



City Council Planning Retreat E.D. Follow-Up Items

March 11, 2019

Purpose

- City Council Planning Retreat Follow-up Items
 - Project facilitation
 - Project communication
 - Potential action items
 - Fee waivers
 - Case managers
 - Additional options



Common Project Challenges

- Market changes*
- Project team changes*
- Corporate decision making*
- Lack of available buildings/shovel-ready sites
- Financing/capital needs
- Infrastructure needs/costs
- High cost of new construction
- High taxes
- Project announcements/communication to City Council

*Factors are harder for the City to influence or overcome

Project Examples

Walmart

Starbucks, Cummins

Victory Crossing, Native Grill & Wings

Amazon HQ, Project Pastry, hotel, cleaning co.

Arrivo, ABVI hotel

Eastern corridor, former Adams HS school site, Colo Blvd properties—mfg operation

Little Pub Co, Gs Tacos

Aberdeen South

Dairy Queen, Starbucks



Potential Action Items

Increasing Commerce City's Market Competitiveness:

- Development fee waivers-restaurants/commercial projects
- Restaurant parcel giveaways
- City-sponsored revolving loan fund
- Increase development review process efficiencies/
communication
 - New case management software, publish development review guide, updated information/mapping tool on C3gov.com.
- Case managers-concierge level service



Development Fee Waivers

- Resolution 2019-29 – Development fee waiver for stand alone, full service restaurants
 - Resolution 2019-29 passed by City Council on March 4
- April 8 City Council Study Session – Waivers for other commercial projects



Development Fee Waivers

- Pros

- Lowers market entry costs which helps make the City more competitive.
- Gives staff an additional business attraction tool to market during the “Ready for Retail” campaign.

- Cons

- Instead of awarding incentives on a case-by-case basis, all projects will be eligible if they meet the basic criteria set in the Resolution, including potential projects not fully supported by the community.
- Lost revenues to General Fund.



Restaurant Parcels

- Award two commercial land parcels for restaurant development
 - Announce as an RFP
 - Must be for a stand-alone, full service restaurant
 - Must build/operate within a designated timeframe (to prevent land banking)
 - Bring in a commercial real estate broker to recommend most viable restaurant sites or approve a set amount towards parcels and restaurant can choose where they want to be
 - City Council chooses awardees from pool of applicants



Restaurant Parcels

- Pros

- Helps bring two more full service restaurants to Commerce City.
- Utilize opportunity to bring market awareness and promote the City for new commercial development.
- Gives staff an additional tool to market during the “Ready for Retail” campaign.

- Cons

- It is a large investment by the City with no guarantees that the market will support continued operations of either restaurant.

Revolving Loan Fund

- Commerce City Small Business Revolving Loan Fund
 - New tool to improve access to capital for small businesses/retailers in Commerce City.
 - Fund would help with gap financing for capital needs related to new locations (ie. tenant improvements), expansions (ie. working capital), and/or equipment purchases. Fund could also assist applicant with franchise fees as another way to help bring more retail to the City.
 - Partner and coordinate with the Small Business Development Center (SBDC) and a Colorado capital company like Colorado Enterprise Fund (CEF) to manage the fund.



Revolving Loan Fund

- Pros


- Gives small businesses and retailers another avenue to access capital for their project.
- May assist to revitalize older commercial corridors in the City.
- The seed money will revolve back into the loan pool as long as loan payments are made, keeping the tool self sustaining.

- Cons

- If loans default, the fund gets diminished over time.
- These are not grant funds, applicants will still need collateral to access the fund.



Communication/Process Efficiencies

-  **Accela** software for Planning Dept.
 - Effective case management software used to track and monitor land use cases at any one time.
- C3gov.com improvements
 - exploring options for a online mapping function that would link to active cases
- Prepare a comprehensive “Guide to Development”
 - overview of the City’s development review process for potential applicants

Communication/Process Efficiencies

- Pros

- Better information provided about potential impacts to schedules or delays
- Direct access to applicant for real time status updates
- Will provide additional information to the public
- Each project will help increase levels of service for outside applicants.

- Cons

- The number of active review cases is still very high and the staff resources needed to implement these projects will deter from existing development review projects.



Case Manager

- Additional staff – dedicated case managers

Current Case Loads

Permit Type	2018	2019 YTD
Building Division	4,256	532
Planning	Completed Cases 130	Active Cases 140
Public Works	758	115
TOTALS	5,144	787



Case Managers

- Additional staff – dedicated case managers

Project Level	Case Manager Department	Project Type
Tier 1	Community Development	All basic projects needing development review assistance
Tier 2	CMO-ED Division	ED projects including retail targets and primary employers that bring a lot of capital investment, jobs
Tier 3	City Manager's Office-DCMs, Analysts	More complex projects needing a higher level of involvement from outside agencies, legal entities, research etc.



Case Managers

- Pros
 - Increased level of service for applicants with development review cases.
 - Easier to communicate project updates to City Council
- Cons
 - Clear communication needed to deter any confusion regarding which tier a case should be classified as and who is in charge of the case management.
 - A challenge to schedule work load per case manager.



Potential Action Items

Increasing Commerce City's Market Competitiveness:

- Development fee waivers-restaurants/commercial projects
- Restaurant parcel giveaways
- City-sponsored revolving loan fund
- Increase development review process efficiencies/
communication
 - New case management software, publish development review guide, updated information/mapping tool on C3gov.com.
- Case managers-concierge level service





Questions and Discussion

A decorative horizontal line composed of small blue dots, with two slightly larger blue dots acting as focal points.