Economic Development Commission
January 14, 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 November 12, 2013
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. 2013 Work Annual Report
   Commission will review a draft of the 2013 annual report, including the draft 2014 work program.

2. Fee deferral proposal for multi tenant office and industrial projects.
   Commission will discuss a new staff proposal to seek to encourage construction of multi-tenant office and industrial buildings.

3. Implications of GURA/DDA activities and changes. Staff will provide an update.

4. Update on Boards and Commissions Solicitation process. Staff will provide an update.

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

6. Schedule/Assignments/Feedback

7. Wrap up and Adjourn (8:00)

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City of Golden
Memorandum

To: Economic Development Commission
From: Steve Glueck, Director of Community and Economic Development
Date: January 9, 2014
Re: January 14, 2014 Packet Memo

Please review this additional background material for the January 14, 2014 meeting.

Discussion/Action Topics:

1. 2013 Annual Report/2014 Work Plan. The enclosed draft 2013 annual report and 2014 work plan was prepared based upon EDComm discussion in October and November. Please plan to discuss edits and comments, and any input to the Chair for the introductory letter. **We hope to finalize the document in the next few days.**

2. Fee Deferral Proposal for Multi-tenant Office and Light Industrial buildings. With the start of the new year, staff has been watching the economic news and pondering what, if anything, the City could or should do to speed up the process to build for lease office and “flex” space, since there is always a need for smaller spaces in existing buildings. The attached proposal is presented for EDComm comment. The basic idea is that if we offer to defer collection of some fees during the construction and lease up period it may make some owners a little more willing to start construction before they have as much space “pre-leased”. Alternately it may not really affect decision making, but it can make a great story about our position on primary employment. **EDComm comment and recommendation is requested.**

3. Implication of GURA/DDA activities and changes: This is a critical year for the transition of GURA out of downtown and the establishment of the DDA. Although the exact administrative structures for 2015 and beyond were under a lot of internal debate, I had expected that Mark Heller and I would handle the overall effort together. With Mark’s acceptance of a position in Thornton, I am assuming much more responsibility for the evolution of the organizations. While it is expected that the City will hire a position for day to day DDA operations, nothing will start before early February and the process will take several weeks. Accordingly I will likely need to focus more attention on the on-going effort to establish a Colfax URA project than some of EDComm’s projects. With our very strong primary employment successes in 2013, I am confident that we will still accomplish great things this year, even if the year starts a little slow for EDComm programs.

4. Update on Boards and Commissions Solicitation Process: EDComm has discussed the new consolidated process, but may wish to review the specific program outline as attached.

**Communications** Staff and Commission members will report on the various areas listed on the agenda.
Prospect/Construction Activity:

In addition to the updates in the draft annual report here are a few:

Gunslinger Custom Painting was granted site plan approval in December for a third building on their site to be started sometime this spring or summer.

Speeco, who have been on 44th Avenue east of Golden since the 1950’s and have downsized as part of being acquired by Blunt International, had a groundbreaking on January 8, 2014 for a 29,000 sf facility in the Coors Tech Center Business Park. Speeco [www.speeco.com](http://www.speeco.com) makes farming and ranch equipment, including log splitters and post hole digging tractors.

The City received a purchase offer for one of the lots we own in the business park west of SH 93 at Pine Ridge Road for an out of state company to build a facility. Ideally, construction of a light industrial building would start before the end of the year.

The IX Power representatives will host the third Jeffco Innovation Workshop at the Mountaineering Center on January 15th at 6:30 PM. They have not announced their formal relocation to Golden yet.
Minutes of Meeting
November 12, 2013

Present: Mary Block, Josephine Colacci, Kelly Jackson Condon, Todd Grover, Paula Reed, Renee Rinehimer

Absent: Terrence Rapoport

Staff present: Steve Glueck

The meeting was called to order at 6:35 PM

1. APPROVAL OF AGENDA

Chair Reed asked if there are comments or objections to the agenda for November 12, 2013. There being none, the chair declared the agenda approved.

2. APPROVAL OF MINUTES

Reed asked if there are comments or objections to the meeting minutes from October 8, 2013. There being no comments, the chair declared the meeting minutes approved.

3. PUBLIC COMMENT

Reed asked for potential public comment. There was none.

4. DISCUSSION / ACTION TOPICS

A. 2013 Summary and 2014 Work Plan

Reed led the Commission through a discussion of the 2013 work plan, and revisions that may be suggested for 2014. A few highlights include:

- Under the “Recruit Grow and Retain” goal, EDComm agreed that it may do one or more traditional networking events, but would also:
  - Seek to partner with existing and new subject based networking groups.
  - Seek to connect businesses to each other and local partners, including to assist partners like the iSTEM program.
  - Sponsor industry group meetings or events to familiarize them with the Golden area.
• Under the “Access to Capital” goal, EDComm agreed to:
  o Continue as a Rockies Venture Club sponsor, but at a greatly reduced level than the 2013 pilot partnership.
  o Continue the Innovation Center of the Rockies partnership and Rocky Mountain Innosphere support re capital access and mentoring.
  o Promote information about capital sources and other information when introduced to new and start up companies.
• Under the “Market a Stronger Golden Brand” goal, EDComm discussed the fact that we reviewed our “story” in 2013 and now need to focus more on telling our story:
  o Develop stories for all types of communication channels about our coolest companies, successes, and opportunities.
  o In addition to stories, consider press releases, speakers series, short videos, etc.
• Under the “Educate the Workforce” goal, EDComm confirmed the approach presented at the October meeting.
• Under the “Cultivate Innovation and Technology” goal EDComm agreed to continue with minor levels of support for Rocky Mountain Innosphere and new groups like the Jeffco Innovators Workshop, and co-working, as well as the scholarships for the Innovation Center of the Rockies.
• EDComm agreed to delete the Infrastructure goal, since there did not seem to be actions EDComm could take locally to impact the issue.

5. COMMUNICATIONS

a. Prospect Report; Glueck updated about the specific building materials company that is considering Jefferson County and a manufacturer hoping to stay even after being downsized by its new owner.

b. GURA: Colacci provided updates on several projects, including the January closing of the Golden Bowl, grant requests from Foothills Art Center and Miners Alley Playhouse, the start of a study of a Colfax URA project, a Visit Golden “Ap”, and transition issues for both GURA and the new DDA to be established in 2014.

c. Chamber of Commerce; Condon mentioned events including the Business Expo, November 18th Infotainment at Miners Alley, and upcoming holiday activities.

d. Visit Golden; Rinehimer updated on Visit Golden activities and campaigns to support events, and some details about Small Business Saturday and the start of holiday promotions on November 30, 2013.

6. AGENDA/ SCHEDULE

The next commission meeting is December 10, 2013.
Condon MOVED and it was SECONDED to adjourn at 8:35 p.m. The motion passed unanimously.

__________________________________________
Paula Reed, Chair
NEED NEW LETTER

Paula Reed, Chair

Economic Development Commission
## EDComm Work Plan
### 2013 SCORE CARD

<table>
<thead>
<tr>
<th>FOCUS AREA</th>
<th>STATUS</th>
<th>NOTES</th>
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</thead>
<tbody>
<tr>
<td>Recruit, Grow and Retain Business</td>
<td>GREEN</td>
<td>In 2013, EDComm hosted three successful industry networking events and continues to refine its understanding of our most relevant industry groups. Staff completed over ten individual business visits and continues to build relationships with local companies.</td>
</tr>
<tr>
<td>Access to Capital</td>
<td>YELLOW</td>
<td>Increasing access to capital for early stage and growing companies remains a challenge, since the City is not equipped to be a capital source. EDComm entered a partnership with the Rockies Venture Club (RVC) for a 2013 pilot project to establish a Golden chapter of the angel and venture capital funding organization. The partnership resulted in greater awareness of entrepreneurial activity and availability of capital, but will be re-scoped in 2014 as more of a lower cost sponsorship.</td>
</tr>
<tr>
<td>Create a Stronger Golden Brand</td>
<td>GREEN</td>
<td>Golden already has a strong brand as a location for a variety of businesses and industries. In 2013 EDComm completed a focus group process with local employers and updated our marketing messages. On-line and hard copy collateral materials were improved and updated.</td>
</tr>
<tr>
<td>Educate and Train the Workforce for the Future</td>
<td>GREEN</td>
<td>The need to educate and train the workforce of tomorrow is a huge societal challenge. In 2013, EDComm grew our scholarship program for Golden High grads pursuing a technical Associates’ degree program at Red Rocks College, helped expand the Discovering Technology program introducing science and engineering to young girls, and worked to support the Bell Middle School iSTEM program.</td>
</tr>
<tr>
<td>Cultivate Innovation and Technology</td>
<td>GREEN</td>
<td>EDComm furthered its partnership with Rockies Venture Club, Rocky Mountain Innosphere Incubator, the Jeffco Innovation Workshop, and our scholarship offering with the Innovation Center of the Rockies.</td>
</tr>
<tr>
<td>Promote High Quality Infrastructure and Space</td>
<td>GREEN</td>
<td>EDComm research indicated that private sector offerings in high speed internet connectivity continue to improve. Data on available land and space for lease is suitable for business inquiries. Goal complete and will not be part of 2014.</td>
</tr>
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</table>
EDComm Work Plan

EDCOMM’S MISSION

The mission of the Golden Economic Development Commission (EDComm) is to grow the primary jobs base by encouraging growth of existing primary employers and cultivating an environment that attracts additional primary employers to our community. As a component of that, EDComm also supports efforts to encourage entrepreneurial start-ups and expansion.

APPROACH

EDComm serves as an advisory board, setting direction, reviewing progress, and building relationships that further the board’s mission. The tactics of the board’s workplan are executed by City staff and EDComm members.

The arm’s length approach is intended to promote a more strategic role for the board, allowing City staff to move at a quicker, more agile pace. It also requires EDComm members to take on responsibility for constructing the program.

FOCUS AREAS

The 2013 EDComm work plan focused on six areas specifically targeted to leverage economic development work at the State level (Colorado Blueprint, Governor Hickenlooper’s economic development initiative for the state of Colorado) as well as to focus our efforts on the key areas expected to be the most easily influenced and most likely to have impact.

Tying to Colorado Blueprint (C.B.), those areas of focus are:

1. Recruit, grow and retain business (C.B. topic II)
2. Increase access to capital (C.B. topic III)
3. Create and market a stronger Colorado brand (C.B. topic IV)
4. Educate and train the workforce for the future (C.B. topic V)
5. Cultivate innovation and technology (C.B. topic VI)
6. Promote high quality infrastructure and space

This is not a direct match to C.B. priorities. EDComm added infrastructure and space and did not take on Creating a business friendly environment (considered to be most impacted by City structure and code).
2013 SUCCESSES

Following last year’s successes, several additional companies grew and increased their investment in Golden during 2013. The success of these companies demonstrates the mission of EDComm and the City.

The EarthTreks Climbing Gym opened in South Golden late in the year, providing a great amenity to the entire community.

Steelhead Composites located their headquarters and production facility in Corporate Center to make components for hydraulic hybrid vehicles.

Oswego Creative completed major renovations to their building on 10th Street, allowing this former Golden company to return to the community.

CoorsTek, an economic leader in the field of industrial ceramics, invested millions in new equipment for their newest facilities acquired in 2012.

Outlast Technologies, the leader in phase change materials to regulate temperature, relocated its headquarters to North Golden in early 2013.

Pason Engineering began construction of their new headquarters facility in the Coors Tech Center Business Park for completion in 2014.

Other planned 2014 expansions include Rocky Mountain Reagents and Spyderco, who both plan to construct major additions to increase Golden operations, and construction of a facility to house SPEECO, a manufacturer moving into the community.
EDComm 2013 Work Plan

RECRUIT, GROW AND RETAIN BUSINESS

In this focus area EdComm continued to build relationships with primary employers and other economic development groups within the region to identify opportunities and approaches that can be leveraged to achieve program goals. EdComm also refined our 2012 research of key industry groups that together increase the level of success and attraction of like businesses in a community. Learnings from this research will be used to define the target audience and messages for future marketing materials.

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<tr>
<td>Initiate engagement and participation of EdComm contacts from the primary employer community</td>
<td>Each EdComm member was to initiate at least three such contacts and report back</td>
<td>EdComm members met many contacts in informal activities and formal events, though we did not document the number of interactions by member</td>
<td>Ongoing goal (to be refined for future)</td>
</tr>
<tr>
<td>Conduct at least six scheduled business retention visits</td>
<td>Formal business visits strengthen connections and provide data on company needs</td>
<td>Staff conducted approximately six individual visits and ten with along with JeffcoEDC</td>
<td>2013 effort completed</td>
</tr>
<tr>
<td>Conduct at least two primary employer networking events</td>
<td>Networking events connect companies and strengthen ties with EdComm</td>
<td>EdComm helped put on a Craft Brewer “Sudsposium” plus hosted two additional net-working events</td>
<td>2013 effort completed</td>
</tr>
<tr>
<td>Further refine the understanding of key industry groups in Golden using mapped connections and affiliations</td>
<td>By better understanding the connections within and among industry groups, we can better aid economic vitality</td>
<td>The mapping of connections has been more difficult than anticipated. We are aware of substantial connections, but would benefit from better understanding</td>
<td>2013 goal partially complete (To be refined further)</td>
</tr>
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</table>

INCREASE ACCESS TO CAPITAL

EdComm will work to increase the awareness of capital and opportunities in the area. As a City organization EdComm’s role is not to raise or distribute capital, but to promote an understanding that emerging companies can be successful in garnering financial support in the Golden area.

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<tr>
<td>Actively promote the pilot partnership with Rockies Venture Club to increase awareness and baseline deal flow in Golden</td>
<td>The RVC partnership was intended to increase capital access to Golden area companies</td>
<td>The partnership brought RVC events and higher profile awareness to Golden area. To increase direct impact of our efforts, EdComm will turn to working more with area companies rather than funding partners</td>
<td>2013 Partnership complete. Goal to be adjusted in 2014</td>
</tr>
<tr>
<td>Increase understanding of alternative sources of capital on the part of EdComm and the local community</td>
<td>Through the RVC partnership, Innovation Center of the Rockies, and Rocky Mountain Innosphere incubator, the understanding of regional opportunities would be increased.</td>
<td>Community awareness of early capital access, and regional awareness of EdComm’s efforts were all increased</td>
<td>On-going goal to be refined annually</td>
</tr>
</tbody>
</table>
EDComm 2013 Work Plan

PROMOTE A STRONG GOLDEN BRAND

Golden’s brand as a great place to start or grow a company will be increasingly important in coming years. In 2013, EDComm focused on refining our brand message and using our brand to enhance business activity.

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<tr>
<td>Conduct at least two additional marketing professional discussion groups to inform brand definition. Include employer HR contacts in brand articulation</td>
<td>The discussion groups were to determine company perspective on community attributes and brand</td>
<td>An informal marketing discussion group of local businesses was created and met twice, providing input into updated brand materials. Stronger connections were forged</td>
<td>2013 brand message update complete</td>
</tr>
<tr>
<td>Utilizing the information gathered, refine the brand message and disseminate</td>
<td>Modify the on-line messaging and create a “hard copy” version for use when needed</td>
<td>Messaging reviewed and updated by EDComm committee. On-line and hard copy versions prepared by staff</td>
<td>2013 brand message implemented</td>
</tr>
<tr>
<td>Continue to seek PR placements featuring the “Golden story”</td>
<td>Use our consistent message and seek placements of individual stories</td>
<td>Working on a story about the several primary employer successes in 2013. Few other opportunities identified</td>
<td>2013 projects in progress. On-going goal for future years</td>
</tr>
</tbody>
</table>
EDComm 2013 Work Plan

EDUCATE AND TRAIN THE WORKFORCE FOR THE FUTURE

EDComm can promote the workforce of the future by participating in community efforts focused on improving the schools in Golden. Recognizing student and teacher achievements provides opportunities to students and helps increase awareness of Golden school successes.

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<tr>
<td>Formally sponsor the 2013 iSTEM program in Golden Schools. Achieve at least three business connections with the iSTEM program</td>
<td>Support for the Bell Middle School iSTEM program makes a specific contribution to the tech readiness of our youth</td>
<td>Through a 2012 commitment, EDComm sponsored the startup costs of the Bell Middle iSTEM program thru the end of the 2013/2014 school year. Many connections were made at networking events.</td>
<td>Initial sponsorship complete. The future of the program is currently uncertain</td>
</tr>
<tr>
<td>Continue the Red Rocks Community College scholarship program for Golden High School graduates in the Applied Associate of Science degree program</td>
<td>Assistance for local youth enrolling at Red Rocks for the AAS degree program will benefit the quality of our local workforce and send a positive message about such career paths</td>
<td>Eight scholarships were awarded for fall 2013. Continuing students will qualify for Spring 2014 and up to one additional year</td>
<td>On-going EDComm program</td>
</tr>
<tr>
<td>Establish a teacher excellence award</td>
<td>A teacher excellence award sends a message of encouragement to local educators about Golden's commitment</td>
<td>The program received two nominations and gave one award</td>
<td>2013 Goal complete</td>
</tr>
</tbody>
</table>
EDComm 2013 Work Plan

CULTIVATE INNOVATION AND TECHNOLOGY

Enhancing opportunities for business start-ups and expansion through the innovation efforts of local entrepreneurs and researchers is one of the cornerstones of EDComm’s overall effort.

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<tr>
<td>Promote the Rockies Venture Club partnership as a venue to expose local entrepreneurs to capital access and “pitch” training</td>
<td>The RVC partnership was intended to increase awareness of Golden and EDComm’s efforts and directly link Golden companies to pitch training and capital</td>
<td>The three major events held in Golden at Mountaineering Center and a smaller networking event created strong awareness. However, no Golden companies pitched at events</td>
<td>2013 goal met, but EDComm will change partnership to lower level sponsorship and refine effort</td>
</tr>
<tr>
<td>Consider a partial scholarship to the Innovation Center of the Rockies for local entrepreneurs</td>
<td>Directly assisting a few early stage Golden companies will demonstrate our interest in supporting high growth potential companies</td>
<td>The scholarship was offered in early 2013, with one application. That company later withdrew. Marketing for 2014 was initiated in November</td>
<td>Initial set-up and marketing complete. The program is on-going</td>
</tr>
<tr>
<td>Include CSM alumni in innovation events</td>
<td>CSM alumni may be a good source of entrepreneur support and ideas</td>
<td>Many alumni are already part of network connections. Direct outreach still in development</td>
<td>On-going goal and effort</td>
</tr>
</tbody>
</table>

PROMOTE HIGH QUALITY INFRASTRUCTURE AND SPACE

The development of varying levels of office space, infrastructure access, and specific building characteristics is outside the scope of EDComm, though understanding and promoting what is available can assist with business attraction and relocation.

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<tr>
<td>Refine data collection and use regarding the level of high-speed connectivity within key business parks</td>
<td>When the goal was set, it was felt that access to broadband may be a large factor for business location decisions, and that we should track changes</td>
<td>Discussions with primary employers showed that the options available to companies are increasing and improving. The private sector is generally addressing the need</td>
<td>2013 research complete. This goal will be eliminated in future years</td>
</tr>
<tr>
<td>Determine capacity and limitations of vacant land and existing building space, and use this information in business retention and attraction efforts</td>
<td>Development and maintenance of a data base of all vacant land and existing building space would benefit very specialized requests</td>
<td>Inventorying all building space was determined to be infeasible to compile and maintain. Vacant land and building space is readily available</td>
<td>2013 research complete. This goal will be eliminated in future years</td>
</tr>
</tbody>
</table>
2014 WORK PLAN

Building on the successes of 2013, EDComm has eliminated one goal where our efforts may not have been well placed and is focusing more attention on the remaining five. Across this set of goals we will leverage what we have learned in the past to refine our approach to produce more targeted, more impactful results for the Golden community. As we continue to strategically focus our efforts, we will work with other City and regional groups to better define our role and partnerships in order to achieve the goals that support our mission.

RECRUIT, GROW AND RETAIN BUSINESS

For 2014, EDComm is seeking to enhance our business retention and expansion programs through increased and more targeted efforts. We will enhance our relationships with new and existing companies, tying into our other specific goals.

GOALS:

- Continue to build relationships by means of at least one traditional EDComm networking event. Modify networking event approach to include directed tactics such as subject-based networking groups; greater participation by Colorado School of Mines alumni; and joint efforts with local and regional organizations (Innovation Center of the Rockies and Jeffco Innovation Workshop, etc.).

- Conduct at least eight scheduled business retention visits either independently or alongside similar organizations in the region.

- Seek to connect businesses to each other and local partners, including connections where relationships are particularly complementary such as science and engineering based businesses paired with the iSTEM program.

- Investigate sponsoring industry group meetings or events to familiarize them with the Golden area.

INCREASE ACCESS TO CAPITAL

EDComm will continue working to increase the awareness of capital opportunities in the area with increased attention to directly impacting local businesses.

GOALS:

- Continue as a Rockies Venture Club sponsor at a reduced level compared to the 2013 pilot partnership.

- Continue the Innovation Center of the Rockies partnership and Rocky Mountain Innosphere support focusing on access to funding and mentoring.

- Promote information about sources of capital and other business development resources when introduced to new and emerging companies.
CREATE AND MARKET A STRONGER COLORADO BRAND

Following the 2013 effort to review and refine our messaging, EDComm will emphasize getting the word out about Golden through more and varied mentions in communications media.

GOALS:

- Develop stories for all types of communication channels about our unique companies, individual and community successes, and opportunities.
- In addition to stories and press releases, consider alternative marketing mechanisms such as a speaker series, short videos, etc.

EDUCATE AND TRAIN THE WORKFORCE FOR THE FUTURE

EDComm plans to continue our very active efforts to encourage programs and activities that enhance the efforts of our local schools to help create the workforce and leaders of tomorrow. A key initiative for 2014 is to better understand our role and how to best partner with other organizations with similar objectives.

GOALS:

- Identify and connect with other community groups to maximize combined impact on our schools. Work jointly in support of an alliance between business and education and participate in such efforts.
- Support the iSTEM program at Bell Middle School with connections to both individual businesses and the business community as a whole, including fundraising activities if pursued by the school district.
- Continue scholarships to Red Rocks Community College and for the Discovery Technology program.

CULTIVATE INNOVATION AND TECHNOLOGY

EDComm’s efforts to encourage opportunities for business start-ups and expansion of early stage companies are beginning to show positive results. EDComm will continue to find ways to more effectively promote such opportunities.

GOALS:

- Encourage and provide minor levels of financial support for Rocky Mountain Innsosphere and new groups like the Jeffco Innovation Workshop.
- Continue scholarships for the Innovation Center of the Rockies.
Proposal to encourage construction of multi-tenant office and light industrial “flex” space.

Premise:

Generally, there are two basic types of employment projects constructed:

- Single user “built to suit” buildings; and
- Multi-tenant buildings typically requiring a percentage of building space to be “pre-leased” prior to construction, and at least partially considered “speculative.”

While both types of projects are very important to our economic development efforts, implementation of a program to encourage construction of such multi-tenant buildings can assist in the attraction, retention and expansion of small primary employers who generally are not in a position to commit to “pre-lease” space months or over a year before occupancy. As a result, such users must usually seek existing buildings for location and expansion opportunities.

Proposal:

Although financing requirements will likely continue to require pre-leasing for many such building projects, the deferral of certain development fees until building occupancy would help encourage property owners to consider earlier construction starts, and hopefully add to the supply of leasable employment space in the community. Accordingly, staff proposes a program offered to any eligible multi-tenant office or light industrial building project as follows:

- The collection of building permit use tax for eligible projects with building permits issued in 2014 may be deferred until the earlier of the occupancy by the first tenant or the end of 2015.
- The collection of water and wastewater tap fees for eligible projects with building permits issued in 2014 may be deferred until the earlier of the occupancy by the first tenant or the end of 2015.
- The program would not be available for residential projects or mixed use office and residential projects unless the office component is over 50 percent of building square footage. In such cases, the residential portion of the water and sewer taps would not be deferred.
- In the Canyon View and Catamount business parks, the deferral agreement could also include water rights fees, in addition to tap fees.
- A deferral agreement would be required to assure payment of fees when due.

Evaluation:

The proposal may not directly spur such construction but certainly demonstrates the community’s efforts to encourage additional space for employment uses. For small and
moderate sized projects, the amount of fee to be deferred for the construction and initial lease period would start at about $50,000 and go up based upon project size and value. 

At the same time, such uses during the period prior to occupancy pose no service demands on the City utility service system and little demand for other services. Accordingly, the deferral of payment of such fees during the period of construction and prior to occupancy is not a hardship to the City and may help increase the supply of needed commercial space.
Exhibit “A”

City of Golden Boards, Commissions, and Authorities Recruitment and Selection Process

**Purpose/ Desired Outcomes:** The City of Golden has long involved citizen volunteers in many aspects of community participation. The most formal and active involvement occurs when citizens volunteer and are appointed to our many standing boards and commissions. These boards and commissions serve a vital role in the community to generate and discuss ideas, and generally to advise City Council on policy issues, investment priorities and implementation strategies. In addition, some boards are empowered to implement community policy and strategy according to their charter. Given the importance of the work performed by these citizen volunteers, it is critical to provide a clear, understandable, and effective recruitment and selection process that achieves the following:

- An effective and satisfying process whereby volunteers have a clear understanding of the selection criteria and process and how Council values their participation.
- A straightforward application process.
- An opportunity for volunteers to consider service on a variety of boards or commissions through a single initial application process.
- An opportunity to enhance the orientation and training of new board members through coordination among staff liaisons to boards.
- An opportunity to increase communication among boards and commissions by means of broader participation.

**Recruitment and Selection Process:** City Council will annually conduct a consolidated and coordinated recruitment and selection process in late winter, to fill positions in all boards having openings that year. The general process would include:

- The following Boards, Commissions, and Authorities will be included in the consolidated process:
  - Historic Preservation Board
  - Planning Commission
  - Parks and Recreation Advisory Board
- Public Art Commission
- Community Sustainability Advisory Board
- Economic Development Commission
- Golden Urban Renewal Authority (to the extent the process does not conflict with applicable state law)
- Downtown Development Authority (to the extent the process does not conflict with applicable state law)
- Fire Pension Board
- Investment Advisory Board
- City Appointee to Visit Golden Committee

Among the above boards there are instances of very specific eligibility requirements, or desired skill sets, which are maintained within the process.

- Each board or commission will submit their annual work plan and priorities to Council (thru their staff liaison) by February 15th of each year. In addition to setting out suggested activities, the plan would identify the desired skill set (or mix) for members based upon the work plan.

- Beginning with the February Informer each year, applications will be solicited for all seats to be open that year. The solicitation would use a variety of channels, including press releases, city web site, social media, etc. Initially, the term expiration dates for various boards would be adjusted to all expire on April 20th of each year. There will be a big push to not only encourage applications, but also to provide detailed information about the Boards and Commissions duties, responsibilities and activities. Volunteers will be encouraged to submit their application for up to three (3) separate boards where they have interest, indicating their order of preference. Since some boards have more specific eligibility requirements or skill sets, the application would have both general and board specific sections.

- The application process would be on-line and administered by the City Clerk. There would be a general application section and then brief detailed sections for all boards having openings that year. The due date would be set by the City Clerk in early March, to allow a second outreach in the March Informer.

- Upon receipt of the applications, each City Councilor will screen the applications and assemble their individual short-list of candidates to be interviewed for the available board or commission seats. Depending upon the number of positions available, each Councilor would submit a defined number of top candidates to the City Clerk to assemble a master list based upon the number of “nominations” to be forwarded to the Mayor. For example, if there is one opening on a board, Council will be asked to identify the top three
candidates such that the interview list will include two more candidates than the number of openings. The Mayor would review the list and, assuming that there are sufficient candidates for all available seats, prepare the list of interviews.

- Council would schedule from one to three meetings to interview candidates, and subsequently would submit their top choices for each available position to the Mayor.

- The selection process is typically based upon Council consensus, however, the Mayor shall break ties. Highest ranking candidates selected for appointment would generally be appointed to their first choice board, unless so agreed upon with the Mayor. Candidates would only be eligible to serve on one board at a time (except as currently allowed for a GURA member to sit on the EDComm board).

- Council would make the appointments annually at the first or second meeting in April. (The actual solicitation and applications will contain a timeline to explain the steps and timing.)

- Term limits providing that volunteers would not serve more than two consecutive complete terms on the same board will be established. Term limited incumbents are encouraged to consider other boards and volunteer opportunities.

- In making appointments, Council would also assemble a list of qualified candidates to be called upon if there are unscheduled board or commission vacancies during the year. This process would require that the candidate is still available and willing, and may not always work, but can be valuable for a timely appointment.

- Upon appointment to specific boards, commissions, and authorities, City staff would organize both general and specific orientation and training activities for all appointees with an emphasis on roles, responsibilities and procedures. Board specific training would be provided by the board or staff liaison.
## 2014 Boards and Commissions Expiring Terms and Vacancies

<table>
<thead>
<tr>
<th>Board</th>
<th>Name</th>
<th>Term Expires</th>
<th>Next Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDComm</td>
<td>Mary Block</td>
<td>9/2013</td>
<td>4/2017</td>
</tr>
<tr>
<td></td>
<td>Todd Grover</td>
<td>9/2013</td>
<td>4/2017</td>
</tr>
<tr>
<td>Historic Preservation</td>
<td>William Kistler *</td>
<td>4/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Laura McCall *</td>
<td>4/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Andrew Lemmer</td>
<td>4/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Dixie Termin</td>
<td>4/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Vacant</td>
<td>NA</td>
<td>4/2016</td>
</tr>
<tr>
<td>Planning Commission</td>
<td>Diane Chesbro</td>
<td>1/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Casey Brown *</td>
<td>1/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>James Dale *</td>
<td>1/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Amity Moore (Alt)</td>
<td>1/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td>GURA</td>
<td>Joe Behm (Resign)</td>
<td></td>
<td>4/2017</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>Laura Weinberg (Resign)</td>
<td></td>
<td>4/2017</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Chuck Baroch</td>
<td>2/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Karen Smith</td>
<td>2/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td></td>
<td>Vacant</td>
<td>2/2014</td>
<td>4/2018</td>
</tr>
<tr>
<td>Investment Advisory</td>
<td>David Berkowitz</td>
<td>4/2014</td>
<td>4/2018</td>
</tr>
</tbody>
</table>

*Term limited Members