

PLANNING AND ECONOMIC DEVELOPMENT MEETING

March 11, 2020

8:30 a.m.

Mt. Elbert Conference Room, 5th floor
Council Member Francoise Bergan, Chair
Council Member Crystal Murillo, Vice Chair
Council Member Allison Hiltz, 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 12 draft Minutes | Council Member Bergan | 8:30 a.m. |
| 2. | Status of 2019 PED Agenda Items | George Adams | 8:35 a.m. |
| 3. | 64 th Avenue Multimodal Study Update | Huiliang Liu | 8:50 a.m. |
| 4. | Development Review Staffing Request | Vinessa Irvin | 9:05 a.m. |
| 5. | Construction Education Foundation | Vinessa Irvin | 9:20 a.m. |
| 6. | Miscellaneous Matters for Consideration <ul style="list-style-type: none">• Aurora Economic Development Council• Havana Business Improvement District• Aurora Chamber of Commerce• Planning Commission• Oil and Gas Committee | Council Member Bergan | 9:35 a.m. |
| 7. | Confirm Next Meeting
April 1, 2020 | Council Member Bergan | 9:55 a.m. |

**PLANNING AND ECONOMIC DEVELOPMENT (PED)
POLICY COMMITTEE MEETING**

February 12, 2020

Members Present: Councilmember Francoise Bergan, Chair; Councilmember Crystal Murillo, Vice Chair; Councilmember Allison Hiltz

Others Present: Jason Batchelor, Nancy Freed, George Adams, Andrea Amonick, Bob Oliva, Cindy Colip, Scott Berg, Tod Kuntzelman, Dan Money, Vinessa Irvin, Hector Reynoso, Natasha Wade, Tom Blevins, Jose Rodriguez, Mark Smith, Stephen Rodriguez, Elena Vasconez, Sara Wile, Andrea Barnes, Susan Chapel, Liia Koiv-Haus, Daniele Stufft, Ryan Loomis, Daniel Krzyzanowski, Heather Lamboy, Phil Nachbar, Karen Hancock, Claire Dalby, Julianna Berry, Chris Johnson, Dean Antweiler, Mark Withiewicz, Kevin Smith, Chance Hourichi, Yuriy Gorlov, Kevin Hougen, Dennis Lyon, Bob Bengen, Gayle Jetchick, Leigh Hettick, Melvin Bush, Garrett Wall, Margee Sobey, Brad Pierce, Stephenie Baca

APPROVAL OF MINUTES

January 8, 2020 minutes were approved.

MINERAL LEASING PROGRAM UPDATE

Summary of Issue and Discussion:

Hector Reynoso, Real Property Services Manager, gave the committee a general update on the Mineral Leasing Program and mentioned that it was established in 2017 in order to ensure efficient leasing of city-owned minerals.

The city, as a mineral rights owner, may choose to extract minerals by drilling or by leasing mineral rights to a drilling company. Since 2011, the City has entered into thirteen oil and gas leases with five different companies - ConocoPhillips, Anadarko, Bison Oil & Gas, Rocky Mountain Hydrocarbon, and Aspired Energy. The city is continually approached by additional companies seeking to lease city-owned mineral rights. Mineral extraction companies have expressed interest in competing for leasing rights to city-owned minerals. The city requires a non-surface use agreement from mineral extraction companies in order to lease city-owned minerals.

Leasing city-owned minerals involves negotiating terms for bonus payments, production royalties, non-surface use, and other terms. Title reports determine who owns mineral rights to a specific tract of land. A bonus payment is a one-time payment made at the time of signing a lease and is based on a certain dollar amount per net mineral acre. The amount of funds received from royalty payments depends upon production, net of expenses (i.e. costs of acquiring rights-of-way, drilling costs, etc.). Currently, the city negotiates non-surface use agreements with potential lessees. Other negotiable terms include initial lease period, shut-in royalties, shut-in period, and pooling & unitization.

In an effort to ensure the efficient leasing of city-owned mineral rights, Real Property Services (RPS) adopted and implemented a Mineral Leasing Program (MLP), with City Council support, that is modeled after the programs of Weld County, federal government, and Colorado State Land Board. The MLP provides standard policies, procedures, and dictates minimally acceptable terms. Implementation of this program allows the city to dictate terms by establishing a minimum acceptable bonus payment and production royalty and establishing a maximum term of 3-years with a 5-year shut-in period. If production has not begun in 8-years, the city regains control of its minerals and could lease them anew. The process works as follows:

- 1) Companies submit an application seeking to lease city-owned minerals
- 2) Upon receipt of the application, RPS requests highest and best offers from competing companies, and advertise with the Colorado Oil and Gas Association.

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- 3) Applicants are provided 45 days from the date their applications are requested by the city. The proposed terms are similar to Weld County & Colorado State Land Board requirements.
- 4) Upon receipt of applications (45 days after initial request), RPS compiles the offers and recommends the highest and best offer to city council, at executive session, for their review and recommendation.
- 5) Upon receipt of a favorable recommendation at executive session, RPS proceeds to obtain approval at regular session. (If no favorable recommendation is received at executive session then RPS does not proceed with approval at regular session. At this point, companies may proceed with statutory pooling.)
- 6) Upon approval at regular session, the Mayor executes a lease and the city receives the upfront bonus payment and long-term royalties per the executed lease.

Advantages of implementing this MLP can include:

- Ability to negotiate surface non-use
- Potential for higher bonus payments
- Potential for higher royalty payments
- Ability to standardize terms, conditions and duration in a transparent fashion

The city may decide not to enter into mineral lease with a particular company or any company at all. However, a company seeking to extract minerals could petition the Colorado Oil & Gas Conservation Committee (COGCC) to force the city into a lease through Forced or Statutory Pooling. Forced Pooling is the consolidation of minerals and combining of land within a drilling unit. Terms of a Forced Pool lease are dictated by the COGCC and include certain penalties for non-consenting mineral owners.

Disadvantages of Statutory Pooling can include:

- Non-payment of bonus payments, and
- Penalties on royalty payments.

Mr. Reynoso asked the committee if they agree with continuing this process.

Q: Vice Chair Murillo asked if SB181 would affect Forced or Statutory Pooling should the city decide not to enter into a mineral lease.

A: Mr. Reynoso replied that the bonus payments would not be received by City and royalties would be decreased with Forced Pooling, with the passage of SB181 the royalties would result in 13 percent for gas wells and 16 percent for oil wells.

Q: Chair Bergan asked if drilling doesn't take place, royalties won't be collected.

A: Mr. Reynoso confirmed that is true that royalties will not be collected if operations are not commenced within the five years of the lease term. The city will be able to recover the minerals and lease them out should another company become interested in drilling.

Deputy City Manager Nancy Freed added that there are a few that will be moving forward but since it has been awhile, we want to make sure the committee understands how the process works with moving forward to City Council Executive Session with mineral leasing recommendations.

Q: Chair Bergan asked for verification that the city is currently receiving revenue without drilling which includes bonuses.

A: Mr. Reynoso said that is correct and drilling is not allowed on surfaces of city owned land and that a lot of sites are located under roadways and on properties that the city has acquired.

Outcome: The Committee agreed that the Mineral Leasing Program will continue as recommended.

Follow-up Action: No additional action required.

2019 DEVELOPMENT REVIEW ANNUAL REPORT

Summary of Issue and Discussion:

Office of Development Assistance (ODA) Manager Vinessa Irvin briefed the committee by giving an annual report of the development review functions conducted by the Development Review Team for the 2019. She gave background about how the Development Review Fund (DRF) was created to account for all the revenues and expenditures of the city's development review activities and mentioned that 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.

Development Review Fund, Development Review Workload/Performance Measures/Staffing and Development Review Process

The fund began 2019 with funds available balance of \$11.7 million. Total revenue collected was \$17.6 million. After all expenditures, including the \$2.2 million payment to the General Fund and monies allocated to make payments for the new workflow system, the balance in the DRF at the end of 2019 was \$12.0 million. Development activity remained strong in 2019, with workloads increasing in most areas over what was experienced in 2018. The performance measures in many areas remained at or near the 95% goal. Of note however is the area of PW – Engineering. There was approximately a 70% increase in their workload. This significant increase caused their performance to decrease.

In 2019, staff continued to work closely with the development community on the zoning code update. The new code was approved by city council and became effective on September 21, 2019. There was continued progress made on the Accela workflow system implementation project.

2019 Budget and Actuals

Ms. Irvin shared the fund balance history back to 2016 and compared the 2019 budgeted revenue and expenditures to actual revenue and expenditures in the DRF. She said the variance figures provide the difference between the projected planned target budget and actual for the year.

The total revenue for 2019 was \$17.6 million and expenditures were \$17.3 million which includes the \$2.2 million transfer to the General Fund.

- Ending funds available 12/31/2018: \$11,708,717
- Ending funds available 12/31/2019: \$12,028,045

Q: Chair Bergan asked why so much money is needed in this fund.

A: Ms. Irvin said the funding increase was set to keep up with the additional staffing and act as a buffer, should there be another significant downturn in the economy.

Q: Chair Bergan wanted to know why the balance was not used for the increase in Engineering staffing and Council Member Hiltz asked if this is common practice with other departments funding to maintain a balance for future staffing needs.

A: Ms. Freed said this fund is fee generated which pay for all staffing and most other department are funded through the general fund.

Development Review Workload/Performance Measures/Staffing

Ms. Irvin explained the goal for management of staffing levels within development review is to ensure that we are providing a 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 2019. Workload statistics in most areas increased from what was experienced in 2018 and remain above historical averages. She pointed out the significant increase in the civil engineering review workload which had an increase of approximately 70% over 2018.

During 2019 performance measures were above 95% in most areas with only a few exceptions as the Planning Department struggled to meet their performance goals, due to staff turnover and challenges filling vacant positions. As vacant positions were filled, and staff trained, there was significant improvement in 4th quarter 2019. The performance goals for Public Works-Engineering were not met in 2019. This was due to the combined impacts of the overwhelming increase in workload and difficulty in filling positions.

Ms. Irvin mentioned that these positions are difficult to fill due to the competitive job market and Management has been reviewing several options to address the workload and performance issues in this area and may determine it necessary to request additional staffing in 2020. At the end of 2019, there were 126 staff conducting development review activities, 122 FTE and 4 contingent/contract employees.

Q: Chair Bergan asked if interns are considered when filling these vacant positions to complete the lower end tasks of the process.

A: Ms. Freed said interns were hired in Public Works to fill accounting positions. High-level and experienced staff are needed for these unfilled positions. Ms. Irvin said there aren't lower engineering tasks that can fill an intern's position. Civil construction and drainage document reviews are where the tasks are struggling to keep up and requires high-level review experience. Public Works has looked into hiring third-party consultants to complete these types of tasks, but consultants are in demand as well and are hard to find. She said these positions are slowly being filled and mentioned that additional Engineering positions may need to be requested in the future.

There was a decrease of new building permits, but because of an increase in the permits issued on existing buildings, the total permits issued overall in 2019 increased over the previous year. 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. The number of Pre-apps conducted increased 20% over the previous year and remain significantly above the historical average. We are tracking these numbers closely and believe that development activity will remain strong for the next 2 years.

Development Review analysis was conducted for the Development Review processes which are a critical component of ensuring the successful achievement of the city's goal of economic development and business growth. Over the past several years, the city has experienced a significant increase in development activity and workload over historical averages. There have also been turn-over in key management staff, mainly due to retirements. This has resulted in many challenges within the development review functions. Therefore, it was determined that a "start to finish" analysis of the city's processes and practices was necessary. An RFP was issued in October 2019 for a consultant to conduct the analysis and identify opportunities for enhancements and improvements. A consultant was chosen at the end of the year and their work will begin early in 2020.

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. Staff remains focused on continuous improvement of our development review processes. As a result, the staff regularly examines and adjusts processes in response to changing conditions and customer input. Several efforts are currently being implemented and new initiatives are planned to begin in 2020.

Q: Chair Bergan asked if the tracking software that if being used is effective or a hinderance.

A: Ms. Irvin said the Amanda program is not as effective and is not keeping up with the current needs. In 2019 the upgrade to Accela software system was made and is making significant progress and a phased roll-out of the system is slated to begin in the 2nd Quarter of 2020.

Outcome: This item was for informational purposes only.

Follow-up Action: No follow-up action required.

MISCELLANEOUS MATTERS

Aurora Economic Development Council Update (Yuriy Gorlov):

Started 2020 with Porteos and Prologis distribution and industrial deals which will create additional jobs.

Havana Business Improvement District (Chance Hourichi):

On Havana Street - New businesses:

- New Pupusa Restaurant - NOW OPEN - HAVANA & 3rd
- Play Arcade - Fish Tables (Redemption Arcade, will follow up with Trevor)
- J Love African International Market (moved from Colorado Springs)
- Village on the Park - KIMCO- First Watch - A Day Time Cafe - Opened 2/10/2020, Share Tea, Five Below & 7 more leases Coming in 2020.
- Amcap - Gardens on Havana - new restaurant TBA is developing on the pad near Chick Fil A, AFC URGENT CARE Coming Soon, Ross will be Opening in half of the former Toys R Us space (the Ross at the Village on the Park will remain open).
- Shopping center remodel at Havana Plaza (Near Havana & Iliff)
- Bicycle Village: Uncle Joe's Hong Kong Style Bistro coming in 2020 - under construction & received liquor license, should finish construction by the summer.
- Kum and Go - Havana & Yale - Expected Ground Breaking in first quarter.
- CLOSED Businesses: Ecig of Denver (Havana Plaza)
- 2020 Multimodal study on-going.
- Argenta is in progress and will host a ground-breaking ceremony in the 2nd Quarter, should be closing on purchasing the surrounding properties in the next month and hopes to break ground in a few months

Aurora Chamber of Commerce Update (Kevin Hougen):

- Woman in Business 20th Annual Unsung Hero luncheon was conducted on February 7th which honored 19 amazing women who are making a difference in our community.
- A group from the Chamber was sent to San Antonio to accept an award from the Space Command.
- We are in the running for getting the Joint Operations Intelligence Center to relocated to BAFB which will employ 3500 people.
- Kevin went to Vandenberg AFB with General Raymond and went to Portland, Oregon to receive an award from the Association of Chambers for 2018 highest membership and revenue gain in the Western United States.

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- On March 13th is the 65th Annual Awards Dinner.
- Six job fairs are scheduled for 2020.
- 500 Raytheon Aerospace Engineering jobs coming to Aurora with \$40,000 sign-on bonuses. These jobs with incentives are available and are finding it very difficult to fill due to competitive job market.

Planning Commission Update (Dennis Lyon):

- Planning Commission will be making a recommendation to City Council on the Aurora Places Comp Plan amendment and a rezone along Tower Road between 32nd and 35th. Zoning change will be from an industrial hub to a commercial hub.

Oil & Gas Advisory Committee Update (Brad Pierce):

- Submitted the Fourth Quarter report from 2019 as backup to the committee.
- The O&G Advisory Committee and we were able to offer input on the Mineral Leasing Program that was presented.
- Mentioned that the O&G Advisory Committee is available to provide O&G input to the PED Committee when needed.
- At the O&G January meeting we had a toxicology presentation on the possible short-term health impacts from oil and gas and would like to bring to that presentation to the PED as an agenda item.

Business Advisory Board Update (Garrett Wall):

January's meeting was well attended and completed the By-laws review which are to be review every two years. We wanted to bring them in line with the structure with how the terms work according to ordinance and making sure the BAB members understand that their term exists as three-year terms. Discussion led to extending the membership to 22 members and want to bring the minutes from that discussion to PED to gain additional background information. In summary, the BAB decided they wouldn't like to expand membership directly as appointed members just for the sake of being able to conduct business. The meetings are not that long and would like to keep the meetings as currently conducted because all members are business owners and are busy but need a quorum present to conduct business. We are trying to mitigate that by offering a call-in number and screen share, so all members could be involved.

The BAB likes the idea of subcommittees and would like to expand the board that way. Also, to define some field areas as Retail, Restaurant and Finance subcommittees and would call upon the PED to appoint additional board members and solicit through the SBDC and general public to have more board members in each of those subcommittees and would be more efficient to the board. Each subcommittee would be chaired by a BAB member and represent that subcommittee's interest.

Q: Council Member Murillo asked if a quorum would be an issue if done this way and how it would work.

A: Mr. Well stated there wouldn't be official city business conducted in the subcommittees but would be more like public outreach committees for business owners which would review and discuss the next BAB's agenda and bring a more educated opinion back to the BAB meeting. He would like to bridge the gap between all the subcommittees that affect businesses in the city to bring them together. He reiterated that the Board members need to reach out to council members and council to reach out to the BAB members, He asked that the BAB members be introduced at each Ward meeting so that the general public could know who their business representatives are and would like BAB members to get SBDC license training, there would be a BAB member present to address ordinance issues.

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Q: Chair Bergan offered Mr. Wall to attend her Town Hall Meeting and said the General Manager of Southlands will be presenting in March. She agreed the idea of subcommittees was a good idea and asked how the BAB would interact.

A: Mr. Well said it would be up to that committee and how they best facilitate meetings. We want more attendance from the BAB members at the meetings that are already participating so they could offer their assistance and address business concerns. He said the idea to do this was from the sugary drinks presentation and how the BAB members felt that not enough outreach or research was conducted before suggesting an ordinance change.

Q: Chair Bergan asked if the BAB meeting times were changed.

A: Mr. Well said that this was discussed as part of the by-law review and BAB meetings are now adjusted to 11:00 a.m. instead of breakfast time.

Q: Vice Chair Murillo asked for a list of industries that are represented in current memberships.

A: Mr. Wells ensured this is the beginning of the discussion and will be providing backup of the mechanics and want council to decide what areas of the business community that are important. It will be on open dialog of the list that will be forthcoming.

Development Services Manager Andrea Amonick explained how the BAB appointments work, that three appointments are to be renewed and will send a list to the PED committee with information on the businesses they represent. She mentioned that council members are relied on for their knowledge about their Wards to best select appointments to the subcommittees, so outreach can be better utilized and enable the BAB to be able to assist as an advisory board to council.

Mr. Wall mentioned an additional ad hoc member Aurora Fire Rescue Commander Steven Wright from the Investigations & Inspections Division to the BAB who brings forth a small piece of the 2015 International Fire Code (IFC) for adoption. Commander Wright asked to bring outreach and process to the BAB. His intent is to bring updates and policy issues up as they affect development or permitting. We appreciate they're reaching out to the business community.

Planning Director George Adams mentioned status of the 2019 PED Agenda items status to be presented in March.

Chair Bergan suggest using a similar format for the status of the items as the HORNS Committee.

Mr. Adams mentioned how RTD service reductions (due to operator shortages), are throughout Aurora and will affect the R Line. He said staff is working with the Communications Department on an outreach campaign, on a press release media campaign, and are working with external stakeholders to communicate concerns to the RTD Board. He asked for council's support and from other constituents to express this opposition concern to RTD.

Mr. Hougen expressed concern over a Mill Levy Stabilization Bill being introduced at the State Capital that will create major challenges to the Cherry Creek School District and will cause around 700 teachers to be laid off. Their Mill Levy is about \$19 million via stabilization across the State at least \$7 million which will force Cherry Creek to bring the issue to the ballot every two years for the next six years and will have to raise their Mill Levy up \$60 million but are only allowed to keep \$20 million. He requested support from council with contacting delegates to communicate concerns with this issue.

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Approved: _____
Francoise Bergan, PED Committee Chair

Next meeting date: March 11, 2020 at 8:30 a.m. in Mt. Elbert Conference Room



Planning and Economic Development Policy Committee Agenda Item Commentary

Item Title: Status of 2019 PED Agenda Items
Item Initiator: George Adams, Planning Director
Staff Source: George Adams, Planning Director
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 the February 12, 2020 PED meeting the Chair requested an update on the status of 2019 PED Agenda items.

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

At the February 12, 2020 PED meeting the Chair requested an update on the status of 2019 PED Agenda items. Staff will provide an overview of the status of agenda items covered during the 2019 PED Committee meetings.

QUESTIONS FOR Committee

For information only

EXHIBITS ATTACHED:

2019 PED Agenda Items Status Spreadsheet

2019 Meeting Dates	Agenda Items	Staff Contact	STATUS		
			Outcome	Follow-up	Completed
Jan. 9, 2019	2018 PED Committee Recap	Jason Batchelor	Informational	N/A	x
	2019 PED Committee Work Plan	Jason Batchelor	Staff will update 2019 list of agenda topics and coordinate with presenters.	Staff to schedule items per discussion.	x
Feb. 13, 2019	Update on Development Activity	Scott Berg & Tod Kuntzelman	Informational	N/A	x
	Northeast Aurora Market & Zoning Analysis – Final Draft Recommendations	Brian Duffany & EPS	Staff to incorporate property owner comments.	Several major development applications in the NE study area have moved forward. Staff initiated 64 th Avenue Multimodal Study. 64 th Avenue update on Mar 2020 PED Agenda.	x
Mar. 6, 2019	MEETING CANCELLED				
Apr. 10, 2019	2018 Development Review Annual Report	Vinessa Irvin	Informational	N/A	x
	NE Stakeholders and ICSC General Retail Update	Tim Gonerka	Informational	N/A	x
	Update Unified Development Code	Karen Hancock	Staff to move UDO forward.	UDO unanimously adopted by Council in August 2019. UDO effective September 2019.	x
May 8, 2019	Opportunity Zone Update	Yuriy Gorlov	Informational	N/A	x
	Developers Observations on the Market	Jason Batchelor	Informational	N/A	x
	Unified Development Code (UDO)	Karen Hancock	Informational	N/A	x
Jun. 12, 2019	MEETING CANCELLED				
Jul. 10, 2019	Charity Donation Bin Ordinance Proposal	Malcolm Hankins	The Committee supports this ordinance being placed in the pending UDO.	Ordinance incorporated in adopted UDO.	x
	Data Centers – Economic impact & Incentives	Yuriy Gorlov	The Committee agreed to forward the proposed Data Center Incentive Policy to City Council for consideration	Data Center Incentive Policy presented at September 16, 2019 Council Study Session. Council indicated support for the incentive policy.	

2019 Meeting Dates	Agenda Items	Staff Contact	STATUS		
			Outcome	Follow-up	Completed
	DRF Staffing Request	Vinessa Irvin	Staff will send notification to City Council	Staff to follow-up with activation of 5 over-hire positions/Development Review Fund	x
	ICSC Retail Convention Update	Tim Gonerka	Informational	N/A	x
	Oil & Gas Fees and Staffing	Vinessa Irvin	The Committee agreed with these recommendations, staff will prepare to take to City Council	Staff to hire additional staff and establish the division.	Hiring in process
Aug. 14, 2019	MEETING CANCELLED				
Sep. 11, 2019	AEDC Update	Yuriy Gorlov	Informational	N/A	x
	Aurora Chamber of Commerce Update	Rene Simard	Informational	N/A	x
	Office Market Update	Andrea Amonick	Informational	N/A	x
Oct. 9, 2019	Oil & Gas Update	Vinessa Irvin	Informational	N/A	x
	SBDC Programmatic Update	Marcia McGilley	Informational	N/A	x
Nov. 13, 2019	2019 PED Agenda Recap	Jason Batchelor	Informational	N/A	x
	Residential Plumbing Plan	Vinessa Irvin	Informational	N/A	x
Dec. 11, 2019	Business Advisory Board Update	Andrea Amonick	Staff will review the structure of the BAB for the committee	BAB's structure information will be presented at a future PED meeting	
	PED Agenda Topics for 2020	George Adams	Timing was set agenda items for the next meeting	The 2019 Development Update will be presented at the February meeting	



Planning and Economic Development Policy Committee Agenda Item Commentary

Item Title: 64th Avenue Multimodal Transportation and Urban Design Study
Item Initiator: Huiliang Liu
Staff Source: Principal Transportation Planner
Deputy City Manager Signature:
Outside Speaker: No
Council Goal: 5.2--Plan for the development and redevelopment of strategic areas, station areas and urban center

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.)*

This item was presented to the City Council Planning and Economic Development Committee on September 11, 2019.

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

Planning & Development Services Department, in close coordination with Public Works Department, Parks, Recreation and Open Spaces Department, and Office of Development Assistance as well as land owners and developers within the study area, including Gaylord Rockies, Rockies Village, High Point, Painted Prairie, Avelon and DEN (Denver International Airport), began a multimodal transportation and urban design study on July 24, 2019. The study area is bounded by Dunkirk Street on the west, the Aurora City Limits on the north, E-470 on the east, and 56th Avenue on the south. The purpose of the study is to assess existing and proposed conditions, evaluate and develop a proposed transportation network, street cross-sections, block sizes, and building forms, etc., to define a main-street, mixed use, “Complete Streets” concept for 64th Avenue between Dunkirk Street and E-470. The goal is to establish a multimodal roadway framework and design that complements and promotes the desired main-street and mixed-use form of development for the area. The study has incorporated a robust stakeholder input and participation process to address stakeholder issues and concerns, including two stakeholder meetings on August 20, 2019 and September 24, 2019, and various phone conversations and one on one meetings. Based on the additional outreach and coordination efforts in late 2019 and early 2020, the city and key stakeholders have collectively developed a final draft multimodal roadway framework and design, which will serve as the basis for detailed roadway plans in the study area along 64th Avenue.

QUESTIONS FOR Committee

This is an informational item only.



Planning and Economic Development Policy Committee Agenda Item Commentary

Item Title: Development Review Staffing Request
Item Initiator: Vinessa Irvin
Staff Source: Vinessa Irvin, Manager Office of Development Assistance
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.)*

The Development Review Fund (DRF) was created to account for all the revenues and expenditures of the city’s development review activities. City staff worked closely with the development community to establish timeframes and set fees commensurate with costs to review and approve plans and conduct inspections for the projects being developed within the timeframes allotted.

A framework for managing development review staffing levels relative to the economy was previously established. The framework outlines criteria, guidelines and process for adding or reducing staffing relative to development activity, economic environment and revenue shifts within the fund.

The current policy for managing staffing in the Development Review Fund relative to the economy was adopted in the 2016 (Exhibit #1). This policy is attached and summarized below:

The method uses the historical average workload and the relationship to the optimum workload that allows staff to meet the performance measurement goals that have been established for each department. Staff will review development activity, workload, performance statistics and fund balance on a quarterly basis. If activity levels have consistently increased above the historic average, then the following measures will be taken (in no particular order):

- Overtime will be instituted
- 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 an increase for a short time. If the increase is sustained, then process for activation of the over-hire FTE position should begin.

There were a total of 15 over-hire positions authorized but unfunded within the Development Review Fund. The process for activation of these positions is to notify the Planning and Economic Development Council Policy Committee with justification for activating positions and then include in the next budget supplemental process. The policy further outlines that the minimum fund balance is to be maintained at \$10 million to sustain staffing level through a downturn in development activity. This fund balance requirement was revised last year to account for the increase in staffing levels since its adoption in 2016.

Thus far, ten (10) of the 15 over-hire positions have been activated.

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

Management is requesting the activation of three (3) of the designated over-hire FTE positions to meet the workload demands in the Public Works – Engineering Division.

Although the workload statistics in most development review divisions have continued to increase and remain above historical averages, the increases being experienced in PW Engineering have been significant (Exhibit #2). The civil engineering review workload saw an increase of approximately 70% over 2018. Based on data from January and February of this year, PW Engineering is on pace to exceed the number of civil plan approvals for the 1st quarter of 2020 when compared to the 1st quarter of 2019. As a result, their ability to meet the established performance goals has been affected (Exhibit #3).

All of the measures listed in the policy to adjust for additional workload have been implemented with the exception of the 3rd party consultant. This option is being explored, but thus far has not been implemented. The city has reached out to several firms with the expertise to assist, however, because of the increased activity being experienced throughout the industry, none of the consultants contacted have the capacity to take on the additional work.

Development activity and fee collections remain strong. The current fund balance is \$12.0, well above the recommended minimum balance of \$10 million.

QUESTIONS FOR Committee

Does the committee agree to activate three (3) over-hire positions within the Development Review Fund?

EXHIBITS ATTACHED:

Exhibit 1 DRF Policy for Managing Staffing Levels_rev 2019.docx

Exhibit 2 and 3.docx

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.

Exhibit #2

WORKLOAD	Defining Activity	Historical Average (2008-2018)	2016 Actual	2017 Actual	2018 Actual	2019 Actual
ODA	Pre-application Meeting	127	171	161	163	195
Planning	Development Applications	322	270	344	288	317
PW – Engineering	Civil Plan Sets	130	135	149	212	359
PW – Building	Permits Issued (total)	14,717	14,340	13,273	14,739	17,047
	-New Building	957	1,440	1,737	1,510	1,288
	-Existing Building	13,791	12,282	11,536	13,229	15,759
PW – Real Property	Development Applications	N/A	N/A	N/A	574	543
	Easements Reviewed	N/A	N/A	N/A	134	128
	Building Permits Reviewed	N/A	N/A	N/A	1,443	1,681
	Licenses Reviewed	N/A	N/A	N/A	97	94

Exhibit #3

PERFORMANCE	Defining Activity	Performance Measure Goal	2016 Actual	2017 Actual	2018 Actual	2019 Actual
ODA	Pre-application Meeting	Pre-app meeting notes completed within established timeframes	98%	99%	100%	98%
		Respond to new customer inquiries within 24 hours	92%	96%	92%	97%
Planning	Development Applications	Plans reviewed within established timeframes	100%	96%	91%	88%
		Permit and plan referrals reviewed within 7 days	77%	96%	97%	98%
PW - Engineering	Civil Plan Sets	Plans reviewed within established timeframes	85%	90%	83%	62%
PW - Building	Permits Issued	Plans reviewed within established timeframes	86%	99%	99%	99%
		Calls answered within 30 seconds or less	78%	85%	96%	95%
		Inspections completed on day requested	99%	98%	98%	99%
PW – Real Property	Reviews	Subdivision Plats reviewed within established timeframes	N/A	N/A	77%	86%
		Easement releases/dedications reviewed within established timeframes	N/A	N/A	87%	97%
		Building permits reviewed within established timeframes	N/A	N/A	76%	81%
		Development related licenses reviewed within established timeframes	N/A	N/A	99%	100%



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

Item Title: Construction Education Foundation
Item Initiator: Vinessa Irvin
Staff Source: Vinessa Irvin, Manager Office of Development Assistance
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.)*

The Home Builders Association (HBA) contacted city staff in the Building Division and the Office of Development Assistance regarding an organization that they have partnered with, the Construction Education Foundation (CEF), specifically their Careers in Construction (CIC) program.

The Construction Education Foundation was founded in 2002 as a 501(c)(3) non-profit organization dedicated to construction industry workforce development in Colorado. The CIC program is a high school trades program that puts construction shop back in the high school. Students earn state and nationally recognized Home Builder’s Institute (HBI) certificates in carpentry, electrical, HVAC, plumbing, and more. An informational flyer about the program is attached.

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

The HBA is asking for the city’s cooperation to collect a voluntary \$25 donation from our local builders for every single family residential permit issued by the city. These funds would be collected and then distributed to the foundation to fund the program in area schools.

There is currently an APS School involved, Vista Peak Preparatory, which started the program in August 2019. The foundation has stated that with the revenue generated from the \$25 voluntary collection, they could expand to additional schools.

Staff has discussed and sees no issues with implementing a process for collection and distribution of the donated funds.

QUESTIONS FOR Committee

Does the Committee wish staff to implement this voluntary donation program?

EXHIBITS ATTACHED:

CIC Information Flyer HBA Logo.pdf

High School Skilled Trades Training

Careers in Construction is training high school students to meet the high demand for skilled trades jobs & careers. Why is it crucial that construction shop return to schools?

#1

Pre-Apprenticeship Certified Training (PACT)

Students learn to use their hands and minds through the nationally recognized curriculum from the Home Builders Institute (HBI). Students work their way toward Department of Labor recognized PACT certificates which certify them as work-ready in a particular trade, including: Building Construction Technology * Carpentry * Electrical * HVAC * Landscaping * Masonry * Painting & Finishing * Plumbing



Students will gain *valuable employment (and life) skills!*

Students will be receiving instruction and training in the PACT modules, while exploring pathways to: Graduation * Employment * Post-Secondary Education * Career Development * Professional Life Skills * Personal Pride and Confidence. Additional benefits include...

#2

PACT CORE

- Building Trade Safety and First Aid
- Basic Construction Math and Blueprint Reading
- Tools and Construction Materials
- Employability
- Green Building

LEARNING UNIVERSAL SKILLS

- Problem solving
- Accountability
- Organization and Prioritizing
- Teamwork
- Communication

WORK EXPERIENCE

- Job Site Tours
- Hands-On Activities
- Panel Discussions
- *And More!*

#3

Students will gain *valuable work experience to jumpstart a career!*

- Hiring Event every spring with construction companies ready, willing & able to hire high school students to use their skills on job sites, as paid interns or summer employees.
- Certified students, aged 15-17, are able to work on job sites!
- Students are equipped to start a great career right after high school, with competitive pay!

Colorado is home to one of the nations fastest growing economies. The need for skilled workers is soaring!!

Learn more at:

> CEFColorado.org

CAREERS IN CONSTRUCTION IS PROUDLY SUPPORTED BY:



2019-2020 Participating Schools

METRO DENVER

- Bollman Technical Education Center
- Cherry Creek Innovation Campus
- Denver Public Schools Career Education Center Early College
- Riverdale Ridge High School
- Vista Peak Preparatory
- Warren Tech
- Westminster High School

SOUTHERN COLORADO

- Atlas Preparatory Academy
- Career Readiness Academy
- Coronado High School
- Harrison High School
- Liberty High School
- Manitou Springs High School
- Mesa Ridge High School
- Mitchell High School
- Patriot Learning Center
- Power Technical Early College
- Sierra High School
- Widefield High School

FOR MORE INFORMATION

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