foot space in the new part of the center, near South Havana.
 - America's Best Contacts & Eyeglasses opened on January 21st, 2019 and hosted a GRAND OPENING weekend with goodie bags for all guests. The two other retail spaces adjacent to TJ Maxx do not have leases yet.
 - When the development is complete there will be 11 new retail leases to VOTP. Demo of the S. Havana retail where Old Navy was fenced, a giant hole was dug up and now the foundation preparation is in progress.
- Occupancy On Havana Street, not many leases are available but we have updated our resource page “View Available Property List” <https://onhavanastreet.com/aurora-colorado-available-properties/>
 - Our Available Properties page on our website is one of the most visited pages.

Aurora Chamber of Commerce Update:

- Had Women in Business Luncheon last week
- State of the Base sold out with about 300 people
- Hired new Police Foundation Director
- March 11th Aerospace Day at the Capitol
- United Launch Alliance (ULA) March 13th with General Raymond
- 64th Annual Awards Banquet with Chamber
- New partnership with Denver Chamber
- Meet weekly with Colorado Springs Chamber

Planning Commission Update:

- Site approvals, Amendments, Oil and Gas in a couple weeks to approve
- Rocky Mountain Urban Land is coming up in March

Approved: _____
 Committee Chair Francoise Bergan Date

Next meeting: ~~March 6, 2019~~ April 10, 2019

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**Planning and Economic Development Policy Committee
Agenda Item Commentary**

Item Title: Update on the Draft Unified Development Code (UDO)
Item Initiator: Karen Hancock, Planning Supervisor/Project Manager
Staff Source: Karen Hancock, Planning Supervisor/Project Manager
Deputy City Manager Signature:
Outside Speaker:
Council Goal: 5.0: Be a great place to locate, expand and operate a business and provide for well-planned growth and development

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item and Move Forward to Regular Meeting
- Information Only

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

Staff presented an overview of the Adoption Draft Unified Development Ordinance (UDO) at the October 29, 2018 Council Study Session. After discussing the item, Council referred the UDO to the PED Committee in November for additional review. Based on feedback received at the October 29 Study Session, staff presented information on five specific topics within the draft UDO to the PED committee on November 14 and requested approval to forward the item to the November 14, 2018, Planning and Zoning Commission meeting for a public hearing.

These items and proposed resolution are as follows:

- Proposed Ground Rumble Overlay south of DEN (removed from the UDO)
- Incentives for Affordable Housing Structures (definitions for Market Rate and Affordable Housing Structures simplified and clarified)
- Display of Subarea C commercial nodes on a map (the display will not constitute Zoning and is for illustrative purposes only)
- R-1 Zoning in Subarea C that offers the flexibility that property owners have currently (edits made to assure that no entitlements are negatively affected)
- Landscape buffers along major streets behind rear-facing homes (successful collaboration with HBA to assure good design)

The PED committee provided some direction about specific topics and continued the discussion about the remaining topics to the December 12 committee meeting. At that meeting, Council directed staff to meet with representatives of the Homebuilders Association (HBA) about a subset of the issues to work out specific details. The discussions centered around development proposed in Subarea C.

For reference, standards in the UDO are identified by geographic areas called Subarea A, B and C. Generally, Subarea A is the western third of the city characterized by development pre-1960 and on a grid street system. Subarea B is the middle third of the city constructed between 1960 and 1990 on curvilinear streets, and Subarea C includes the current E-470/Northeast Plains area where new neighborhoods were constructed beginning in the late 1990s and continues to accommodate the majority of the growth in Aurora. A map of the subareas is included as Exhibit A.

PED also directed staff to present the item at the PZC meeting on November 14, 2018. Staff presented the item as directed, and the community provided testimony about a variety of issues. The minutes of the PZC public hearing are provided as Exhibit B. The PZC voted to table the item until issues raised by the community and HBA were addressed. Members of the development community declined to provide testimony, reserving the right to testify at a future PZC hearing.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

Based on feedback at the December 12, 2018, PED committee, city staff set up a series of weekly workshops with representatives of the HBA to discuss specific topics beginning January 10, 2018. Although the workshops were scheduled through February 7, two workshops were added to assure that all topics were addressed successfully. An agenda was prepared for each workshop that included the disposition of items on the previous agenda to assure that all participants agreed that a topic was successfully addressed. Topics successfully addressed at these workshops included:

- Permitted uses for residential in Subarea C
- Permitted uses for mixed use in Subarea C
- Location and layout of commercial nodes in Subarea C
- Dimensional standards in residential zone districts
- Single-family attached product in neighborhoods with small lots
- Landscape standards including buffers on arterial and collector streets
- Proposed new development applications
- Concurrent submittal of development applications

An example agenda is provided as Exhibit C. Using staff and consultant resources, revised tables, charts and graphics were developed to illustrate proposed standards and revisions to proposed standards. These visual aids were key in helping staff and the HBA representatives understand how standards may be applied to current and future projects planned in Subarea C. The workshop topics generated robust dialogue, collaboration and consensus on disposition and resolution of the discussion items. As a result of the workshops, a number of new resources were prepared that will aid the business customers, the community and staff in understanding how to apply the new standards in the UDO. Following each workshop, staff worked with the consultant to incorporate the edits into the future final public hearing draft. An additional list of items was identified for new manuals that will assist business customers in preparing development applications that meet standards. These manuals will also be available to community members to review so that they understand how UDO standards should be applied to new projects. As staff and members of the HBA identified adjustments and clarifications to the UDO, staff funneled those edits to Clarion Associates to incorporate in the next version of the UDO.

New Final UDO for Public Hearing

A revised UDO is under staff review to confirm that changes and edits were made as requested. Staff and the consultant team have set a goal of early May 2019 to post a Public Comment draft on the city's website. Residents in all subareas have requested that staff meet with them to review the

elements changed as a result of the HBA workshop series and how those changes may affect their neighborhoods. To accommodate this request, a comment period of no less than 30 days is recommended. Staff proposes to set up two presentations to the community to convey the changes and gather feedback. Staff will report back to PED in June 2019 to present comments received from stakeholders. A public hearing at Planning and Zoning Commission is tentatively scheduled for July 2019 and review by City Council beginning in August 2019.

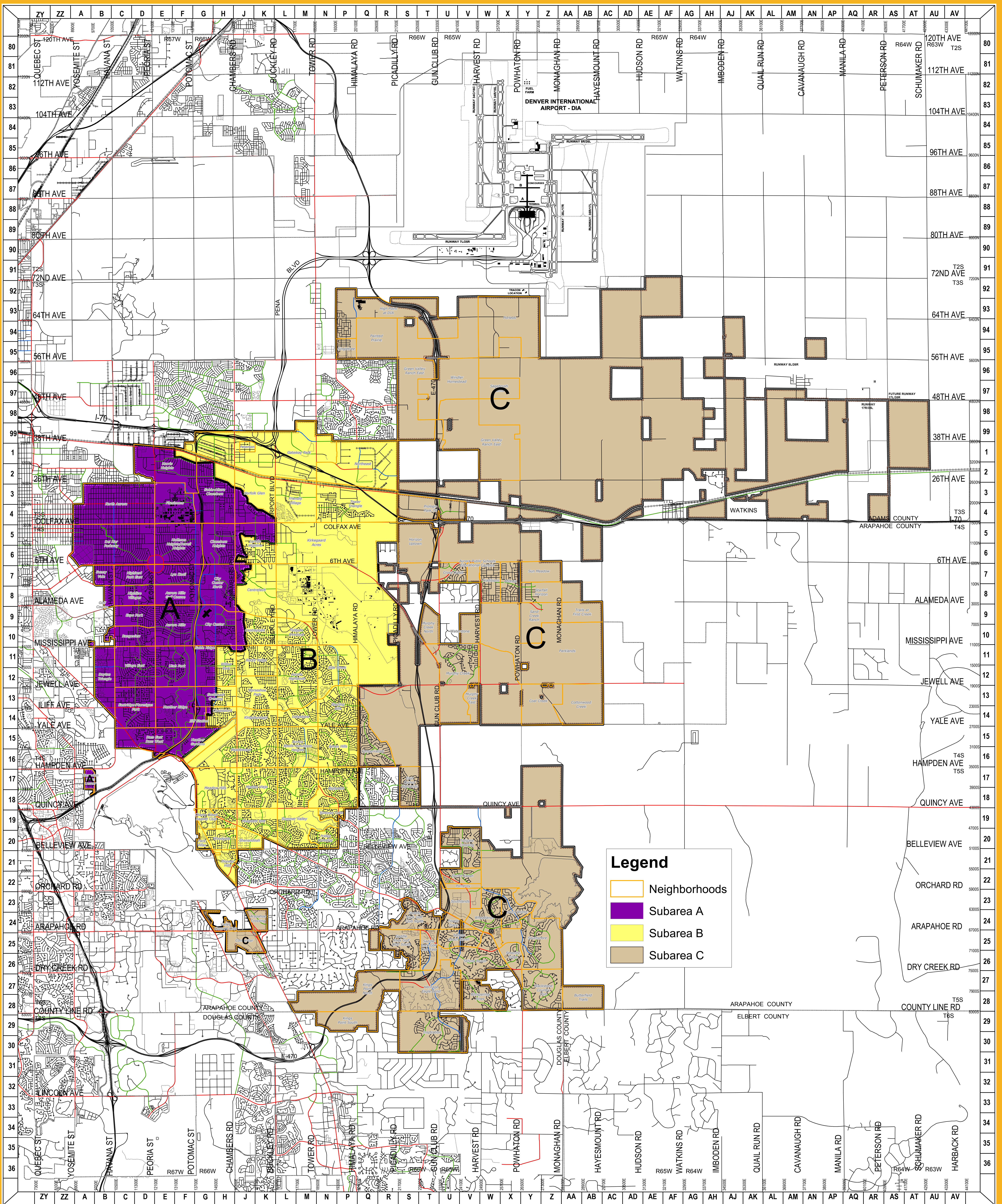
QUESTIONS FOR Committee

Does the Committee agree with the proposed schedule?

EXHIBITS ATTACHED:

- Exhibit A Subarea Map.pdf
- Exhibit B Planning Commission Draft Minutes 11-14-18.pdf
- Exhibit C Feb 21 UDO Meeting with HBA - Agenda.pdf

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Legend

- Neighborhoods
- Subarea A
- Subarea B
- Subarea C

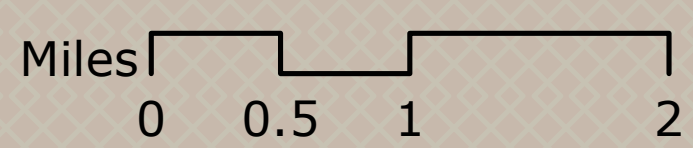
Planning and Development Services

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www.auroragov.org
 303-739-7000
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City of Aurora, Colorado
2018 Zoning and Subareas Map

June 21, 2018

Aurora
 Worth Discovering!



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Draft Minutes of the Regular Meeting of the Planning and Zoning Commission
City of Aurora, Colorado

November 14, 2018

AGENDA ITEM 5a

Hearing and consideration of the Unified Development Ordinance – Consideration of the Adoption of a New Zoning Code

APPLICANT: City of Aurora
LOCATION: Within the boundaries of the city
CASE NUMBER: 2018-1005-00

Project Manager, Karen Hancock, presented the item as follows:

History

In 2014, the city initiated a complete overhaul of the Aurora Zoning Code. Through a competitive process, the city contracted with Clarion Associates to prepare a Needs Assessment; conduct a robust outreach effort; collect comments from city, business and community stakeholders; and prepare drafts of a Unified Development Ordinance (UDO). Two important projects were completed simultaneously and in coordination with the UDO: Original Aurora Rezone and Residential Lots. The Original Aurora Rezone ordinance was reconsidered on October 8, 2018, and adjustments to the Residential Lot Standards were presented to City Council at Study Session on July 23, 2018. The negotiated standards were translated into code language and incorporated throughout the Draft UDO.

The Draft UDO has been developed with input from City Council, Planning and Zoning Commission, residents, business owners, builders, developers and staff from city departments. The Draft UDO implements the community principles in Aurora Places, adopted by City Council in October 2018.

Compliance with Aurora Places

A Strong Economy: The Draft UDO streamlines code requirements for all customers, providing graphically rich illustrations and tables that are transparent and easy to use. Residential lot standards reflect current market conditions with elements to assure that new neighborhoods are sustainable and offer quality architecture and amenities. The transition from commercial-only zoning to mixed-use zoning districts allows for residential infill along Aurora's many commercial corridors, which is expected to support and strengthen Aurora's businesses. Mixed use zoning also supports economic development through "placemaking", which is the defining focus of the Aurora Places plan.

Diverse and Equitable City: The Draft UDO has requirements that are specific to three distinct areas of the city. Subarea A contains the older parts of Aurora, including Original Aurora. Subarea B is the middle of the city where development occurred from the 1960s to the 1990s, and Subarea C includes raw land and new neighborhoods that offer new opportunities and amenities on the city's eastern plains. The Draft UDO also includes housing provisions that address issues related to diversity and equity, as described below.

Housing for All: The Draft UDO offers reduced architectural standards and additional flexibility for Affordable Housing which is defined as a multi-family structure that receives state tax credit or is voluntarily subsidized by the property owner. New types of housing products and neighborhood layouts accommodate housing choices along the full range. Rezoning and development application review criteria now includes provisions to evaluate impacts to housing and displacement of existing residents.

Draft Minutes of the Regular Meeting of the Planning and Zoning Commission
City of Aurora, Colorado

November 14, 2018

Healthy Community: Parks and Open Space now has a unique zone district. Urban agriculture, gardening, and food stands have been included as new permitted land uses. The Draft UDO also includes provisions for maintaining or enhancing the connectivity and multimodal capacity of the city's transportation network to support active lifestyles.

Thriving Environment: Floodplains and floodways have been rezoned to an Open Space zone district, along with the Floodplain Overlay regulated in Article 70 of the city's Code, to protect riparian and habitat corridors. Low Impact Development has been incorporated into landscaping standards to offer options for managing stormwater and connecting water and land use. The Draft UDO includes provisions allowing environmentally-friendly building materials and expands opportunities for renewable energy generation, where appropriate.

Improved Mobility and Active Transportation: The Draft UDO contains balanced standards for assuring that neighborhoods accommodate all transportation modes. Block size and connectivity are key factors in creating great neighborhoods that retain their value over time and reducing traffic congestion. The Roadway Manual is referenced throughout the UDO allowing for a wide menu of multi-modal opportunities.

Authentic Aurora: The Draft UDO includes missing commercial design standards applied city-wide; an expanded list of permitted uses; a new menu of zone districts; and formalized opportunities for neighborhood input. Improved architecture standards demonstrate that Aurora is "Worth Discovering" and support redevelopment and new development. Original Aurora is highlighted with its own unique zoning districts and design standards, recognizing its historic importance. There is a need for preservation and context-sensitive and compatible infill development.

Summary

The current Zoning Code does not address the following:

- Affordable Housing
- Small lots in Subarea C
- Displacement of existing residents
- Tools to implement Opportunity Zones
- New household and group living situations
- Opportunities to respond to changing markets/emerging housing types
- Placemaking and revitalization of aging commercial corridors
- Differing development contexts of the city
- Predictability of future land uses for existing residents in Subarea C
- Administrative challenges of numerous Planned Districts

The Draft UDO provides the following:

- An easier to use, more consistent document
- Allowances for new, emerging and popular types of businesses and experiences
- Improved protections for neighborhoods
- Flexibility for expanding businesses
- Tools to implement affordable housing policy
- Criteria to review impacts to existing residents
- Lot and housing choices in all parts of the city
- Streamlined review of development applications that meet code
- A robust, comprehensive and easy-to-use permitted use table
- Design standards that are applied equitably city wide

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A summary document was prepared to help stakeholders identify key changes that are proposed in the Draft UDO.

At the October 29, 2018, City Council Study Session, Council directed staff to return to the Planning and Economic Development policy committee (PED) on the morning of November 14 to discuss five specific elements of the Draft UDO. Staff will provide an oral update to PZC describing feedback from Council at the public hearing on the evening of November 14. The following information describes key language for four specific elements defined by City Council in the Public Hearing Draft of the UDO.

Ground Rumble Overlay: Denver International Airport (DEN) planning staff was engaged as external stakeholders in review of UDO drafts posted for public comment. Although Aurora assures compatible development around four airports through protective and extensive Airport Influence Districts, DEN staff identified a specific concern with a future east-west runway that will be constructed within the next 10 years south of Pena Boulevard. Because of the orientation of this future runway, aircraft departures may cause low frequency vibrations up to 5,800 feet from the centerline and ends of the runway. The low frequency vibrations may be felt within this area and can cause sensitive equipment to malfunction. Residential uses are not compatible with the Ground Rumble Overlay primarily north of 64th Avenue. The parameters associated with Ground Rumble Overlay are based on studies provided by DEN staff. Currently, the Rumble Zone is wholly contained within the Airport Influence District of DEN where avigation easements are currently required.

Incentives for Affordable Housing Structures: This element was included in the presentation at the July 11, 2018 PED meeting. A slight reduction of design standards is included for Affordable Housing Structures defined below. Throughout the code, there are statements in tables and text where specific design standards are described that state: "This shall not apply to Affordable Housing Structures.

A menu of housing types and neighborhood layouts have been added to offer more choices to affordable housing developers including tiny houses, cottage homes, and additional manufactured home park standards. A slight reduction of the parking standards for Affordable units helps developers compete for incentives. New mixed-use zone districts increase options for housing co-located with services, shopping and transit.

Affordable Housing Structure: A multifamily dwelling structure that meets at least one of the following criteria:

1. At least 20 percent of for sale dwelling units are sold at prices that are affordable to a household earning no more than 90 percent of the Area Median Income for the Denver-Boulder area, as calculated by the U.S. Department of Housing and Urban Development, and will be monitored by the Aurora Housing Authority to ensure that level of affordability will be maintained for a period of at least 25 years.
2. The property owner has executed a voluntary contract with the Aurora Housing Authority ensuring that at least 20 percent of rental dwelling units are at prices that are affordable to a household earning no more than 80 percent of the Area Median Income for the Denver-Boulder area, and ensuring that that level of affordability will maintained for a period of at least 25 year.

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3. The structure has received financial assistance from the Colorado Housing and Finance Authority under conditions that ensure that some portion of the included dwelling units will be rented or sold at stated levels of affordability for a stated period of time.

If Single Family Detached or Attached units are part of an Affordable Housing project, they would be subject to the full set of design standards.

Development Application Approval Criteria that permits Council to consider impacts to housing and existing residents: An approval criterion was added to Zoning text or map changes, Master Plans and Conditional Uses that includes language allowing City Council to consider impacts to housing or dislocations of tenants or occupants of the property. The specific criteria read as follows: "the change in zoning (*or Master Plan*) will not create significant housing impacts or dislocations of tenants or occupants of the property, or will mitigate any significant housing impacts or dislocations to the maximum extent feasible". Other approval criteria includes compatibility with, and connectivity to, the surrounding area and consistency with the Comprehensive Plan.

Notification Procedures: The current Zoning Code includes requirements for notifying owners of property abutting the proposed development. Notice for registered neighborhood groups within one mile is the current practice. This current practice of notifying registered neighborhood groups within one mile of a proposed project has been included in the Draft UDO along with the notice to abutters and posting of signs on development application sites. The list of registered neighborhood groups is maintained by the Neighborhood Liaisons.

New Development within Existing Commercial and Residential Areas. At the October 29, 2018, Study Session, Council expressed concern about potential new development in existing commercial and residential areas. The UDO carries forward a number of standards in the current Zoning Code to facilitate compatibility between existing and proposed development/redevelopment, including limits on incompatible land uses and out-of-scale development through zoning and development standards; redevelopment site plans that provide a simplified process and more flexible standards for adaptive reuse of existing buildings; the ability for Council to designate buildings as historic landmarks; and Council's ability to call up development applications for review.

The UDO also includes additional standards to enhance compatibility and minimize negative impacts to existing areas. These standards include:

- neighborhood protection standards that provide building height transitions,
- landscape buffering and similar standards when higher intensity uses are sited adjacent to lower intensity uses,
- new design standards for commercial and residential districts,
- the expansion and clarification of the "Touch Rule", defined as invoking full compliance with the UDO when the site element is improved (e.g., if the landscaping or parking is not disturbed or changed as part of the project, compliance with the UDO is not required)
- criteria for decision-making bodies to consider impacts to housing when reviewing proposed development.

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Next Steps

Upon recommendation from the Planning and Zoning Commission, the Draft UDO will be forwarded to an additional City Council Special Session on December 3, 2018, and ultimately to the City Council for adoption.

Approval Criteria

Criteria for Approval of Text Amendments and Legislative Rezoning of Large Areas in the Draft UDO is as follows:

The application has demonstrated that the Ordinance Amendment is consistent with the city's adopted Comprehensive Plan and with other policies and plans adopted by the City Council. The UDO as proposed meets this approval criteria and aligns with the city's newly adopted Aurora Places Plan.

Testimony Given at the Public Hearing:

Doug Shriner, 24211 E Wyoming Place, Aurora, CO, a concerned citizen, voiced concerns that the new code does not have enough substance and that there is too much flexibility to developers who request variances, especially those projects that will be approved administratively. He also stated he has concerns about public notifications in Subarea C, which is currently one mile. He would like to see the radius expanded. He also voiced concerns regarding the impacts to the few roads in and out of Subarea C neighborhoods.

Lori Flanagan, 2047 S Ironton Court, Aurora, CO, a concerned citizen, thanked staff for the work that has been done for the new code and believes that this will help the businesses along the Havana corridor. She also voiced concerns that Subarea A is too big, this area has many 1970s and 1980s style neighborhoods and are not like original Aurora. She stated that there is a concern that the criteria for Subarea A will downgrade the neighborhoods that were built in the 70s and 80s and the businesses along the Havana Corridor. This area is not just one character but multi-faceted.

Paula Smolen, 24011 E Hawaii Place, Aurora, CO, a concerned citizen, thanked staff for the work on the new code. She also stated that in the new code there does not seem to be a vision for Subarea C and it is seen just as "raw land where development patterns are uncertain." She requested that the city have a vision for the vast undeveloped area of the city so that it is an example of what can be done on the blank canvas now called Subarea C.

Arnie Schultz, 1137 S Oakland Street, Aurora, CO, a concerned citizen, stated that he would like to see the UDO come back to the focus groups before it is presented again to the Planning Commission and to City Council. He voiced his disappointment the AMI (Annual Median Income) that was used was not for Aurora but other cities in the metro area; Aurora's AMI is much lower than others.

Ms. Hancock explained that a stakeholder did contact staff noting the definition in the code of affordable structure was based on the Denver/Boulder AMI. The consultant for this project stated that the AMI that should be used is the Denver/Aurora/Lakewood AMI. The Council has requested that an Aurora AMI be addressed once the housing study being conducted is completed.

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Michael Himawan, 995 Scranton Street, Aurora, CO, stated he was representing 30 residents, and would like Affordable Structures to be defined with an Aurora-specific AMI, that would keep affordable for more than 25 years. He would also like to see a portion of market-rate projects have a percentage of dedicated affordable units. A community impact study is needed along with a second public hearing before this ordinance is adopted.

Hassan Latif, 13626 E Evans Avenue, Aurora, CO, a concerned citizen, stated that there are critical gaps and there needs to be another public hearing before adoption of this ordinance. A defined approach to affordable housing and care and attention for the needs of vulnerable populations need to be addressed.

Margaret Sobey, 1403 S Addison Court, Aurora, CO, a concerned citizen, stated that she was grateful to the council members who spoke at the recent Planning and Economic Development Council Policy Committee meeting. The Unified Development Ordinance (UDO) addressed none of the E-470 Neighborhood concerns, and development in the proposed Subarea C should have public hearings; there is no trust for administrative adjustments. She also stated that a one-mile radius for notifications is not sufficient for proposed projects. The radius should be expanded to two to five miles. She stated she believes that the UDO has evolved to line developer's pockets.

Commissioner Lyon asked for clarification of how what HOAs are notified of projects. Mindy Parnes, Planning Manager, explained the criteria and how the radius is determined. She also clarified that all abutting property owners are notified of projects, administrative decision dates and public hearings. Commissioner Lyon asked what the UDO proposes for Area C and public hearings. Ms. Parnes answered in the existing code projects in Area C are approved administratively and the proposed code is administrative unless there are major adjustments, which are waivers. The Planning Director also has the authority to have a project heard at a public hearing if a project has had a lot of negative public comment.

Ms. Hancock further noted that in the new code a major adjustment is very specific and there will be criteria that need to be followed. The current code does not have sufficient criteria for waivers so they are just processed.

Leanne Wheeler, 24720 E Applewood Circle, Aurora, CO, a concerned citizen, stated that she works with vulnerable populations and chronically homeless persons. She would like to see an Aurora-specific AMI for affordable housing. She pointed out that there is a \$20K gap between Adams and Arapahoe Counties in the AMI calculations. She also stated that developers should be held to an Aurora specific AMI definition of affordability, a definition that must include a no net loss clause. Those developers adhering to heightened affordability, undergirded by a specific Aurora AMI standard and adherence to better than average quality and density standards should be prioritized above those that do not. The formation of community land trusts would be ideal.

Alison Coombs, 14006 E Stanford Circle, Aurora, CO, a concerned citizen, stated that the Unified Development Ordinance is clearly needed, and it needs to consider criteria that will mitigate displacement of small businesses. She also stated that housing and tenant/occupant impacts need to be added to the approval criteria for site plans and standards need to be provided for "significant".

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Hunter Railey, 2795 Speer Boulevard, Unit 258, Denver, CO, stated that he was representing small businesses. He further stated the Gallagher amendment puts an unequal tax burden on small businesses and creates a barrier to entrepreneurship.

Jennifer Rivera, 9 to 5, 1285 Albion Street, Apt. 206, Denver, CO, stated she would like assurance that the UDO does not adversely impact people of color and women and she also supports an Aurora-specific AMI.

Juan Mercano, 14472 E Mississippi, Unit C, Aurora, CO, a concerned citizen, stated that he has concerns regarding small lot and the impact to affordability. He would like to see a percentage of units granted to a land trust, an Aurora-specific AMI and adequate protection for vulnerable populations and small businesses.

Linnea Reed-Ellis, 1217 Chester Street, Aurora, CO, a teacher at Crawford Elementary, stated that she regularly hears from students that they must move because of escalating rents. She would like to see an Aurora-specific AMI at 40%, a clause that there will be no net loss affordable units with new development and quantify housing impacts.

Ms. Parnes thanked those who came to the meeting, the other concerned citizens who gave input during the development of the new code, the staff who worked on the code, specifically Karen Hancock, the project manager for the rewrite, and all the other city staff who had a part in this project. Everyone worked very hard and will continue to until there is a document that the city can be proud of. Staff will continue to welcome the public's input.

Ms. Hancock stated that staff is committed to taking public comments regardless of the project schedule. If the community finds things that need to be addressed they are more than welcome to bring them to staff's attention. Ms. Parnes also noted that there is a website for public use that has tools to help understand the code changes.

Commission Action:

Agenda Item 5a – Recommendation to Adopt a New Zoning Code

A discussion took place regarding the process of tabling the item.

A motion was made by Commissioner Lyon and seconded by Commissioner Hettick.

MOVE TO RECOMMEND TABLING AGENDA ITEM 5A

Commissioner Lyon stated that he is making the recommendation to table the item because there are numerous issues that need resolution, such as; affordable housing, small lots, neighborhood notifications and an appropriate AMI. Once these issues have been addressed perhaps the Planning Commission can then make a favorable recommendation to the City Council to adopt the UDO.

Chairman Bengen stated that he would like the displacement of businesses and residences to be addressed also.

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FEB 21, 2019 - UDO WITH HBA

I. Follow Up on Items Discussed at January 31 meeting

- a) Mixed Use District—Permitted Use Table—Confirm all edits made

II. Items for February 21 meeting

- a) MU-N and MU-C locational standards
- b) Section 146-5 – Procedures

III. Items discussed at previous meetings. All issues RESOLVED satisfactorily

- a) Arterial and Collector Buffers and New Buffer Table
- b) Table 3.2-1 – Permitted Use Table
- c) Table 4.2-1 – Residential Districts Dimensional Standards
- d) Small Lots – Number of housing types for 35% or less small lots
- e) Single-Family Attached
- f) Landscape Standards (tree species diversity discussion still ongoing)

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Planning and Economic Development Policy Committee Agenda Item Commentary

Item Title: 2018 Development Review Annual Report
Item Initiator: Irvin, Vinessa
Staff Source: Irvin, Vinessa
Deputy City Manager Signature:
Outside Speaker:
Council Goal: 5.0: Be a great place to locate, expand and operate a business and provide for well-planned growth and development

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item and Move Forward to Regular Meeting
- Information Only

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

At this time every year staff presents an annual reporting of the development review functions conducted by the Development Review Team for the previous year.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

The attached memo is the Annual Report for activities conducted during 2018. The memo is arranged under three main headings:

- Development Review Fund
- Development Review Workload/Performance Measures/ Staffing
- Development Review Process.

QUESTIONS FOR Committee

Information only

EXHIBITS ATTACHED:

- 4.10.19 PED Memo.pdf
- Exhibit 1 - Development Review Fund.pdf
- Exhibit 2 - DRF Policy for Managing Staffing Levels_rev 2019.pdf
- Exhibit 3 - Workload_Performance.pdf

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MEMORANDUM

TO: Planning, Economic Development and Redevelopment Policy Committee

THROUGH: Jason Batchelor, Deputy City Manager
Nancy Freed, Deputy City Manager

FROM: George Adams, Director, Planning and Development Services
Dave Chambers, Director, Public Works
Vinessa Irvin, Manager, Office of Development Assistance

DATE: April 10, 2019

RE: **2018 Development Review Annual Report**

Executive Summary

The purpose of this memo is to provide an annual reporting of the development review functions conducted by the city during 2018. The memo is arranged under three main headings; **Development Review Fund, Development Review Workload/Performance Measures/Staffing** and **Development Review Process**.

The fund began 2018 with funds available balance of \$10.6 million. Total revenue collected was \$17.8 million. After all expenditures, including the \$2.0 million payment to the General Fund and monies allocated to make payments for the new workflow system, the balance in the Development Review Fund at the end of 2018 was \$11.7 million.

Development activity remained strong in 2018, with workloads similar to what was experienced in 2017. The performance measures in most areas were above 90% in meeting the goals established.

In 2018, staff continued to work closely with the development community on the zoning code update. There was progress on the implementation of business process improvements and the Accela workflow system implementation project. At the end of the year, the Gaylord Rockies Resort and Convention Center was completed and issued a certificate of occupancy.

Development Review Fund

Background

The Development Review Fund (DRF) was created to account for all the revenues and expenditures of the city's development review activities. It operates like an enterprise fund in that the fees charged for the development review services should be sufficient to cover all the costs of providing them.

2018 Budget, Projected and Actual

The two tables below compare 2018 Budgeted Revenue and Expenditures to Actual Revenue and Expenditures in the Development Review Fund. The variance figures provide the difference between the projected planned target budget and actual for the year (Exhibit #1).

The total revenue for 2018 was \$17.8 million and expenditures were \$14.9 million which includes the \$2.0 million payment to the General Fund. In addition, there was \$1.8 million allocated to the new system software and other BTO projects.

- Ending funds available 12/31/2017: \$10,652,915
- Ending funds available 12/31/2018: \$11,715,296

2018 Revenue

	Adopted Budget	Actual	Variance Budget to Actual	
			by \$	by %
Permits	\$13,489,217	\$ 12,500,143	(\$989,074)	(7.3%)
Application Fees	\$2,921,432	\$4,277,557	\$1,356,125	46.4%
Other	\$791,840	\$1,028,699	\$236,859	29.9%
Total YTD	\$17,202,489	\$17,806,400	\$603,911	3.5%

2018 Expenditures

	Adopted Budget	Actual	Variance Budget to Actual	
			By \$	by %
Personal Services	\$11,726,070	\$11,224,654	\$501,416	4.3%
Supplies & Other Services	\$1,742,040	\$1,475,598	\$266,443	15.3%
Interfund Charges	\$193,842	\$198,245	(\$4,403)	(2.3%)
Capital Related Expenses	\$75,000	\$15,268	\$59,732	0.0%
Transfers Out	\$2,006,371	\$2,006,371	\$0	0.0%
Total YTD	\$15,743,324	\$14,920,136	\$823,188	(5.2%)

Managing Staffing Levels Policy

The current policy for the management of staffing levels within the Development Review Fund is focused on managing staffing levels to ensure that we are providing the high quality level of service and on-time review performance that has been committed to our customers. The policy also includes a funding component to ensure the Development Review Fund can withstand fluctuations in revenue collection from development activity. The policy, when implemented, established that a \$5-6 million fund balance should be maintained. Since that time, the staffing levels have increased and therefore, the policy has been adjusted to accommodate these increases. The new fund balance that should be maintained is \$10 million. This has been determined to be the necessary balance to sustain current staffing levels through a downturn in development activity for a period of 3-5 years (Exhibit #2).

Development Review Workload/Performance Measures/Staffing

The goal for management of staffing levels within development review is to ensure that we are providing the high quality level of service and on-time review performance that has been committed to our customers. The method used is based on an historical average and the relationship between an optimum workload that allows staff to meet the performance measure goals that have been established.

Development activity in all areas continued to be robust during 2018. Workload statistics are similar to what was experienced in 2017, with increases in both civil engineering review workload and in the number of building permits issued. Workload in most areas remained above historical averages. There was a slight decrease in the total applications to the Planning Department, however this was in the area of minor amendments and mylar changes. The number of major Development Applications saw an increase over the previous year (Exhibit #3).

Historically, ODA statistics for pre-application meetings, which occur at the beginning of the process, have been a fairly accurate indicator of the trend for the rest of the process over the next 12-18 months. Pre-apps were stable with only a nominal increase over 2017 however, still above the historical average. We are tracking these numbers closely and believe that development activity will remain strong for the next 2-3 years. However there is not expected to be the same kind of sustained increases that we have been experiencing since 2012.

During 2018 performance measures were above 90% in most areas with only a few exceptions (Exhibit #3). This was the first year that performance goals were established and tracked in our Public Works-Real Property. As the chart indicates, the division was able to see marked improvement in meeting their goals by the end of the year. The performance goals for Public Works-Engineering were not met in 2018. This was due to the combined impacts of a significant increase in workload and difficulty in filling positions. It is an extremely competitive market, especially within the engineering field and finding qualified candidates has been challenging. At the end of 2018, there were 110 staff conducting development review activities, 107 FTE and 3 contingent employees. Management believes that the currently approved staffing is appropriate in most areas to continue meeting our performance goals given the levels of development activity expected in 2018-2019. However, there remains concern regarding the sufficiency of staffing within Public Works-Engineering and a proposal for an additional FTE will be presented for Q2 2019.

Development Review Process

The development review team is committed to providing exceptional service to our customers by continually finding ways to improve our processes and our approach to development review. In 2018 staff were involved in several ongoing efforts to enhance the environment for business growth.

➤ **Zoning Code Update**

This effort continued during 2018 with additional meetings and feedback being gathered from stakeholder groups. The final draft is expected to be released in April, 2019. The Original Aurora Code Update was adopted in November 2018 and the Residential Lot Code Update is now a part of the overall Unified Building Code expected to be adopted early summer 2019.

➤ **Building Division Accomplishments**

The Gaylord Hotel and convention center project received its certificate of occupancy in December 2018 after 3 years of construction. Building Division staff were able to assist the owner with an on-time opening despite the building being the largest ever built in the city. Over 63,000 inspections were performed during the duration of the project.

Permit Center staff implemented a career progression program for permit technicians that provides training into a plan review position that serves the walk-in customers in the Permit Center. This change will improve the efficiency of plan reviews, reduce review times, and increase customer service.

➤ **Certifications and Awards**

In 2018 the city's Public Works Department was re-accredited by the American Public Works Association (APWA), this is a 2 year accreditation.

In 2018 the Building Division was re-accredited by the International Accreditation Service (IAS) for an additional 3 years. The Building Division has been accredited since 2008 and remains the only jurisdiction in Colorado to have this distinction.

➤ **Business Process Management Improvements**

The goal is to provide services that are customer-centric, transparent and offer a seamless process from the customer's first point of contact throughout their entire interaction with the city. The Business Process Management project was initiated three years ago and began with an audit of the full development review process conducted by the consulting firm of Lewis and Fowler. The scope of the project was to capture our current state and make recommendations for future improvements. These recommendations included improvements in the areas of fee payment processes, centralized review processes, aligning performance measures, project management, site plan standards, technology usage, resource allocation and training.

Implementation of these improvements requires coordinated change across the many departments and divisions involved in development review. Staff generated a change management plan that included the formation of a Business Transformation Office (BTO) to conduct the implementation process. The BTO was established at the end of 2016 and includes several dedicated staff from various departments. This implementation effort continued throughout 2018 and is expected through the end of 2019. Following is a summary update of the implementation effort:

▪ Software System Upgrade

The contract for Accela, the selected software, was approved in September 2016 and the project kick-off was in February, 2017. Significant progress was made in 2018 and will continue through 2019.

▪ Payment Processes

The effort has been to consolidate and simplify how fees are calculated and paid. Building has implemented a new square foot based fee structure. Similarly, simplified fee structures were created for Planning and Civil reviews and are expected to be implemented in 2019. A standardized invoicing system and predictable timeline for payment are also being established.

▪ Performance Measures

A data driven approach to managing the development review process is essential in providing the level of predictability and customer service the city has aspired to meet. The work underway is to create a more robust, balanced set of performance measures for development review.

▪ Other Improvements Completed or In Process

- E-commerce upgrade
- Centralized Inspections Scheduling
- Aligning project management roles
- Training development
- Updating standard operating procedures
- Customer Service Center

Exhibit #1

Development Review Fund 2018

	January		February		March		April		May		June		July	
	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual
Revenue														
Permit Fees	\$ 875,948	\$ 748,086	\$ 1,006,782	\$ 716,569	\$ 1,132,780	\$ 1,179,281	\$ 1,175,988	\$ 1,328,389	\$ 1,213,579	\$ 820,498	\$ 1,231,419	\$ 545,720	\$ 1,194,892	\$ 1,088,787
Application Fees	189,709	235,603	218,044	326,369	245,332	260,200	254,690	322,827	262,831	306,931	266,695	319,615	258,784	449,501
Contractor License & Exam	40,532	42,270	46,586	54,190	52,417	59,248	54,416	59,820	56,155	64,503	56,981	65,437	55,291	66,938
Other Revenue	3,345	39,169	3,845	4,763	4,326	2,938	4,491	9,952	4,634	3,543	4,702	5,161	4,563	1,487
Earnings on Investments	7,542	15,075	8,669	14,690	9,754	18,395	10,126	17,145	10,450	19,154	10,603	18,306	10,289	20,316
Total Revenue	\$ 1,117,076	\$ 1,080,202	\$ 1,283,926	\$ 1,116,581	\$ 1,444,608	\$ 1,520,061	\$ 1,499,711	\$ 1,737,773	\$ 1,547,649	\$ 1,214,629	\$ 1,570,400	\$ 954,238	\$ 1,523,818	\$ 1,627,028
vs budget		(\$36,874)		(\$167,345)		\$75,452		\$238,062		(\$333,020)		(\$616,163)		\$103,211
Expenditures														
General Management														
<i>Office of Development Assistance</i>														
Personal Services	\$ 42,084	\$ 47,900	\$ 52,130	\$ 56,071	\$ 74,415	\$ 79,193	\$ 56,278	\$ 56,017	\$ 52,896	\$ 56,109	\$ 51,348	\$ 53,506	\$ 51,712	\$ 65,308
Supplies & Services	1,074	946	163	35	457	1,861	1,719	1,590	128	-	434	364	128	-
Interfund Charges	243	243	243	243	243	243	243	243	243	243	243	243	243	243
ODA Total	\$ 43,401	\$ 49,089	\$ 52,536	\$ 56,349	\$ 75,115	\$ 81,297	\$ 58,240	\$ 57,850	\$ 53,267	\$ 56,352	\$ 52,025	\$ 54,114	\$ 52,083	\$ 65,551
Parks Rec & Open Space														
<i>Parks Planning & Design</i>														
Allocated Admin	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417
Parks & Rec Total	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417	\$ 4,417
Planning & Development Services														
<i>Zoning and Development Review</i>														
Personal Services	\$ 95,136	\$ 106,156	\$ 124,088	\$ 126,590	\$ 180,663	\$ 197,876	\$ 133,435	\$ 135,017	\$ 127,796	\$ 132,417	\$ 109,948	\$ 124,226	\$ 115,989	\$ 126,004
Supplies & other services	5,346	5,786	13,624	13,624	22,326	22,328	4,289	4,290	127,571	127,815	12,409	12,409	24,807	24,820
Interfund Charges	6,318	6,318	6,318	6,318	6,318	6,318	6,346	6,346	6,336	6,336	6,343	6,343	6,331	6,331
Planning Total	\$ 106,800	\$ 118,260	\$ 144,030	\$ 146,532	\$ 209,307	\$ 226,522	\$ 144,070	\$ 145,653	\$ 261,703	\$ 266,567	\$ 128,700	\$ 142,978	\$ 147,127	\$ 157,155
Planning & PROS Total	\$ 111,217	\$ 122,677	\$ 148,447	\$ 150,949	\$ 213,724	\$ 230,939	\$ 148,487	\$ 150,070	\$ 266,120	\$ 270,984	\$ 133,117	\$ 147,395	\$ 151,544	\$ 161,572
Public Works														
<i>Building Codes</i>														
Personal Services	\$ 432,977	\$ 483,466	\$ 535,115	\$ 547,088	\$ 762,973	\$ 841,007	\$ 544,224	\$ 564,389	\$ 525,293	\$ 551,340	\$ 471,982	\$ 528,027	\$ 513,980	\$ 560,066
Supplies & other services	62,945	46,357	78,049	61,886	85,525	69,607	103,437	88,335	112,552	96,455	90,844	82,590	88,847	74,454
Interfund Charges	7,147	7,146	8,150	8,149	7,005	7,004	8,921	8,920	8,075	8,074	9,001	9,000	7,738	7,737
Building Codes Total	\$ 503,069	\$ 536,969	\$ 621,314	\$ 617,123	\$ 855,503	\$ 917,618	\$ 656,582	\$ 661,644	\$ 645,920	\$ 655,869	\$ 571,827	\$ 619,618	\$ 610,565	\$ 642,258
<i>Engineering Services</i>														
Personal Services	\$ 92,171	\$ 100,179	\$ 129,129	\$ 131,381	\$ 197,004	\$ 207,790	\$ 147,094	\$ 149,110	\$ 148,662	\$ 149,253	\$ 136,065	\$ 144,936	\$ 135,795	\$ 150,306
Supplies & other services	3,157	6,040	2,991	3,454	4,291	6,108	2,681	4,175	22,368	31,866	7,629	5,644	2,681	17,956
Interfund Charges	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560
Engineering Services Total	\$ 96,888	\$ 107,780	\$ 133,680	\$ 136,395	\$ 202,855	\$ 215,458	\$ 151,335	\$ 154,845	\$ 172,590	\$ 182,679	\$ 145,254	\$ 152,139	\$ 140,036	\$ 169,822
Public Works Total	\$ 599,957	\$ 644,749	\$ 754,994	\$ 753,518	\$ 1,058,258	\$ 1,133,076	\$ 807,917	\$ 816,489	\$ 818,510	\$ 838,548	\$ 717,081	\$ 771,757	\$ 750,601	\$ 812,080
Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,682	\$ 42,682	\$ -	\$ -	\$ 510	\$ 510
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,682	\$ 42,682	\$ -	\$ -	\$ 510	\$ 510
Interfund Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure total vs budget	\$ 754,575	\$ 816,515	\$ 955,977	\$ 960,816	\$ 1,347,197	\$ 1,445,312	\$ 1,014,644	\$ 1,024,409	\$ 1,180,579	\$ 1,208,567	\$ 902,223	\$ 973,266	\$ 954,738	\$ 1,039,713
		(\$61,940)		(\$4,839)		(\$98,115)		(\$9,765)		(\$27,987)		(\$71,043)		(\$84,975)
Net (actual)		\$ 263,686		\$ 155,765		\$ 74,749		\$ 713,364		\$ 6,063		\$ (19,028)		\$ 587,315

2018 Budget	Current Funds Available
Revenue	\$ 17,202,489
Expenditures**	\$ 15,336,329
Profit/(loss)	\$ 1,866,160
	Beginning \$ 10,652,915
	YTD Funds Avail 2,886,263
	YTD Balance \$13,539,179

**Expenditures include \$1,984,105 overhead transfer

	August		September		October		November		December		Total	
	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual	Projection	Actual
Revenue												
Permit Fees	\$ 1,179,109	\$ 863,316	\$ 1,086,278	\$ 1,082,887	\$ 1,188,242	\$ 1,670,723	\$ 1,030,477	\$ 1,168,264	\$ 1,173,724	\$ 1,287,622	\$ 13,489,217	\$ 12,500,143
Application Fees	255,366	253,521	235,261	451,835	257,344	485,091	223,176	446,947	254,200	419,119	2,921,432	4,277,557
Contractor License & Exam	54,560	75,660	50,265	58,605	54,983	60,500	47,683	52,730	54,311	44,273	624,180	704,172
Other Revenue	4,503	2,381	4,148	8,417	4,537	2,769	3,935	1,802	4,482	5,084	51,510	87,105
Earnings on Investments	10,153	20,054	9,353	20,680	10,231	23,484	8,873	23,706	10,106	26,418	116,150	237,423
Total Revenue	\$ 1,503,690	\$ 1,214,931	\$ 1,385,305	\$ 1,622,425	\$ 1,515,338	\$ 2,242,568	\$ 1,314,143	\$ 1,693,449	\$ 1,496,823	\$ 1,782,515	\$ 17,202,489	\$ 17,806,400
vs budget		(\$288,759)		\$237,119		\$727,229		\$379,305		\$285,692		\$ 603,911
Expenditures												
General Management												
<i>Office of Development Assistance</i>												
Personal Services	\$ 65,937	\$ 70,722	\$ 71,540	\$ 47,937	\$ 69,864	\$ 50,476	\$ 63,617	\$ 55,897	\$ 77,849	\$ 47,327	\$ 729,673	\$ 686,462
Supplies & Services	128	66	3,132	-	3,019	-	3,399	157	3,405	1,260	17,182	6,279
Interfund Charges	243	243	243	243	243	243	243	243	245	243	2,918	2,918
ODA Total	\$ 66,308	\$ 71,031	\$ 74,915	\$ 48,180	\$ 73,126	\$ 50,719	\$ 67,259	\$ 56,297	\$ 81,499	\$ 48,830	\$ 749,773	\$ 695,659
Parks Rec & Open Space												
<i>Parks Planning & Design</i>												
Allocated Admin	\$ 4,417	\$ 4,417	\$ 1,768	\$ 4,417	\$ 10,604	\$ 4,417	\$ 2,650	\$ 4,417	\$ 2,642	\$ 4,417	\$ 53,000	\$ 53,004
Parks & Rec Total	\$ 4,417	\$ 4,417	\$ 1,768	\$ 4,417	\$ 10,604	\$ 4,417	\$ 2,650	\$ 4,417	\$ 2,642	\$ 4,417	\$ 53,000	\$ 53,004
Planning & Development Services												
<i>Zoning and Development Review</i>												
Personal Services	\$ 173,622	\$ 186,699	\$ 159,112	\$ 118,922	\$ 154,667	\$ 120,089	\$ 143,471	\$ 111,559	\$ 174,499	\$ 107,773	\$ 1,692,428	\$ 1,593,327
Supplies & other services	4,656	5,215	18,603	38,621	22,633	10,330	16,970	17,573	88,047	31,565	361,281	314,375
Interfund Charges	6,327	6,328	6,916	6,334	6,342	6,318	6,611	6,348	6,366	6,331	76,872	75,970
Planning Total	\$ 184,605	\$ 198,241	\$ 184,631	\$ 163,877	\$ 183,642	\$ 136,737	\$ 167,052	\$ 135,480	\$ 268,912	\$ 145,669	\$ 2,130,581	\$ 1,983,672
Planning & PROS Total	\$ 189,022	\$ 202,658	\$ 186,399	\$ 168,294	\$ 194,246	\$ 141,154	\$ 169,702	\$ 139,897	\$ 271,554	\$ 150,086	\$ 2,183,581	\$ 2,036,676
Public Works												
<i>Building Codes</i>												
Personal Services	\$ 771,297	\$ 855,075	\$ 683,681	\$ 547,005	\$ 682,600	\$ 558,130	\$ 637,628	\$ 530,454	\$ 774,506	\$ 498,718	\$ 7,336,259	\$ 7,064,765
Supplies & other services	116,364	101,726	117,678	88,150	157,237	99,065	118,606	73,567	165,995	118,692	1,298,077	1,000,884
Interfund Charges	8,730	8,729	7,288	8,345	7,688	8,062	7,803	8,656	7,789	10,817	95,335	100,641
Building Codes Total	\$ 896,391	\$ 965,530	\$ 808,647	\$ 643,501	\$ 847,525	\$ 665,257	\$ 764,037	\$ 612,677	\$ 948,290	\$ 628,228	\$ 8,729,671	\$ 8,166,290
<i>Engineering Services</i>												
Personal Services	\$ 205,461	\$ 215,728	\$ 176,315	\$ 145,594	\$ 174,989	\$ 149,780	\$ 167,302	\$ 144,369	\$ 204,725	\$ 138,669	\$ 1,914,711	\$ 1,827,096
Supplies & other services	2,681	14,846	5,824	1,587	3,058	8,948	3,318	10,763	4,821	42,672	65,501	154,059
Interfund Charges	1,560	1,560	1,557	1,560	1,557	1,560	1,557	1,560	1,566	1,560	18,717	18,717
Engineering Services Total	\$ 209,702	\$ 232,133	\$ 183,696	\$ 148,741	\$ 179,604	\$ 160,288	\$ 172,177	\$ 156,691	\$ 211,112	\$ 182,901	\$ 1,998,929	\$ 1,999,872
Public Works Total	\$ 1,106,093	\$ 1,197,663	\$ 992,343	\$ 792,242	\$ 1,027,129	\$ 825,545	\$ 936,214	\$ 769,368	\$ 1,159,402	\$ 811,128	\$ 10,728,599	\$ 10,166,162
Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,808	\$ 39,711	\$ -	\$ (67,635)	\$ 75,000	\$ 15,268
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,808	\$ 39,711	\$ -	\$ (67,635)	\$ 75,000	\$ 15,268
Interfund Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,006,371	\$ 2,006,371	\$ 2,006,371	\$ 2,006,371
Expenditure total	\$ 1,361,423	\$ 1,471,352	\$ 1,253,657	\$ 1,008,716	\$ 1,294,501	\$ 1,017,418	\$ 1,204,983	\$ 1,005,273	\$ 3,518,826	\$ 2,948,780	\$ 15,743,324	\$ 14,920,136
vs budget		(\$109,929)		\$244,941		\$277,083		\$199,710		\$ 570,046		\$ 823,188
Net (actual)		\$ (256,421)		\$ 613,709		\$ 1,225,150		\$ 688,175		\$ (1,166,265)		\$ 2,886,263

Policy for Managing Staffing in the Development Review Fund

Staff is focused on managing the staffing levels in the development review fund to ensure that we are providing the high quality level of service and on-time review performance that has been committed to our customers. The following outlines a plan to manage these staffing levels along with creating a fiscally sound foundation for the Development Review Fund that supports and sustains these services both at the height of development activity as well during a downturn.

General Staffing Concept

The method used to determine staffing is to use an historical average and the relationship to the optimum workload that allows staff to meet the performance measure goals that have been established. All staff would be Full Time Employees (FTE) except when the use of a contingent/contract employee for a specific project is appropriate.

Criteria for Workload and Staffing Management

Staff will review development activity, workload, performance statistics and fund balance on a quarterly basis. They will analyze across the fund and by individual departments/divisions for specific activities so that changes can be tracked, trends identified and the following actions taken when necessary:

Increase

Activity levels have consistently increased above the historic average, then the following measures will be taken (in no particular order):

- Overtime will be instituted in order to meet performance measure goals.
- Supervisors will conduct plan review and inspection duties.
- Some services may be provided by commissioning of a 3rd party consultant on a temporary basis.
- Prioritizing workload to meet performance measures for services that directly impact customers.

These measures should be sufficient to withstand a 6 month increase. If the increase is sustained then process for activation of an over-hire position should begin.

Over-hires - There are 15 positions that have been authorized but unfunded within the Development Review Fund. Following is the process for activation of these positions:

- Notify appropriate council policy committee (currently Planning and Economic Development) with justification for activating position(s)
- Include in the next budget supplemental process

Decrease - Activity levels have consistently decreased below the historic average, then following measures will be taken:

- Reduce expenditures (i.e. training, professional services etc.)
- Hold vacancies

These measures should be sufficient to withstand a decrease that has a multi-year duration.

Fund Balance

The fund balance proposed to be maintained is \$10 million. This has been determined to be the necessary balance to sustain staffing levels through a downturn in development activity for a period of 3-5 years.

Revised April 2019

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Exhibit #3

WORKLOAD	Defining Activity	Historical Average (2008-2018)	2016 Actual	2017 Actual	2018 Actual	2019 Projected
ODA	Pre-application Meeting	127	171	161	163	160
Planning	Development Applications	322	270	344	288	290
PW – Engineering	Civil Plan Sets	130	135	149	212	153
PW – Building	Permits Issued (total)	14,717	14,340	13,273	14,739	14,600
	-New Building	957	1,440	1,737	1,510	1,600
	-Existing Building	13,791	12,282	11,536	13,229	13,000
PW – Real Property	Development Applications	N/A	N/A	N/A	574	500
	Easements Reviewed	N/A	N/A	N/A	134	100
	Building Permits Reviewed	N/A	N/A	N/A	1,443	1,300
	Licenses Reviewed	N/A	N/A	N/A	97	90

PERFORMANCE	Defining Activity	Performance Measure Goal	2016 Actual		2017 Actual		2018 Actual	2019 Projected
ODA	Pre-application Meeting	Pre-app meeting notes completed within established timeframes	98%		99%		100%	100%
		Respond to new customer inquiries within 24 hours	92%		96%		92%	98%
Planning	Development Applications	Plans reviewed within established timeframes	100%		96%		91%	95%
		Permit and plan referrals reviewed within 7 days	77%		96%		97%	95%
PW - Engineering	Civil Plan Sets	Plans reviewed within established timeframes	85%		90%		83%	95%
PW - Building	Permits Issued	Plans reviewed within established timeframes	86%		99%		99%	90%
		Calls answered within 30 seconds or less	78%		85%		96%	98%
		Inspections completed on day requested	99%		98%		98%	95%
			Q1 2018	Q2 2018	Q3 2018	Q4 2018	2018 Total	Projected
PW – Real Property	Reviews	Subdivision Plats reviewed within established timeframes	57%	67%	91%	94%	77%	80%
		Easement releases/dedications reviewed within established timeframes	85%	85%	80%	96%	87%	80%
		Building permits reviewed within established timeframes	69%	77%	74%	82%	76%	80%
		Development related licenses reviewed within established timeframes	100%	100%	98%	100%	99%	80%



Planning and Economic Development Policy Committee Agenda Item Commentary

Item Title: NE Stakeholders and ICSC General Retail Update
Item Initiator: Tim Gonerka
Staff Source: Tim Gonerka, Senior Retail Project Manager
Deputy City Manager Signature:
Outside Speaker: None
Council Goal: 5.0: Be a great place to locate, expand and operate a business and provide for well-planned growth and development

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item and Move Forward to Regular Meeting
- Information Only

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The Retail Development team reports to this Committee on an "as requested" basis concerning retail key issues, annual updates and report of key meetings. This will be one of those update reports. Chair Bergan requested a presentation of both topics.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

The Retail Development Mgr. will report on the NE Development & Retail meeting held Friday March 22nd with the major property owners. In addition, he will update the committee on the ICSC plans and goals for the May conference this year.

This is for information sharing only.

QUESTIONS FOR Committee

None

EXHIBITS ATTACHED: