



AGENDA

Planning and Economic Development Policy Committee

September 13, 2023

8:30 am

VIRTUAL MEETING

City of Aurora

15151 E Alameda Parkway

Public Participation Dialing Instructions

Call in Number: 1(408)418-9388

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[Click here to join the WebEx meeting](#)

This meeting will be live-streamed on the city's YouTube channel. Watch at [YouTube.com/TheAuroraChannel](https://www.youtube.com/TheAuroraChannel)

Council Member Francoise Bergan, Chair
Council Member Steve Sundberg, Vice Chair
Council Member Angela Lawson, Member

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

	Pages
1. Call to Order	
2. Approval of Minutes	1
August 2, 2023 Draft Subject to Approval Councilmember Bergan	
3. General Business	
3.a Fitzsimons-Colfax and 13th Avenue Station Area Plan Update	21
Title: Fitzsimons-Colfax and 13th Avenue Station Area Plan Update	
Sponsor: Council Member Crystal Murillo and Mayor Pro Tem Curtis Gardner	
Staff source: Daniel Krzyzanowski, Planning Supervisor, Planning and Development Services	
Legal source: Rachel Allen, Manager of Client Services	
Estimated presentation/discussion time: 20 minutes / 5 minutes	

3.b Original Aurora Special District Discussion with a Community Development Plan 49

Item Title: Original Aurora Special District Discussion with a Community Development Plan

Council Sponsors: CM Crystal Murillo ; Co-sponsor Mayor Pro Tem Curtis Gardner

Staff Source/Legal Source: Andrea Amonick, Development Services Manager & Mindy Parnes, Long-Range Planning Manager/ Rachel Allen Client Services Manager

Outside Speaker: N/A

Estimated Presentation/Discussion Time: 15 minutes/10 minutes

3.c Our Parks, Our Places- A Plan for Aurora’s Parks, Recreation and Open Space 75

Our Parks, Our Places: A plan for Aurora’s Parks, Recreation and Open Space update

Staff source: Michelle Teller, Senior Planner and Rian French, Project Manager

Estimated time: 10 minutes

4. Miscellaneous Matters for Consideration

4.a Aurora Economic Development Council

Yuriy Gorlov

4.b Havana Business Improvement District 97

Chance Horiuchi

Please see the HBID updates in the agenda packet.

4.c Aurora Chamber of Commerce

NO REPORT

4.d Planning Commission

NO REPORT

4.e Oil and Gas Committee

NO REPORT

4.f Business Advisory Board

NO REPORT

4.g Retail

NO REPORT

4.h Small Business

Elena Vasconez

4.i Visit Aurora

NO REPORT

5. Confirm Next Meeting Date

Tentatively scheduled for October 11, 2023, at 8:30 AM MT

6. Adjournment

PLANNING AND ECONOMIC DEVELOPMENT POLICY COMMITTEE MEETING

MINUTES

Date: August 2, 2023

Time: 8:30 am

Members Present Chair: Council Member Francoise Bergan, Council Member Steve Sundberg, Council Member Angela Lawson

Others Present Adrian Botham, Andrea Amonick, Andrea Barnes, Ariana Muca, Becky Hogan, Brad Pierce, Brandon Cammarata, Brian Rulla, Bruce Dalton, Cathy DeWolf, Crystal Vigil, Elena Vasconez, Gayle Jetchick, Jacob Cox, Jeannine Rustad, Jeffrey Moore, Jennifer Orozco, Jonathan Woodward, Julie Patterson, Kelly Bish, Laura Perry, Laurie Womer, Lisa Seaman, Marisa Noble, Melissa Rogers, Michael Gifford, Michelle Gardner, Mindy Parnes, Morgan Cullen, Naomi Colwell, Rachel Allen, Robert Oliva, Sarah Young, Scott Berg, Stephen E Rodriguez, Sunny Banka, Tod Kuntzelman

1. CALL TO ORDER

2. APPROVAL OF July 12, 2023, DRAFT MINUTES–COUNCIL MEMBER BERGAN
2.a. The minutes were approved.

3. GENERAL BUSINESS

3.a. Development Review Quarterly Update Q2 2023

Summary of Issue and Discussion:

Laura Perry, Deputy City Manager

Laura Perry presented this item. L. Perry provided an update on the development review process for the second quarter of 2023. She outlined four areas of focus for improvements in the process: management and leadership oversight, culture and customer service, process improvements and technology, and documentation, teaching, and training. The ultimate goal was to ensure that projects got approved while adhering to City codes and regulations. The update also included information on the development workload and metrics year to date, as well as an update on the Development Review Fund.

She mentioned that several actions were completed, and ongoing initiatives were in progress related to the development review process. In 2022, they completed

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several tasks, including in-person meetings, expedited review processes, pre-application meetings, and ODA's continuous efforts in holding such meetings, along with contracted third-party inspections. The TCO extension fee was also implemented in 2022. Regarding the Public Works reorganization, the Permit Center was engaged in cross-training with civil engineering to consolidate development applications for all Public Works within the Building Division Permit Center. This consolidation aimed to enhance efficiency and improve the quality of intake and controls. Staff within each division remained responsible for accepting various development applications, and they developed checklists to support this process.

L. Perry discussed the focus on guidelines and reference manuals in various departments during the second quarter of the year. The Roadway Design and Construction Specifications Manual in the Public Works department underwent an ongoing update process, with the first phase completed in the first quarter. Future phases were planned for this manual. In terms of the Unified Development Ordinance (UDO), Planning and Development Services hired a consultant, MIG, to assess the development application process and guide future updates to the UDO. The committee had already received the first set of updates last month. Moving forward, Public Works and Planning, along with PROS, would continue to work on the UDO to ensure alignment with manual updates that all departments would undertake in the next year.

Aurora Water worked on updating the Drainage Manual, which was anticipated to be complete by the end of that year. They recently launched a Small Cell Manual and guidelines, as well as a Fiber Manual and guidelines, both of which were made available on their website. Staff put incredible effort into creating these detailed manuals, providing all the necessary information and timelines for submitting relevant projects within the city. Furthermore, they were also working on updating the PROS and Dedication and Development Criteria Manual, and the Development Committee played a significant role in that process. The council expected to see various code updates related to this manual and others mentioned as they moved forward.

They worked closely on finalizing language for license agreements, and the new process for that was expected to go live in Q3 of 2023. They heavily engaged with the development community during this process. The city actively worked on building an institutional culture of performance and predictability. Over the last couple of months, they retooled and restructured their internal working meetings to involve all departments for the development review process to be successful. Cross-departmental quarterly meetings were conducted, focusing on training and discussions to improve the development review process. Additionally, workshops were held, where leadership and staff from different departments collaborated to discuss and workshop improvements collaboratively, breaking down silos. This approach remained a significant ongoing focus for them going forward.

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The customer service survey has been implemented. The survey has gone live, and the feedback received up to that point has been extremely helpful. The comments from the survey were shared with leadership and staff, guiding their priorities for work within the departments. The feedback received was overwhelmingly positive, with customers praising the customer service, staff availability, attentiveness to details, and overall helpfulness. The Building Division, in particular, received a lot of positive comments and continued to be regarded as the shining star for customer service in the city. The customers had requested changes and upgrades to the customer submittal portal, which is where they submitted their plan sets. The city had been actively looking into these requests while simultaneously upgrading its AMANDA System. The requested improvements included better tracking of project status, enhanced file management, and improved customer service related to the system. Additionally, they had been working on updating their website to provide a positive customer service experience. The aim was to make manuals, how-tos, handouts, and other relevant information easily accessible to the development community and those submitting plans to the city. The Fiber and Small Cell Manual was just one example of the areas they had been working on to ensure the necessary information was readily available. Checklists had been a major focus in the development review process, specifically for Civil Plans and Drainage. In the first quarter, the Master and Preliminary Drainage Checklists were launched to the development community, and they had been working well. Subsequently, in early July, the new Civil Plan Checklist went live. The updates to these checklists were intended to improve quality control and encourage high-quality submittals to the city, ultimately making the review process more efficient.

L. Perry mentioned that there were future plan initiatives for the development review process. She highlighted that the upgrade and conversion of the AMANDA system went live over the last weekend. She congratulated the team, including Taylor Bird, Damon Hill, and the IT Team, who put in many hours of hard work to achieve this. The aim was to improve the customer service portal for plan intake and reviews based on feedback. Other initiatives included evaluating fee payment timing to streamline the process, improving predictability in timelines, and fostering a partnership with the development community. The team continuously engaged in conversations about submittal requirements, considering checklists and feedback from staff. Lastly, in response to a resolution passed by the Council, efforts were made to develop a development review staff incentive program. It was planned to be presented to the Management and Finance Policy Committee before the end of the year, showing progress in moving forward with this initiative.

L. Perry presented that metrics related to the development review process were being discussed. The chart showed data for May through July, comparing 2023 to 2022. Notably, pre-application meetings, development applications, and civil plans decreased year over year by about 23% and 22% respectively. However, there were improvements in all aspects of the development review process in terms of on-time metrics for 2023 compared to 2022. The increase in on-time metrics was a result of the staff's efforts in eliminating bottlenecks and diligently supporting the

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development review community to meet their project timelines. These metrics were regularly shared and updated with staff, playing a continuous role in internal discussions to drive improvements within the departments. The development review process involved multiple departments, emphasizing the importance of staff collaboration in addressing issues and managing dependencies effectively. She stressed that the Development Review Fund was created in 2002 to address the demand for a consistent and predictable approval process for development, land planning, engineering, and building permits. The fund was supported by revenues from development-related fees for plan reviews, permits, and inspections. On the expenditure side, the fund covered staff salaries, supplies, and contracted services that supported the development review process. The city monitored workload, costs, and activity managed by contracted services closely, especially with a slight reduction in revenues due to a 21% decrease in permits through July 2023 compared to the previous year. However, conditions were expected to improve as higher interest rates normalized with buyers. Multifamily permits remained strong, particularly for re-roofs and rehabilitation projects resulting from weather-related incidents, such as hailstorms in May. Land entitlements also continued to be robust, involving developments for utilities, water, sewer, and future vertical construction. To ensure financial stability, the City aimed to end the year with \$9.4 million in reserves, which were vital to offset fluctuations in revenue as they moved forward.

L. Perry expressed gratitude and acknowledged the hard work and dedication of staff from various departments, including Public Works, Planning, ODA, Aurora Water, and PROS, with a special mention to Tod Kuntzelman for his leadership. The staff's continuous dedication and support led to numerous improvements in the development process. They had taken the initiative to innovate and find new ways to do business, identifying areas for improvement and working together in workshops to address them. Their efforts had been instrumental in the success of the development process improvements. She also thanked the staff for their commitment, hard work, and support in meeting on-time metrics despite the high workload.

- CM Sundberg noted that the overall activity was down compared to the previous year, except for real property easements, which were up by 204%. He requested clarification on the reason behind this increase. L. Perry explained that the rise in real property easements was due to various easement dedications related to larger developments. She asked Public Works to provide more specific details on this matter. Jacob Cox provided clarification regarding the increase in real property easements. He explained that at that time, many of these easement dedications went through a separate document process. For example, in the case of a large master plan like Transport out east, they might not have been subdividing large parcels at that moment, but they were involved in extensive infrastructure work. As a result, they submitted numerous separate documents for easement dedications, such as dedicating water lines. This explained the significant jump in the number of easement dedications at that time.

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- CM Sundberg commended the efforts of the team for effectively managing the complex and multi-departmental process. He acknowledged that the development review process had been slow in the past, despite best efforts. He then focused on the mission statement, particularly the goal of establishing a culture of performance and predictability. CM Sundberg suggested that the mission statement might have benefitted from including a sense of urgency or speed in some form, such as the word "expeditiously," "swiftly," or "rapid." He emphasized the importance of balancing speed with thoroughness to maintain caution while efficiently processing projects. He wondered if adding a sense of pace to the mission statement could have enhanced its effectiveness. L. Perry responded positively to CM Sundberg's suggestion of adding a sense of urgency or speed to the mission statement. She acknowledged the importance of recognizing the urgency in the development review community to meet timelines for comments and submittals. She emphasized the collaborative nature of their relationship with the development community and their shared goal of working together to efficiently reach project completion, which they referred to as "expeditiously."
- CM Sundberg expressed the importance of time for developers, emphasizing that delays could have significant financial impacts, and in some cases, they might have missed market opportunities due to lengthy delays. L. Perry agreed, acknowledging the challenges faced by developers and the consequences of prolonged processes.
- CM Sundberg thanked L. Perry for their efforts and commended them for the work they had done. L. Perry mentioned that they had a plan for multi-departmental workshops to discuss the mission, vision, and values related to the development review process. She assured CM Sundberg that they would take his suggestion about including a sense of urgency in the mission statement into consideration during those discussions. She promised to provide updates to the Council after the workshops had taken place.
- CM Lawson thanked L. Perry for the presentation and asked about the development review percentages presented. She had noticed that everything else achieved high grades (A's), but the development review process was at 78%, which they considered a C plus. CM Lawson had acknowledged the improvement from 68% to 78% but wanted to understand the factors that caused this percentage to be lower compared to the other areas. She requested more information on the specific factors influencing the development review process's performance at that time. L. Perry had sought clarification from CM Lawson, asking if she was specifically referring to the development applications in her question.
- CM Lawson continued to ask about the lower percentage in the development review application process. She asked if the lower number was due to resource constraints in reviewing the applications or if there were issues with the developers' application submissions that required corrections. CM Lawson had sought to understand the factors contributing to the lower percentage compared to other areas. L. Perry explained that development

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applications involved multiple departments and referrals, such as traffic and stormwater reviews. The complexity of some areas had led to longer processing times. She mentioned that traffic impact studies, especially for larger developments, had required significant time and had impacted the overall metric. L. Perry stated that the city had looked into the reasons for the lower percentage and had considered various factors, including the involvement of third-party contractors for traffic reviews, staffing, vacancies, and the quality of application documents. Delays in getting through the queue may have occurred when staff handled a substantial workload, and questions and clarifications with developers had also affected the metric.

- CM Lawson asked for a follow-up and expressed concern about traffic being a significant issue for most developments. She mentioned that traffic had consistently been a challenge throughout their time on the Council. CM Lawson asked if there were any plans to proactively address this issue and streamline the process, given that traffic reviews seemed to take the most time. L. Perry had responded affirmatively, acknowledging that traffic was indeed a critical aspect, and Public Works had been actively holding workshops and meetings focused on traffic-related improvements. They had been working on developing checklists and finding ways to streamline the review process. L. Perry had also mentioned that they had a few positions posted that they were trying to fill, which would contribute to improving the overall metric related to traffic reviews.
- CM Bergan praised the tremendous work done by the staff, starting from the Red Tape Ad Hoc Committee, where they had gathered feedback from businesses and developers, and taking into account the feedback from Council as well. She expressed gratitude for the staff's efforts, especially considering the challenges of vacancies and increased workloads. CM Bergan also appreciated the update of the Fiber and Small Cell Site Manual, which addressed constituent concerns and ensured that contractors understood the City's expectations. L. Perry acknowledged the effort and credited multiple individuals within Public Works, specifically mentioning Leslie Gaylord and Brianna Medina, who had played a significant role in the update of the manual. CM Bergan expressed appreciation for their excellent work and thanked them as well.
- CM Bergan asked if there will be another report at the end of the year. L. Perry confirmed that there would be one more report covering Q3 and Q4 of the current year, with the Q3 review in January serving as a year-end review.
- CM Bergan inquired about the ongoing nature of the initiative. L. Perry confirmed that it was indeed an ongoing effort embedded in their culture, focused on continuous improvement. She mentioned that the customer service survey was instituted to consistently measure their performance and engaged with the development community to achieve success.
- CM Bergan asked if the presentation was shared with the JTF (Joint Task Force), and L. Perry responded that the specific presentation was not shared.

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CM Bergan suggested sharing the presentation with them and L. Perry agreed and would send it to them.

- CM Bergan emphasized the importance of showcasing improvements to others and suggested having a running list of all the changes made, including those not mentioned in the current presentation. L. Perry agreed with the suggestion and proposed developing a comprehensive year-end report that would highlight all the implemented measures for the year and provide a glimpse of plans. They planned to share this report with the development community, possibly through a newsletter or a website, to enhance communication. L. Perry confirmed that they would also share the report with the JTF.
- CM Bergan expressed a belief that their city would be the model for the entire State of Colorado. L. Perry confirmed this goal, stating that they wanted to be the best in development review, and they had many others in the organization who shared the same ambition.

Outcome:

Information only.

Follow-up Action:

None required.

3.b. ICSC Conference Update**Summary of Issue and Discussion:**

Bob Oliva, Retail/Commercial Supervisor

Bob Oliva presented this item. B. Oliva began the presentation by mentioning that he had done a few presentations in the last few weeks, and at the end of each one, he received the same question about providing an update on sales and sales tax revenue generation. However, he clarified that the current presentation was not about that topic, but rather focused on the International Council of Shopping Centers (ICSC). B. Oliva explained that in two recent presentations, he had covered information about ICSC, which might be repetitive for those who had attended CM Bergan's Town Hall and/or the Planning Commission meeting. The presentation covered various aspects of ICSC, including the team they brought, the schedule they followed during the event, their approach to getting deals done, and information about the Aurora developers. B. Oliva also mentioned their booth at the event, which they had been using for about three to four years and were considering redesigning or expanding for the following year. He highlighted that they always brought significant members to the ICSC event.

B. Oliva described the schedule and meetings they had at ICSC. They had a total of 35 meetings in a day and a half, with each meeting lasting for half an hour, and they were back-to-back without any lunch break. The meetings primarily involved big box players and high-volume players. He mentioned meeting with companies like Kroger (owner of King Super Brands), Dick's Sporting Goods, Wal-Mart, and

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Kimco (a developer). They also met with members of the brokerage community, such as Crosbie, CBRE (Coldwell Banker Richard Ellis), JLL (Jones Lang LaSalle), and Sullivan Hays, a local player. Additionally, they met with developers like Painted Prairie and Washington Prime, among others. He explained their approach to meeting with high-volume restaurants at ICSC. He stated that the reason they met with high-volume restaurant operators was that they produced more dollars per square foot than typical retailers. For example, a 5,000-square-foot restaurant operated by a high-volume player could generate 3 or 4 times the sales tax of a small operator and around five times the sales tax of a retailer, while also employing twice as many people. He clarified that, although they prioritized high-volume restaurants at ICSC due to their economic impact, they still valued and wanted to attract mom-and-pop restaurants. However, smaller operators often did not attend ICSC due to the associated expenses. Instead, meetings with them occurred in the city. At ICSC, the focus was on engaging with the higher-volume players.

B. Oliva discussed the results of the ICSC event. He mentioned successful deals made with Nordstrom's Rack and Bowlero, which had been initiated during a previous ICSC event. While they met with people during the meetings, many deals often took shape outside of these formal sessions due to the limited time available. They also secured restaurant program deals from ICSC, including those in the arts district in previous years and then in different wards. They also had meetings with big box retailers wherein six of them expressed interest in specific sites within Aurora, indicating a higher level of commitment beyond general interest in the city. He highlighted the positive feedback from brokers, indicating a resurgence of restaurants and omnichannel retailers, those selling through multiple channels like stores, websites, etc. He mentioned that big box retailers were experiencing a slight slowdown. Developers had reported a lot of action in the current year that they hadn't seen in the previous year, which was impacted by the COVID pandemic. However, in the current year, COVID was no longer a dominant topic of conversation, and there was a lot of activity in terms of selling and leasing properties. The northeast region had started to see increased interest from potential investors. The hot topic of the meeting was the growing interest in value-added redevelopments. Over the past four years, there had been little talk about buying shopping centers, but during the current year, they had four meetings with investors who already owned property in Aurora and wanted to acquire more properties. The Planning Department and ODA received kudos for successfully facilitating these processes. However, the availability of properties for purchase was limited. Value-added redevelopments involved centers that needed some work, such as painting, spackling, and installing new parking lots and storefronts. The advantage for owners was that they could raise rents after making these improvements, leading to increased interest in such opportunities.

B. Oliva discussed two significant changes observed after ICSC. First, there were changes in the way brick-and-mortar stores conducted business in comparison to their online counterparts, particularly in terms of lease agreements. Brick-and-

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mortar stores had negotiated deals that allowed them to walk away or close the store if it didn't perform well, a departure from traditional lease structures. These stores had access to extensive research that enabled them to track consumer behavior. They could determine whether customers were shopping online or visiting physical stores. If a brick-and-mortar store opened in a particular area, they monitored whether local customers chose to shop in-store or continue shopping online. If customers predominantly shopped online and didn't visit the store, the store had the option to close its physical location. This option to close stores based on consumer behavior has become a common practice among retailers. He urged the audience to shop at brick-and-mortar stores if they wanted these stores to continue existing. He explained the concept of "showrooming," where stores may have displays but no stock, and customers bought items at the store, but they were shipped from a warehouse. This approach reduced the need for employees and inventory in the store, which were the two most significant expenses for retailers. He believed that showrooming would become a prominent trend in the next ten years. He mentioned that this technology had been used in places like Korea about ten years ago, so it was already available. However, they emphasized the importance of supporting brick-and-mortar stores by making purchases in person, as this would help keep these stores open and operational.

B. Oliva explained the advantage that restaurants had over retailers because online shopping for food was not as prevalent. Restaurants were then focusing on creating enough entertainment or a unique experience to entice customers to dine in after the COVID pandemic. However, the challenge lay with Generation Z, who were heavily into video games. Many people, even up to the age of 35, enjoyed video games as their primary form of entertainment. This presented a challenge for restaurants because these individuals often ordered food to be delivered while playing video games, which do not have a pause button, making it difficult to persuade them to dine in at the restaurant. He mentioned that food was seen as merely something to eat while being entertained, and restaurants needed to compete with virtual reality (VR) and online games to attract the younger audience. He believed that in the future, restaurants would need to offer a different level of excitement to entice this generation away from their video games. He also noted that when asking individuals under 25 why they preferred delivery over eating at restaurants, many responded that they found it more exciting to play with their friends in the virtual world, and eating was simply something they did while engaged in that activity.

- CM Sundberg asked if they are targeting high-end steak and seafood places. B. Oliva mentioned that these upscale restaurants were very selective in their business decisions. Many of them had to close stores in markets they thought were strong but turned out to be only moderate. There had been a consolidation in the high-end restaurant business, with some establishments being acquired by other chains. While the restaurant industry, including high-end ones, was slowly recovering, the high-end establishments were cautious due to the uncertain economic climate. They tended to spend a

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- significant amount of money on building and staffing their restaurants, making them hesitant to open new locations during a potential recession.
- CM Lawson asked about the closure of big box stores like Bed Bath & Beyond and Baby R Us in the City of Aurora. She was concerned about what would happen if there were no buyers or interested parties in these large retail spaces. These stores were located in plazas with various other activities and businesses, such as grocery stores, recreational facilities, fitness centers, nail salons, etc. She wondered whether the city would take additional measures to attract potential buyers and tenants to these vacant spaces or if the area would remain in decline with empty parking lots and abandoned buildings. CM Bergan mentioned that they have passed an incentive on big vacant spaces. CM Lawson expressed concern about the big box stores and their vacancies. Although there is a previously passed incentive that specifically targeted big vacant spaces, CM Lawson was worried about the lack of interest from potential developers or commercial entities. She wondered how the city would adapt if there was no genuine interest in these spaces, leaving them vacant.
 - B. Oliva discussed the scenario where there was no interest in filling vacant big box stores, even with incentives or rent reductions. He mentioned that the incentive package put together hadn't been effective in attracting new tenants. B. Oliva described various types of players who might have considered occupying such spaces temporarily, such as the Spirit Halloween and Christmas stores, as well as party cities doing temporary stores. However, the focus was on "opportunistic" players, like the five below players, who preferred vacant spaces to negotiate lower rents. These players waited for developers to become desperate, and then they came in to secure better deals. Despite the lack of interest from some parties, B. Oliva noted that the opportunistic players were actively expanding. He discussed the past trend in the retail industry, which was the growing popularity of off-price stores like Nordstrom's Racks and TJ Maxx. These off-price retailers had been thriving and might have started appearing in shopping centers that previously only had full-price stores. Additionally, the outlet business had changed, and outlet players like Rack had been opening in shopping centers instead of solely relying on standalone outlet centers. He also mentioned that there had been a consolidation in the industry, with the best shopping centers like Park Meadows, Southlands, and Gardens in Havana, which had attractive designs, good tenants, and were well-maintained, coming out as winners. On the other hand, lower-tier shopping centers that lost their anchor tenants faced challenges filling those spaces, leading to redevelopment efforts. However, the redevelopment process might have been more controversial, involving input from the local community.
 - CM Lawson brought up the topic of big box stores and their large spaces. She mentioned that during her recent trip to South Florida, she noticed an interesting concept where a big box store that had gone out of business was transformed into an outlet containing various types of outlet stores. CM Lawson had raised this as a point of interest. B. Oliva had agreed that

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dividing such spaces could be challenging but had suggested that one option was to create a marketplace-like division inside the big box store. He also mentioned that Asian markets were opening in similar spaces as well, indicating a past trend in repurposing big box stores for different types of businesses.

- Jeannine Rustad, Director of Planning Development Services, provided other initiatives that were being undertaken by the department. She mentioned that they plan to conduct a study to assess retail spaces and vacancies internally and in new areas to ensure there was no over-retailing. The changing retail landscape was being considered, and they wanted to right-size the retail developments. She noted another area to look at is vacant areas considered lower class and what can be done to encourage revitalization. CM Bergan added to CM Lawson's idea of repurposing a vacant big box store. CM Bergan had mentioned the possibility of attracting specific brands, like Michael Kors, to fill the space, suggesting that it could have been a good fit for the location. B. Oliva discussed different types of outlet stores, including manufacturer outlets, off-pricers, and discounters. They mentioned the efforts made by Southlands to keep Best Buy as a tenant due to co-tenancy issues but ultimately failed to do so. Best Buy's closure was influenced by the impact of online shopping on their business. The idea of dividing up big box stores to attract more tenants was typically left to developers who sought to maximize rent and sales. He highlighted that there was an oversaturation of retail spaces, and some areas may have required redevelopment or been targeted by value-add investors to revitalize them. Additionally, there was a mention of the possibility of converting some spaces for office use.
- CM Bergan mentioned Nordstrom Rack and its location within a certain space. She asked if Bowlero took the space previously occupied by Bed, Bath and Beyond. B. Oliva confirmed that Bowlero had taken the bigger space.
- CM Bergan mentioned that Nordstrom Rack and an entertainment venue were actively pursued by Southlands in the past. She had been advocating for Nordstrom Rack and other experience-based retailers to attract more people to the shopping center.
- B. Oliva discussed the importance of attracting and retaining customers at one location. He mentioned that the first challenge was getting people to visit a place, and the second challenge was keeping them engaged once they were there. B. Oliva talked about the need for a variety of entertainment options and how they had explored the possibility of incorporating entertainment concepts into restaurant spaces at Southlands. He noted that entertainment options, apart from video games, were still lacking and that people were looking for more things to do outside of attending concerts, which could be expensive and infrequent. The focus was on creating a sense of place and walkability to draw customers out of their homes and make the shopping center more than just a traditional power center. Restaurants were seen as important elements in creating activity and a sense of place at the

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location. He emphasized the importance of creating a vibrant and active atmosphere in a public space like Main Street. He mentioned that having people sitting outside, especially with outdoor seating in restaurants, added to the perception of activity and liveliness.

- B. Oliva inquired if CM Bergan would like to share any thoughts and experiences, she had about the ICSC event. CM Bergan expressed that it is a worthwhile investment in their resources. She believed that some of the deals made at ICSC could take years to develop and finalize, indicating that the event offers long-term networking and business opportunities.
- CM Sundberg expressed excitement about a project called La Plaza at Chambers and Colfax. It involved the conversion of the former Super Kmart into a smaller Latino version of Stanley Marketplace, with a focus on entertainment.
- CM Sundberg shared a business development that he had toured. The development featured numerous merchants, with around 50 stalls, including a supermarket, a barber shop, dentistry, and various services. There was also a strong focus on entertainment, particularly for kids, with plenty of games and recreational areas. The development was planned to have patios and party spaces as well. He appreciated the entrepreneurial spirit behind this project and believed that they were working with the developers in a friendly manner. He mentioned the proposal to build a five-story parking space outside and that it would eliminate the presence of successful food trucks in the area, which CM Sundberg and her daughter had enjoyed visiting. He expressed interest in learning more about incentives that had been passed concerning this particular development.
- CM Bergan discussed an incentive she sponsored in the past. The incentive aimed to help fill a large vacant space at Southlands with a sought-after retailer like Nordstrom Rack or Bowleros. These retailers were seen as catalysts for attracting more good quality businesses and generating increased sales tax revenues. The incentive was designed to close the financial gap for the retailers to invest in the build-out and become marquee tenants that would stimulate further economic growth in the area. She mentioned a rule change that made incentives available for the entire city, not just specific areas or centers, for any big box development. CM Sundberg clarified that this allowance was not set in stone and required further discussion.
- B. Oliva explained that the previous rule had limited incentives to redevelop entire centers that were at least 500,000 square feet in size. The change in wording had allowed incentives to be applied to individual big box developments within a center, rather than the entire center.
- CM Sundberg had then inquired about the term "Omni" and what it meant. B. Oliva explained that omnichannel means selling in every possible way that consumers would want to buy. This included selling at outlet centers, online, in retail stores, and doing pop-up stores at various locations. The goal was to make purchasing convenient for consumers, including offering services like curbside pickup, where an employee brings the purchased item

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directly to the customer's car. He also mentioned that there were numerous ways in which businesses were reaching consumers to provide a seamless and accessible shopping experience.

Outcome:

Information only.

Follow-up Action:

None required.

3.c. Careers in Construction Colorado**Summary of Issue and Discussion:**

Jacob Cox, Manager of Development Assistance

Michael Gifford, CEO of Associated General Contractors, and Lisa Seaman, Workforce Director for the Construction Education Foundation, presented this item.

M. Gifford introduced himself and the organizations they partnered with, including the Homebuilders Association (HBA) and Morgan's team. He mentioned that Lisa Seaman, the Workforce Development Manager from their Construction Education Foundation, would be giving the presentation. The focus of the presentation was on providing an update about a high school education program that AGC and HBA delivered. He explained that they had started conceiving a construction education program in 2015 to be reintroduced in high schools. They formed a partnership with the HBA that year and launched their first program in 2016. Fast forward to the present day, and they had expanded the program to 57 high schools across the state, and they were set to partner with two Aurora public schools in 2023 and 2024. He expressed excitement about the development plans mentioned by others and emphasized that there would be a significant increase in construction due to federal and state infrastructure funding, housing demands, and energy policy changes. He believed that the increased construction activity would create a demand for more construction employees, making the program's career opportunities and certificates even more valuable. He acknowledged the presence of Pickens Tech in the Aurora area but noted that this program was designed to be held within individual high schools, offering a complementary option for students who might face challenges accessing other institutions. He expressed their intention to make the program sustainable in the long run and turned it over to L. Seaman for the discussion of their innovative funding idea to garner support for the program's future and other updates.

L. Seaman thanked everyone for having them and proceeded to talk about the great need for the construction industry in Colorado. The goal of the Careers in Construction (CIC) program was to engage students and their influencers and educate them about the high-demand and high-wage construction jobs available in the industry through hands-on, project-based learning. The Construction Education Foundation's mission was to recruit, develop, and serve students in the construction

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industry by promoting innovative education pathways to rewarding careers in an inclusive, highly skilled, and prosperous construction workforce.

The CIC program started in 2016 in one school in Colorado Springs. As of now, the program will be implemented in 60 high schools throughout the state in the coming school year. Each region of these schools was supported by the AGC of Colorado and the Construction Education Foundation, along with a specific Homebuilders Association in that region. The presentation highlighted the significant need in Colorado for construction employees, with 38,000 positions already needed, and additional needs for retirement replacements. She emphasized the urgency to cover a lot of ground in the next four years to address the growing demand in the construction industry. The CIC program aimed to help by reintroducing hands-on skilled trades training in high schools throughout the state. The program was already active in Vista Peak Preparatory and Gateway High School in Aurora Public Schools. Alongside skilled trades training, the program taught students construction math and incorporated a rigorous safety curriculum. Additionally, the program focused on teaching essential 21st-century employability skills, both by the instructors and the career navigators who supported students in engaging with the industry. The career navigators helped students explore career options during high school, including internships, and continued to support them post-graduation with employability and apprenticeship opportunities. The program aimed to prepare students for careers in the construction industry and equipped them with the necessary skills for success in the workforce.

The students at Vista Peak and Gateway had the opportunity to take part in the CIC program as freshmen or sophomores and continue into a P-Tech program. This P-Tech program allowed them to earn a high school diploma and an Associate's Degree in Construction Management from the Community College of Aurora at no cost to the students. The CIC program was designed based on the Home Builder's Institute curriculum, which was a nationally certified pre-apprenticeship certificate training providing portable, stackable credentials to students. The curriculum has been reviewed and approved by the Colorado Department of Education for career and technical education throughout the state. The Construction Education Foundation invested \$15,000 per school year per school to fund the CIC program, covering the curriculum, instructor training, HBI certifications, OSHA 10 certifications, and materials. The funding primarily came from construction companies and public and private grants. There were multiple requests each year to expand the program to new schools, and part of being able to do that was finding sustainable funding for the schools that were currently funded so that no school ever had to be dropped from or age out of the program for participating for too long. A building permit fee allowed every company in the construction industry to support this initiative by participating when they pulled a permit.

There was a history of successful permit fees being implemented to support construction programming in various regions. In 2016, the Pikes Peak region implemented permit fees to support the rapid growth of schools in that area.

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Recently, the Construction Education Foundation and AGC worked with the City and County of Denver to support Denver public schools through building permit fees as well. The slide presented provided more details on how the process worked. The permit fee was an opt-out, voluntary fee, and the money collected was designated solely for funding construction programming in Aurora. The implementation of these fees allowed for sustainable growth of the programming. For new builds, residential permits cost \$25, and commercial permits cost \$200.

L. Seaman encouraged the attendees to jot down their contact information. They expressed their willingness to share success stories of their programming and provide updates on enrollment, certificates, internship, and employment placement. She also mentioned that they worked with schools in various districts, offering individualized reporting for meetings like this throughout the school year. At the end of the school year, they could provide more concrete internship and employment numbers to the Council.

M. Gifford added and stated that their request involved altering the building permit fee collection system and seeking a partnership with the City of Aurora to make this possible. The second aspect was creating a Memorandum of Understanding (MOU) between the city and the Construction Education Foundation. This MOU would ensure that the funds were specifically designated to support Aurora Public Schools (APS) as intended, with the endorsement of the HBA and the AGC. M. Gifford emphasized that they were seeking support for this partnership and subsequent implementation. Aurora would have become the third city in the state to engage in this kind of initiative, following the four cities within the Pikes Peak Regional Building Department and the City and County of Denver. The objective was to ensure the sustainability of the programs and prepare for the impending demand for construction employment.

- CM Bergan expressed gratitude for the presenters' return and request, highlighting that the concept was introduced in 2020 amid the pandemic. She acknowledged the Committee's previous involvement and their support for the initiative. CM Bergan endorsed the idea, emphasizing the alignment with Aurora's status as the third-largest city. She then welcomed questions or comments from fellow CM Sundberg and CM Lawson.
- CM Sundberg expressed gratitude for the presentation and noted the practicality of the proposal, recognizing the substantial labor gap in the construction industry. He sought clarification on the permit adjustment aspect, wondering if it pertained to homes that students would work on. CM Bergan explained that the permit adjustment applied to any new construction, encompassing both residential homes and commercial structures. She elaborated that those builders paid their regular permit fee, and in addition, they had the option to contribute \$25 for each new residential home built. This amount directly supported the program, and builders could opt out if they chose not to participate.

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- CM Lawson expressed full support for the program, recognizing its value and potential impact. She inquired about potential expansion plans and whether the program might extend to other schools or districts beyond the current ones, such as the Cherry Creek School District. She highlighted the need for such a program in various places and emphasized that many students could greatly benefit from it, offering an alternative career path that doesn't necessarily involve college. L. Seaman responded, explaining that the program's scope included two Aurora schools, Vista Peak and Gateway, marking the beginning of the program in Aurora. She mentioned the program's involvement with the Cherry Creek Innovation Campus, which served students from a broader area, and emphasized the plan to continue growing the program in Aurora while closely collaborating with the local school district.
- CM Sundberg asked about the minimum age requirement for students to participate in the program within schools. L. Seaman clarified that students needed to be freshmen to join the program. The initial phase, referred to as "packed core," focused on pre-apprenticeship certificate training. This phase covered topics like building trades safety, first aid, obtaining an OSHA 10 certification, learning construction math, tools and materials usage, and developing employability skills. While certain aspects of the program had the potential to be introduced in middle school, particularly in eighth grade, this hadn't been widely implemented. The main certification phase typically occurred during high school, with students being eligible to participate as early as ninth grade.
- CM Sundberg shared his experience working with truancy and remedial programs, focusing on engaging young individuals who might resist traditional schooling but have an interest in work opportunities. L. Seaman acknowledged this and emphasized how the program provided a practical and appealing option for such students. She highlighted Aurora's robust internship program, which provided certifications, connections, and mentorships to students, opening doors to career opportunities.
- CM Sundberg then mentioned the potential collaboration with organizations like Advocates for Children or CASA, which dealt with truancy issues, as a way to connect these students with the program's benefits. L. Seaman welcomed this suggestion, recognizing its potential to expand the program's reach and provide support to more students on their career paths.
- CM Bergan raised a question regarding the cost of implementation, which had been around \$15,000 per location. She inquired whether the permit fees collected from Aurora businesses and developers would remain within the city and be stored in a fund for potential future expansion to other schools. L. Seaman confirmed that this was indeed the case.
- M. Gifford added that the specifics of how the funds would be managed were outlined in an agreement between the Construction Education Foundation and the City of Aurora. CM Bergan acknowledged this and added that many of the trades, such as HVAC and electricians, offered lucrative career opportunities without accumulating debt. L. Seaman

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emphasized that a key aspect of their marketing strategy was highlighting the strong job prospects in the trades, particularly in Colorado's high-demand market. She pointed out that skilled trades offered job security, even beyond the state, and emphasized that automation and AI wouldn't replace skilled tradespeople. Additionally, she highlighted the potential for high earnings and a successful career in the trades.

- CM Bergan asked about the next steps in implementing the program, focusing on the necessary software adjustments for the opt-out permit fee and the creation of the MOU. L. Perry clarified that they were actively addressing the technical aspect of the fee collection through their AMANDA software. While the technology solution might have been slightly different, the goal remained the same – ensuring that the funds went to the Aurora public schools' programs. The team was committed to making the necessary adjustments and finalizing the arrangement through the MOU.
- CM Bergan conveyed the Committee's endorsement of the program and stressed the urgency of moving forward swiftly. L. Perry indicated that they had a solution in mind and were actively addressing administrative aspects to implement the required modifications. She foresaw the setup being finalized within the next few months.
- CM Bergan asked about the next steps involving Full Council approval. L. Perry confirmed that a formal agreement would require Full Council approval.
- CM Bergan expressed gratitude to Lisa and Michael for their presentation, expressing excitement about the partnership and the potential to launch the program soon. L. Seaman and M. Gifford thanked the Committee and affirmed their readiness to discuss the MOU and technology solution.

Outcome:

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
- NO REPORT

4.c. Aurora Chamber of Commerce

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- Naomi Colwell

N. Colwell began by thanking the Council and expressing her appreciation for their time. She mentioned that it was her first PED meeting and that she found it overwhelming yet exciting due to the extensive discussions. She informed the attendees about Kevin's retirement, the President CEO of the Chamber of Commerce, after 28 years of service. A retirement party was scheduled for August 16 at Heritage Eagle Bend from 5:00 to 7:00. N. Colwell encouraged everyone to attend the event and bid farewell to Kevin as he embarked on retirement activities like cycling, golfing, and traveling. She assured the committee that Kevin would remain involved despite retiring. N. Colwell revealed that she would assume the role of Interim President CEO and expected to participate more frequently in meetings. She concluded by mentioning that formal announcements and invitations were sent out and encouraged recipients to check their inboxes.

 - CM Bergan had questioned the date of the retirement event, initially thinking it was on the 15th, but N. Colwell clarified that it was indeed scheduled for the 16th. CM Bergan then mentioned that unfortunately, the retirement event would coincide with the City Water Tour. N. Colwell expressed disappointment at the scheduling conflict. CM acknowledged that many Council Members would be attending the Water Tour, potentially missing the retirement party. N. Colwell reassured them that despite Kevin's retirement, he would remain engaged and occasionally attend events. CM Bergan congratulated N. Colwell. N. Colwell expressed gratitude and excitement about working with the Council.

4.d. Planning Commission

- Becky Hogan
NO REPORT

4.e. Oil and Gas Committee

- Brad Pierce
NO REPORT

4.f. Business Advisory Board

- Garrett Walls
NO REPORT

4.g. Retail

- Bob Oliva
NO REPORT

4.h. Small Business

- Marcia McGilley
NO REPORT

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4.i. Visit Aurora

● Bruce Dalton

Morgan Cullen expressed gratitude for the City's efforts in implementing the CIC program, emphasizing its importance. He mentioned the positive impacts seen at the Cherry Creek Innovation Campus and expressed satisfaction with extending support to Aurora.

- CM Sundberg brought up an off-topic yet related subject to Planning and Economic Development. He mentioned that in the previous Council meeting, there was a lively discussion about economic planning, during which the mayor highlighted the necessity for truck stops or parking areas to accommodate large trucks, particularly in Ward II. A former Council Member contributed through a text message, mentioning that Bob Oliva had been working on a similar initiative a couple of years back. He requested B. Oliva to provide a brief response.
- B. Oliva provided further details, explaining that they had undertaken a comprehensive assessment of potential sites spanning from the point where 225 intersects with I-70 up to Bennett. Their objective was to engage landowners to either permit truck parking on their premises or lease the land for this purpose. However, the endeavor of converting undeveloped land into suitable truck parking spaces incurred significant expenses. Their research delved into estimating the costs involved and considering whether they should financially support the project or encourage landowners to create these parking lots independently. The primary aim was to establish convenient parking options for truckers without imposing fees. Despite the intention, the financial implications complicated the process, and they were uncertain about achieving a cost-effective solution. Additionally, he referenced a proposal for multiple truck stops at the entrance to Aerotropolis Parkway, distinguishing between a final, long-term solution and a temporary arrangement.
- L. Perry informed CM Sundberg that they, along with Jacob Cox and Jason Batchelor, have been engaging in discussions with multiple developers over the past month. These conversations revolve around addressing the shortage of truck parking solutions and considering short-term, mid-term, and long-term options. The focus is on meeting the demands for both roadway usage and overnight parking for semi-trailers.
- CM Bergan asked about potential funding sources, mentioning the possibility of involving a trucking association. B. Oliva mentioned the National Association of Truck Stop Operators which was Truck Stop and Travel Center Operations.
- CM Sundberg expressed hope that private industry players like Flying J could have addressed this issue earlier due to their expertise. B. Oliva confirmed their communication with various industry players, indicating that they are aware of the situation.
- CM Sundberg brought up the idea of continuing the discussion outside the meetings. The proposal involved the possibility of combining a supercharging station to proactively cater to both vehicles and potentially semis that might have been traveling in that direction.
- Andrea Amonick noted that the topic had arisen during ICSC discussions. Conversations had occurred with developers and property owners. Along with development assistance, they engaged various developers to encourage gradual solutions to the parking issue. They recognized that while it might appear sudden, the problem had developed over time. Urgent efforts were directed toward finding both short-term and long-term remedies for the parking challenge.

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- B. Oliva contributed another potential solution to the discourse. He pointed out that warehouse companies exacerbated the parking problem by restricting truck entry to their lots until unloading was imminent. Any delay would lead these companies to divert trucks elsewhere, creating a need for alternative parking spaces. He also highlighted the legal obligation for drivers who had driven for over eight hours to promptly find parking, underscoring the multifaceted nature of the problem.
- CM Bergan proposed the idea of engaging with Amazon to address the issue. B. Oliva mentioned that Costco had been a major player in the matter, and similar discussions had taken place in California regarding Costco. CM Bergan anticipated that more information would likely be presented during the next PED meeting or update. B. Oliva highlighted that Laura had taken the lead in managing the matter moving forward.

5. CONFIRM NEXT MEETING DATE

Scheduled for September 13, 2023, at 8:30 AM MT.

6. ADJOURNMENT

APPROVED: _____
Francoise Bergan, Committee Chair



CITY OF AURORA

Council Agenda Commentary

Item Title: Fitzsimons-Colfax and 13th Avenue Station Area Plan Update
Item Initiator: Daniel Krzyzanowski, Planning Supervisor, Planning and Development Services
Staff Source/Legal Source: Daniel Krzyzanowski, Planning Supervisor, Planning and Development Services / Rachel Allen, Manager of Client Services, City Attorney's Office
Outside Speaker: N/A
Council Goal: 2012: 5.2--Plan for the development and redevelopment of strategic areas, station areas and urban centers

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

2nd Regular Meeting (if applicable): N/A

Item requires a Public Hearing: Yes No

ITEM DETAILS *(Click in highlighted area below bullet point list to enter applicable information.)*

Title: Fitzsimons-Colfax and 13th Avenue Station Area Plan Update
 Sponsor: Council Member Crystal Murillo and Mayor Pro Tem Curtis Gardner
 Staff source: Daniel Krzyzanowski, Planning Supervisor, Planning and Development Services
 Legal source: Rachel Allen, Manager of Client Services
 Estimated presentation/discussion time: 20 minutes / 5 minutes

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

- Approve Item and Move Forward to Study Session Approve Item as proposed at Study Session
- Approve Item and Move Forward to Regular Meeting Approve Item as proposed at Regular Meeting
- Information Only
- Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field above.

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval Does Not Recommend Approval

Forwarded Without Recommendation

Minutes Not Available

Minutes Attached

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 current station area plan was adopted in 2009. No updates have been approved since that date.

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

There are some exciting development opportunities within the Colfax and 13th Avenue station areas. Recently, the city has been working with the owners of two major parcels near the 13th Avenue Station to explore residential development opportunities. In order to unlock these opportunities, staff recommends establishing an urban renewal area near the stations to support the infrastructure and other public improvements needed.

Any urban renewal plan for the area should be based on an adopted and relevant small area plan, or in this case, the Fitzsimons-Colfax & 13th Avenue Station Area Plan. The current station area plan was adopted in 2009 and is now 15 years old. The plan does not reflect more recently adopted plans and codes, like the Aurora Places Comprehensive Plan, Unified Development Ordinance, and Aurora Housing Strategy, as well as important public improvements and development projects that have been built since its adoption. In order to adequately support and direct the creation of an urban renewal plan, staff recommends updating and formally amending the existing station area plan. An updated station area plan would also serve as strong support for grant applications for improvements to the area.

This process would include an inventory of nearby development since 2009, analysis of demographic and economic conditions in the area, engagement with the public (including area residents), and an updated plan document to more fully reflect the city's vision for the area.

With the Committee's direction, the update to the station area plan could be done concurrently with the development of the urban renewal plan. City staff from the Planning and Development Services Department would lead both planning efforts. The station area plan update is anticipated to be completed by Q1 2024 and then an updated plan document will be presented to the PED Policy Committee, Planning & Zoning Commission, and City Council for review and formal adoption.

Staff's presentation will provide more information on the proposed station area and urban renewal plans, including process, public engagement, and timeline.

FISCAL IMPACT

Select all that apply. (If no fiscal impact, click that box and skip to "Questions for Council")

- Revenue Impact Budgeted Expenditure Impact Non-Budgeted Expenditure Impact
 Workload Impact No Fiscal Impact

REVENUE IMPACT

Provide the revenue impact or N/A if no impact. (What is the estimated impact on revenue? What funds would be impacted? Provide additional detail as necessary.)

N/A

BUDGETED EXPENDITURE IMPACT

Provide the budgeted expenditure impact or N/A if no impact. (List Org/Account # and fund. What is the amount of budget to be used? Does this shift existing budget away from existing programs/services? Provide additional detail as necessary.)

N/A

NON-BUDGETED EXPENDITURE IMPACT

Provide the non-budgeted expenditure impact or N/A if no impact. (Provide information on non-budgeted costs. Include Personal Services, Supplies and Services, Interfund Charges, and Capital needs. Provide additional detail as necessary.)

N/A

WORKLOAD IMPACT

Provide the workload impact or N/A if no impact. (Will more staff be needed or is the change absorbable? If new FTE(s) are needed, provide numbers and types of positions, and a duty summary. Provide additional detail as necessary.)

The study will be completed by existing city staff using existing resources. No consultant or additional FTE are requested.

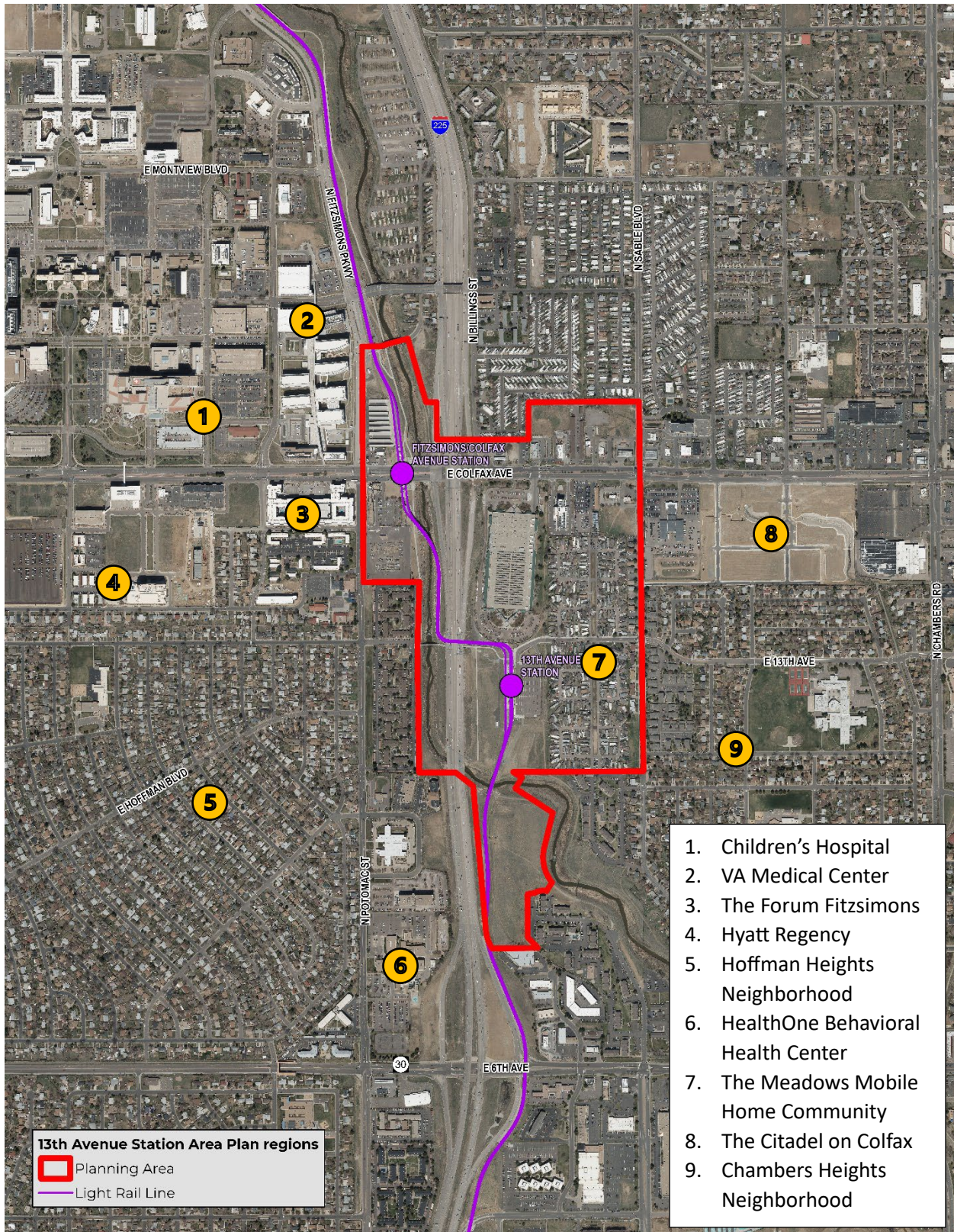
QUESTIONS FOR COUNCIL

Should staff proceed with an update of the station area plan as presented?

LEGAL COMMENTS

Every authority has all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part 1, including, but not limited to, the following powers in addition to others granted in this part 1 to make or have made and to submit or resubmit to the governing body for appropriate action the authority's proposed plans and modifications thereof necessary. (C.R.S. Section 31-25-105(i)). Notwithstanding any law to the contrary, any urban renewal plan undertaken by the Aurora Urban Renewal Authority, as originally approved or as later modified by the city council, may contain a provision that any or all of the following city taxes collected within said area shall be divided for a period not to exceed 35 years after the effective date of adoption of such a provision. (City Code Section 130-4(a)).
(Allen)

Proposed study area for Fitzsimons-Colfax and 13th Avenue Station Area Plan



1. Children's Hospital
2. VA Medical Center
3. The Forum Fitzsimons
4. Hyatt Regency
5. Hoffman Heights Neighborhood
6. HealthOne Behavioral Health Center
7. The Meadows Mobile Home Community
8. The Citadel on Colfax
9. Chambers Heights Neighborhood

Fitzsimons-Colfax and 13th Avenue Station Area Plan

Planning & Economic Development
Policy Committee
September 13, 2023

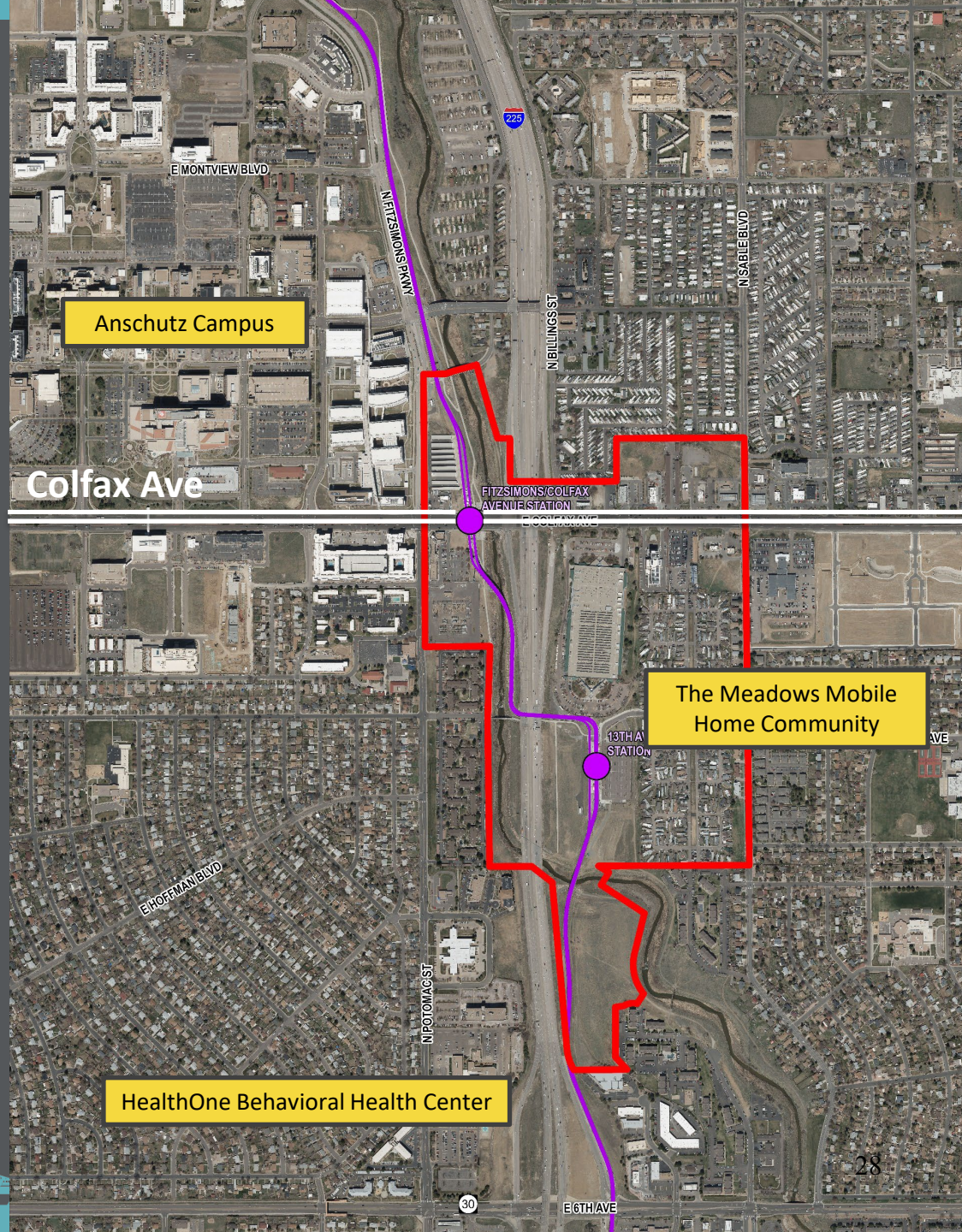
*Speakers: Daniel Krzyzanowski & Jennifer Orozco,
Planning & Development Services*



- Background
- Why update the plan now?
- Update process
 - Schedule
 - Public engagement



- 187 acres in area
- Located east of Potomac St, west of Sable Blvd, north of 6th Ave
- Includes the Fitzsimons-Colfax and 13th Avenue Stations



Background

2004	FasTracks approved by metro area voters
2009	Current station area plan adopted
2016	Hyatt Regency Aurora-Denver Conference Center opens
2017	RTD's 'R Line' service opens through Aurora
2018	Rocky Mountain VA Medical Center opens
2021	RTD adopts 'equitable transit-oriented development' policy, opening underutilized transit properties to development
2021-23	13 th Avenue Multimodal Corridor study completed
2022-23	City staff discussions with property owners regarding residential developments at or adjacent to 13 th Avenue Station <i>October 2022: Design charrette for residential developments</i>



Why update the plan now?

- The **current Station Area Plan is out-of-date** and does not reflect planning, zoning, and development completed since 2009
- An updated plan will support an urban renewal plan to **activate near-term development opportunities**



Housing Opportunities

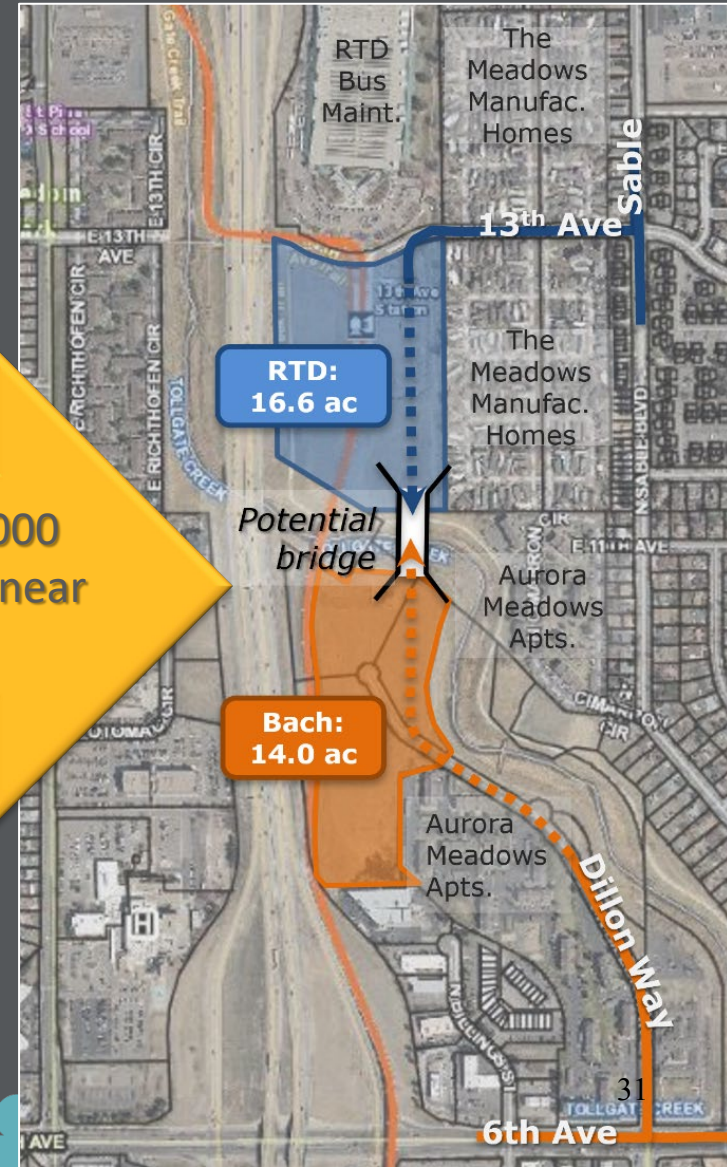
RTD property:

190-430 affordable/
mixed-income units

Bach Homes property:

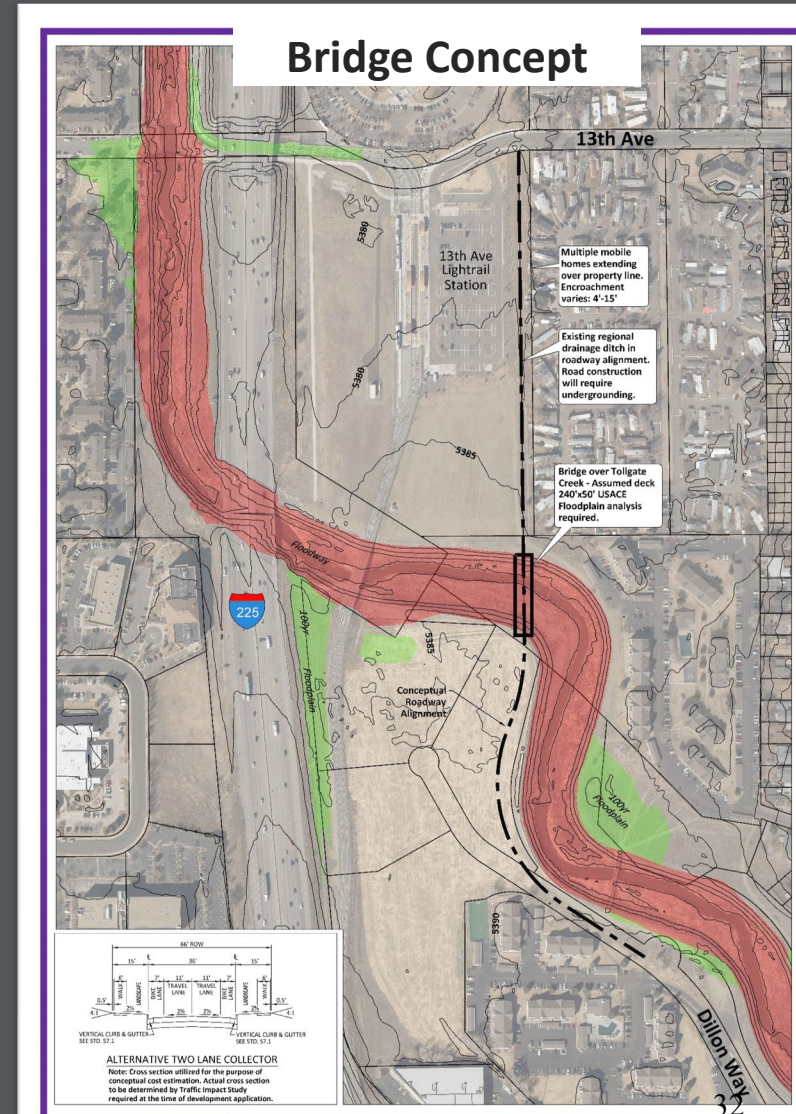
572 market-rate apts
and rental townhomes

Approx. 1,000
new homes near
transit



Required Bridge Connection

- Concept for 240'x50' deck (add'l design and floodplain analysis req'd)
- Rough estimate of **\$7.6 million for bridge** and northern road connection (2020)



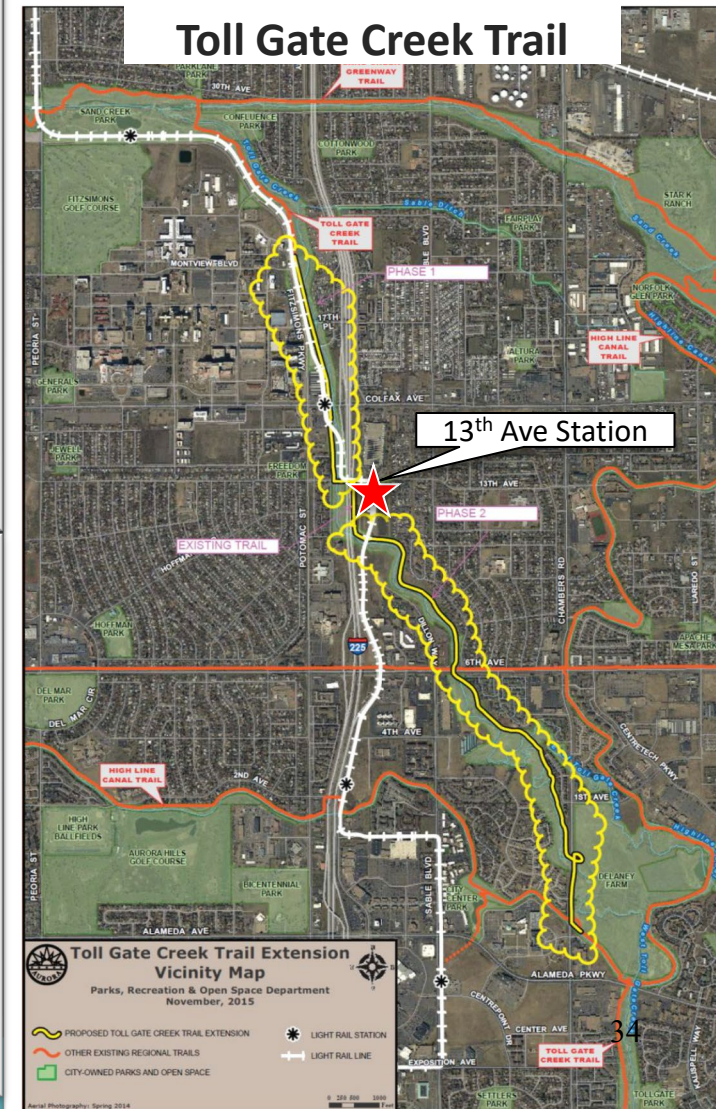
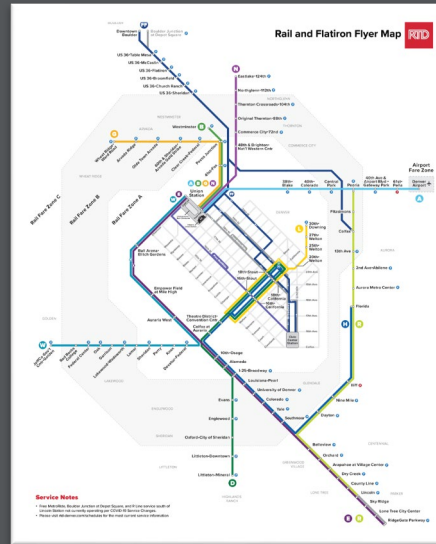
Opportunity: Nearby Jobs

- Excellent proximity to employment:
 - Fitzsimons Campus
 - Buckley SFB
 - I-70 corridor / logistics hubs



Opportunity: Mobility Improvements

- Transit
- Toll Gate Creek regional trail
- 13th Avenue Multimodal Corridor Study



Opportunity: Housing Strategy



HOUSING STRATEGY IMPLEMENTATION

POLICIES + STRATEGIES

POLICIES

A FOSTER A BALANCE AND SUSTAINABLE HOUSING PORTFOLIO IN AURORA

C EXPAND THE INVENTORY OF HOUSING OPTIONS THROUGHOUT AURORA

E STRENGTHEN THE LOCAL ECONOMY AND EXPAND EMPLOYMENT OPPORTUNITIES IN AURORA



B PRESERVE THE LONG-TERM AFFORDABILITY OF EXISTING HOUSING STOCK



D STRENGTHEN THE CITY'S CAPACITY FOR ADDRESSING HOUSING ISSUES



F SUPPORT PROTECTIONS FOR HOMEOWNERS AND RENTERS

STRATEGIES

S.1 CREATE A HOUSING TRUST FUND

S.2 WAIVE OR REDUCE DEVELOPMENT FEES UP TO AN ANNUAL AMOUNT

S.3 PROVIDE INFRASTRUCTURE IMPROVEMENTS TO MANUFACTURED HOME PARKS

S.4 IDENTIFY AND SET ASIDE PUBLICLY OWNED LAND FOR MIXED-INCOME HOUSING

S.5 PILOT INNOVATIVE HOUSING PROJECTS FOR RENTAL & HOMEOWNERSHIP

S.7 PARTNER IN THE DEVELOPMENT OF AN AFFORDABLE HOUSING UNIT/RENTER MATCHING SOFTWARE PROGRAM

S.8 PARTNER IN THE DEVELOPMENT OF A HOME SHARE PROGRAM

S.9 STREAMLINE RENTAL INSPECTIONS FOR AFFORDABLE HOUSING PROVIDERS AND TENANTS

S.10 IMPLEMENT NEIGHBORHOOD AND AREA PLANNING

S.11 IDENTIFY POTENTIAL AMENDMENTS TO THE UDO TO ENCOURAGE THE PRODUCTION OF AFFORDABLE HOUSING

S.12 IMPLEMENT CHANGES TO STAFFING OR ORGANIZATION INITIATIVES



Opportunity: RTD's Equitable TOD Policy

Resolution 2021-002:

- 35% of all residential units developed on RTD property (system-wide) will be affordable to low-income households.
- RTD will determine the quantity of replacement parking based on projected future parking utilization.
- RTD may consider opportunities for shared parking between transit customers and non-transit customers.
- RTD required to receive fair market value (FMV); however, purchase price or rent reductions may be permitted in exchange for affordable housing development or other agency benefits.



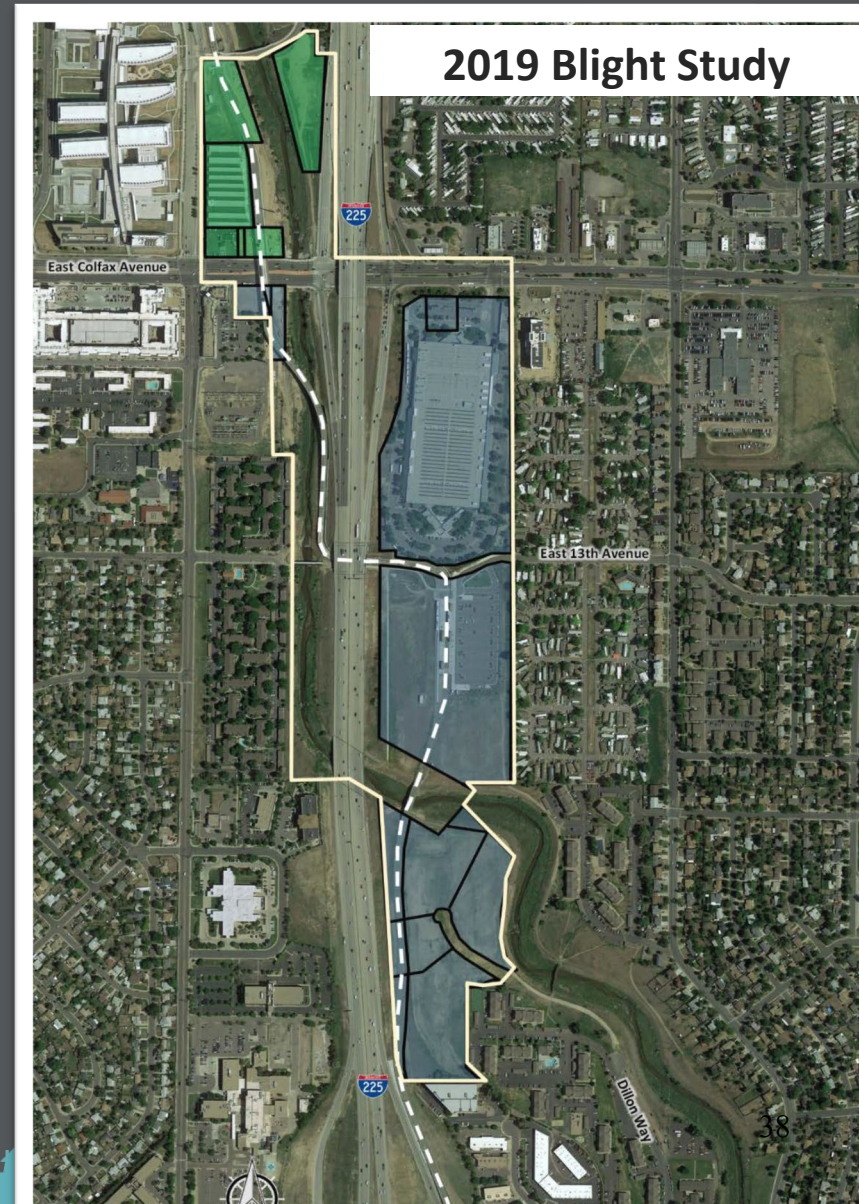
Opportunity: State Focus on Housing

- DOLA's Affordable Housing Development Incentives Grant Program (HB21-1271) & **Strong Communities Infrastructure Grant Program** (HB22-1304)
 - Scoring favored:
 - use of vacant publicly owned real property for the development of affordable housing
 - sustainable development and infill/ redevelopment near transit
- Voter-approved Proposition 123 (2022; ~\$300 million annually for affordable housing)
- SB 23-213 (Governor's "More Housing Now" proposal)



Opportunity: Urban Renewal

- Area has a Council-approved “**blight**” **designation** (2019)
- Blight is a precursor to establishing an urban renewal area and utilizing **tax increment financing (TIF)** to assist with reimbursement of some public improvements (bridge)



October '22 Housing Charrette

- Jointly hosted and funded by Housing & CD and Dev Svcs/ Urban Renewal
- Site Visit & Facilitated Discussion
- Opportunities & Constraints
- **Design Test Fit Schemes to inform a future RFP for RTD site**

- Chessy Brady, TOD
- Alicia Leitgeb, TOD

RTD



- Harsh Parikh, Architect
- Robert Palmer, PE
- George Thorne, Developer

Consultants
& Experts



- Shaun Athey, Bach Homes
- Brandon Aimes, Bach Homes

Neighbor (to
the south)



COA Staff Participants

• Brit Vigil

Office of
Development
Assistance



• Andrea Amonick
• Melissa Rogers
• Jennifer Orozco

Urban Renewal



• Jessica Prosser
• Alicia Montoya
• Sarah Carroll
• Bianca Lopez

Housing and
Community
Development



• Jeannine Rustad
• Mindy Parnes
• Dan Krzyzanowski
• Rachid Rabbaa
• Stephen
Rodriquez
• Tom Worker-
Braddock

Planning



• Matthew
Kozakowski
• Haley Busch
Johansen

Public Works
Engineering



• Chong Woo

Water



• Curtis Bish

Parks, Recreation
& Open Space



• Natasha Wade

Real Property



• Mark Apodaca

Fire & Life Safety



Scheme 1

- Medium Density:
 - 190-240 units
 - 4-Story Affordable Housing with tuck-under and surface parking
 - Retain 120 RTD parking spaces



Scheme 2a (initial phase)

- High Density: 240-280 total units, in a variety of buildings
 - 3-story Townhomes, for-sale affordable
 - 4-story Permanent Supportive Housing
 - 4-story Wrap attainable
 - Retain 120 RTD parking spaces



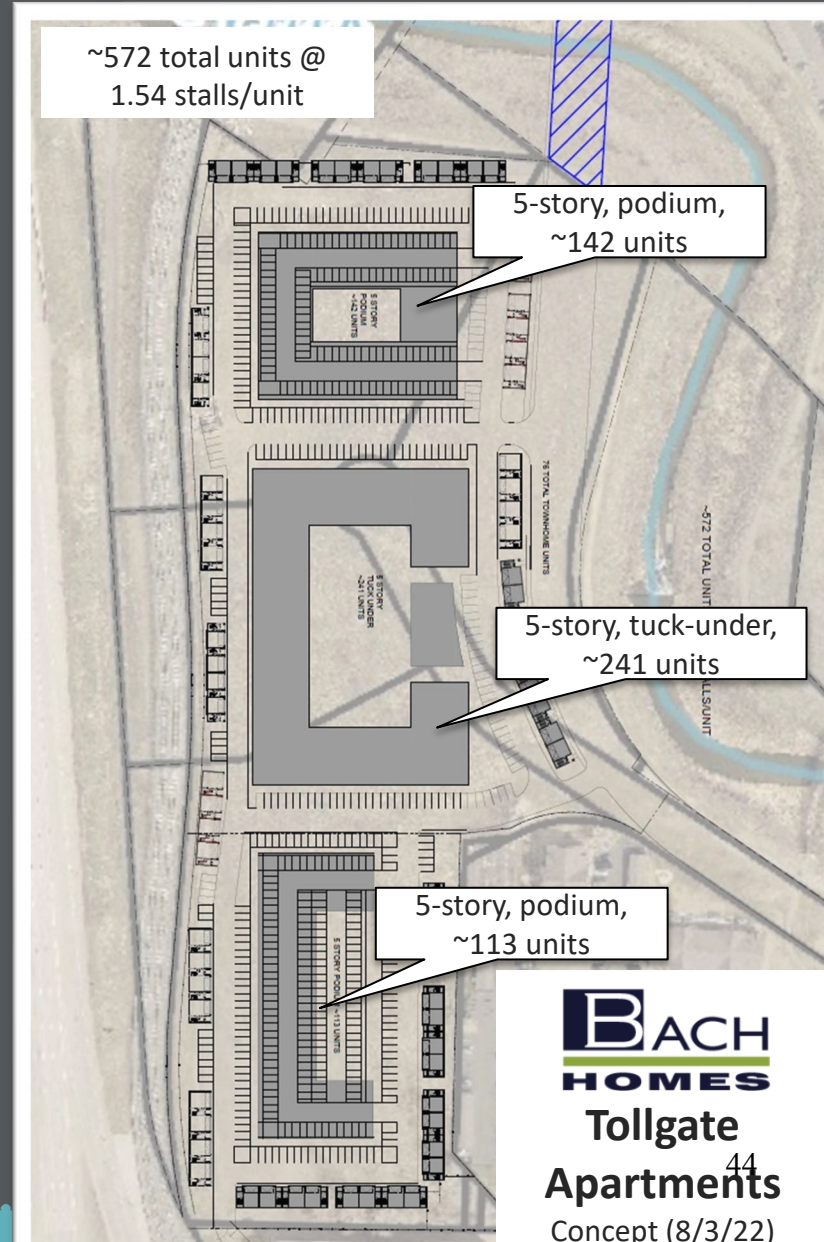
Scheme 2b (final phase)

- High Density: 340-400 units, total (phases 1 & 2)
 - Redevelop RTD parking with a mixed-income building (150 units) and large parking garage



Bach Homes

- Projects in western states; Tollgate = 1st in CO
- Phased concepts with nearly **600 market-rate rental units** in various bldgs: **podium, tuck-under, townhomes**
- Rezoning application unanimously approved by Council 6/2023



Financials / TIF / Urban Renewal

- Bridge unlikely to receive Federal trans. \$ (b/c not part of regional arterial system); instead pursuing **State funds for affordable housing** (Strong Communities Infrastructure Grant).
- **Bach Homes is preparing to design, construct, and front-fund the bridge**, assuming adoption of an Urban Renewal Plan and a yet-to-be negotiated agreement to use **TIF to assist with reimbursement for bridge**.
- An updated **Station Area Plan** will support the Urban Renewal Plan and guide development of the RTD and Bach Homes properties.



Project Schedule

- **Project kickoff** **Fall 2023**
- First public meeting **Fall 2023**
- Second public meeting **Winter 2023-24**
- Station Area Plan finalized **Q1 2024**
- Urban Renewal Plan - depends on development partner timeline



Public Engagement

- Two rounds of public input
- Adjacent neighborhoods (including mobile home park residents), major property owners, RTD, Anschutz, area developers and businesses
- Also, an internal working group with Housing & Community Services, Public Works, PROS, and other departments



Question for the Committee

- Should staff proceed with an update of the station area plan as presented?





Aurora Urban Renewal Authority Agenda Commentary

Item Title: Original Aurora Special District Discussion with a Community Development Plan
Item Initiator: Andrea Amonick, Development Services Manager/Mindy Parnes, Long-Range Planning Manager
Staff Source/Legal Source: Andrea Amonick, Development Services Manager & Mindy Parnes, Long-Range Planning Manager/Rachel Allen
Outside Speaker: N/A
Council Goal: 2012: 5.2--Plan for the development and redevelopment of strategic areas, station areas and urban centers

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: 10/9/2023 Aurora Urban Renewal Authority (AURA)

2nd Regular Meeting (if applicable): N/A

Item requires a Public Hearing: Yes No

ITEM DETAILS *(Click in highlighted area below bullet point list to enter applicable information.)*

Item Title: Original Aurora Special District Discussion with a Community Development Plan
 Council Sponsors: CM Crystal Murillo ; Co-sponsor Mayor Pro Tem Curtis Gardner
 Staff Source/Legal Source: Andrea Amonick, Development Services Manager & Mindy Parnes, Long-Range Planning Manager/ Rachel Allen Client Services Manager
 Outside Speaker: N/A
 Estimated Presentation/Discussion Time: 15 minutes/10 minutes

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

- Approve Item and Move Forward to Study Session Approve Item as Proposed at Study Session
- Approve Item and Move Forward to AURA Meeting Approve Item as Proposed at Regular Meeting
- Information Only
- Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field above.

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: Planning & Economic Development

Policy Committee Date: 9/13/2023

Action Taken/Follow-up: *(Check all that apply)*

Recommends Approval

Does Not Recommend Approval

Forwarded Without Recommendation

Minutes Not Available

Minutes Attached

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.)*

In 2021, at the request of City Council, City Management organized and convened the Northwest Community Forum – a series of meetings with the community and staff to generate ideas to improve the neighborhood as we began to come out of the pandemic, and an opportunity for both city staff and neighborhood stakeholders to work together towards constructive, collaborative solutions.

One of the ideas that had been discussed in previous planning efforts and again came out in the forum was that of establishing a special district within the neighborhood in order for the neighborhood to organize itself and provide a source of funding for the projects that the neighborhood might want to do, but which the City could not solely fund on its own.

Over the years, there have been numerous planning efforts with defined strategies. A special district has been of interest to the community for over 20 years (since **at least** inception of the Fletcher Plaza Urban Renewal Plan), but requires stakeholder interest and commitment to effectively implement.

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

The attached documents include a proposal from Progressive Urban Management Association (PUMA) and an associated Community Outreach Scope that will assist NEIGHBORHOOD STAKEHOLDERS with defining action steps for the special district and aid in their understanding of special district vehicles, organizing eligible electors and implementing the proposed special district. The Development Services team will assist with funding and some organizational responsibilities through its work with AURA, but will not drive the process.

FISCAL IMPACT

Select all that apply. (If no fiscal impact, click that box and skip to “Questions for Council”)

Revenue Impact

Budgeted Expenditure Impact

Non-Budgeted Expenditure Impact

Workload Impact

No Fiscal Impact

REVENUE IMPACT

Provide the revenue impact or N/A if no impact. (What is the estimated impact on revenue? What funds would be impacted? Provide additional detail as necessary.)

N/A

BUDGETED EXPENDITURE IMPACT

Provide the budgeted expenditure impact or N/A if no impact. (List Org/Account # and fund. What is the amount of budget to be used? Does this shift existing budget away from existing programs/services? Provide additional detail as necessary.)

We are seeking to fund this initiative through the Aurora Urban Renewal Authority as part of the strategy associated with the Fletcher Plaza Urban Renewal Plan.

NON-BUDGETED EXPENDITURE IMPACT

Provide the non-budgeted expenditure impact or N/A if no impact. (Provide information on non-budgeted costs. Include Personal Services, Supplies and Services, Interfund Charges, and Capital needs. Provide additional detail as necessary.)

N/A

WORKLOAD IMPACT

Provide the workload impact or N/A if no impact. (Will more staff be needed or is the change absorbable? If new FTE(s) are needed, provide numbers and types of positions, and a duty summary. Provide additional detail as necessary.)

Part of normal staff responsibilities for the Divisions.

QUESTIONS FOR COUNCIL

Does the Committee wish to recommend moving forward with the outlined components of this initiative?

LEGAL COMMENTS

The city council declares that the primary purpose of title 32 districts within the city shall be to fund the local and regional public improvements and facilities necessary for the development of private property. Title 32 districts may provide for the continued operation and maintenance of such improvements and facilities only as provided in their respective approved service plans. The city council, in furtherance of the best interests of the city and the preservation and protection of the health, safety, prosperity, security, and general welfare of city residents declares its intent:

- (1) To prevent the indebtedness incurred by title 32 districts from adversely affecting the credit worthiness and credit ratings of the City;
- (2) To ensure that the cost burden of infrastructure in newly developed areas is placed upon those benefiting from such infrastructure improvements;
- (3) To prevent the shifting of development risk to nondevelopers;
- (4) To minimize the likelihood of excessive tax and fee burdens upon city residents located within title 32 districts;
- (5) To require facilities and services to be provided efficiently;
- (6) To prevent the shifting of costs of title 32 districts to residents of the city who do not live within the geographic boundaries of a title 32 district; and
- (7) To permit the use of title 32 districts to serve only those residential, commercial, or industrial developments that will enhance the quality of the entire community. (City Code Section 122-27).
(Allen)

PED 9-13-23

Original Aurora Special District Discussion



Previous Focus Area



Planning Background

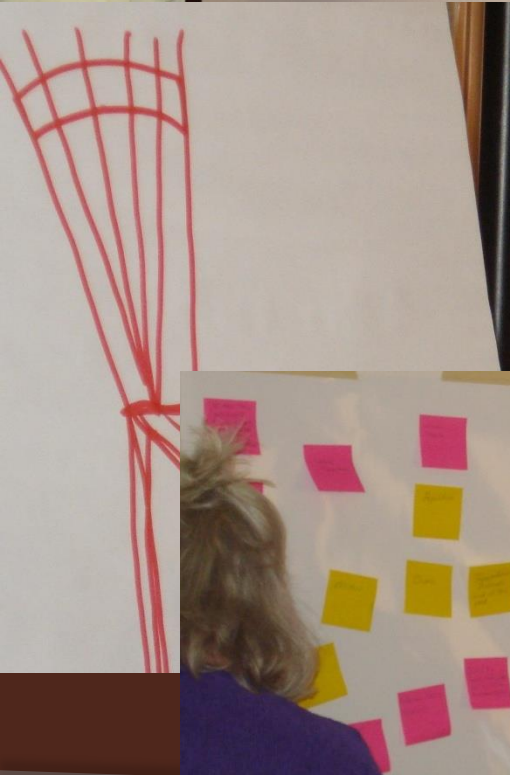
1974 – Colfax Concourse Study
1979 – Northwest Aurora Neighborhood Report
1980 – Original Aurora Master Plan
1981 – Design Guidelines for Original Aurora
1982 – Historic Aurora Walking Tour
1986 – Market Potential Study
1990 – Northwest Neighborhood Profile
1993 – Aurora Community Arts Plan
1994 – Northwest Aurora Revitalization Study
1995 – Visual Preference Study
1996 – Colfax Main Street Master Plan
1997 – Original Aurora Economic Development Plan
1998 – Fletcher Plaza Urban Renewal Area Description
2001 – Fitzsimons Boundary Area District Created
2004 – MLK, Fletcher Square and Florence Gardens

2005 – Colfax Design Overlay District
2005 – Central Park/Stapleton Aurora GDP
2005 – Anschutz Medical Campus Development
2009 – Original Aurora Strategic Area in Comp Plan
2010 – Brownfield’s Grant for Westerly Creek Village
2011 – Westerly Creek Village Visioning
2012 – Westerly Creek Strategic Area in Comp Plan
2012 – Westerly Creek Village Urban Renewal Area

2012 – Colfax Community Plan/ Visioning
2014- Amendment to Fletcher Plaza Urban Renewal Plan

2018- New Mixed-Use Zones unique to Original Aurora

2021-2022 NW Community Forums



Numerous Businesses, Community Orgs & Actions

Theatres, Arts, Breweries, Restaurants & Entertainment **New** Businesses

People's Building

SBDC & Purchase Local

MLK Library & Fletcher Plaza Improvements

Colfax BRT

CU Anschutz Community Engagement

Collective De Paz – Public Health

Resident Leadership Council

APS Youth Programs

ACAD

DAVA

Mango House

Global Bhutanese Community Colorado
Community Development Funded Housing

ARPA Grants

Colfax Community Network

Asian Pacific Development Center

Visit Aurora

Anchor Institutions

Center for Community Wealth Building

Aurora Economic Opportunity Coalition

Day Labor Center

Aurora Economic Opportunity Coalition

Village Exchange Center

DAWN Clinic

Office of International & Immigrant Affairs

Montview & City Park Improvements & Community Gardens

Westerly Creek Village Area Projects

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Chosen Vision Statement

To be refined with community

Original Aurora is a vibrant hub of activity, comprised of unique neighborhoods and anchored by historic US 40 Colfax Avenue, the city's premiere employment center, Anschutz Medical Campus (Fitzsimons) and its cultural heart, the Aurora Arts District. The Historic Colfax Corridor functions as a gateway to Aurora and provides stimulating, safe and inviting settings with many arts & entertainment venues, quality shopping, housing options, community events, and recreational opportunities. Distinct districts along the corridor include a variety of thriving, unique businesses and destinations that attract visitors and serve established neighborhoods highlighted with tree-lined streets. The area is recognized for its sustainable design and cultural and socio-economic diversity.

Arts & Entertainment District



The Peoples Building
9995 E Colfax Ave
Aurora, CO



NW Community Forum 2021-2022



- Physical Improvements – Fletcher Plaza, Lighting, Signage & Banners
- Activating Spaces with Programmed Events
- Safety Response with Aurora Mobile Response Team
- Homeless Solutions
- Housing & Community Engagement

Special District Formation with a Community Development Plan

- Assess the dynamics of Colfax Corridor's economic, political and planning environment.
- Engage a variety of stakeholders (i.e. property owners, businesses, residents, civic leaders, etc.) in a participatory process to create the Community Development Plan and evaluate district options.
- Determine community-driven priorities for a district (i.e. enhanced maintenance, marketing, economic development, small business support, etc.) and develop a holistic management blueprint.
- Be intentional about creating a district that maximizes business and property ownership opportunities for existing businesses and/or residents of the neighborhood.
- Evaluate the pros and cons of district options (i.e. BID vs. DDA) and identify a preferred option for Aurora.

Question

Does the Committee wish to recommend moving forward with the outlined components of this initiative?



September 1, 2023

Andrea Amonick
Development Services/AURA Manager
City of Aurora
15151 E. Alameda Parkway
Aurora, CO 80012

Dear Andrea:

On behalf of Progressive Urban Management Associates, I am pleased to submit this letter of approach in response to the City of Aurora's interest in developing a Community Development Plan for Northwest Aurora and exploring the creation of a new management and development organization for the East Colfax corridor that could include a potential Downtown Development Authority (DDA) or a Business Improvement District (BID).

Progressive Urban Management Associates (P.U.M.A) is a Denver-based real estate economics and planning consultancy offering management, marketing, and financial expertise to advance downtown and community development. In the past 30 years, P.U.M.A. has assisted more than 300 clients in 37 states, Canada, and the Caribbean. Additional information is available at our website at www.pumaworldhq.com.

P.U.M.A. offers experience in community planning, organizational development, and improvement district financing. We are considered a global leader in improvement districts, and nationally we have helped to establish and/or renew more than 90 BIDs and DDAs that collectively are generating more than \$100 million annually. We have completed improvement district feasibility and formation processes for the following Colorado communities: Arvada, Aurora (Havana BID), Boulder, Castle Rock, Colorado Springs, Denver, Englewood, Grand Junction, Lakewood, Littleton, Nederland, Parker, Steamboat Springs, and Windsor.

We have also been the lead consultant supporting the City of Denver in the execution of half of the neighborhood plans completed over the past five years, including Denver's East Area Plan that is adjacent to Northwest Aurora and the Colfax corridor.

With more than 60 years of combined experience, we offer the most experienced team in this business. Our team members for an Aurora assignment would include:

Brad Segal, president of P.U.M.A brings more than 35 years of experience in the downtown management and community development field as both a consultant and practitioner. Prior to forming P.U.M.A., he served as the senior director of the Downtown Denver Partnership. Brad has served four terms on the board of directors of the International Downtown Association. Brad is acknowledged as a global leader and innovator in the improvement district field, has led workshops in a variety of forums and written publications that guide communities through the district formation process. For the Aurora Community Development Plan and district assignment, Brad will be the lead strategist for navigating the planning process, determining the preferred district option, guiding the steps for forming a district, and facilitating meetings with the proposed Steering Committee.

Yvette Freeman, senior strategist at P.U.M.A., brings more than 20 years of experience in community development and district management as a practitioner. Prior to joining P.U.M.A. in 2015, Yvette was the manager of the special services district in Silver Spring, Maryland, where she directed the day-to-day operations of a downtown BID. Prior to her work in Maryland, Yvette was the BID manager for the Downtown Denver Partnership where she supervised the daily operations of the 16th Street Mall. While at the Partnership, Yvette also worked with Brad to implement community development initiatives in Denver neighborhoods. For the Aurora project, Yvette will facilitate community engagement, lead efforts to infuse equity into community development solutions, and provide strategic insights into plan development.

Naomi Lacewell, associate, will be our project manager, coordinating day-to-day project logistics and community engagement, data analysis and report design and development. Before completing her planning degree, Naomi gained nearly 10 years of experience in marketing and graphic design, managing communications, and designing product features in the digital behavioral health sector. Prior to joining P.U.M.A., Naomi worked on land use issues and community engagement for Denver City Council member Amanda Sandoval in the northwest section of the city. Naomi's experience working in the office of an elected official gives her unique insight into the needs and challenges facing local governments, neighborhoods, and community decision-makers.

Ethan Greene, project assistant, rounds out the P.U.M.A. team and will provide support for research, engagement, and logistics. Ethan is currently completing his Masters in Urban and Regional Planning at the University of Colorado at Denver and brings experience as a community organizer for AmeriCorps VISTA.

Resumes for P.U.M.A. team members are attached.

Partners: We propose to add two sub-contractors to provide specialized expertise. For legal counsel, we have worked with Tom George in the Denver-based office of **Spencer Fane** on nearly all of our Colorado district formation processes over the past 20 years. Spencer Fane can provide legal counsel for all formation steps for either a BID or DDA, including assistance with City resolutions and management of TABOR elections. For the Community Development Plan, Cheney Bostic at **StudioSeed** will provide urban design and community planning expertise. StudioSeed is an urban planning and graphic design firm that has worked with P.U.M.A. in recent assignments, including the creation of a DDA Plan of Development for Littleton, and neighborhood planning for Denver's recent East Area Plan.

P.U.M.A. Team Approach

Our experience suggests that three steps can identify community improvement priorities, the optimal management plan for an improvement district, and lay the groundwork for creating it. The consulting approach builds support for the district through a series of participatory processes that educate and engage direct stakeholders, including property and business owners, residents, City staff and elected officials.

In outlining our approach below, we consider the Northwest Aurora neighborhoods and East Colfax corridor between Yosemite and Havana as the city's historic "Downtown."

Specific project objectives include:

- Assess the dynamics of Downtown Aurora's economic, political, and planning environment. Identify significant market changes that have occurred over the past five years and anticipate those that can be reasonably expected through the next five to ten years.
- Determine how Downtown Aurora and a new district should best be positioned and organized to respond to current challenges and opportunities.
- Determine community-driven priorities for a district (i.e. enhanced maintenance, marketing, economic development, small business support, etc.) and develop a holistic Downtown management blueprint to ensure that new initiatives strengthen and unify overall investment, marketing and management efforts.
- Be intentional about creating a district that maximizes business and property ownership opportunities for existing businesses and/or residents of adjacent neighborhoods.
- Evaluate the pros and cons of district options (i.e. BID vs. DDA) and identify a preferred option for Aurora.
- Engage a variety of Downtown stakeholders (i.e. property owners, businesses, residents, civic leaders, etc.) in a participatory process to create the Community Development Plan and evaluate district options.

To provide input, direction and an overall "sense of reality", a **Project Steering Committee** composed of business, property owner, resident and civic representatives is recommended to work with the consultant team through the duration of the project. The Steering Committee could include representatives from key Downtown businesses, influential property owners, resident leaders from adjacent neighborhoods and City officials.

We recommend that the City designate a staff **project manager** to work with the consultant team. Tasks for the project manager include updating and maintaining a comprehensive property database, arranging logistics for Steering Committee and stakeholder meetings, and, if found feasible, supporting the legal process to form the new district.

The three steps of our process can be summarized as follows:

Step 1: District Feasibility

Project Orientation and Preparation: Before embarking on the community process to develop the Community Development Plan and evaluate the feasibility for an improvement district, there are several tasks to prepare for the project. The City should identify and seek participation commitments from property owner, business and resident champions that will comprise the core leadership for the recommended Steering Committee. A Downtown commercial property owner database should be refined, updating fields for ownership, contacts and property characteristics including assessed values, frontage, building and lot square footage.

The consultant team will undertake an initial project orientation to become acquainted with Downtown Aurora and its various sub-districts. We will review plans that have been completed over the past ten years. We will develop a market snapshot that provides key economic indicators including rents, sales, and the concentration of local independent businesses. We will meet with influential property and business owners, civic leaders, and city officials. A study area will be defined and an initial meeting with the Project Steering Committee will be convened. We will also meet with city staff to help guide efforts to quantify the city's existing base level of services. Up to five "best practice" comparable markets in Colorado will be identified for research on district programs, budgets, and assessment rates, showcasing both DDA and BID options.

Stakeholder Outreach: Next we launch a stakeholder engagement process to both educate and seek improvement priorities from property owners, businesses and neighborhood residents. We propose a combination of one-on-one and small group meetings as the primary method for identifying community improvement priorities and presenting district options. One-on-one meetings should be arranged with influential and/or larger property owner interests. Small group meetings can be organized around geographic sub-areas and neighborhoods. We will work with City staff and the Project Steering Committee to design the best community engagement strategy, including the use of the City's language interpretation and survey resources as needed. In addition to meetings, an online survey can be made available to all Downtown and community stakeholders to seek additional input on improvement priorities.

Preferred District Option: Based upon the input received from the community engagement process, market conditions and the consultant team's emerging familiarity with the dynamics of the district, we will draft a report on management options for Downtown Aurora. We will compare the pros and cons of a BID, DDA and other options that might arise, providing a recommendation for a preferred option. The report of options will be reviewed by the Project Steering Committee and with the intention of finding agreement around a preferred option.

Step 2: Community Development Plan

The Community Development Plan will be compiled from the priorities that emerge in the preceding step of the process. The Community Development Plan will identify a menu of community-driven improvements, implementation sequencing and the identification of roles and responsibilities between the City, a new district, and other civic partners. The Community Development Plan will build on past Northwest Aurora and East Colfax planning efforts to ensure continuity and to avoid "reinventing the wheel."

To initiate a BID or DDA, the team will draft legal documents in compliance with Colorado statutes. For a BID, an Operations Plan will describe the proposed district's rationale and objectives, boundaries, service plan, budget, assessment methodology and governance structure. For a DDA, the Community Development Plan will serve as the statutory required Plan of Development that guides programs and investments. An additional DDA Operations chapter will provide detail on district boundaries and policies, including the use of tax increment financing (TIF) and the relationship to Aurora's existing urban renewal areas.

Andrea Amonick
September 1, 2023
Page 5.

The draft Community Development Plan will first be reviewed by the Project Steering Committee and then a second round of meetings will present the draft plan to Downtown stakeholders. After the community review of the draft plan, the consultant team, staff, and the Project Steering Committee will determine the feasibility for moving forward with the legal steps for forming a new district.

Step 3: Legal Process to Form the District

Colorado BID and DDA statutes each require a formal legal process to form a new district.

For the BID, petitions must be secured from commercial property owners representing a majority of land and value within the proposed district boundaries. The City Council receives the petitions, considers forming the district at a public hearing, and then a final TABOR election is required to approve the tax or special assessment that will finance the BID.

To form the DDA, the Community Development Plan serves as the Plan of Development providing a menu of service and improvement options for the DDA. The DDA is formed by City Council at a public hearing, and then TABOR requires a vote by all affected property and business owners to approve any DDA mill levy, debt and/or tax increment financing authority.

For either process, the consultant team will coach staff and the Project Steering Committee on a peer-to-peer approach for securing support, and we will be available as-needed throughout the process. Once significant support has been secured, we will work with legal counsel and help district proponents through the remaining legal steps, including City Council public hearings and TABOR elections.

A detailed scope of services, timetable and phased budget estimate is attached.

Thank you for considering this statement of qualifications and approach and please contact me at 303-997-8754 or brad@pumaworldhq.com if I can provide any additional information.

Sincerely,



M. Bradley Segal
President

Attach: Proposed scope of services, timeline and budget
P.U.M.A. On a Page
Resumes for Team Members

City of Aurora:

Downtown Community Development Plan + Improvement District Feasibility Proposed Scope of Services, Timeline and Fee

Prepared by Progressive Urban Management Associates, Inc – Revised September 1, 2023

Note: The “Downtown Aurora” study area is defined as the Northwest Aurora community centered by the East Colfax corridor from Yosemite to Havana Streets.

Phase I: District Orientation & Priority Setting

The first phase will aim to work with district stakeholders (i.e. Downtown business and property owners, resident leaders from adjacent neighborhoods) and city leaders (staff and elected officials) to develop a Community Development Plan, provide an overview of improvement district options for Downtown Aurora (i.e. DDA vs. BID), determine improvement priorities from stakeholders, and provide a definitive recommendation for moving forward. Steps in this process will include:

- Review past plans and studies for Downtown Aurora
- Define a study area for the Community Development Plan and improvement district efforts
- Draft a market snapshot that provides key economic indicators and trends such as rents, sales, housing costs, and concentration of local independent businesses
- Conduct periodic creative workshops with the Project Steering Committee
- Develop educational materials that provide a concise overview of improvement district options, focusing on a DDA and/or BID
- Conduct interviews and small group meetings with Downtown stakeholders to inform them on options and seek priorities
- Conduct research and orchestrate a tour of comparable districts in the Denver metro area (i.e. Arvada, Longmont, Littleton, East Colfax/Denver, others to be considered)
- Conduct a study session with Aurora elected officials to offer findings from initial research plus seek policy guidance
- Develop recommendations for moving forward, including preferred improvement district option for Aurora and steps for moving forward

Phase II: Community Development Plan

The consultant team will prepare a Community Development Plan that provides a menu of services and improvements, identifies potential project opportunities and addresses the operational parameters of the district. The plan will be tailored for the preferred district option identified in Phase I – plus add required legal documentation that may include an Operations Plan for a BID or a modified Community Development Plan for a DDA. Steps in this process will include:

- Conduct periodic creative workshops with the Project Steering Committee
- Broaden outreach efforts to seek improvement priorities from all Downtown and community stakeholders

- Finalize district boundaries
- Create graphics to illustrate potential improvements
- Develop an operational plan for the district, including rationale, work program, budget, revenue sources, governance and relationship to the City of Aurora
- Evaluate revenue options, including projections for tax increment financing and/or assessments
- Review draft plan concepts with the Project Steering Committee and Downtown stakeholders at-large
- Conduct a study session with elected officials to lay out the final draft Community Development Plan and path forward

Phase III: Legal Process to Form District

The final phase of the process would be the legal process to form the improvement district. For a DDA, a City Council ordinance and a TABOR election among electors within the district boundary would be required. For a BID, a property owner petition would be added to the front-end of the process. Steps would include:

- Database development and management to identify qualified electors and associated assessment costs (if any)
- Draft and design educational materials to inform stakeholders of the benefits and costs associated with the improvement district
- Graphic summary of the Plan of Development to visually convey improvement and project opportunities
- Legal work to prepare for and advance district formation, including draft ordinance, petition (if necessary) and management of the TABOR election
- Coaching to help district proponents inform stakeholders on the benefits of the district and clarify TABOR ballot options

Project Timetable

Task	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Phase I: District Orientation & Priority Setting					
Phase II: Community Development Plan					
Phase III: Legal Process to Form District < see note A >					

Note A:

- For a BID, petition drive would be held in Q2 2024
- For either a BID or DDA, City Council resolution in Q3 2024, TABOR election Q4 2024

Estimated Fee

TASK	PUMA Team								Sub- Contractor	TOTAL
	Segal		Freeman		Lacewell		Greene			
	Hrs	Rate	Hrs	Rate	Hrs	Rate	Hrs	Rate		
Phase I: District Options/Priorities	80	225	75	175	100	140	50	85	10,000	59,375
Phase II: Community Development Plan	75	225	50	175	125	140	50	85	30,000	77,375
Phase III: District Formation	60	225			75	140	50	85	30,000	58,250
Expenses + Contingency										5,000
TOTAL	215	225	125	175	300	140	150	85	70,000	200,000
<i>Sub-Contractors (included above)</i>										
<i>Legal: Spencer Fane</i>										35,000
<i>Urban Design: Studio Seed</i>										35,000

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

Immersive | Market-Based | Tactical

Progressive Urban Management Associates (P.U.M.A.) is a national leader in helping communities and organizations create and sustain thriving places. We advise clients on a wide range of community planning, economic development, organizational management, and financial solutions.

SERVICES



DOWNTOWN STRATEGIC PLANS

Utilizing our prior experience working as practitioners in the field, we support downtown management organizations in developing tactical strategic plans to guide their evolution, blending local aspirations with national best practices.



BID FORMATION & RENEWAL

For nearly 30 years, we have worked across the country to create more than 80 business improvement districts (BIDs) that collectively generate more than \$100 million annually to maintain, market, and activate downtowns and other commercial areas.



COMMUNITY VISION & ACTION PLANS

Using our market-based approach, we are experts in leading the development of downtown, neighborhood, and corridor master plans in cities and towns of all sizes.



ECONOMIC DEVELOPMENT & RESILIENCY

Building upon a community's inherent strengths and competitive advantages, we develop tailored strategies for economic growth and resiliency in urban, suburban and rural settings.



Our market assessments are easily-digestible, blending hard data with stakeholder insights to reveal unique opportunities to the community. We incorporate a national perspective on the forces shaping cities and downtowns by using research from *P.U.M.A.'s Global Trends Report*.



HEALTHY COMMUNITY STRATEGIES

We provide planning and technical assistance to aid communities with equitable access to fresh foods, development of local food systems, and design of places that encourage physical activity and community connection.

CORE VALUES

Recognizing that planning is a dynamic process, we are continuously learning and adjusting our approach. As a team, we aspire to bring the following values to each of our projects:

- » Focus on building consensus through wide-reaching, inclusive outreach to the community
- » Listen deeply and learn from the experience of people who live and work in the community before drawing conclusions
- » Promote accessible, equitable physical and social spaces for all community members
- » Equip ourselves – and our client communities – with data and analysis to inform decision-making
- » Focus on the “how” in addition to the “what,” so that our plans are actionable and achievable



BRAD SEGAL

President

Real Estate Economics | Strategic Planning | Leadership Facilitation | Public Engagement | Community Development Finance | Equitable Communities

EXPERTISE

Brad Segal, who founded P.U.M.A. in 1993, has more than 30 years of experience in downtown management and community development as both a practitioner and consultant. A self-proclaimed “urban therapist,” Brad is one of the nation’s leading authorities on downtown trends and issues, reinventing downtown management organizations, forming business improvement districts and pioneering efforts to create healthy communities.

Representative projects include:

- Building consensus and forming business improvement districts in Santa Monica, CA; Cleveland, OH; Oklahoma City, OK; San Antonio, TX; and Grand Junction, CO
- Directing the public process and developing market-based downtown plans in Lincoln, NE; Evansville, IN; Norfolk, VA; Reno, NV; and Greeley, CO
- Creating strategic plans to guide center city public/private partnerships in Colorado Springs, CO; Washington, DC; Pasadena, CA; Newark, NJ; and Nassau, Bahamas
- Designing and implementing community-based economic development strategies for New Haven, CT; Wailuku, HI; Boulder, CO; Milwaukee, WI; and Denver, CO

PAST EXPERIENCE

Senior Director, Downtown Denver Partnership, Inc., Denver, CO, 1987-1993

Designed and managed business development and marketing programs to attract jobs and investment to downtown Denver. Highlights included directing the Lower Downtown Business Support Office, which is credited with helping to revitalize Denver’s premier urban historic district, and being part of the management team that re-engineered the Downtown Denver Partnership’s operations, structure and organizational culture.

Associate Director, Port Morris Local Development Corporation, South Bronx, NY, 1984-1985

Formed and managed a local development corporation to pursue industrial revitalization and represent 450 businesses.

Housing and Economic Development Coordinator, City of Martinez, CA, 1979-1983

Directed the commercial revitalization of a 10-block Main Street area.

SELECTED RECOGNITION & AFFILIATIONS

Honors:

Awarded the CRE professional designation by Counselors of Real Estate, 2019

International Downtown Association President’s Award for sustained leadership and generosity in producing the P.U.M.A. Global Trends Report, 2014

Recognized by the International Downtown Association for work performed as a volunteer for Historic Denver for formation of the Downtown Denver Historic District, 2001

Named Entrepreneur of the Year for the Rocky Mountain region in the category of Supporter of Entrepreneurship, sponsored by Inc. Magazine, Ernst & Young and Merrill Lynch, 1992

Professional Affiliations:

International Downtown Association, Board Member (1998-2004 and 2010-2016)

Downtown Colorado Inc, Board Member (2000-2009) and President (2007-2008)

All In Denver, Co-Founder and Board Member (2016-present)

Urban Land Institute

Featured Speaker: Frequent workshop presenter and panelist in conferences sponsored by the International Downtown Association, National Main Street Center, American Planning Association, California Downtown Association and Downtown Colorado, Inc.

Lecturer: Teach urban revitalization strategies course at the University of Colorado Denver Graduate School of Architecture and Planning (2012-present)

Expert Witness: Testimony in support of community planning and development approach to congressional redistricting, State of Colorado, October 2011

EDUCATION

Master of Business Administration, Columbia University, NY

Bachelor of Arts in Urban Analysis, University of California at Berkeley

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



P. U. M. A.



YVETTE J. FREEMAN

Senior Strategist

Community Outreach + Engagement | Business Development | BID Management | Operations

EXPERTISE

Yvette Freeman has more than 15 years of experience managing business improvement districts (BIDs) and community development initiatives. She joined Progressive Urban Management Associates in 2015 and provides strategic planning, project management, community outreach, and business support.

Representative P.U.M.A. projects include:

- Conducting outreach to marginalized communities in Denver, CO; Lincoln, NE; Newark, NJ; and Tulsa, OK
- Outreach to businesses and individuals for feedback about the City of Denver's public restrooms pilot program
- Providing project support and creative input to develop a strategic plan for downtown BIDs in Minneapolis, MN; Washington, DC; and Oakland, CA
- Assisting with the formation of a business improvement district for Denver's Historic Five Points commercial strip
- Working with the City of Denver to improve inter-departmental communications and coordination to implement the City's transit oriented development plan
- Evaluating transportation management associations (TMAs) for the City of Denver and providing recommendations to develop greater efficiencies and organizational structure for the program

PAST EXPERIENCE

Operations Manager, Block by Block, Downtown Denver BID, Denver, CO, 2014

Managed nearly 70 "clean and safe ambassadors" for downtown Denver's 24/7/365 BID program; established higher performance standards and enhanced efficiencies.

Chief of Operations, Silver Spring Urban District, Montgomery County, MD, 2008-2014

Managed \$2.8 million budget and 40 union employees; introduced operational strategies and "clean and safe" standards to address Silver Spring's rapid growth and changing demands; partnered with Montgomery County Department of Corrections to establish an award-winning initiative for minor offenders to provide cleaning services in downtown; collaborated with government agencies and property owners to expand Washington DC's bike sharing program.

Operations Manager, Downtown Denver Business Improvement District, Denver, CO, 1994-2000

Managed various contractors and a \$1 million budget; established higher standards of cleanliness for the 16th St. Mall and BID; oversaw the 16th St. Mall vending program; advised property owners; worked collaboratively with the police, and other agencies including those serving the homeless population, and young people of color; initiated and managed a customized \$500,000 light refurbishment project for the 16th St. Mall; collaborated with property owners, city staff and designers for a \$3 million streetscape improvement project.

Associate Director, Downtown Denver Partnership, Denver, CO, 1989-1994

Co-managed the locally and nationally recognized Business Support Office program to spur economic development in Denver's Five Points and Lower Downtown areas; planned and facilitated business workshops; conducted outreach to 500-plus downtown businesses and coordinated targeted marketing programs.

OTHER EXPERIENCE

Chinook Fund, Board and Executive Committee Member (2002-2009), a partnership of activists, donors, and social change organizations promoting social justice and freedom from oppression

Lundy Leadership Challenge (1998-2001), an initiative to enhance leadership capacity in Colorado's LGBTQ community

AFFILIATIONS

Colfax Business Improvement District, Board Member (2018-2020)

All In Denver, Co-Founder and Board Member (2016-2020), a social equity advocacy organization

International Downtown Association

Eco-Districts

Urban Land Institute

Rocky Mountain Land Use Institute

EDUCATION

Bachelor of Science, Human Development and Family Studies, Colorado State University, Ft. Collins, CO

Certificate in Women's Interdisciplinary Studies, Colorado State University, Ft. Collins, CO

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES





NAOMI GRUNDITZ LACEWELL

Associate

Downtown and Community Planning | Community Engagement | Data Analysis and Visualization

EXPERTISE

Naomi Lacewell is an interdisciplinary and innovative urban planning professional with expertise in the nonprofit and public sectors. Naomi's specialties include public engagement, mapping/GIS, graphic design, research, and urban design. As an associate at P.U.M.A., Naomi provides quantitative and qualitative analysis, market research, community engagement, mapping, and graphic design support for strategic and downtown planning initiatives. Before completing her planning degree, Naomi gained over 8 years of experience in marketing and graphic design, managing communications and designing product features in the digital behavioral health sector. Prior to joining P.U.M.A., Naomi worked on land use issues and community engagement for Denver City Council member Amanda P. Sandoval. Naomi's experience working in the office of an elected official gives her unique insight into the needs and challenges facing local governments, neighborhoods, and community decision-makers.

PAST EXPERIENCE

District 1 Planner, Councilwoman Amanda P. Sandoval, Denver, CO, 2019-2022

Designed and led public engagement, outreach, and education for all land use-related policy and projects from the District 1 council office. Managed neighborhood-wide accessory dwelling unit rezonings, successfully rezoning over 7,000 properties in District 1. Developed three zoning overlays to improve design outcomes in rapidly redeveloping neighborhoods and preserve commercial spaces along historic main streets. Provided subject matter expertise and advised the Councilwoman on development, zoning, and land use.

Product Marketing Manager, myStrength Inc, Denver, CO, 2015-2017

Led email strategy and content for B2B marketing campaigns for public and commercial health networks as well as internal campaigns to increase user engagement and launch new features to 100k+ subscribers. Conducted user experience interviews and leveraged insights into user behavior to shape new features and enhance existing product content. Completed a variety of tasks involving data analysis, writing, graphic design, MailChimp, Adobe Suite, HTML, and other content management systems.

Assistant to the Executive Director, Ecocity Builders, Berkeley, CA, 2012-2015

Managed website and communications, including contributing articles on current topics in architecture, urbanism, sustainability and international development. Designed digital and print collateral. Assisted with project development and management including the international launch of online GIS platform for crowd-sourced environmental and neighborhood data. Served on planning committee for the 2015 Ecocity World Summit in Abu Dhabi focusing on urban sustainability in hot, arid climates. Presented at the conference on the role of interactivity and playfulness in urban placemaking.

Intern, San Francisco Planning and Urban Research Association (SPUR), San Francisco, CA, 2012

Assisted in managing communications to donor database and stakeholders for fundraising and program development. Participated in weekly symposium on emerging SPUR research and planning and land use issues in the greater Bay Area.

AFFILIATIONS

- American Planning Association (APA) Colorado
- Urban Land Institute
- International Downtown Association
- Downtown Colorado, Inc.
- Downtown Denver Partnership

EDUCATION

- Master of Urban and Regional Planning, University of Colorado Denver
- Bachelor of Sociology, Yale University

PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



P.U.M.A.



CITY OF AURORA

Council Agenda Commentary

Item Title: Our Parks, Our Places- A Plan for Aurora’s Parks, Recreation and Open Space
Item Initiator: Michelle Teller, Senior Planner, Parks Recreation and Open Space
Staff Source/Legal Source: Michelle Teller, Senior Planner/Tim Joyce, City Attorney
Outside Speaker: N/A
Council Goal: 2012: 4.0--Create a superior quality of life for residents making the city a desirable place to live and work

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

2nd Regular Meeting (if applicable): N/A

Item requires a Public Hearing: Yes No

ITEM DETAILS *(Click in highlighted area below bullet point list to enter applicable information.)*

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated time (For Study Session items only, indicate combined time needed for presentation and discussion)

Our Parks, Our Places: A plan for Aurora’s Parks, Recreation and Open Space update
 Staff source: Michelle Teller, Senior Planner and Rian French, Project Manager
 Estimated time: 10 minutes

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

- Approve Item and Move Forward to Study Session Approve Item as Proposed at Study Session
- Approve Item and Move Forward to Regular Meeting Approve Item as Proposed at Regular Meeting
- Information Only
- Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field above.

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: Parks, Foundations & Quality of Life

Policy Committee Date: 3/23/2023

Action Taken/Follow-up: (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
| <input type="checkbox"/> Forwarded Without Recommendation | <input checked="" type="checkbox"/> Minutes Not Available |
| <input type="checkbox"/> Minutes Attached | |

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.)*

Informational updates have been provided regularly to Parks, Foundations Quality of Life.

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

Informational update on the ongoing Our Parks, Our Places Master Plan including anticipated approval date and need to approve document by reference in the Aurora Places Comprehensive Plan.

FISCAL IMPACT

Select all that apply. (If no fiscal impact, click that box and skip to "Questions for Council")

- | | | |
|--|--|--|
| <input type="checkbox"/> Revenue Impact | <input type="checkbox"/> Budgeted Expenditure Impact | <input type="checkbox"/> Non-Budgeted Expenditure Impact |
| <input type="checkbox"/> Workload Impact | <input checked="" type="checkbox"/> No Fiscal Impact | |

REVENUE IMPACT

Provide the revenue impact or N/A if no impact. (What is the estimated impact on revenue? What funds would be impacted? Provide additional detail as necessary.)

N/A

BUDGETED EXPENDITURE IMPACT

Provide the budgeted expenditure impact or N/A if no impact. (List Org/Account # and fund. What is the amount of budget to be used? Does this shift existing budget away from existing programs/services? Provide additional detail as necessary.)

N/A

NON-BUDGETED EXPENDITURE IMPACT

Provide the non-budgeted expenditure impact or N/A if no impact. (Provide information on non-budgeted costs. Include Personal Services, Supplies and Services, Interfund Charges, and Capital needs. Provide additional detail as necessary.)

N/A

WORKLOAD IMPACT

Provide the workload impact or N/A if no impact. (Will more staff be needed or is the change absorbable? If new FTE(s) are needed, provide numbers and types of positions, and a duty summary. Provide additional detail as necessary.)

N/A

QUESTIONS FOR COUNCIL

N/A

LEGAL COMMENTS

The city manager shall be responsible to the council for the proper administration of all affairs of the city placed in his charge, and to that end he shall have the power and duty to inform the public concerning plans and activities of the council and of the city administration. (City Charter Sec. 7-4(j)). (Allen)

Our Parks, Our Places: A Plan for Aurora's Parks, Recreation and Open Space

Planning & Economic Development Policy Committee

Michelle Teller, *PROS Senior Planner* & Rian French, *PROS Project Manager*

September 13, 2023



SASAKI

Our Parks, Our Places



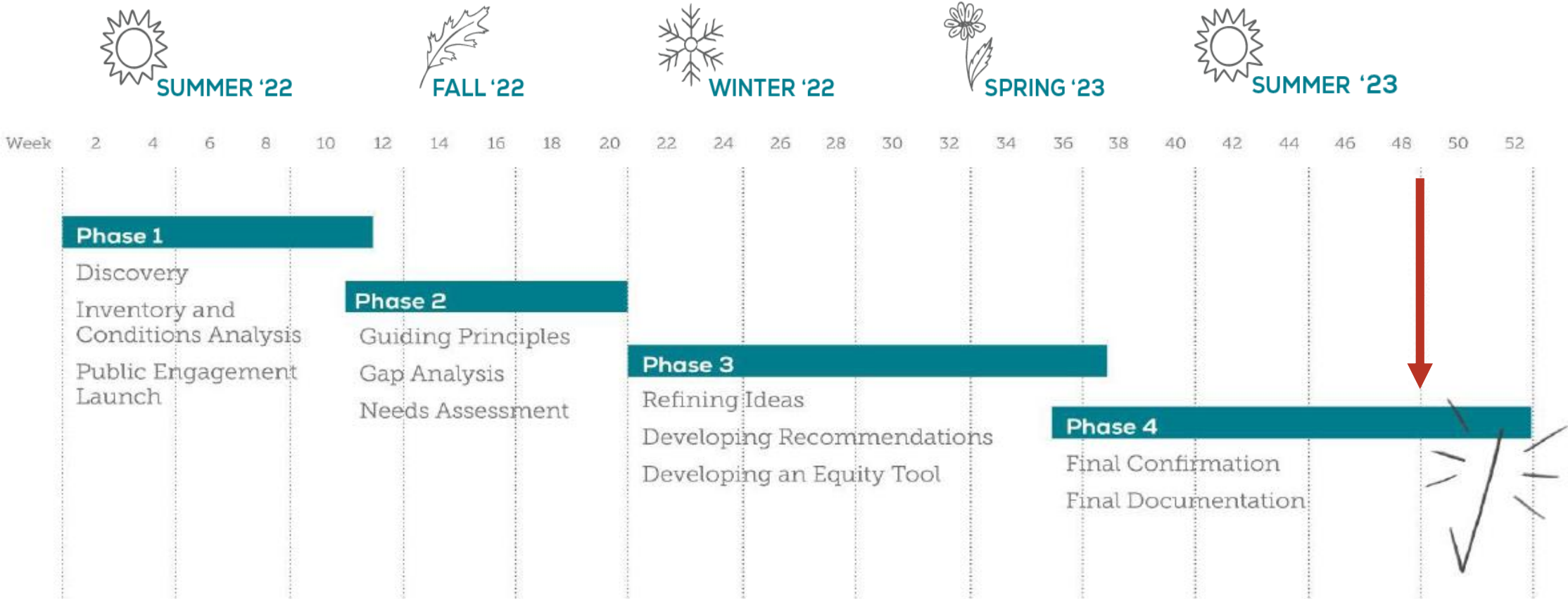
Purpose: Long-range vision of PROS 5-10 years into the future

(5) Key Objectives built from Aurora Places Comprehensive Plan:

- Community Connections
- Equitable Access
- Health and Safety
- Sustainable Growth
- Operational Efficiencies



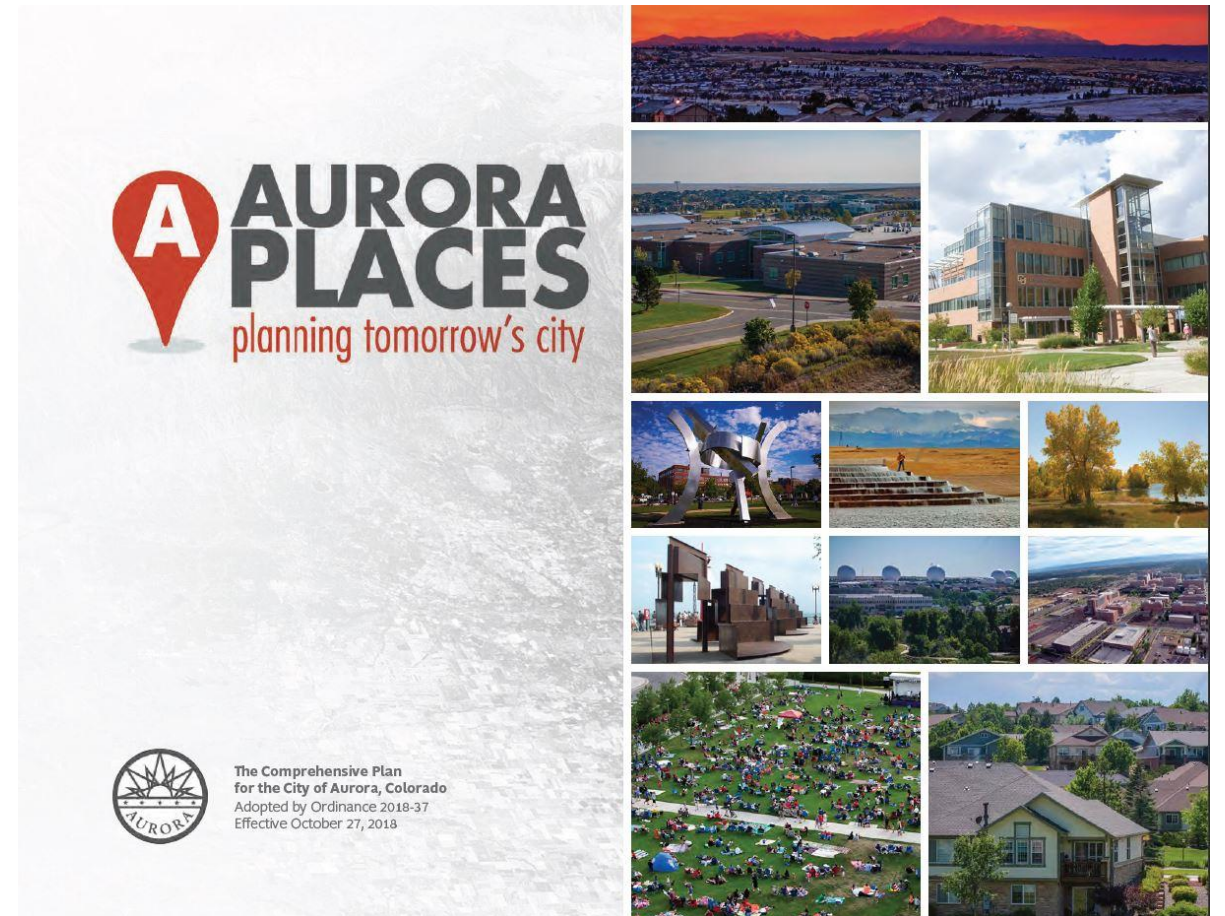
Project Schedule



Upcoming Process



- Our Parks, Our Places approved as guiding master plan for the department.
- Will require advisory recommendation to amend the Aurora Places Comprehensive Plan to include the plan by reference.



Phase 1 – Discovery

CREATE OPPORTUNITIES FOR LIFELONG EDUCATION

Create opportunities for education partnerships • 800.888.8888
888.78.88 • 1st floor, 1000 Lakeshore Blvd. W. • 1000 Lakeshore Blvd. W. • 1000 Lakeshore Blvd. W.

Survey Q7: What barriers keep you from participating in recreation programs sponsored by Aurora Parks, Recreation and Open Space?

Barrier	Count
Time	135 mentions of needing more "time" options
Cost	154 mentions of programs being too "expensive"
Information	135 mentions that Aurora "Does not" offer activities I'm interested in and a need for more programs/classes
Location	176 mentions of not "knowing" what programs and parks are available

PUBLIC FEEDBACK

What We've Heard

- "I would love to see discussion for walk classes for teens like cycling."
- "Sports classes, language classes, basic sewing classes, gardening."
- "Walking paths, outdoor yoga in parks, more after school activities or early evening classes."
- "Some more interesting classes. Classes like Creative Arts, Music, Dance, Yoga, Gardening, etc."

WHICH BARRIERS SHOULD PROS WORK TO ADDRESS FIRST?

Place three stickers next to your top three priorities

Barrier	Priority 1	Priority 2	Priority 3
Time	●	●	●
Cost	●	●	●
Information	●	●	●
Location	●	●	●

Phase 1 Overview

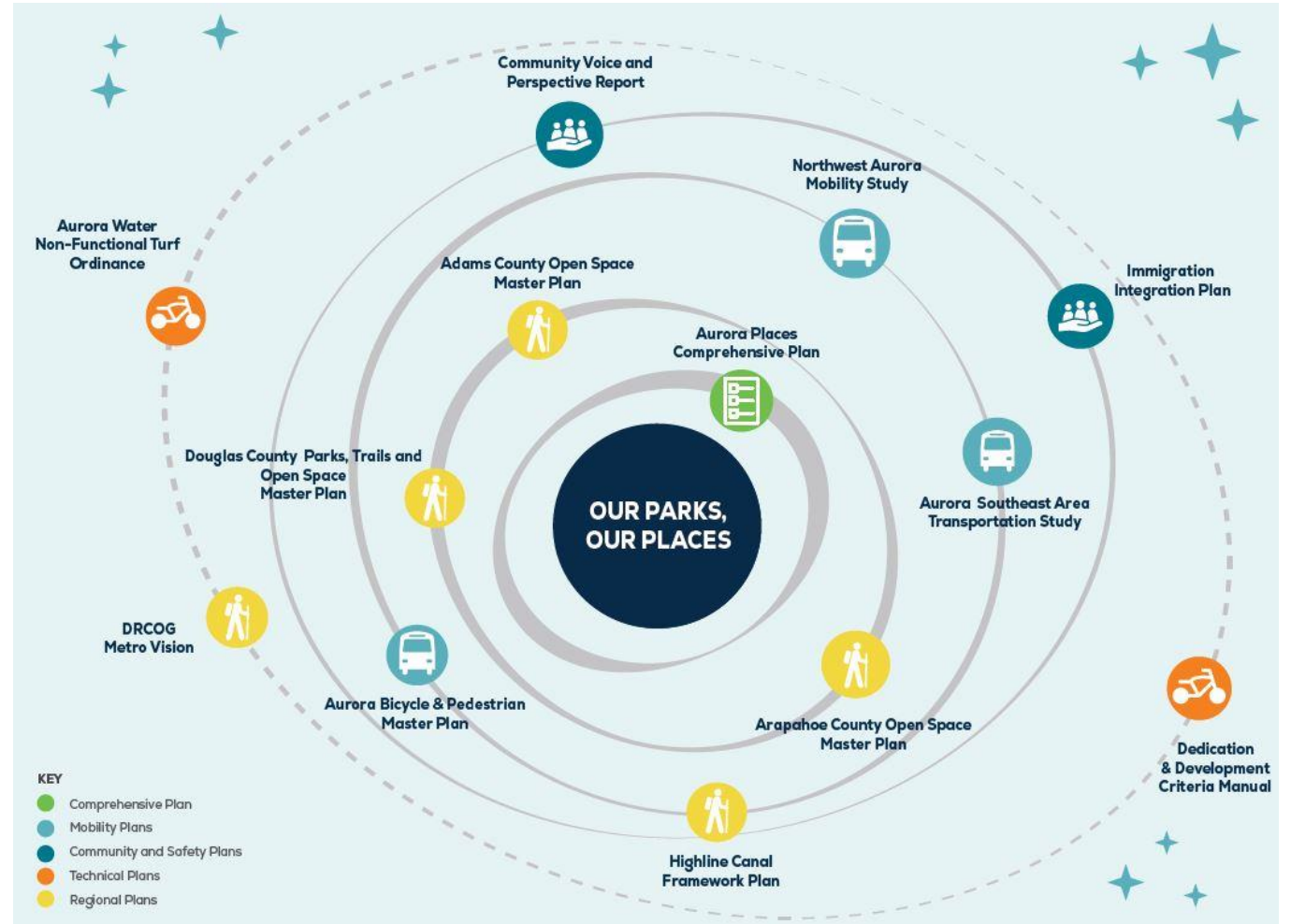
Existing Conditions & Inventory Report

Goal:

To document the PROS system today to serve as the foundation for future phases of the PROS Master Plan process and for use in future planning efforts

Method:

- Comprehensive review of existing PROS data and relevant local and regional planning documents
- Extensive community outreach through surveys, pop-up and special events, focus groups, and MORE!



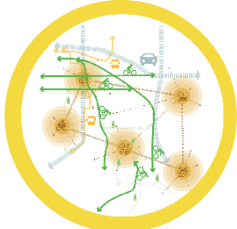
Guiding Principles

Community Driven

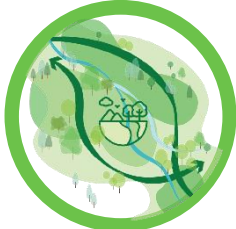
- Based on community feedback, the original objectives were expanded to 6 guiding principles.



Meet Evolving Needs of the Community



Strengthen Connectivity to PROS Assets



Serve as Stewards to Our Environment



Provide Opportunities for Lifelong Education



Proactively Invest in the Present and Future



Provide Welcoming and Safe Spaces

PROS & Value Capture

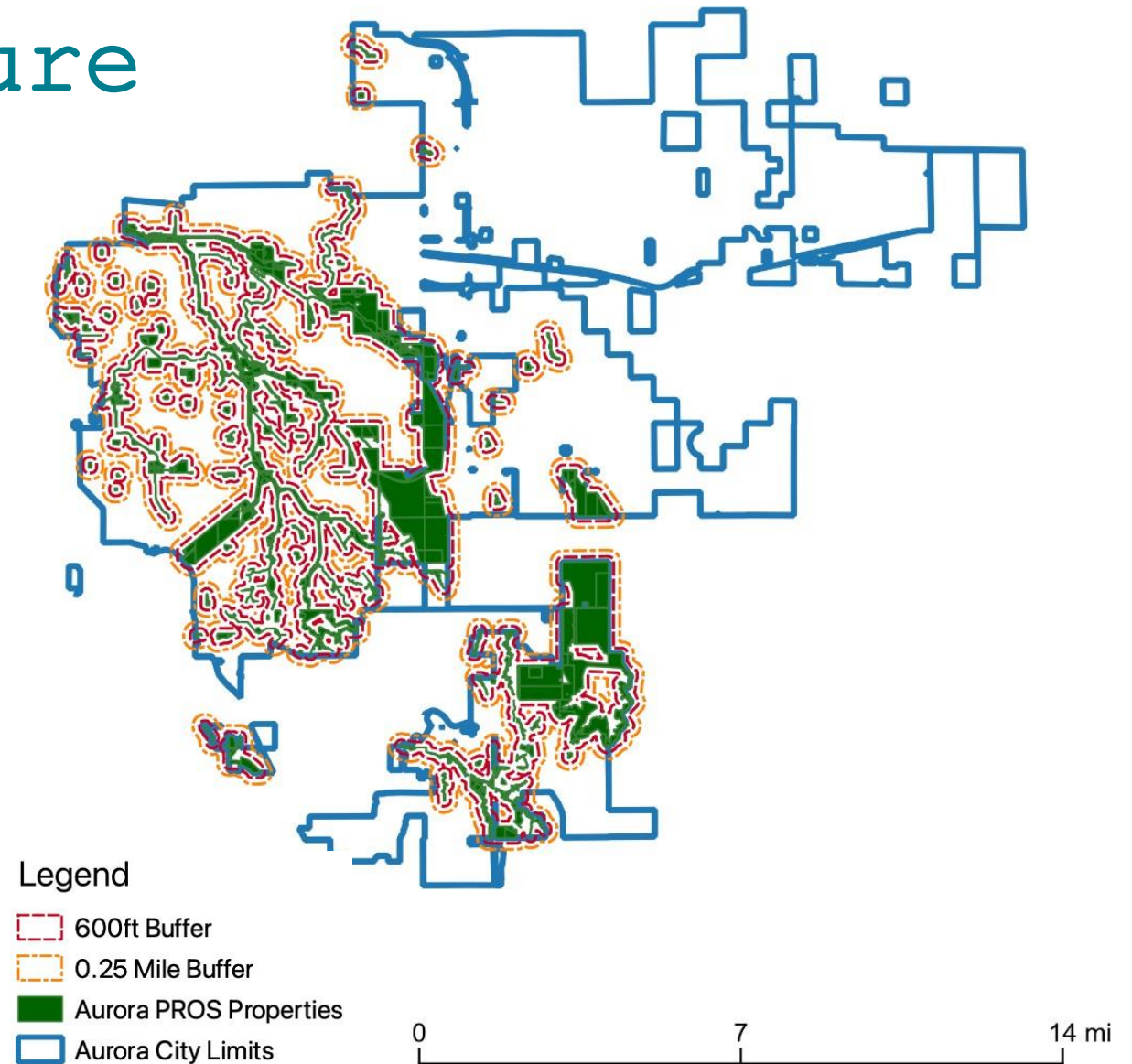
Future Development & Partnership Opportunities

Goal:

To inform the real estate, land use and economic development impacts of current and future development of the PROS system.

Key Takeaways:

- Properties and businesses within 600 feet (2-3minute walk) to quality parks, recreation and open space see up to a 20% premium in real estate value.
- Up to ¼ mile (5-minute walk) there is up to a 10% increase in value.
- Partnerships between Aurora Parks, Recreation and Open Space and businesses





Phase 2 – Gaps & Needs

Equity Value Statement

Equity is both the means to creating and sustaining healthy communities and an end that benefits us all. It requires the intentional examination of systemic policies and practices that, even if they have the appearance of fairness, may, in effect, serve to marginalize some and perpetuate disparities.

Equity recognizes the different circumstances, allocated resources and opportunities needed to reach an equal outcome.



Phase 2 Overview

Equity-Centered Gap Analysis and Needs Assessment

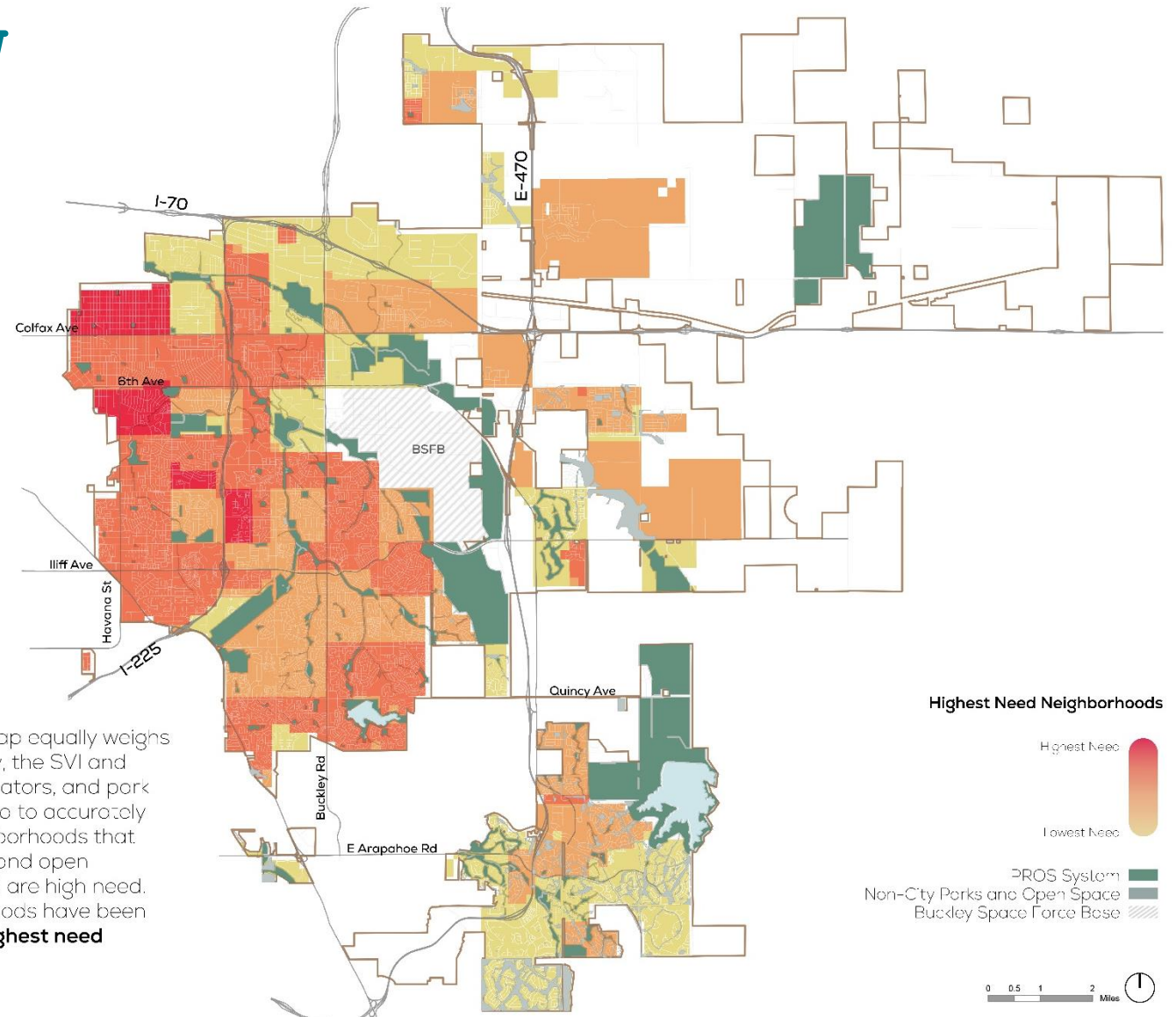
Goal:

To understand how the current PROS system compares to the needs identified in Aurora.

Method:

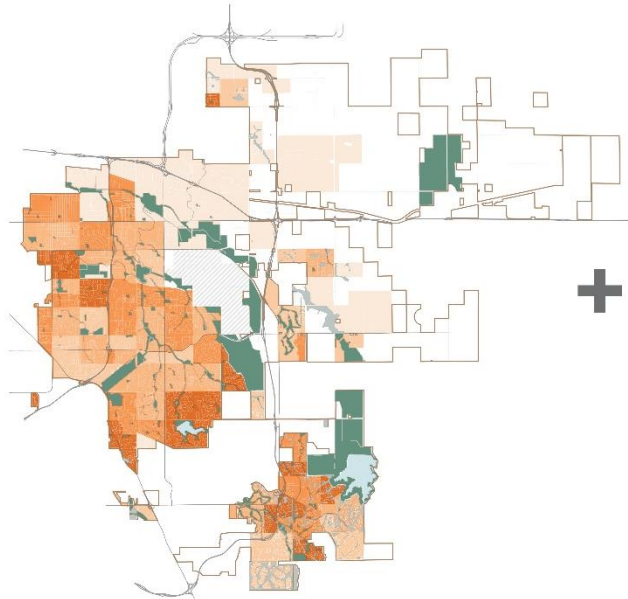
- Measuring access to parks, recreation, open space and amenities by demographics
- Analyzing feedback received from the public during the Phase 2 survey

This composite map equally weighs residential density, the SVI and public health indicators, and park acreage per capita to accurately identify the neighborhoods that are lacking parks and open space access and are high need. These neighborhoods have been categorized as **highest need neighborhoods**.

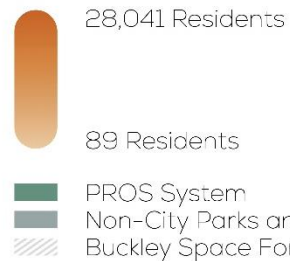


Phase 2 Overview

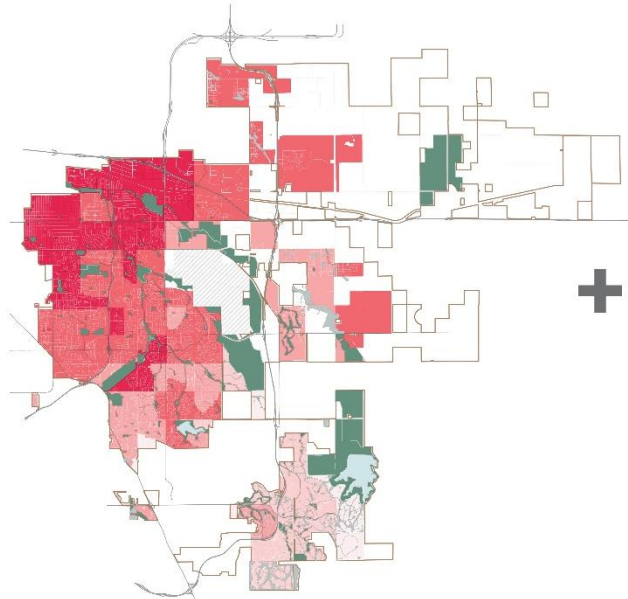
Density



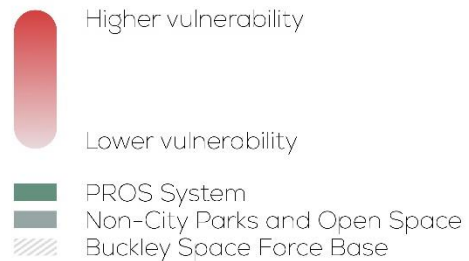
Residents per Acre



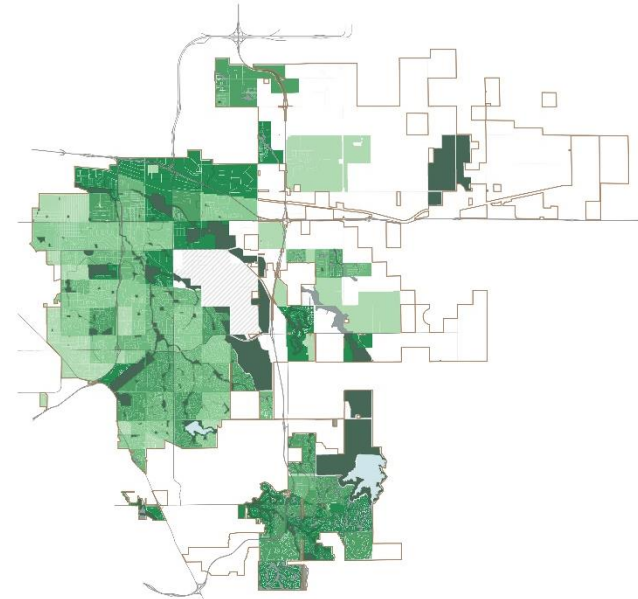
Demographic Vulnerability



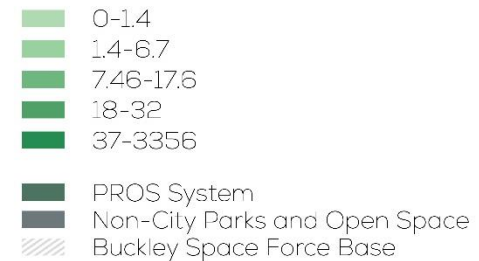
SVI + Health Indicators



Park Acreage Per Capita



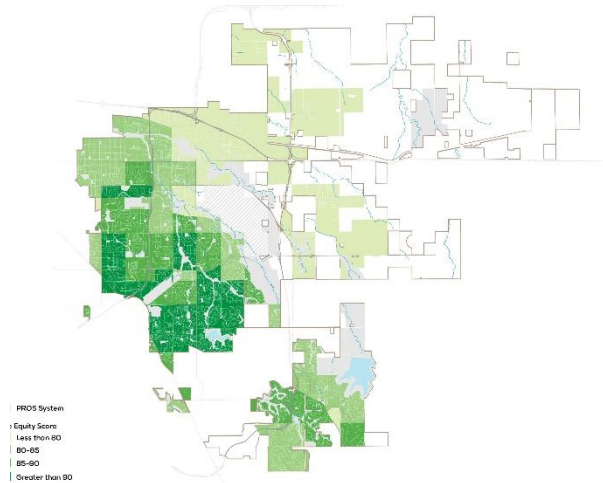
Park Acreage per 1,000 Residents



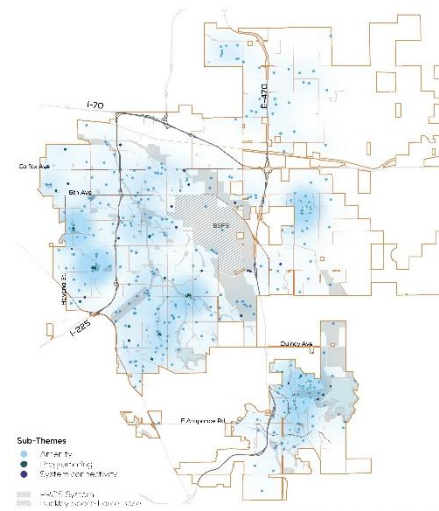
Phase 2 Overview

The Phase 2 analysis helps define the gaps and needs in the PROS system to help identify strategies and recommendations

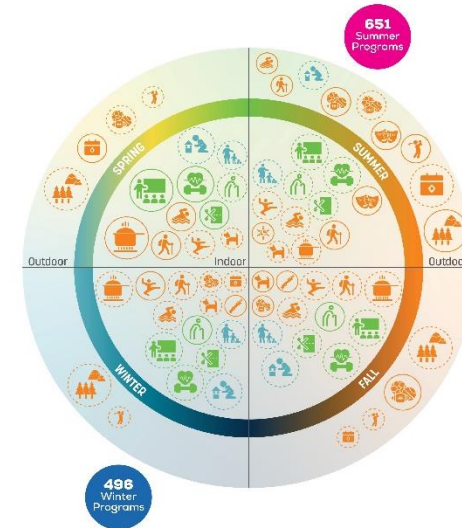
Tree Equity



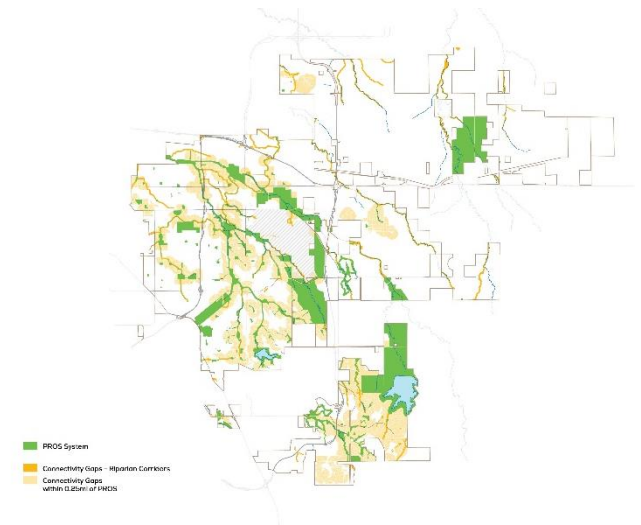
Map Based Community Feedback



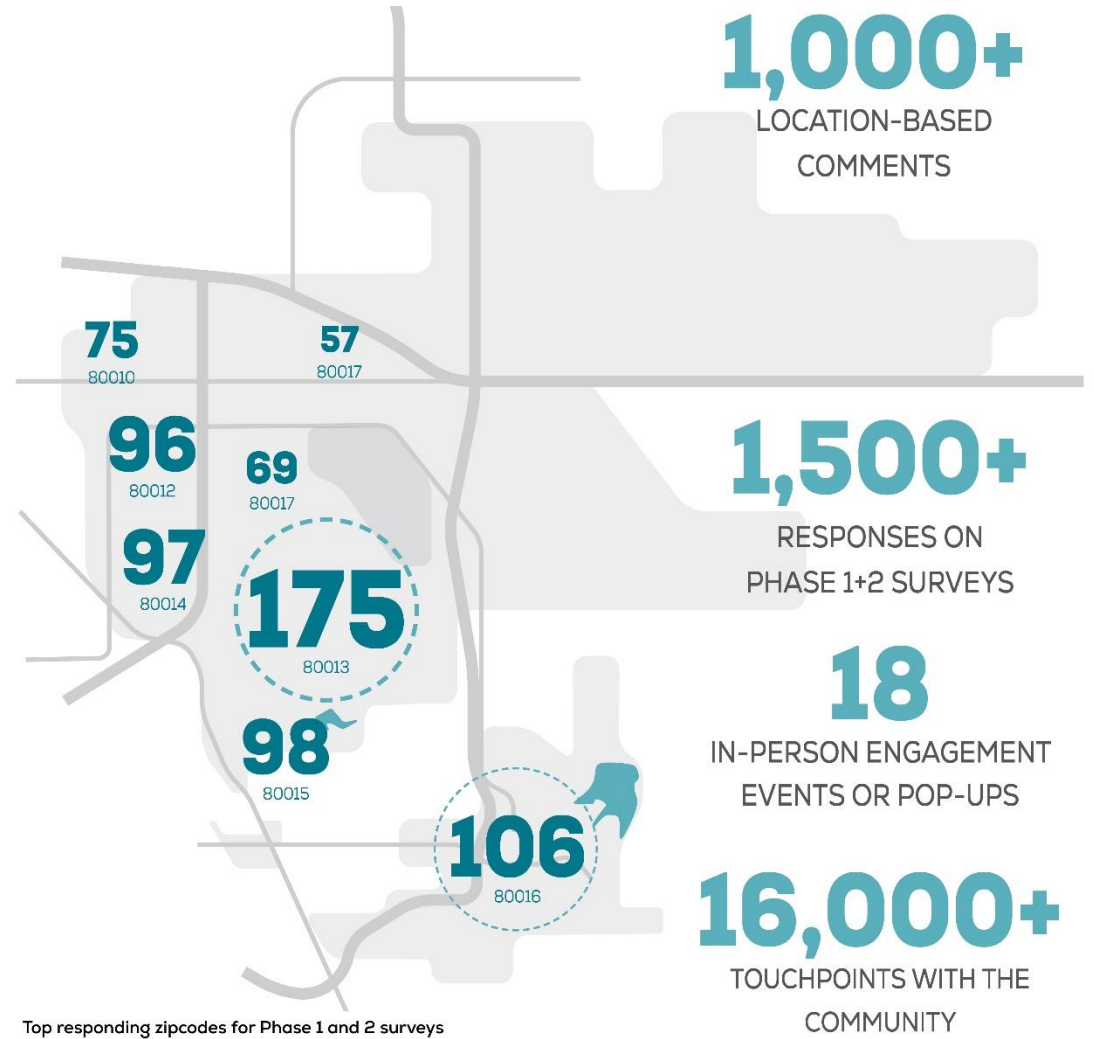
Program Seasonality



Ecological Connectivity



Our Parks, Our Places Engagement





Phase 3 – Refining Ideas

Phase 3 Overview

Draft Strategies and Recommendations

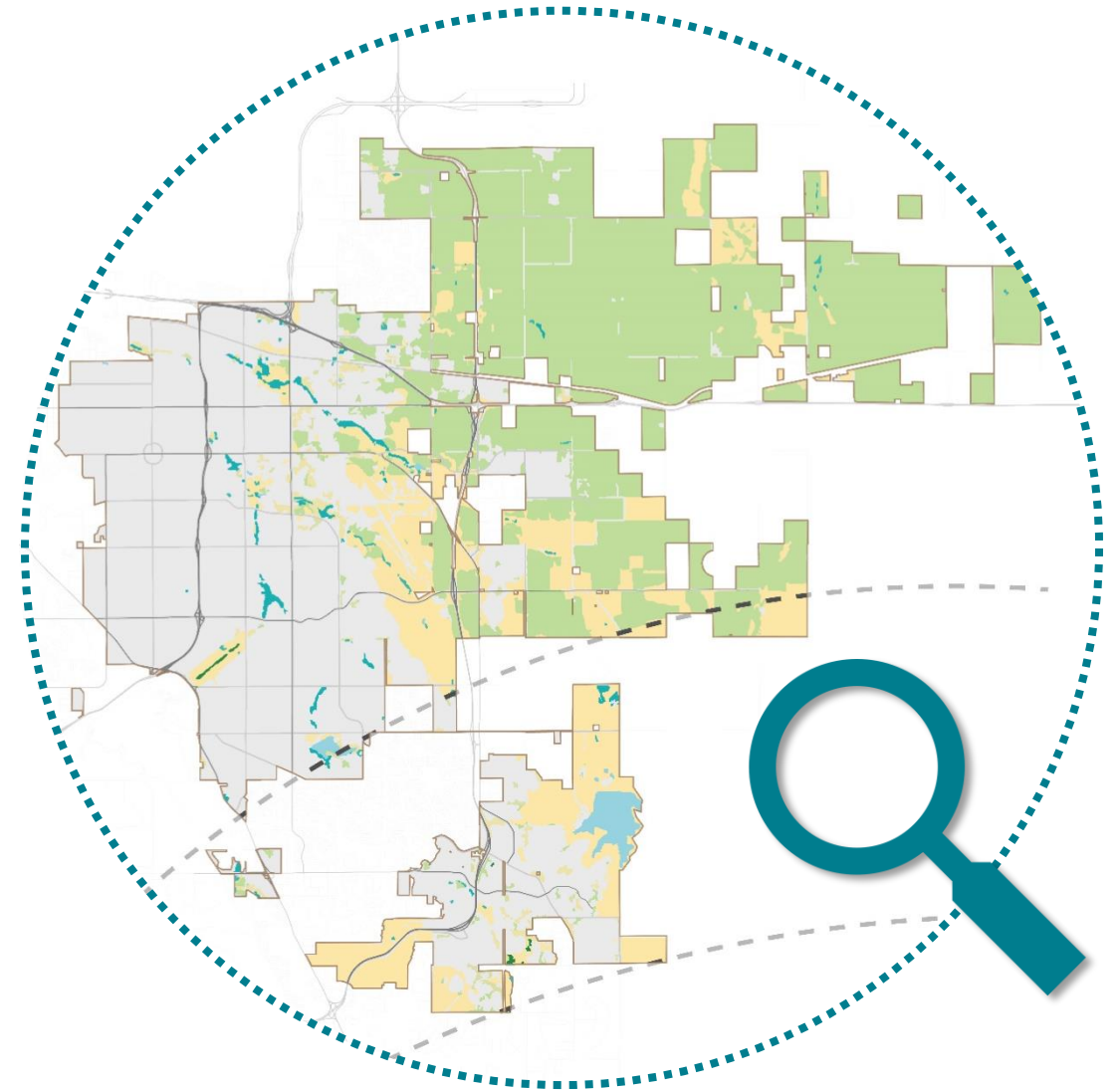
Goal:

Informed by the results of the Gaps Analysis and Needs Assessment and community input, develop strategies and recommendations to provide implementation guidance.

Implementation and Action Plan

Goal:

Following the development of strategies and recommendations, create an implementation and action plan that will articulate prioritization of projects based on an equity lens.



Phase 3 – Overview

Dog Park Study

Goal:

To develop design standards and recommendations for construction of dog parks within the PROS system.

Method:

- Comprehensive analysis of existing dog parks operated by PROS, including location, conditions assessment, public use
- Public engage to discuss engagement and opportunities





Phase 4 – Confirmation

Phase 4 Overview

Final Documentation

Goal:

Prepare final Master Plan documents, ensuring to capture all the valuable data and information from public engagement and analysis that have taken place over the duration of the project.





Our Parks, Our Places



New Businesses here: <https://onhavanastreet.com/new-closed-businesses-on-havana-street-in-2023/>

1. NOW OPEN! – June 2023 – [David's Bridal](#) – Village on the Park, 7,303 SF, 2495 S Havana St, Ste F-10, Aurora, CO 80014
2. Coming Soon! – [Nana's Dim Sum & Bao](#) – Village on the Park, 3,142 SF, 2495 S Havana St, Ste F-37, Aurora, CO 80014
3. Coming Soon! – Halal International Market – Camel International Market
4. Coming Soon! – Empanada Restaurant TBA
5. Coming Soon! – Auntie Anne's Pretzels and Jamba Juice at the Gardens on Havana
6. NOW OPEN! – [Paris Baguette](#) at the Gardens on Havana – former Uncle Maddio's Pizza space on the Main Street at the Gardens – Expected Grand Opening – July 2023, GRAND OPENING EVENT 9/7 4:30-6:30PM, GOV POLIS INVITED
7. NEW Retail TBA at the M&H King Soopers Shopping Center – next month. There is lease draft out for the space to the south of Bright Star Daycare. Lots of activity from tenant brokers for the 2 suites next to King Soopers, as well as the former dental office next to Haja Braiding.
8. NOW OPEN! – June 2023 – [Sienu Custom Tailor](#) at 1555 Havana St Unit N, Aurora CO 80012
9. NOW OPEN! – June 15, 2023 – [Mariscos Los 3 Rios](#) at former Village Inn, 921 S Havana Street, Aurora, CO 80012, High-end tailor located in Cherry Creek, Denver, and Aurora. We specialize in custom made suits, shirts, and other clothing for men. <https://www.mariscoslos3rios.com/> – A Taste of Authentic Mexican Cuisine, What Now Denver article: [Mariscos Los 3 Rios, a restaurant concept devised by Alfonso Vega Simental, may soon open at 921 S. Havana St, Aurora, CO 80012, according to a liquor license filed with the city.](#)
10. New Ownership – Azeb Haile – Nile Ethiopian Restaurant – July 1, 2023
11. Coming Soon! [Ace Hardware](#) at the Gardens on Havana – AMCAP – next to Ross Dress for Less – Gardens on Havana, construction will begin in 8/2023
12. Coming Soon! [Shamrock Food Service Warehouse](#) - Havana Exchange Shopping Center/Western Centers, former Bicycle Village lease - Opening 2024!

Item 4.b 9/13 HBID PED Update

Join us at upcoming OHS events: <https://onhavanastreet.com/events/>

Saturday, August 26, 2023 10-2pm FREE

2023 Havana Street Global Market – On Havana Street – Free Event – Aug 26, 2023

<https://onhavanastreet.com/events/havana-street-global-market-8262023/>

August 21 to August 25, 2023 FREE

Paris Baguette Giveaway – Enter to Win on Instagram

<https://onhavanastreet.com/events/paris-baguette-giveaway-enter-to-win-on-instagram/>

Tuesday, August 29, 2023 6:30 p.m. - 8:30 p.m., Doors Open at 6 p.m. FREE

FREE Dotsero Concert at The Stampede <https://onhavanastreet.com/events/dotsero-on-havana-street-2023>

Ace Hardware – Coming Soon On Havana Street

<https://onhavanastreet.com/ace-hardware-coming-soon-on-havana-street/>