Economic Development Commission
June 11, 2014 Meeting
6:30 PM
911 Tenth Street, Golden, CO 80401

Opening (6:30 to 6:45)
Goal: Agreement to meeting objectives
1. Approval of Agenda
2. Approval of meeting notes from May 13, 2014
3. Public Comment

Discussion/Action Topics (6:45 to 8:00)
Goal: Commitment to progress or support needs for work program elements
Outcome: Updated focus area task status and assignments

1. Economic Incentive Program Update

2. Economic Incentive request for Photo Stencil.

3. 2014 Work Program
   Commission will discuss updates pertaining to the 2014 work program. Specific updates are expected for:
   - Business Attraction/Networking Events
   - Marketing Update
   - Education Update
   - Innovation Update

4. Communications
   - GURA – Colacci
   - Prospect/Development Project Report
   - Chamber of Commerce – Condon, Rinehimer
   - Community Marketing Committee – Block, Rinehimer
   - General comments

5. Schedule/Assignments/Feedback

6. Wrap up and Adjourn (8:00)

The City of Golden does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in the provision of services. For disabled persons needing reasonable accommodation to attend or participate in a city service, program or activity, call 384-8017 as far in advance as possible. Disabled access is available from the front entrance of City Hall.
City of Golden
Memorandum

To: Economic Development Commission
From: Steve Glueck, Director of Community and Economic Development
Date: June 5, 2014
Re: June 11, 2014 Packet Memo

Please review this additional background material for the June 11, 2014 meeting.

Discussion/Action Topics:

1. Economic Incentive Update (No action requested). Over the past several years, Golden has used our economic incentive program primarily to send a welcoming message to expanding or relocating companies preparing to invest in the community and create jobs. During the recent recession, only one agreement was completed, for the relocation and expansion of ERA, A Waters Company into the Coors Technology Center Business Park. This technology company took over a vacant (new and never occupied) 68,000 square foot building and invested substantially in the building and equipment, bringing significant existing and new jobs to Golden.

In 2012 and 2013, several new incentive agreements were executed with the following current status of all active agreements:

- Source Gas moved in their downtown office space in 2012 bringing approximately 200 jobs to our daytime population.

- PMC Hydraulics initially weathered the downturn in commercial wind activity by Vestas but unfortunately recently vacated their space, and likely left the country.

- CoorsTek has invested very substantial sums in equipment in the two Coors Technology Center Business Park buildings formerly known as Graphic Packaging and the Sake brewery. CoorsTek continues to be a growing force in technology transfer and our local high tech economy.

- Construction of Earth Treks, the new climbing gym at Golden Ridge was complete last fall, creating jobs, fiscal benefit, and a much desired amenity.

- Steelhead Composites has been actively improving their space in Corporate Center as they gear up for production of their hybrid vehicle component.

- Construction of the new 50,000 square foot building for Pason Engineering in the Coors Technology Center Business Park was complete in late May 2014, allowing them to expand, and free up their existing space in the park for other growing companies.

- Oswego Creative’s project to renovate the long vacant “Transcript” building at 1000 10th Street renovated a distressed building in our core area, and allowed this company to move back into Golden after a few years out of the City.
• Rocky Mountain Reagents (RMR) is close to starting construction on their addition of 26,000 s.f. to house additional production, warehousing, and distribution facilities for their chemical business in the Coors Tech Business Park.

• In late 2013, Spyderco completed the site development plan approval process for a 16,500 s.f. addition to their building to also house production, warehousing and distribution activities for their facility in the Canyon View Business Park. A building permit for the addition is under review by the City at this time.

Although two of the projects have yet to start construction, the overall impact of these nine agreements has been (and will continue to be) very positive in terms of jobs, general impact, and longer term fiscal benefit to the City. In part this continuing benefit to the City can be seen in the attached use tax reports for the first third of the year.

2. Economic Incentive Request (Discussion and potential action). Photo Stencil
http://www.photostencil.com/, located in Colorado Springs, has announced a relocation to a recently vacated tenant space in the Coors Tech Center Business Park, in Golden. As noted in the attached email from Shawn Hallinan, the 35,000 s.f. space was chosen primarily because of the existence on site of a “class 1,000 clean room” (very high quality). They note that such facilities are rare in the front range. Per their web site ……

“Photo Stencil has been the premier supplier of printing solutions to the Electronics Manufacturing Services (EMS) and Semiconductor markets since 1979. Photo Stencil's employees are committed to total customer satisfaction and to carry out this value proposition through continuous improvement and industry leading technology.

Success in printing takes the right solution for your products. At Photo Stencil, we offer the broadest range of solutions in the market to fit the most challenging applications. Your process requirements should demand the highest yielding printing solution available. In most cases that may not be an "off-the-shelf" stencil. It may require steps, custom aperture design or a combination of technologies to maximize yields.”

In recognition of the significant planned investment in the building renovations and capital equipment, as well as projected new employment, staff is recommending a standard use tax rebate agreement not to exceed the Charter imposed limit of $25,000. Staff and the company will provide more detail at the meeting.

3. 2014 Work Plan update. There are a few updates related to the 2014 work plan to discuss:

• As noted in May, City Council had a second retreat on April 4th, and did include a Council “signature initiative” that will affect EDComm areas of interest. The specific assignment to staff is to “Identify and minimize barriers for establishment, location, and expansion of businesses” in the community. This will start as mostly a staff analysis, but will include stakeholders and EDComm
input on policy issues. Commission interest in shaping and implementing the evaluation is requested; perhaps a sub-committee.

- **Business attraction:** As part of the City’s efforts to sell our industrial land on the north end of town, staff is debating whether to invest in a very conceptual site plan for one of the lots. Staff will present further information and seek EDComm comment on the idea.

- **Networking Events:** Staff is getting more information about our planned event to occur as part of the CSM fall career days in October. Staff will (hopefully) have additional updates at the meeting.

- In terms of our marketing efforts, staff recommends that we more actively prepare and pitch stories, perhaps including our two “Colorado Companies to Watch”, the PERC Co-working space, Photo Stencil’s choice based upon clean room facilities, and Rocky Mountain Reagents and Spyderco, when they start construction. If available, we will utilize a member of Joy Meadows’ staff who assists with Visit Golden. We have sufficient budget.

- There are a few updates regarding our education efforts:
  
  i. The GHS Student Council met with EDComm on May 13th regarding their fall leadership conference (for student council and National Honor Society). Based upon EDComm direction, they are preparing a specific budget and proposal for action by staff.

  ii. Four new scholarships were awarded for the Red Rocks College scholarship for fall session. It appears that all four (of the six the initial awardees) students that participated in the spring term will return for their eligible second year of the program.

- In terms of our efforts to support innovation, the main activities relate to the continuing Jeffco Innovation Workshop monthly meetings (next one is June 11, 2014 at 6:30 pm in City Council Chambers) and the large two day “Innovation Fair” for businesses and students in early September (see attached flyer on both). Both the Jefferson County Economic Development Corporation and City staff will be assisting, although we do not expect any significant fiscal contribution.

Another announcement in this area relates to the Jefferson County Business Resource Center (JCBRC). We have hired a new executive director and are slightly re-scoping her position to focus more on outreach and growing the direct business services, while relying on consultants and volunteers (SCORE and other types) for some training and mentoring services. Staff has invited her for our July meeting.

**Communications**  
Staff and Commission members will report on the various areas listed on the agenda.

**Prospect report**  
The main activity related to prospects for primary job growth in the community includes the following:

- As a result of the City’s commitment to the Colfax area URA project, the new contract by MIE Properties to acquire the very troubled 12 acre site at the south end of Corporate Center is proceeding into site planning and fiscal evaluation. If realized, this project could add well over
100,000 square feet of “flex” office warehouse space to house additional primary jobs. Given the likely GURA involvement in the project, EDComm will probably not see any incentive requests for the development, but may in the future see individual tenant requests, if appropriate.

**General Comments:** Staff will update EDComm about activities related to GURA and the DDA that affect those economic development areas, as well as staffing developments that should allow more attention to be paid to EDComm goals for the second half of the year. In terms of general business announcements:

- The bowling alley and out buildings have been removed. Construction on the Natural Grocers store will commence soon.

- The Holiday Inn Express at Interplaza is under construction with a completion likely in first quarter of 2015.

- The first building of the 8th Street Apartment project is beginning to see tenants move in. The second building will be complete soon with the club house to be completed later this year.

- Gunslinger Custom Paint continues to expand, adding shifts and additional leased space in the community.

- A skilled nursing facility has been approved for the parcel east of Panorama Medical to allow rehabilitation services generally for short term patient stays.

- A Centura community level medical clinic is under review for the southwest corner of Heritage Road and US 6. Construction may commence this fall.

- There is noticeable construction at the 173 unit apartment project near the light rail station. Initial occupancy can be expected in late 2015.

- The PERC co-working space opened in the American Mountaineering Center in mid May. It is providing a unique service to small businesses, home based, and start-ups.

**Attachments:**
- Use Tax Report
- Photo Stencil Request
- Catamount Subdivision Flyer
- Jeffco Innovation Workshop Flyer
- DDA Plan Meeting Invitation
## City of Golden
### Use Tax Revenue By Location
#### YTD April (May)
#### 2012/2013/2014

<table>
<thead>
<tr>
<th>Area</th>
<th>2012 Use Tax</th>
<th>% of total Use Tax</th>
<th>2013 Use Tax</th>
<th>% of total Use Tax</th>
<th>2013-2012 % Change</th>
<th>2014 Use Tax</th>
<th>% of total Use Tax</th>
<th>2014-2013 % Change</th>
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</thead>
<tbody>
<tr>
<td>North Golden</td>
<td>$126,627</td>
<td>14.20%</td>
<td>$57,889</td>
<td>6.46%</td>
<td>-54.28%</td>
<td>$139,205</td>
<td>10.84%</td>
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<td>Downtown</td>
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<td>1.35%</td>
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<td>1.90%</td>
<td>41.11%</td>
<td>$37,472</td>
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<td>Central</td>
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<td>0.44%</td>
<td>112.41%</td>
<td>$6,224</td>
<td>0.48%</td>
<td>56.71%</td>
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<td>South</td>
<td>$9,499</td>
<td>1.07%</td>
<td>$14,805</td>
<td>1.65%</td>
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<td>$16,347</td>
<td>1.27%</td>
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<td>Golden Road</td>
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<td>46.00%</td>
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<td>0.51%</td>
<td>-11.22%</td>
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<td>Corporate Center</td>
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<td>$23,990</td>
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<td>7.26%</td>
<td>$32,492</td>
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<td>Golden Heights</td>
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<td>$44,588</td>
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<td>157.35%</td>
<td>$12,300</td>
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<td>Cofax</td>
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<td>$535</td>
<td>0.06%</td>
<td>-58.91%</td>
<td>$2,040</td>
<td>0.16%</td>
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<tr>
<td>Heritage Square</td>
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<td>Coors Technology</td>
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<td>42.89%</td>
<td>$349,024</td>
<td>38.96%</td>
<td>-8.74%</td>
<td>$687,857</td>
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<tr>
<td>Outside</td>
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<td>29.58%</td>
<td>$327,990</td>
<td>36.61%</td>
<td>24.35%</td>
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<tr>
<td>Utilities</td>
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<td>4.36%</td>
<td>$41,445</td>
<td>4.63%</td>
<td>6.66%</td>
<td>$17,820</td>
<td>1.39%</td>
<td>-57.00%</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>$891,629</strong></td>
<td><strong>100%</strong></td>
<td><strong>$895,850</strong></td>
<td><strong>100%</strong></td>
<td><strong>0.47%</strong></td>
<td><strong>$1,283,883</strong></td>
<td><strong>100%</strong></td>
<td><strong>43.31%</strong></td>
</tr>
</tbody>
</table>

Amounts reported are net of revenues earmarked for economic development.
## City of Golden
Use Tax Revenue By Type
YTD April (May)
2012/2013/2014

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<th>2014 Use Tax</th>
<th>% of total Use Tax</th>
<th>2014-2013 % Change</th>
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<tbody>
<tr>
<td>General Merchandise</td>
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<td>Grocery</td>
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<td>0.58%</td>
<td>$33,082</td>
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<td>536.08%</td>
<td>$15,314</td>
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<td>Restaurants</td>
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<td>$11,985</td>
<td>1.34%</td>
<td>84.36%</td>
<td>$7,855</td>
<td>0.61%</td>
<td>-34.46%</td>
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<tr>
<td>Automotive</td>
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<td>$279,697</td>
<td>31.22%</td>
<td>-5.55%</td>
<td>$282,723</td>
<td>22.02%</td>
<td>1.06%</td>
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<tr>
<td>Prof Services/Entertainment</td>
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<td>1.93%</td>
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<td>2.89%</td>
<td>50.83%</td>
<td>$34,954</td>
<td>2.72%</td>
<td>34.86%</td>
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<tr>
<td>Bus Services</td>
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<td>$42,703</td>
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</tr>
</tbody>
</table>

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Steve Glueck

From: Shawn Hallinan [shawn@kachipartners.com]
Sent: Tuesday, May 06, 2014 7:51 PM
To: Steve Glueck
Subject: RE: Photo Stencil Location Project Follow Up

Steve –

As requested below, the following email outlines Photo Stencil and its intentions to move into a facility in Golden, CO in late 2014 and early 2015.

Founded in 1979, Photo Stencil is one of the leading manufacturers of stencils and other products used in the assembly of printed circuit boards, semiconductors, and photovoltaic systems such as solar panels and fuel cells. The company is currently based in Colorado Springs with additional locations in Malaysia and Mexico with a total of approximately 100 employees globally. We are interested in moving our headquarters and primary manufacturing in Golden because the current tenant of a facility in Coors Technology Center has made a decision to vacate a facility which would be ideal for our manufacturing needs.

We currently have a 42,000 sf facility with a 4,000 sf class 10,000 cleanroom in El Paso County. While the facility has suited our needs well, the ever-increasing complexity and shrinking nature of electronics manufacturing will soon require us to manufacture our products in class 1,000 cleanroom. We have considered several other facilities in El Paso County which would require some retrofitting, as would our current facility. The Golden facility would be a major logistics challenge for many of our employees but would be preferable to locations outside of the state (or country) and represent a facility nearly ready for our production needs. We expect to invest at least $1 million in real and personal property for the operations of the 35,000 sf facility to allow us begin manufacturing from the facility by early 2015.

I expect the new facility will employ at least 25 employees in the first year with average annual wages (excluding top executives) of $38,000 plus benefits equivalent to 25% of the individual’s salary. We expect to invest at least $100k per year in additional equipment in future years and hope to have a headcount of at least 30 employees within 36 months of today.

Thank you for your consideration. Please let me know if you need any additional information from me in order to formally award Photo Stencil the use tax rebates.

Sincerely,

Shawn Hallinan
Photo Stencil
4725 Centennial Blvd.
Colorado Springs, CO  80919

Office: 303.962.4908
Mobile: 303.406.3232
Fax: 720.398.3411
shallinan3@photostencil.com

From: Steve Glueck [mailto:SGLUECK@cityofgolden.net]
Sent: Wednesday, March 12, 2014 1:35 PM
To: Shawn Hallinan
Subject: RE: Photo Stencil Location Project Follow Up
Welcome to PhotoStencil.com

Photo Stencil has been the premier supplier of printing solutions to the Electronics Manufacturing Services (EMS) and Semiconductor markets since 1979. Photo Stencil's employees are committed to total customer satisfaction and to carry out this value proposition through continuous improvement and industry leading technology.

Success in printing takes the right solution for your products. At Photo Stencil, we offer the broadest range of solutions in the market to fit the most challenging applications. Your process requirements should demand the highest yielding printing solution available. In most cases that may not be an "off-the-shelf" stencil. It may require steps, custom aperture design or a combination of technologies to maximize yields.

SCREEN PRINTING FOR SMALL DIE - PAPER

NEWS & EVENTS

- Photo Stencil Adds Manufacturing Plant in Golden, Colorado. With Class 10K, Class 1K, & Class 100 cleanrooms ... get the latest

- Photo Stencil Acquires 3rd Laser Cutting Stencil System in Mexico. Continues to expand capacity and capabilities ... read more

http://www.photostencil.com/
Catamount Business Park, situated in Golden's attractive foothills setting, is zoned for office, flex, warehouse and light manufacturing. This is a growing and affluent area enjoying a stable business climate and historically low vacancy rates. Limited commercial/industrial land in the foothills communities preserves value and influences appreciation.

Catamount Business Park offers a master drainage plan with off-site detention ponds, preserving and maximizing usable ground for each lot owner. Catamount Business Park features generous native landscaping and an appealing streetscape. These features enhance the quality and value of the remaining lots available for sale. Please see reverse for aerial.

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<thead>
<tr>
<th>Lot</th>
<th>Acres</th>
<th>Total Price</th>
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<td>5</td>
<td>9.60</td>
<td>City of Golden Public Works</td>
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<tr>
<td>6</td>
<td>0.83</td>
<td>Landmarks Commission</td>
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<tr>
<td>7</td>
<td>2.67</td>
<td>Echo Serve</td>
</tr>
<tr>
<td>8</td>
<td>1.57</td>
<td>$444,530</td>
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<tr>
<td>A</td>
<td>N/A</td>
<td>Open Space/Drainage</td>
</tr>
<tr>
<td>B</td>
<td>N/A</td>
<td>Open Space/Drainage</td>
</tr>
</tbody>
</table>

For more information, please contact:

Chris Ball, SIOR, CCIM
Senior Vice President
303.312.4280
chris.ball@cassidyturley.com

Esther Kettering, MBA
Senior Vice President
303.312.4278
esther.kettering@cassidyturley.com

Cassidy Turley Colorado
1515 Arapahoe Street, Suite 1200
Denver, CO 80202
T 303.292.3700
F 303.534.8270
cassidyturley.com/colorado
"SOCIAL MEDIA: Valuable Tool or Time Waster for Entrepreneurs & New Business Owners?"

- plus -

more information about the JeffCo Innovation Faire 2014
to be presented at June JeffCo Innovators’ Workshop at Golden City Hall

Next Meeting Time: Wednesday, June 11, 2014 • 6:30 – 9:00 PM
Meeting Place: 911 10th Street, Golden, CO 80401

The free monthly meeting of the JeffCo Innovators’ Workshop on June 11 at Golden’s City Hall will feature a presentation and discussion on “Social
*Media: Valuable Tool or Time Waster?* The group will look at the true impact of social media for small businesses and startups in Colorado, and how, why, and if the small business owner should spend his time engaging in it to promote his business.

The JeffCo Innovators’ Workshop, which meets the second Wednesday of each month at 6:30 p.m., will be held at a new location: the Golden City Council’s Chambers at Golden City Hall. The address is 911 10th Street, Golden 80401. “Yet another great location for our monthly workshop,” said John R. Grizz Deal, workshop co-founder. “We have been blessed with quality facilities in Golden for our events.” Attendees are encouraged to RSVP by visiting [www.JeffCoInnovators.org](http://www.JeffCoInnovators.org).

The meeting will also feature one of the group’s notorious “Mayhem 10” sessions. This month’s participant will be Charles Mason, owner of Shower Curtsy LLC, which is offering a new product invented in 2013 that stops shower liner cling. [ShowerCurtsy.com](http://ShowerCurtsy.com). *Mayhem 10* is described as a sort of group therapy session where an entrepreneur or entrepreneurial team presents their innovation and business case to the group at large for free help, advice, and commentary.

The June 11 evening event will also feature new information about the JeffCo Innovation Faire being held Friday and Saturday, September 12 and 13 on the Warren Tech campus. The Faire will showcase Colorado’s new business startups and small businesses, educational institutions, large employers in the county, and more. Exhibits will feature new products, gadgets, and innovations from the fields of technology, science, and manufacturing. The event is being hosted by the City of Golden, the Jefferson County Economic Development Corporation, JeffCo Public Schools, Warren Tech, the IX Power Foundation, the University of Colorado’s Jake Jabs Center for Entrepreneurship, the Evergreen Chamber of Commerce, the City of Lakewood Colorado, the JeffCo Innovators’ Workshop, Technology Ventures Corporation, and more. Sponsors include CBS-TV Channel 4 Denver, Clear Channel Radio Stations, ChaiTea Marketing, and more.

Additional information about the Faire, and how citizens can volunteer and
businesses can exhibit, can be found at www.JeffCoInnovators.org.

A "startup" and new business resource targeted particularly to assist inventors, innovators, and entrepreneurs, the JeffCo Innovators Workshop is hosted by the City of Golden with support from the Jefferson County Economic Development Corporation. The workshop offers advice, inspiration, and support to new business start-ups and entrepreneurs, and seeks to assist those companies that wish to introduce a new product to the market. The monthly public meetings typically include an educational presentation on some aspect of starting a new business or bringing a new invention to market, a networking session, an advice and sharing period, and announcements of opportunities for business help and support within Jefferson County. A not-for-profit currently coordinated with volunteers from IX Power Foundation, the organization welcomes local business sponsorships of its meetings and activities.

FIRST DEADLINE FOR EXHIBITORS & SPONSORS: To maximize your exposure in the Pre-Event Publicity you must be registered by Friday June 27. This is the next big deadline for inclusion in promotional printed materials and activities. Email: Innovation_Info@JeffCoInnovators.org or call: 303-993-7473.
The JeffCo Innovation Faire 2014 is proud to announce that Denver's Clear Channel Radio Stations have become a sponsor of the September 12 & 13 event at the WarrenTech campus. Visit CBS-TV Channel 4 Denver.

Visit the web page for Clear Channel Denver's Stations.

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FOR IMMEDIATE RELEASE

First Community Meeting for Downtown Development Plan

Golden, Colo. — June 5, 2014 — The newly seated Downtown Development Authority (DDA) board and City staff will host an introductory stakeholder meeting from 6 to 8 p.m. on Wednesday, June 25 at the Golden Community Center, 1470 10th St. The purpose of the meeting is to introduce the DDA board, and go over initial steps to facilitate the transition from GURA’s downtown project to DDA’s efforts.

One of the main initial tasks of the board is to prepare and submit to the City a “Downtown Plan for Development”. This plan is required by state statutes prior to the DDA collecting any tax increment revenues or property tax assessments. Since we are fortunate to have detailed and current policy plans for downtown, including Golden Vision, the Comprehensive Plan, the 2008 Downtown Character Plan and the 2012 East Downtown Plan, this new plan will not attempt to redefine the goals and general policies for downtown. Rather it will focus on implementation strategies that the DDA can positively influence in coming years.

Initial ideas and suggestions for such implementation strategies and programs will be presented at the meeting, along with questions to solicit information and opinions from a variety of stakeholders.

For more information, contact Steve Glueck, sglueck@cityofgolden.net.

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