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

Date: November 8, 2023

Time: 8:30 am

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

Others Present Alicia Montoya, Andrea Amonick, Andrea Barnes, Ariana Muca, Becky Hogan, Blake Fulenwider, Brad Pierce, Brandon Cammarata, Brian Rulla, Bruce Dalton, Cathy DeWolf, Chad Argentar, Chance Horiuchi, Crystal Vigil, Daniel Brotzman, Dave Scott, David Schoonmaker, Elena Vasconez, Garrett Walls, Gayle Jetchick, Jason Batchelor, Jeannine Rustad, Jeffrey Moore, Jennifer Orozco, Jose Rodriguez, Julie Patterson, Kim Stuart, L. Callanen, Laura Perry, Leah Ramsey, Lena McClelland, Mac Callison, Maria Alvarez, Marisa Noble, Mark Witkiewicz, Melissa Rogers, Melvin Bush, Mindy Parnes, Morgan Cullen, Rachel Allen, Robert Oliva, Scott Berg, Scott Campbell, Sunny Banka, Susan Sherman, Tod Kuntzleman, Tom Oldenburg, Trevor Vaughn, Yuriy Gorlov

1. CALL TO ORDER

2. APPROVAL OF OCTOBER 11, 2023, DRAFT MINUTES–COUNCIL MEMBER BERGAN

2.a. The minutes were approved.

3. GENERAL BUSINESS

3.a. 2023 Annual Update of Oil and Gas Operations

Summary of Issue and Discussion:

Jeffrey S. Moore, Manager, Energy & Environment Division

Jeffrey S. Moore, Energy & Environment Division Manager, Maria Alvarez, Senior Oil and Gas Planner, and Susan Sherman, Senior Inspector, presented this item. J. Moore began the discussion by outlining the topics for the day, similar to those covered in previous years. It included updates on staff, number of wells and statuses, operators, production volumes, permitting, the new website and map, inspections, income, the Gas Advisory Committee, and new environmental

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initiatives within their division. He also touched upon the progress of the Air Quality Monitoring Network, expressing excitement about reaching a critical stage, and the future initiatives as well. He mentioned that their division comprised three members, with M. Alvarez serving as the Senior Planner for about a year and a half, and S. Sherman, joining in June as the Senior Inspector, who had a decade of experience inspecting wells with the state's Oil and Gas Division.

Regarding well statuses and numbers, J. Moore presented a progression over the past years. Currently, the division has 126 producing wells, 18 in various phases of drilling or completion (mostly completions), one shut-in well, and 58 plugged wells. Looking ahead, they estimated around 140 more wells to be drilled based on prior approvals in the Operator Agreement and a new application. The number could potentially increase as the city annexes new lands or additional wells are drilled outside Crestone's acreage. He provided an overview of the well locations, indicating that they were all in Ward II, illustrated on a map with I-70 in the middle and E-470 on the left. The producing sites were marked in red, although the map didn't show 126 dots since each site has multiple wells. The sites in completion, namely Jamaso and Blue, were highlighted in green near I-70. Future sites were marked in blue, mostly in the north part of Ward II towards Denver International Airport, with a few to the southeast. J. Moore discussed the operators, with Civitas Resources being the primary one, along with its subsidiaries Crestone Peak Resources and Axis Exploration. KP Kauffman Company has one producing well, GMT Exploration was in the permitting phase, and Painted Pegasus Petroleum, which went bankrupt two years ago, has its well-integrated into the state's Orphan Well Program. As part of this program, the state will bear the costs associated with plugging the well, and the process will be carried out according to the state's schedule. In terms of production, a graph dating back to 2019 was presented, showing monthly values for natural gas in red, oil in green, and produced water in blue. The current daily production values were approximately 38,000 MCF of natural gas, 18,000 barrels of oil, and 5,000 barrels of water. Notably, all-natural gas and about 90% of the oil were being transported through pipelines, while produced water was still being trucked, but its production decreased over time. J. Moore turned over the presentation to M. Alvarez to discuss permitting, the new website, and the map.

M. Alvarez mentioned that seven applications have been processed in 2023. Among these, three were approved, one was withdrawn (King North in April), and one related to a pipeline. The Jamaso, which underwent the permitting phase last year and received administrative approval this year, included a crude oil pipeline and natural gas. In July, three applications were approved: Chico Watkins South, Watkins 30-5, and Lussing Trust. Currently under review were three applications: King South Phase 2, Bijou North, and GMT's Invicta, the latter being processed under the Oil and Gas Manual due to the absence of an operator agreement. She noted that two-thirds of the current applications were for the Operator Agreement, all of which moved into a second review. She emphasized that 100% of their applications were processed on time within the agreed timeframes of the Operator

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Agreement. Additionally, the division reviewed 185 pre-applications outside of Oil and Gas, providing comments and attending meetings. She presented the division's website, accessible at AuroraGov.org/OilAndGas. The website offered a wealth of information, including updates under the Energy & Environment Division, news, information on active applications, contact details, the Oil and Gas Manual, existing operator agreements, and a link to the Oil and Gas Advisory Committee. She mentioned an open position on the Advisory Committee and encouraged industry recommendations. The final focus was on the map, which has 46 data layers related to oil and gas. The City maintains over 3,000 total layers of data. The map provided transparency by offering permitting information, inspection reports, and accurate well site outlines and access roads. This collaborative effort with the public aimed to address transparency concerns. She noted that some inspection reports dated back to 2021.

S. Sherman explained her role in conducting field inspections for various phases of oil and gas operations, including construction, drilling, completions, production, and midstream activities. She highlighted that a majority of inspections, specifically for production and pipelines, were conducted quarterly. These inspections focused on ensuring compliance with best management practices and regulations related to security, surface water, groundwater, and air quality. She mentioned the use of a FLIR infrared (IR) camera, specifically the GFX320, which is intrinsically safe for the site. The FLIR camera was instrumental in detecting methane and volatile organic emissions from oil and gas equipment. FLIR surveys were routinely performed during production and pipeline inspections, with ongoing collaboration with the state on recent surveys. Field inspections also covered reported spills and plugging and abandonments as they occurred. S. Sherman noted that, while she was a State Inspector, two lighting complaints from the public were addressed by visiting the locations, working with the operator, and successfully closing the complaints. J. Moore expressed gratitude to S. Sherman for addressing the complaints, clarifying that they originated from operations outside the city limits but were raised by Aurora residents, prompting follow-up from the city.

Moving on to income, J. Moore highlighted that the entire division's funding came from Operator Annual Inspection fees and Permit Application fees. The upstream operators contributing to this funding included Civitas through Crestone Peak Resources and Axis, KP Kauffman Company, and midstream operators like Crestone, Rocky Mountain Midstream, and Western Midstream. The city also received royalties based on mineral ownership and production, with Crestone Peak Resources contributing about \$1.7 million in the last 12 months, leasing bonuses amounting to \$300,000, and an additional \$1 million from properties and minerals owned by Aurora Water in Weld County. The division also facilitated the Oil and Gas Advisory Committee, holding six meetings per year. J. Moore reiterated the current open industry position on the committee and encouraged recommendations. He highlighted the committee's role in addressing questions, making presentations, and staying updated on city operations. The next meeting, scheduled for the

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following week, was mentioned as the last one of the year, during which J. Moore would present and ensure the committee's awareness of city operations.

J. Moore provided an update on the environmental initiatives within the division, expressing excitement about contributing skills and experience in this area. These initiatives were introduced late last year, and earlier this year, the process of renaming from the Oil and Gas Division to the Energy & Environment Division was initiated and largely completed. Internal processes, involving the Accounting Department, the Budget Office, and others, were undertaken. A press release was in the works to inform the public about this update. He noted that they report to Jeannine Rustad, the Director of the Planning Department, and highlighted the addition of Dave Scott, a new Assistant City Attorney with over 20 years of experience in environmental and oil and gas law. The division's responsibilities included investigating and remediating sites with potential contamination. They were also in the process of collecting and prioritizing the city's past web pages and reports for future updates, considering the varying timeframes since their last updates. The division was actively involved in assisting the city with various recycling efforts. Overall, J. Moore conveyed the division's commitment to environmental initiatives and their ongoing efforts to address potential contamination, update relevant information, and contribute to recycling initiatives in the city.

J. Moore provided an update on the Air Quality Monitoring Network initiative, highlighting that even when the division was solely the Oil and Gas Division, they were actively working on it. Two weeks ago, they successfully installed 15 monitoring stations throughout the entire city, strategically placed in various locations. He emphasized that two-thirds of these stations were in disproportionately impacted communities, reflecting their commitment to equal service across the city. The stations, at least two in every Ward, were installed on city-owned property for easy access. They were solar-powered with no external connections, and the data collected was cellular-connected, feeding into a forthcoming website. He outlined the constituents being monitored, including particulate matter, ozone, carbon monoxide, nitrogen oxides, volatile organic compounds, and various weather data.

He proceeded to show a chart of all 15 stations, highlighting their diverse locations, such as a siren pole at Park Lane Elementary, several parks and nature centers, recreation centers, a fire station, and both Quincy Reservoir and Aurora Reservoir. He mentioned that the map was provided by their vendor, Tellus Sensors, based in Salt Lake City. Tellus Sensors was responsible for collecting data from the monitoring stations and presenting it on the map, which would be accessible to everyone in the city for free. There was also mention of an upcoming mobile app that residents could download to check air quality at their homes, workplaces, or recreational areas. As the initiative unfolded, internal city departments, like the fire department, discovered unexpected benefits. The fire department, for instance, found value in having local meteorological data for daily calculations and planning,

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a significant improvement over their previous reliance on data from airports like Buckley and Denver International Airport. He then shared images of installations, emphasizing the focus on utilizing existing hardware and infrastructure for the monitoring stations.

In terms of future initiatives in 2024, the division expected to have completed well maintenance and workover easements. They had plans to update the Oil and Gas Manual, primarily to incorporate changes at the state level. The state office transitioned from COGCC to ECMC, signifying the Energy and Carbon Management Commission. Consequently, the division needed to adjust to these changes, along with their transition from the Oil and Gas Division to the Energy & Environment Division. Efforts were underway to create informational materials for the website in both English and Spanish. The division intended to commence annual soil testing over plugged wells and conduct a comprehensive search of city property records to identify additional unpaid royalties. J. Moore expressed excitement about recent developments, noting that confirmation had been received that an additional \$1 million in back royalties from Crestone would be received in a check during the current month. This additional sum would contribute to the chart presented illustrating the royalties received.

- CM Lawson expressed gratitude to J. Moore for the presentation and asked about his engagement with legislative matters, especially with FSIR (Finance and Strategic Issues Committee) on potential upcoming topics. J. Moore affirmed that he would be actively keeping track of legislation, being part of the group responsible for reviewing legislative matters as they arise. He mentioned ongoing rulemaking, particularly in air quality and some at ECMC, the Oil and Gas Commission. J. Moore assured CM Lawson that he would monitor these developments and evaluate if there was an appropriate way for the city to comment on and bring these issues to FSIR.
- CM Lawson asked about the triggers for updating the Oil and Gas Manual, expressing appreciation for the presented map. J. Moore explained that the manual, passed in July 2021, undergoes annual reviews for potential updates. Changes in state law or commission names, as seen with the transition to the Energy and Carbon Management Commission, could prompt revisions. Additionally, any identified inefficiencies or shortcomings in the process, such as observing the GMT application's progress, could lead to updates. The team would closely monitor the application to identify any areas requiring adjustment and tag them for consideration in the next update cycle.
- CM Lawson posed her final question regarding the Air Quality Monitoring initiative, inquiring about the process for individuals to report air quality issues through the app and the expected timeframe for addressing serious concerns. J. Moore acknowledged the question, expressing unfamiliarity with the app as it had not been seen yet. He clarified that the information presented was not released to the public, with the stations recently installed and undergoing quality control checks. They ensure consistent data

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collection and proper functionality of the solar panels and connections. The background connection to the city websites and the Tellus-hosted website was still in progress. J. Moore anticipated a comprehensive communication rollout ideally before the end of the year, within the next 4 to 6 weeks.

While he has not seen the app yet, he recognized the importance of having a mechanism for reporting issues and assured that the division would ensure a way for the community to report air quality concerns.

- CM Bergan asked for clarification about two complaints mentioned earlier. These complaints, clarified by J. Moore, were related to lighting issues. The complaints were from residents within Aurora's city limits who observed lights from a well site situated outside the city boundaries in unincorporated Arapahoe County. Despite the well site being beyond Aurora's jurisdiction, the division collaborated with community members to address their concerns. J. Moore reiterated that S. Sherman, who was a State Inspector at the time, also worked with the residents and the operator to implement changes at the site. The lighting, crucial for safety during 24-hour operations, couldn't be turned off at night. However, efforts were made to ensure the lights were downcast as much as possible, and the operator addressed other related complaints.
- CM Bergan commended the Air Quality Monitoring initiative and sought clarification on its scope, particularly in distinguishing emissions from oil and gas operations versus other sources. J. Moore explained that the monitoring aimed for a comprehensive examination of air quality citywide, not specific to any industry or location. Each ward had at least two sites, with Ward II having four due to its larger geographic size. Some sites were located in oil and gas operation areas, including one at Aurora Reservoir, providing a baseline before proposed drilling at the Lowry Ranch cap in the east of Ward VI. Data analysis involved monitoring volatile organic compounds (VOCs), which could originate from various sources. If concerning readings occurred, a separate device, a SUMMA canister, could be used to take a discrete air sample for specific compound analysis in a lab. This detailed analysis would offer insights into the source of contamination, such as identifying compounds like benzene and determining if they originated from vehicle exhaust or oil and gas operations. The portable nature of the stations allowed flexibility, and additional stations could be added in the future based on demonstrated value. The plan was to keep the stations in place for at least a year to obtain a comprehensive seasonal overview. After this period, an assessment would be conducted to determine if the stations were well-positioned and providing valuable data, potentially leading to adjustments or additions in specific areas of the city.
- CM Bergan asked about the use of data as a baseline for analysis. She mentioned scenarios in the central part of Aurora and areas with oil and gas activities. The goal was to correlate issues and determine if they were industry-specific or more widespread. J. Moore confirmed this approach, explaining that analyzing all available data and taking additional samples could provide more detailed information. The data would help identify

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sources based on unique signatures of volatile organic compounds, as defined by scientific studies.

- CM Bergan raised concerns about the recent discovery of \$1 million in royalties from Crestone, questioning how it went unnoticed. J. Moore explained that a similar situation occurred a year and a half ago, where they found \$3 million from operators brought into the city. He explained the process wherein an oil and gas operator would sign a lease with a mineral owner, similar to what they did with the city. When production began, a document called a Division Order was produced, specifying the precise decimal percentage each owner would receive. The owner had to sign the document to verify their agreement, and until then, the operator withheld royalties in a bank account. In the case of Crestone, additional documents were requested, some provided by their team, and others were pushed back, indicating it was Crestone's responsibility. The issues were eventually resolved, and now royalties are being paid monthly. The wells are in a pay status, and moving forward, the City will receive the full royalty on those wells each month.
- Brad Pierce, Chair of the Oil and Gas Advisory Committee, expressed gratitude to S. Sherman, M. Alvarez, and J. Moore for their excellent work during the Oil and Gas Advisory Committee meetings. He commended their thorough and detailed efforts in inspections and permitting.
- CM Bergan acknowledged the importance of their work and expressed pride in the ongoing efforts of the committee.

Outcome:

Information only.

Follow-up Action:

None required.

3.b. Marketing Aurora**Summary of Issue and Discussion:**

Jeannine Rustad, Director of Planning & Development Services

Jeannine Rustad, Planning & Development Services Director, introduced Kim Stuart, Director of Communications and Marketing, who presented this item. K. Stuart expressed gratitude for the opportunity to share an update on their work. She highlighted a recent partnership with Modern in Denver. The focus of their marketing is on portraying Aurora as a global community, represented by diverse cultures, leading to the adoption of the tagline "The World in A City." The goals, as outlined in the presentation, remained consistent—telling Aurora's story in its own words. The marketing program focuses on local and metro audiences aiming to educate and raise awareness about the city's assets, characteristics, and offerings, primarily targeting local audiences who appreciate Aurora's authentic food, arts, and culture. K. Stuart emphasized that headlines do not fully capture Aurora's story, leading to the need for a comprehensive marketing approach. The strategy involves

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collaboration with various stakeholders, including the Aurora Economic Development Council (AEDC), the Chamber, PED, and realtors. They focus on attracting residents, employees of large employers, and outdoor enthusiasts to choose Aurora as their home.

K. Stuart proceeded to showcase a variety of marketing materials emphasizing the focus on light rail for significant exposure. One notable advertisement featured the tagline "The World in A City," emphasizing the global nature of Aurora's population with the slogan "local zip code, global neighborhoods." Global Fest, identified as their signature event, was highlighted for showcasing the community's wonderful aspects. The marketing strategies included print, advertorials, radio, and digital ads throughout the year to reach a broad audience, particularly attracting investors and innovators seeking information about the community. She presented an updated international trade brochure, which gained international attention when brought to a conference in Taipei. The marketing efforts aimed to attract investors, developers, businesses, and innovators, recognizing their significance for Aurora's economic development. The key messaging revolved around answering the question of why businesses should choose Aurora, emphasizing the global nature of the community and the diverse opportunities available to all, from small startups to international entrepreneurs and large aerospace, defense, and bioscience companies brought in by AEDC.

K. Stuart emphasized Aurora's connectivity and strategic location with access to I-70, E-470, rail, and proximity to the airport. The city focused on improving mobility and connectivity in neighborhoods with major transportation corridors, including heavy rail and light rail. Aurora was portrayed as an innovative community with an online real estate kit for realtors and active partnerships in real estate advertising and guides. She acknowledged the inviting nature of Aurora, highlighting its reputation as a welcoming community with a full range of services. The booming growth of Aurora was discussed, with messaging and imagery showcased at international shopping centers and conferences. She emphasized Aurora's potential for growth, its fast and flexible development process, and shared successes used to attract potential businesses. The theme of thinking globally and thriving locally was reiterated, emphasizing the diversity and inclusivity present in various sectors, including ethnic restaurants, research labs, hospitals, and medical facilities. K. Stuart summarized Aurora as a community of innovation and opportunity. She encouraged questions and provided additional printed material for the committee to review at their own pace, expressing gratitude to J. Rustad and the committee members.

J. Rustad introduced the succeeding reports on AEDC, Aurora Chamber of Commerce, and Visit Aurora. Yuriy Gorlov, AEDC Vice President, began by expressing gratitude for being part of the conversation and providing an overview of the various activities within their organization. Y. Gorlov discussed their targeted approach through industry conferences, associations, and networking events, both locally and nationally. He highlighted their partnership with a site selection guild,

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comprised of top-tier members and consultants helping companies make decisions on locations. He explained their approach to targeted recruitment trips, where they visited various states, including Arizona, California, Texas, Maryland, the DC area, Louisiana, Florida, and North Carolina. These trips involved direct conversations with businesses, educating them about the opportunities in Colorado and Aurora, and showcasing how they could be successful by setting up or relocating their operations. He mentioned their participation in events, emphasizing its significance as a marketing opportunity to convey the message that Aurora is thriving. Y. Gorlov acknowledged collaboration with K. Stuart and her team, leveraging the city's messaging materials, including international brochures, E-470 corridor highlights, and GIS system maps with numerous layers. He emphasized the effectiveness of these materials in engaging potential businesses and conveying essential information during their interactions.

Y. Gorlov discussed various channels and collateral used for marketing, emphasizing the importance of engaging site selectors, consultants, engineering firms, legal teams, and construction firms. Advocacy from these entities serves as a powerful marketing tool, similar to the approach mentioned by K. Stuart earlier with real estate brokers. He touched on interactions with brokers and national firms, staying in constant contact to stay informed about leads and business activities. Collaboration with ecosystem partners, such as associations like the Colorado Space Business Roundtable, the Colorado Bioscience Association, Fitzsimons, Edge Group Association of Manufacturers, and Colorado Companies To Watch, were highlighted. The World Trade Center was noted as a valuable partner in discussions about foreign direct investment. Utility companies like Comcast and Xcel, among others, were mentioned as additional partners providing valuable insights into areas like renewable energy and 5G services. The collaboration with utility systems contributes to selling Aurora as an attractive location. The influence of these collaborations extends to the quality of developers attracted to the city.

Y. Gorlov highlighted the city's growth from a few business parks to over two dozen, emphasizing the collective efforts of the city and its partners to attract investment and create districts and business parks. He expressed appreciation for the efforts of K. Stuart and her staff, Andrea and her staff, and J. Rustad's office. Collaborations with the Water Department were highlighted, particularly in developing a new framework and matrix for guiding large water users into the city. Work with the Planning Manager on Unified Development Ordinance (UDO) changes was mentioned, along with collaboration with GIS staff. He provided examples of collaborations with various partners, including the Chamber, Visit, sister cities, and education partners like CCA, APS, Metro State, CSU Global, and Pickens Tech. Other economic development partners such as Metro Denver, Denver South, AC Rep, the state's office, OEDIT, and both Adams and Arapahoe counties were acknowledged as crucial collaborators in marketing efforts.

The upcoming rebranding campaign, featuring a new logo, website, and data, was mentioned with excitement. Anecdotal stories reflecting Aurora's success over the

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last two decades and future expectations were emphasized. Y. Gorlov concluded by tying these efforts to achieving deals, creating jobs, attracting capital investment, and generating new tax revenues. He expressed gratitude for the businesses moving into Aurora, contributing to the tax base, and supporting the city's positive initiatives.

Bruce Dalton, President/CEO of Visit Aurora, mentioned he was with Randi Morritt, Vice President of Marketing, and greeted everyone and outlined their plan to share content from their annual marketing plan with the audience. B. Dalton mentioned the usual practice of presenting the marketing plan to the city of Aurora and the PR+ Committee at the end of the first quarter of each year. He presented videos including their rebranded video. He highlighted their close collaboration with MMGY Global over the past year, conducting around 2,500 interviews and listening sessions throughout Aurora. He mentioned having presented the video, among others, at their annual meeting the previous week. He expressed enthusiasm for creating more videos this year, emphasizing the growing importance of video content in social media. He acknowledged the public's increased focus on watching their videos and YouTube content. He mentioned working with local businesses and the community to produce these videos.

B. Dalton discussed their close collaboration with the city, AEDC, and the Chamber to share information. He mentioned producing an annual guide with 175,000 copies, targeting residents and groups visiting the Gaylord to promote the destination. R. Morritt added that each organization specializes in a specific audience, emphasizing the core identity of Aurora in terms of diversity, innovation, and inclusivity. She acknowledged the specialization of each organization in tailoring messages for developers, the business community, and visitors. She highlighted the consistency of the underlying message across organizations. During the discussion, J. Rustad asked if it was okay to share links to the videos in the chat, and B. Dalton approved. B. Dalton expressed willingness to discuss their marketing efforts further and mentioned regular meetings with various departments and the Board of Directors. He mentioned their pride in the content created, openness to feedback, and the growth of their marketing and social presence. They noted increased engagement with Visit Aurora, especially in video content, and expressed their receptiveness to suggestions or criticism from the public. Overall, they emphasized the positive responses and growth in their marketing efforts.

R. Morritt mentioned surpassing annual benchmarks by July, attributing the success to the community-focused storytelling that resonated with people. B. Dalton emphasized their primary focus on generating business opportunities for hotels through meetings, conventions, and events. He highlighted their strong relationships with the Gaylord and other hotels in various parts of Aurora, including Southlands, the Havana business district, Center City, and the Town Center. He expressed the importance of representing all areas of Aurora in their marketing efforts, not focusing on one specific area. B. Dalton concluded by apologizing for the video

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issues and encouraged viewers to explore the provided links on social media and YouTube for engaging content and stories about Aurora.

- CM Lawson expressed gratitude to K. Stuart for the presentation and asked about the availability of the information for businesses, especially for events like the ICSC conference attended by CM Bergan. K. Stuart explained that the detailed information is captured in collateral materials, specifically mentioning a trade piece available as a handout. She also mentioned a loop video with key points on why businesses should choose Aurora, which was provided with support from their team. She assured that the information is available in various formats, including videos and print materials, and they are willing to produce more specific content as needed by their partners. The existing materials can be reformulated or refreshed to meet the specific needs of the audience.
- CM Lawson expressed interest in providing detailed information from the presentation to potential employers who might consider relocating their business to Aurora. She highlighted the value of sharing information with employees to encourage them to consider the city as a potential location, especially for those relocating. K. Stuart agreed, acknowledging the importance of providing comprehensive information, and mentioned their frequent partnership with AEDC.
- K. Stuart acknowledged the frequent partnership with AEDC, expressing their willingness to produce any materials needed. She mentioned their in-house capabilities and the ability to supply information. She also expressed readiness to share the higher-level slide show, noting that it didn't delve into all the tactics. She mentioned that in the previous year, their efforts generated approximately 118 million impressions. They work with media buyers to secure opportunities and achieve economies of scale in advertising. She affirmed the commitment to promoting the community alongside AEDC and the Chamber's efforts to attract businesses. She expressed the intention to revisit the idea and explore additional materials that could be produced to further promote the community.
- CM Bergan acknowledged the hard work put into the budget by K. Stuart and her team. She asked about the collaboration and branding alignment among different entities like AEDC and Visit Aurora in their marketing plan. K. Stuart explained that they recently conducted a photo shoot with Visit Aurora to maximize their budget and emphasized the importance of partnering on collateral materials. She mentioned being on Visit Aurora's Board and having frequent discussions with B. Dalton, ensuring effective communication. She highlighted the collaborative efforts with Visit Aurora, where they were stakeholders in recent work. She stressed the significance of partnerships to reach audiences effectively and mentioned the advantage of Aurora being a small community, facilitating communication among entities.

APPROVED

- CM Bergan further discussed the collaboration with the Fitzsimons Innovation Campus, and K. Stuart confirmed that they indeed collaborated with them as well.
- CM Bergan, in part of the discussion, mentioned an opponent's campaign to bring bioscience to the Anschutz Campus, expressing surprise at the lack of awareness about the existing bioscience campus. She emphasized the importance of marketing it properly. K. Stuart acknowledged the reminder and encouraged participation and coordination among presenters.
- CM Bergan asked about the international trade publication mentioned in the presentation, and K. Stuart confirmed its availability in their mailboxes. Expressing gratitude, CM Bergan thanked K. Stuart for the presentation, and K. Stuart thanked the committee for the opportunity.
- CM Lawson asked about AEDC's plans to create content such as videos and marketing materials to showcase their organization's story, especially with the upcoming website revamp and logo change. Y. Gorlov, not being the Marketing Director, expressed uncertainty about the specific details and promised to get back with more information.
- CM Lawson raised concerns about addressing challenges and realities in Aurora, such as transportation issues, when marketing the city to businesses. R. Morrith acknowledged that they received feedback, especially following the rebrand launch. She emphasized the importance of being unapologetic about the past and working to change lingering negative perceptions. She highlighted ongoing efforts, including one-on-one meetings with businesses, advertising, and collaboration with the media to correct inaccuracies and present a more accurate image of the community.
- CM Bergan expressed a desire for information about the current website of the AEDC. Y. Gorlov provided the link to the website, which is AuroraEDC.com.
- CM Bergan acknowledged the current website of the AEDC is undergoing improvements and expressed that it already contains valuable information. Y. Gorlov emphasized the focus on storytelling and messaging, aligning with the city's positive narrative about being innovative and booming. He mentioned the website's success in attracting monthly hits and highlighted the inclusion of stories about various industries and cultures.
- CM Bergan asked about Visit Aurora's marketing strategies outside the city. B. Dalton explained that Visit Aurora's Convention Sales Department employs a targeted approach based on data about where the business is coming from. The sales team focuses on specific types of business and collaborates with hotels to optimize occupancy during peak seasons. B. Dalton emphasized the success of Aurora's hotels, particularly those near Denver International Airport, a major economic driver. He mentioned that Visit Aurora participated in industry trade events like ICSC to connect with meeting planners and event organizers, showcasing the city's offerings.
- CM Bergan asked about Visit Aurora's specific marketing strategies and targeting methods. B. Dalton explained that they have dedicated marketing efforts for group business, constituting a significant portion of their overall

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marketing. He mentioned events like the reservoir outing attended by CM Bergan as an example of targeting individuals for group business. R. Morrith highlighted a successful feature launched this year, a geolocation application allowing them to target specific gatherings or events. For instance, they could identify a concentration of medical meeting planners in DC, fence that area, and send targeted mobile messages to promote Aurora's opportunities.

- CM Bergan asked about tracking the correlation between marketing efforts and increased room nights. B. Dalton affirmed that they indeed track this data through analytics. They analyze the effectiveness of their marketing efforts in specific areas.
- CM Lawson clarified her previous comment, emphasizing that she was referring to challenges related to growth, such as transportation issues, rather than news stories. CM Bergan thanked the presenters for their marketing efforts and expressed anticipation for their future initiatives in the upcoming year.

Outcome:

Information only.

Follow-up Action:

None required.

3.c. Aurora Business Outreach Report**Summary of Issue and Discussion:**

Elena Vasconez, Economic and Business Development Supervisor

Elena Vasconez, Economic and Business Development Supervisor, presented this item. The Small Business Development Center (SBDC) extended its outreach efforts to Aurora businesses, providing one-on-one free and confidential business consulting, , low-cost educational webinars, and event referrals. Services were offered in both English and Spanish. From January to October 2023, 1,323 Aurora clients benefited from SBDC services, with approximately 64% identifying as minority clients. Many clients choose not to respond to the question about race in our surveys. The businesses served created 30 jobs, retained 17 jobs, accessed \$1.5 million in capital, increased sales by \$3.6 million, and secured government or private contracts totaling \$760,000.

The business services team has expanded its outreach to communities like Ethiopian, Nepalese, Salvadorian, Peruvian, and Mexican, collaborating with community leaders at cultural and educational events, where information about business services was provided. Strengthening ties with organizations like the Center for Community Wealth Building, Adelante Community Development, United for Business, African Chamber, Hispanic Chamber, and Havana BID, the SBDC participates in resource fairs, offers training, consulting, and promotional support. Partnerships with CEDS Financial address financing options for clients with low or no credit scores. Additionally, SBDC staff were invited to Spanish-

APPROVED

speaking radio stations and Facebook events as guest speakers, to showcase their business programs and how to work with the city of Aurora.

In the outlined period, the SBDC engaged in various outreach efforts, participating in local and internal boards to educate people about the needs of small businesses and the resources offered by SBDC and the city. Staff from Business Services is collaborating with the Pickens Technical College Advisory Board to develop a program where the college would offer free classes for small business owners in web design, marketing, and ServSafe certifications. Additionally, clients are referred to the college's Creative Lab, where students provide low-cost assistance with branding, logo design, and marketing in various languages. Staff actively participated in the Committee for Global Fest, recruiting small businesses as vendors and ensuring compliance during the event. Around 50% of the vendors were SBDC clients, and outreach efforts resulted in responsive business owners who scheduled appointments. Collaborating with the Office of Diversity, Equity and Inclusion, and the Center for Community Wealth Building, the business team organized a Lunch and Learn for city employees, emphasizing the impact of discretionary spending on the local economy and promoting the importance of shopping locally. The positive response led to plans for a follow-up meeting in the first quarter of 2024, further advancing the initiative. The event was catered by an Aurora business and SBDC client.

Business Services staff actively participated in initiatives that positively impacted small businesses in Aurora. Notably, the SBDC contributed to the success of Shop BIPOC, a free online marketplace for BIPOC small businesses. With over 400 registered businesses offering services in various sectors, including food and beverage, professional services, health and wellness, and construction, the marketplace facilitates connections between the community, businesses, and anchor institutions such as the University of Colorado and CSU Spur. The collaborative effort involved multiple business support organizations, including the Aurora South Metro SBDC. The launch event was held at the People's Building in August 2023 and attracted over 200 attendees. Furthermore, the SBDC supported the Anschutz Medical Campus Supplier Diversity Program, aiming to connect local businesses in North Aurora and Northeast Denver with different departments at the CU Anschutz Medical Campus. This program was created in collaboration with the SBDC on Havana Street, the Center for Community Wealth Building, and the University of Colorado System Procurement Center, initially focused on local caterers and restaurants. The initiative expanded to include printing and maintenance services, with ongoing efforts to recruit new businesses in Aurora. The SBDC continues to support local businesses by assisting anchor institutions in shifting their food purchasing to locally owned food businesses. The SBDC along with other business support organizations facilitated training sessions for caterers to prepare them to work with large educational, health, and governmental institutions, culminating in the Eat Local Tasting event. Approximately 200 people attended the event at the National Western Center, fostering connections and contracts for Aurora caterers.

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E. Vasconez concluded with a success story featuring Erika Rojas, owner of Prietos Catering. Ms. Rojas sought assistance from the SBDC, starting in 2017. In 2019 she bought a food truck and received support with licensing, taxes, and permits. With SBDC's guidance, Ms. Rojas expanded her business, opening a small restaurant on South Parker Road in 2023. The SBDC continued to support Ms. Rojas with financial management and marketing. Ms. Rojas actively participated in community events such as Global Fest, Lunch and Learn, and ShopBIPOC at the People's Building. Ms. Rojas' engagement with the SBDC included 20 hours of consulting, participation in various classes and events, and assistance in accessing pandemic-related grant programs. Financially, she received \$20,000 in pandemic assistance, invested \$50,000 in her new restaurant, and experienced a revenue increase of \$70,000. Additionally, her business created one job and retained one full-time and three part-time positions. The SBDC's outreach efforts aim to raise awareness, educate small business owners like Ms. Rojas, and contribute to their success.

- Having no questions, CM Lawson expressed appreciation for the extensive outreach efforts, commending the fantastic job done in the presentation by E. Vasconez. CM Bergan also conveyed thanks to E. Vasconez.

Outcome:

Information only.

Follow-up Action:

None required.

3.d. HOA Registration Update**Summary of Issue and Discussion:**

Jeannine Rustad, Director of Planning & Development Services

Jeannine Rustad, Director of Planning and Development Services provided a brief update on the HOA. The upgrades, scheduled for 2024, faced delays due to security measures taking precedence. However, the team anticipates implementing the two points of contact and notices every six months in 2024, with a follow-up update planned for the next year.

- CM Bergan expressed enthusiasm and appreciation for the positive news regarding the transition to a new software system, acknowledging the challenges faced during the process.

Outcome:

Information only.

Follow-up Action:

None required.

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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

- Naomi Colwell

NO REPORT

4.d. Planning Commission

- Becky Hogan

B. Hogan, accompanied by Planning Commission Chair Garrett Walls and several Planning Commissioners, expressed gratitude for the opportunity to provide an update. In the third quarter of 2023, they presented a report to PED, highlighting alignment between the Planning Commission and City Council, emphasizing the importance of consistency in the development process. B. Hogan requested a meeting with the City Council to discuss upcoming priorities and sought support from PED to facilitate this discussion. G. Walls echoed the importance of such a meeting, emphasizing its value in addressing both current and future challenges for the city. He urged the support of PED members in organizing this meeting for the benefit of both bodies.

- CM Bergan expressed the need for a collaborative discussion between the City Council and Planning Commissioners due to the evolving UDO changes since the comprehensive plan. She acknowledged the complexity of these changes and suggested a meeting in the first quarter of the following year, possibly after a Council strategic planning workshop. She hoped to align it with a Council Study Session to ensure comprehensive insights.
- CM Lawson supported the idea of a Study Session and suggested additional discussions to share perspectives from both at-large and ward viewpoints.
- CM Bergan acknowledged the need for coordination and discussed the potential challenges in organizing a joint session with Planning and Zoning Commissioners. J. Rustad mentioned legal concerns regarding potential conflicts due to the Council serving as the appeal body for planning and zoning decisions.
- CM Bergan expressed an understanding of these constraints but emphasized the importance of discussing zoning and the

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comprehensive plan. J. Rustad suggested working carefully with staff, considering the ongoing work plan, and prioritizing UDO amendments for discussion in 2024.

- B. Hogan expressed gratitude for the consideration, acknowledging the need to avoid conflicts for the City Council, the development community, and residents. She assured that the discussion would focus on overall policy, goals, and objectives, being mindful and considerate of potential concerns. CM Bergan thanked her for the information.

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

- Elena Vasconez
NO REPORT

4.i. Visit Aurora

- Bruce Dalton
NO REPORT

5. CONFIRM NEXT MEETING DATE

Scheduled for January 10, 2024, at 8:30 AM MT.

6. ADJOURNMENT

APPROVED: _____



Françoise Bergan, Committee Chair