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**PLANNING AND ECONOMIC DEVELOPMENT POLICY COMMITTEE MEETING
MINUTES**

Date: July 13, 2022

Time: 8:30 am

Members Present Chair: Councilmember Danielle Jurinsky, Vice Chair: Councilmember Dustin Zvonek, Councilmember Angela Lawson

Others Present Mayor Pro Tem Bergan
Adrian Botham, Alicia Montoya, Andrea Amonick, Becky Hogan, Blake Fulenwider, Bob Oliva, Brad Pierce, Brandon Cammarata, Brian Rulla, Bruce Dalton, Cathy DeWolf, Chad Argentar, Chance Horiuchi - On Havana Street, Cindy Colip, Daniel Brotzman, Daniel Krzyzanowski, Daniel Money, Diana Rael, Elena Vasconez, Francoise Bergan, Gayle Jetchick, Jack Bajorek, Jacob Cox, Jake Calegari, Jason Batchelor, Jeannine Rustad, Jeffrey Moore, Jennifer Orozco, Jessica Prosser, Jose Rodriguez, Julie Patterson, Karen Hancock, Kevin Hougen, Laura Perry, Marcia Marcia, Margie Sobey, Mark Witkiewicz, Megan Waldschmidt, Melissa Rogers, Melvin E Bush, Michelle Gardner, Mike Dean, Mindy Parnes, Morgan Cullen, Rachel Allen, Scott Berg, Stephen Rodriguez, Sunny Banka, Tod Kuntzelman, Victor Rachael

1. CALL TO ORDER

2. APPROVAL OF JUNE 15, 2022 DRAFT MINUTES—COUNCIL MEMBER JURINSKY

2.a The minutes were approved.

3. GENERAL BUSINESS

3.a Update on the Airport Overlay for Centennial Airport

Summary of Issue and Discussion:

Karen Hancock, Principal Planner / Dan Money, Senior Assistant City Attorney

Karen Hancock presented the request to update the airport influence overlay on the city zoning map. Aurora maintains the airport overlay to ensure that development

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around airports is compatible with airport operations. The Centennial Airport requested to update the airport overlay to include more current noise contours which were last updated in 2008. The Federal Aviation Administration (FAA) has a protocol for calculating contours which are then provided to the city. Areas in the airport influence district must have aviation easements meaning that the property is in an area experiencing frequent aircraft overflights. Areas where residential uses are permitted must include noise attenuation and construction. However, residential use is not permitted in areas closest to the airport. Current and proposed contours do not overlap with city limits. Centennial Airport staff requested that Aurora reflect current information in the city's zoning map since Centennial Airport is an important economic generator for city staff. Since there is no proposed change to property rights in Aurora, the City Attorney's Office determined that an ordinance is not required.

Outcome:

The committee unanimously approved this item.

Follow-up Action:

None required.

3.b. FOR A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, APPROVING A CERTIFICATE OF DESIGNATION FOR TRILOGY MEDWASTE TO ALLOW THE TRANSFER OF TITLE FOR AN EXISTING OZONE MEDICAL WASTE PROCESSING FACILITY LOCATED AT 3131 OAKLAND STREET, AURORA

Summary of Issue and Discussion:

Karen Hancock, Principal Planner/ Dan Money, Senior Assistant City Attorney

Karen Hancock presented the resolution to transfer a Certificate of Designation for biomedical waste treatment. In 2012, a request was received to permit biomedical waste treatment in Aurora in an industrial zoned area of the city. The technology uses ozone to treat biomedical waste and remove pathogens. Waste volume is reduced, and water and oxygen are produced as byproducts. The treatment process takes place in a fully contained machine in a building. The zoning change and documentation required by the state were approved in 2014, and the business has been operational since then. The property has no code enforcement violations and maintains compliance with all state and city regulations. The technology used is currently the only one in Colorado and they operate near the Fitzsimons Anschutz Campus in an industrially zoned area of the city. Recently, the business was sold to Trilogy Med Waste. State statute requires that the city issue a certificate of designation for the facility to operate. To be in compliance with state statute, the city will need to transfer the certificate of designation to the new owners via a resolution. Trilogy MedWaste will operate the business in the same manner as the previous owners. Based on a review of their engineering and environmental plans, the state recommended that the city approve the transfer. Certificate of Designations are governed by state requirement and not regulated by the UDO. A 30-day public comment period was

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opened during the review of the engineering and operations plan. No public comments were received.

Outcome:

The Committee unanimously approved moving this item forward to study session.

Follow-up Action:

Staff will add this item to the agenda for the August 1, 2022 study session.

3.c. Development Review Update, Workload, and Resources**Summary of Issue and Discussion:**

Jason Batchelor, Deputy City Manager / Brian Rulla, City Attorney

Jason Batchelor and Laura Perry presented this item. The Development Review Fund (DRF) was created to allow development to pave its own way. All fees during the development application process go into the DRF. From January to May of 2022, revenues are trending over what has been budgeted due to strong development activity. Similarly, expenditures are trending over due to the increased workload that necessitates further hiring. Compared to 2021, there are high volumes and an increasing workload in 2022. The city staff is working on raising the performance numbers that are not meeting the standard. Based on the outcomes of the Red Tape Reduction Committee, city staff is directed to work on providing a timely review for the development community. Several initiatives were made in line with the four focus areas of performance to improve the development review process.

The development review governance committee has been completed. Senior management across all departments are involved and are meeting regularly to look at process and workload issues. The expedited review process has been reinitiated and is available for projects that meet the set criteria. In-person meetings are made available upon request. Staff is continuing to relay that pre-application meetings are not mandatory. They are also searching for projects that may have requested a pre-application meeting and reaching out to them to answer any questions so that they do not need to go through the pre-app. Third-party inspections are being continued and added on as workload increases. The Temporary Certificate of Occupancy (TCO) Extension fee will no longer be administered for single-family permits. Public Works is in the process of reorganization and has already transferred drainage to Aurora Water. There are still components of the reorganization that are still in process. Staff met with Adams, Arapahoe, and Douglas counties to test an entirely digital process for digital mylars. The Guidance and Reference Manuals are in the process of being updated. Plan Review Comments Tracking and Scorecards are in the process of being implemented. Staff will look at the total time for a project to be completed from submission. It will track the different components and reviews and determine if the project was completed on time. Staff

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is working with outside agencies on third-party referrals. An intake checklist will also be developed to ensure that applicants clearly understand what the requirements are and reduce incomplete submittals. Large project reviews are also underway. Staff will evaluate timelines and clocks to ensure that late comments are not given and that ensure that requirements are being met. Staff will include the approval of defined milestones throughout the submittal process. This will be done once the guidance manuals and checklists are accomplished. A multi-department review will be done to look at individual projects and ensure that they are not getting held up by different silos and the number of different agencies. Staff will work with the development community and receive feedback on the development review process.

Public Works and Aurora Water are augmenting workload through contract services from outside review firms for Engineering, Drainage, Real Property, and Traffic. Through the development review fund, there are non-departmental units. These are authorized full-time employees (FTE). As workload increases and there is a need to hire additional staff to meet timelines, the staff is requesting to pull down eight FTEs that are authorized but not funded. Aurora Water is requesting three FTEs to accomplish the on-time metrics and work through other tasks such as drainage manual updates. The additional FTES will decrease staff overtime and meet deadlines for plan review, FEMA report review, preliminary drainage reports, and master drainage reports. The Public Works Building Division is requesting for two new supervisors that are working supervisors. Life Safety is seeing an increase in workload and the supervisor will handle daily supervisory issues and allow for the life safety manager to engage in advisory services and other needed tasks. The additional FTE will allow the maintenance of customer service levels as the building division has maintained its high performance and on-time metrics. The Permit Center is also requesting for a new supervisor since the consolidated planned intake moved over real property easements, license agreements, and civil plans to the permit center. The additional supervisor will conduct quality control checks, training, management, and customer service. Public Works is also requesting for a Plan Review Manager that will report directly to the new Deputy Director of Development Review and Public Works. The manager will ensure consistency around process improvements, policies, and criteria. Planning is requesting for a supervisor and project coordinator. The Planning Supervisor will ensure that the number of staff they are supervising is workable and manageable. They will also provide senior-level review early in the process and avoid late comments. The project coordinators will be focused on tasks outside of the actual review to ensure that planners are focused primarily on reviewing.

- o Council Member (CM) Lawson mentioned that there are still developers that have challenges with in-person meetings and having to go to multiple departments and connecting with different people. She asked how these situations have changed since the last discussion. Jason Batchelor stated that when developers have issues, they must go to their project manager. The Office of Development Assistance (ODA) is responsible for answering questions and

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setting up meetings or phone calls. He added that they would love to know their experiences to identify problems and fix them. He mentioned that in-person meetings are already available.

- Jacob Cox, the ODA Manager, stated that the ODA offers a spectrum of meeting options for developers: hybrid, large-group meetings, Microsoft Teams calls, etc. He added that they are offering developers options to meet their needs, take away silos, and provide a holistic approach to their project specifics.
- CM Zvonek asked with any of the proposed FTEs can be filled by contractors. J. Batchelor said that the consultant community is equally facing challenges in terms of hiring and capacity. Jeannine Rustad added that they have contracted landscape reviews and they took the last hours that the consultant would be available. She mentioned that it was a maximum of about 30 hours per week.
- Laura Perry mentioned that Sarah Young reached out to different contractors and was told that they have no capacity to take on additional work. She mentioned that they are consistently monitoring this with workload and performance metrics as they use contractors to augment staff in engineering, real property, and drainage.
- Mayor Pro Tem Bergan asked if the DRF includes review fees for planning and engineering in the entitlement process. J. Batchelor said that it includes fees paid during the development application reviews, building permits, etc. He mentioned that it does not include the major fees such as impact fees or connection fees and water utility. These would go to the Water Capital Fund or the Capital Projects Fund.
- Mayor Pro Tem Bergan asked if the architectural fees go somewhere else. She mentioned that it is around \$1,000 per house on average. J. Batchelor said that they have architectural standards such as masonry that are part of the development standards, and they may add costs to the project. However, he mentioned that he is not sure if they are charging fees for this. J. Rustad said that they are working with a consultant to review the process and she will get back to Mayor Pro Tem Bergan on this item.
- Mayor Pro Tem Bergan asked how many FTEs are in Planning. J. Batchelor said that they currently have two supervisor positions but only one is still filled. J. Rustad mentioned that Heather has been gone for a month and a half. J. Batchelor said that they are in the process of advertising and filling the second position and are requesting to add another FTE as the third supervisor.
- CM Jurinsky asked if they are actively letting the development community know about the updates and changes to the process. J. Batchelor said that they have a Joint Task Force with large home builders and developers that meet every other month. J. Cox said that the TCO extension fee is on the agenda for the next meeting in August.
- CM Zvonek mentioned that the communications team is working on a website to track progress and updates from the Red Tape Reduction Committee. He said that it is on the city's page and is entitled Aurora Here for Business. He requested the people on the call and the Business Advisory Board to share the website.

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- CM Jurinsky mentioned that she wants to make sure that they are actively engaging with the development community and letting them know of the changes being made to the processes and the fees.

Outcome:

For information only.

Follow-up Action:

None required.

3.d. Retail Presentation – ICSC 2022**Summary of Issue and Discussion:**

Bob Oliva, Retail/Commercial Supervisor / Rachael Allen, City Attorney

Bob Oliva presented this item. The International Council of Shopping Centers changed its name to Innovative Commerce Service Communities to reflect the view that retail is part of a larger development community that creates a sense of place. City staff decided to show that Aurora is a very exciting place to do business. Aurora's booth received a lot of attention from other municipalities and developers, retailers, merchants, brokers, center owners, etc. They presented to large developers like Aurora Highlands and talked about their overall mix. City staff got involved in some master planning as the developer asked for details about the recommended retail to have. Staff presented the services available to them. Staff also met with Aurora One since they are doing business near Murphy Creek. Retailers and merchants are looking into demographics and city staff can assist them in understanding their market and show them how each ward has an area for their location. Aurora can offer technology to merchants such as Southlands. City staff tracked Southlands' visit through geofencing and discovered that a lot of their patrons are coming from farther away. Due to this, they are planning to market their events further to draw more people. Southlands bought the placer data for themselves. Placer data is offered to developers, existing owners, and retailers. Through these data, their locations can be geofenced to show more information about their customers. This technology is not provided by other cities. Aurora is also motivated to help restaurants since they employ more people and produce more sales tax dollars per square foot compared to retail. Restaurants also don't necessarily have the demographic or psychographic profile of their customers. Due to this, the city has the Aurora Restaurant Program that allows qualified candidates to put and incubate restaurants in each ward.

Staff also met with brokers since they are the bridge between the retail community and the development community. Brokers deliver information from the city to the tenants and developers. They put together the information of a site in a brochure and send it out to thousands of people on their mailing list instantly. Information on Void Analysis, Placer, or Canvasser is provided to owners of existing centers. The city also helps them pursue larger anchor tenants and partner with innovative marketing ideas such as the photo studio. This photo studio can go to every unit to take pictures of all the items in the store to be put online. The city also offers assistance for

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redevelopments and provides them with information on new trends, concepts, and players in the marketplace. Some developers in the northeast tell their developer contacts that they should be developing in Aurora. City staff hands out the developer's brochures and promotes their projects in Aurora's ICSC booth. The booth also has meeting spaces for the developing community and helps create connections between brokers and developers. A Welcome Letter will be provided to new retail and restaurant businesses in the city to introduce them to the services available from Development Services. This also includes services from the Aurora-South Metro Small Business Development Center (SBDC), Chamber of Commerce, and Visit Aurora for tourism and hospitality. They are creating the list and taking out businesses that are more service-oriented that do not qualify for most services offered. The staff stays in constant communication with retail landlords and brokers and attends local and regional events to meet with tenants and market the city. Together with the SBDC, city staff assist with incubation programs and teach new players about writing business plans, online marketing, technology, etc.

- CM Jurinsky mentioned that Trevor Vaughn in Tax and Licensing sends out notices to people that have liquor licenses in the city. She added that she wants to have a copy of the letter and suggested sending it to existing businesses as well. Andrea Amonick said that they can put together a letter indicating all the services they provide. She added that they are happy to do this and work with T. Vaughn.
- CM Lawson asked if there is any interest in bringing clothing stores, boutiques, or high-end stores to Aurora. She said that they can add these so people do not need to go to other areas such as Park Meadows or Cherry Creek to shop. A. Amonick said that they have met with smaller center owners with vacancies to talk about the kinds of businesses that they are looking for. She mentioned that they are looking to offer incentives to shop owners for taking in smaller businesses that are not credit tenants.
- B. Oliva stressed that retail is a dominant conversation at ICSC, and they are not ignoring retail in place of restaurants. He mentioned that they talk to anchor tenants, junior anchors, and brokers. Some are looking to be specifically in Aurora. He said that the retail community is competing directly with online selling, and they have to convince the retailers to open stores and show them their customer base. He said that restaurants do not have the same situation in which they do not compete with Amazon, but they compete with chains. Restaurants also have issues with delivery and meal replacement. He said that they can have conversations about putting together a retail program just as they have done for the restaurant program.
- CM Lawson stated that she has not seen the different trends or mix of retail. She mentioned that there is no diversity of stores for different economic brackets. B. Oliva agreed and said that they should focus on a retailer program if they want to start going after better names such as Zara.
- Mayor Pro Tem Bergan asked if they could track who goes from Aurora to Park Meadows through the placer data heat map. B. Oliva said yes. Mayor Pro Tem

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Bergan said that she would like to see this. She mentioned that they get sales in the city but there are also a lot of sales that leave.

Outcome:

For information only.

Follow-up Action:

None required.

4. MISCELLANEOUS MATTERS FOR CONSIDERATION

4.a. Aurora Economic Development Council

- Yuri Gorlov

NO REPORT

4.b. Havana Business Improvement District

- Chance Horiuchi:

Chance provided a brief update and submitted the same to be included in the agenda packet.

4.c. Aurora Chamber of Commerce

- Kevin Hougen:

NO REPORT

4.d. Planning Commission

- Melvin Bush:

NO REPORT

4.e. Oil and Gas Committee

- Brad Pierce:

NO REPORT

4.f. Business Advisory Board

- Garrett Walls

NO REPORT

4.g. Retail

- See item 3.d.

4.h. Small Business

- Elena Vasquez:

NO REPORT

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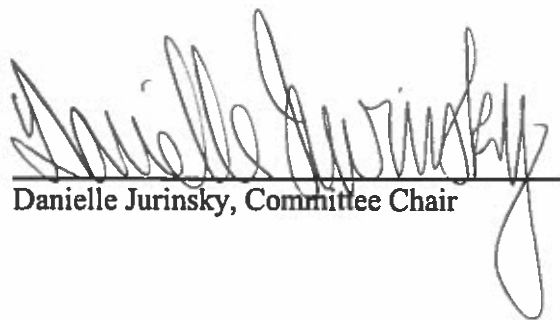
- 4.i. **Visit Aurora**
- Bruce Dalton
- NO REPORT

5. **CONFIRM NEXT MEETING DATE**

Scheduled for August 10, 2022, at 8:30 AM MT.

6. **ADJOURNMENT**

APPROVED:



Danielle Jurinsky, Committee Chair