



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: August 22, 2012

SUBJECT: Briefing and Post-City Council Briefing Agenda for August 27, 2012

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner	6:00 P.M.
Council Briefing (<i>The public is welcome to attend.</i>)	6:30 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

PRESENTATIONS

1. Economic Development Update

CITY COUNCIL REPORTS

1. Report from Mayor (5 minutes)
2. Reports from City Councillors (10 minutes)

EXECUTIVE SESSION

1. Water Court Case No. 05CW114

INFORMATION ONLY

1. Survey of Turnpike Drive Residents re US 36 Bikeway Alignment

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Study Session Meeting
August 27, 2012



SUBJECT: Economic Development Update
PREPARED BY: Susan Grafton, Economic Development Director

Recommended City Council Action

Provide staff feedback and direction concerning the City's Economic Development efforts.

Summary Statement

- The Economic Development Office (EDO) was initiated in June 1991 to help facilitate the diversification of the City economy.
- The current Economic Development program components include business services, business recruitment, communications and special projects.
- Results from the 20 years include a 64% increase in the number of licensed businesses, 78% increase in retail space, a 97% increase in office and light industrial/flex space, and a 58% increase in median household income.
- Westminster has grown into a more diverse economy. Though retail is still about 18% of the business community, the major employers and drivers of the economy include Information Technology, Research and Development and Scientific and Professional Technologies.
- The strategy for the future is to encourage much more integration between the existing, new and growing businesses, while better branding the City as "the place to be" for business growth, activity and expansion.
- This report outlines the City's economic development achievements, the finding of economic research (both analytical and anecdotal) and recommendations for economic development endeavors going forward which meet Council's Strategic Plan goals.

Expenditure Required: \$0

Source of Funds: Not applicable

Policy Issue

Does City Council support the Economic Development Office strategy?

Alternative

- Make suggestions for modifications to the Economic Development strategy and activities.

Background Information

The Westminster Economic Development Office began in June 1991, just over 21 years ago. At the time the direction to the Economic Development staff was to “diversify the City’s economy; and nurture and grow the retail base.” The EDO mission became, “To create and maintain a vital economy and sustainable community through attracting, retaining, and expanding business, promoting the City and preparing for the future.”

The biggest Economic Development issues the City faced at the time was general lack of recognition in the market place and the lack of space in which to put retail, office, and light industrial users. Westminster was known as just “one of those non-descript City’s up north” on US 36 or as the “home of Westminster Mall.” The major advantages for the City included:

1. strong retail base
2. ample land for development
3. control of our water resources
4. progressive and pro business attitude of Council and staff
5. being the home to one of the largest AT&T/Bell Labs operations in the US

Over the years the basic directives of diversifying the economy and growing retail have remained the same. Business retention has also been a strong component along the way with retention visits occurring almost annually since 1991. The City’s recruitment efforts though have been varied over time and included:

- attracting office and light industrial users
- attracting grocery stores in key locations to grow sales tax
- attracting a hotel and conference center to help diversify tax revenue
- retaining AT&T/Bell Labs (now known as Avaya)
- focusing on information technology businesses
- diversifying our retail base in response to feedback from rating agencies
- developing The Orchard to become the I-25 regional retail center
- encouraging office development south of 144th Avenue to facilitate day time users for The Orchard and grow employment
- filling vacancies in retail and office
- improving outreach and responsiveness to small businesses
- focusing on renewable energy and clean technology
- redeveloping the Westminster Mall property

As has been the case since 1991, the City has always kept a focus on existing businesses. In fact, one of the first Small Business Assistance Programs (SBAP) in Colorado was initiated by Westminster in

1994. The City’s SBAP (what is now referred to as Economic Gardening in other areas) was eventually changed to “Business Services Program” to be inclusive of all existing City businesses. The current Business Service flier is attached.

Business Assistance Packages/Economic Development Agreements and Public/Private Partnership

The first record of any type of assistance (or incentive) being given was in 1988 to attract Goodwill Industries’ headquarters to the City. Over the past 20 years, approximately 100 Business Assistance Packages (BAPs), Economic Development Agreements (EDAs) or Public/Private Partnerships have assisted the City’s economic development efforts from small business expansions to large research and development facilities, from the development of business parks to the remodeling of office buildings, and from hotel complexes to the development of major regional shopping centers.

The assistance for these agreements has taken the form of a combination of rebates of sales tax, use taxes, construction use taxes, special assessments, accommodations taxes, and permit fees that are generated directly by the entity receiving the assistance. Sometimes financing districts are utilized to assist with public improvements needed for a project. Attached is the current Business Assistance flier.

Results

The result of the City’s economic development focus for the past 20 years has been positive. Here is a quick snap shot:

	1991	2012	% Change
Number of Businesses	992	2,775	64%
Retail Square Footage	3,186,309 s.f.	7,269,504 s.f.	128%
Office & Light Industrial	3,949,118 s.f.	7,779,294 s.f.	97%
Median Household Income	\$46,161	\$72,740	58%

Here is a listing of significant additions/expansions in the Non-Retail segment of the economy that have occurred since 1991 and are still in Westminster: (* are existing businesses that expanded)

Westin Hotel and Conference Center	Tri-State Generation*
Avaya R & D*	Ball Aerospace facility*
Ball Packaging facility*	Fun Services*
Trimble Navigation*	Alliance Data
GE Access	Spatial Corp
Sun Corp	Green Energy Corp
IDEXX Labs	CPS Distributors
Octagon*	Synconess*
Access Distribution	McKesson Information Solutions
HID Global	DataLogix*
Scottrade*	General Dynamix*
LGS Innovations*	AlphaTrac*
Amrion	Gene Thera

Significant Retail Centers built since 1991 include the following. The attached Retail Center Map shows all of the centers in the City.

Safeway Plaza	Westfield Shopping Center
City Center Marketplace	Brookhill Shopping Center at 92 nd and Wadsworth
Shops at Walnut Creek	Shoenberg Center
The Promenade	The Orchard

New Office Parks developed since 1991 include the following. The attached Office Park Map shows the location of all office developments in the City.

Circle Point	Westmoor Technology Park
Church Ranch Corporate Center	Northridge at Park Centre

As can be seen, the City of Westminster has spent the past many years setting the base for the City's economic growth. We have done this by putting the retail and office space in place, attracting major employers to the area and by nurturing and growing the city's existing businesses.

Research Findings

So what do we do now? What does our economic base actually look like? What needs to be done to be sure we keep a vital and sustainable economy?

The City Economic Development staff has spent the past six months researching the answers to these and other questions. The Economic Development Office's strategic planning research process included:

1. Data research of Westminster's businesses
 - what types of businesses are here?
 - who are the employment drivers in our business community?
 - which businesses are growing?
2. Meetings with key industries/business (both large and small)
 - Discussions were held with:
 - leaders of key industry groups to understand growth trends and cross over of technology
 - key city businesses to understand why they were in Westminster and to get a more indepth understanding of their business
3. Meetings with site selectors, commercial brokers and others who bring deals to us
 - to put together a basic analysis of the perceived strengths, weaknesses and opportunities
 - to better understand to the commercial real estate market in the north area
4. Economic Development analyst and marketers were probed for information
 - about the most cutting edge ways to communicate with the economic development audiences
 - about information concerning business and industry growth

We looked at, talked with and analyzed everyone and everything that we thought would help us understand our current economic development standing. However, we did not spend much time with the retail component of Westminster's economy because of other studies already available. The

analysis did however focus strongly on identifying primary employers, particularly those that will import the most wealth for the community; those businesses the EDO refers to as the City's Economic Drivers.

What we Found Out

- Staff found businesses we did not even know where in the City, thanks to industry reports, Dun & Bradstreet and other such reports.
- The City is becoming more diverse. As the table below indicates, only 17.74% of our business employment is in the retail trade and it is no longer the single largest industry sector; Health Care, Education and Social Assistance is now more prominent.
- The total number of people employed in Westminster is 33,785, which is about 33% of the City's total population. As shown below, the city's employment can be broadly categorized in 12 groups.

**Westminster Employment
All Industries**

Metro Industry Title	Westminster Employment	% of Total
Mining and agriculture	52	0.15%
Construction and utilities	851	2.52%
Manufacturing	2075	6.14%
Wholesale trade and transportation	1683	4.98%
Retail trade	5995	17.74%
Professional, technical and information services	3865	11.44%
Finance, insurance and real estate	2478	7.33%
Managerial and administrative services	3351	9.92%
Health care, education and social assistance	6078	17.99%
Accommodations, food services and entertainment	5177	15.32%
Other services, except public administration	830	2.46%
Public administration	1350	4.00%
Total employment	33,785	100.00%

Source: Colorado Labor Market Information, 2Q 2011 data.

- Of Westminster's 12 Employment Sectors, there are 180(4-digit NAICS) industry groups, of which 106 industry groups are Primary Employers.
- The City's Primary Employers account for 16,065 (or 47%) of the city's 33,785 total employees and have an estimated total payroll of \$1.146 billion.
- Of Westminster's 106 Primary Industries, there are six 6 broad groups and 33 (4-digit NAICS) industry sub-groups which are the city's most impactful Economic Drivers.
- Economic Drivers are industries that have a high concentration of multipliers, high wages and high growth.

- As the 2 following charts indicate, Economic Drivers account for 12,126 employees, or 33% of the City's total employment; and provide an estimated total annual payroll of \$907.5 million.

Westminster Employment in Economic Driver Industry Sectors

Metro Industry Title	Westminster Employment	% of Total
IT & Telecommunications	4,112	34%
Finance	962	8%
R&D and Technology	2,106	17%
HQs/Management of Enterprises	1,647	14%
Education	1,057	9%
Health Care	2,242	18%
Total Driver Employees	12,126	100%

Source: Colorado Labor Market Information, 2Q 2011 data.

Westminster's Economic Driver Industry Groups and Payrolls

Metro 4-digit NAICS	Metro Industry Title	Westminster Employment	2012 Citywide Primary Jobs Payroll
	<i>IT & Telecommunications</i>	4,112	
3341	Computer and peripheral equipment mfg.	41	\$5,123,155
3342	Communications equipment manufacturing	1,120	\$115,058,720
3344	Semiconductor and electronic component mfg.	116	\$6,910,584
3345	Electronic instrument manufacturing	316	\$35,381,888
3346	Magnetic media manufacturing and reproducing	158	\$16,780,706
4234	Commercial equip. merchant wholesalers	176	\$14,655,344
4236	Electric goods merchant wholesalers	506	\$42,554,094
4251	Electronic markets and agents and brokers	525	\$48,084,225
4541	Electronic shopping and mail-order houses	166	\$9,647,256
5111	Newspaper, book, and directory publishers	181	\$11,267,250
5112	Software publishers	294	\$35,370,846
5171	Wired telecommunications carriers	332	\$34,133,916
5182	Data processing, hosting and related services	181	\$16,805,307
	<i>Finance</i>	962	
5223	Activities related to credit intermediation	795	\$54,604,575
5239	Other financial investment activities	167	\$21,196,308
	<i>R&D and Technology</i>	2,106	
5413	Architectural and engineering services	289	\$19,007,530
5414	Specialized design services	6	\$253,812
5415	Computer systems design and related services	602	\$47,624,220
5416	Management and technical consulting services	602	\$48,352,038
5417	Scientific research and development services	357	\$32,492,712

5419	Other professional, scientific and technical services	250	\$13,250,500
	HQs/Management of Enterprises	1,647	
5511	Management of companies and enterprises	1,183	\$116,272,338
5412	Accounting and bookkeeping services	328	\$21,723,440
5418	Advertising, PR, and related services	136	\$8,222,832
6100	Education	1,057	
6112	Community college	843	\$22,983,552
6113	Colleges and universities	34	\$1,543,362
6115	Technical and trade schools	180	\$8,129,700
	Health Care	2,242	
6214	Outpatient care centers	414	\$25,501,572
6215	Medical and diagnostic laboratories	51	\$2,554,131
6221	General medical and surgical hospitals	691	\$38,304,894
6231	Nursing care facilities	419	\$14,107,730
6232	Residential mental health facilities	254	\$7,973,060
6243	Vocational rehabilitation services	413	\$11,663,533
	Totals	12,126	\$907,535,130

Source: Colorado Labor Market Information, 2Q 2011 employment data; U.S. Bureau of Labor Statistics, 4Q 2010 wage data.

- Westminster's Economic Drivers account for about 79 percent of the city's total Primary Industry payroll and 75 percent of Primary Industry employment.
- Research & Development is an industrial convergence point in our economy, crossing the biomedical, engineering, aerospace and telecommunications employment sectors.
- US 36 has one of the highest concentration of software employers outside of Silicon Valley. It costs 25% less to live in Colorado than Silicon Valley.
- One of Westminster's strengths is the skill set of the overall workforce working and living in the Westminster area. It is seen generally as entrepreneurial and highly educated.
- Health care, education, leisure and hospitality, as well as scientific and professional services were the employment sectors which grew nationally during the recent recession. Fortunately, these industries all have a strong presence in Westminster.
- Westminster currently has 223 office, flex and industrial properties totaling 7,779,294s.f.
- The average vacancy rates in Westminster are:
 Office: 16% Industrial: 1%
 Flex Space: 18 % Retail: 13%
- The Office and Flex Space vacancy rates in Westminster are slightly higher than the average along US 36 but are significantly lower than the rest of the I-25 communities.
- The above vacancy rates do not include the 1.2 million square foot Avaya manufacturing facility which is currently under review for redevelopment. When this space comes back on the market there will be additions to Office, Flex Space and Industrial.

- Westminster's average available spaces are 3,821 square feet for office, 4,807 square feet for flex space and 2,082 square feet for industrial space.
- Westminster has a very limited number of available large blocks of space in Office, Flex Space and Industrial. In Office there are only 2 spaces available over 40,000 square feet. Flex Space provides only 3 spaces over 30,000 square feet. Other than Avaya, there are only 2 significant Industrial spaces on the market; one is 52,200 square feet and the other is 16,132 square feet.
- During our conversations with developers, brokers, analysts and businesses there were particular statements that were most memorable. Here are a few:
 - Westminster and the US 36 corridor is "the center of innovation" for Colorado
 - Boulder is where ideas are generated, but "Westminster is where the work gets done"
 - The Westminster community is "well educated and entrepreneurial"
 - Westminster is "defined (by others) in relationship to Denver and Boulder rather than by its relationship to itself"
 - "Risk some diversification by creating a sense of place for business in Westminster, and create frameworks of business relationships"
 - "Westminster is technical to the core"
 - "'information' is now a commodity"
 - "'critical mass' is the attractor of future businesses"

Where do we go from Here?

Westminster has certainly grown its business community and established rapport with our businesses over the past 20 years. The business friendly persona of this community needs to be carried forward. With that in mind the following are the revised Vision and Mission Statement for Economic Development.

Vision: Make Westminster the Place to be for Business

Mission Statement: Create and maintain a vital economy and sustainable community

The Vision and Mission Statement continues the City's focus on all businesses, whether large or small, retail or non-retail. More importantly though, the Mission Statement keeps our economic development efforts focused on building an economic backbone for the City that will sustain the City for years to come.

From our research it is clear that we have built a stronger and growing economy that actually stayed strong during a down economy. The education (i.e., De Vry, Adams 12, FRCC, and University of Phoenix) and medical (i.e., Kaiser, St. Anthony North Hospital, and emergency care units) sectors were the community's economic hedges these past few years. The EDO will continue to focus on those type businesses, among others, in the years ahead.

It became notable in staff's conversations that the City has not established a clear economic development identity. Westminster is the community between Boulder and Denver. The Westminster Center area will help the City in establishing a clearer identity as we start to talk about the new "3rd Downtown" on US 36.

Our businesses tell us they like it in Westminster whether they are along US36, I-25 or somewhere in-between. We found out though that they didn't know the many professional and technical service companies in their "neighborhood." They also didn't know about the Business Services the City provides. The EDO needs to facilitate connectedness between these existing businesses. Plans are to host business-to-business functions, industry specific roundtables, access to capital forums as well as to promote services & activities provided by our partner agencies, including: Colorado Lending Source, Colorado Enterprise Funds, the Small Business Development Center and the Metro North Chamber of Commerce. This means doing a variety of functions through out the year so that outreach can occur to the broadest spectrum of business. This means possibly discontinuing the Business Appreciation Event.

The Business Appreciation Event: Because of limited resources (staff, time and money) and because the business audience at the Business Appreciation Event is relatively small, staff is recommending foregoing the Business Appreciation Event from 2013 forward in favor of other activities. Last year there were approximately 400 people in attendance at the BAE, representing less than 100 Westminster businesses. Considering that there are almost 3,000 licensed businesses that mean that less than 3% of the business community is represented in the BAE audience.

The Longevity Awards were staff's biggest concern. It is the EDO's recommendation that the awards instead be presented at a Council meeting as each business reaches its distinguished anniversary date. Pictures and a write up will be prepared for the City Web as well as a press release so the businesses continue to get a bit of promotion.

Other Business Services recommended include:

- Focus Groups and Meet Ups
 - Smaller, more intimate group of businesses discussing issues like workforce, development concerns, marketing, etc.
- Access To Capital Forums
 - This is one of the most stated issues by small businesses
 - Will coordinate with a variety of partners like CHFFA, SBA, the Small Business Development Center, banks, etc.
- Small Business Scholarships
- Small Business Capital Grants
- Business Outreach Program (aka retention visits)
 - Council and Staff: formal visits with primary employers
 - Fire Department: informal discussions with businesses during life safety systems inspections; with information provided back to the EDO
 - Allows us to hear from over 600 of the City' businesses annually
- E-Newsletter
- Enhanced Web content and interaction

Westminster needs its Economic Drivers to continue to grow and thrive. These businesses provide the employment and business that helps our other businesses to prosper. There are industry groups that have the potential to meld some of our existing businesses. These include Medical Technology for the creation of medical devices or improve medical delivery; or Communication Technology that melds communications with hardware and software to create communication devices like Ball created for Stealth airplanes; or Sustainable Industries that meld R& D and engineering. The EDO will focus our recruitment and primary industry growth in these areas. There will also be focus on

light industrial to help back fill the former Avaya manufacturing facility now that there is a new owner; and on large Class A office tenants to help jump start the WURP office component.

Becoming the “Place to be for Business” as noted in the Economic Development Vision is the beginning of creating an identity for Westminster. In our research we found out we had a significant portion of our business community that caters to other businesses...business such as engineering, accounting, financial services and prototyping. Part of our communication efforts needs to be letting our existing businesses as well as others know that the business services needed to thrive are already in place in Westminster. The “Place to be” also speaks to the nurturing the City already provides to its existing businesses. Many of our smaller businesses have shared stories with staff about how they have bragged to their associates in other communities about Westminster’s Business Services. These services need to be continued but refined to better meet the needs of all businesses in the City. One of the entrepreneurial businessmen the EDO met with commented that Boulder may be the place where new ideas are created, but Westminster is really the place “where the work gets done.” He was referring to business like Trimble, Synchroness, Avaya and Datalogix. The EDO plans to promote that comment to businesses in aerospace, medical device and biomed, communications and energy.

Economic Development in Westminster is about building and maintaining a strong economic base while growing and maintaining the revenue streams for the City’s operations. The EDO plans to do this through service to our existing businesses; outreach to new business to enhance our economy but to also boost key projects such as the WURP and south Westminster Transit project; improved communications through the web or face-to-face; and preparing for future endeavors by putting the resources in place to meet our economic needs.

Economic Development achievements have occurred over the years because of strong City Council and City Management support and vision. Similar success is anticipated by the Economic Development staff for years to come.

The Economic Development Program addresses the following Strategic Plan goals: Financially Sustainable City Government Providing Exceptional Services, and Strong, Balance Local Economy.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments

- Business Services Program flyer
- Business Assistance flyer
- Retail Centers Map
- Business Park Map

BUSINESS SERVICES PROGRAM

The City of Westminster is committed to serving the needs of all Westminster businesses. The following services and resources are available to help your business.

BUSINESS E-NEWSLETTER:

The **Westminster Business News** is a monthly email with information about local and regional business events, business news, resources, and a listing of new businesses. Please notify the Economic Development office if you would like to be included in the newsletter distribution.

SMALL BUSINESS CAPITAL PROJECT GRANT:

The program provides financial assistance to encourage the growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to compensate 10% (up to \$5,000) for one-time project related costs.

SMALL BUSINESS SCHOLARSHIP GRANT:

The program reimburses 50% of the cost of tuition, fees, and required materials, up to \$500 per business, per calendar year, after successful completion of courses. Applicants must be Westminster business owners/employers with 50 employees or less, and courses must be related to their field of business.

WESTMINSTER GREEN GUIDE:

The City of Westminster is dedicated to making our city one of the most environmentally friendly cities in the area. Whether you are a business or a resident, this guide is intended to assist you in your efforts to live more sustainable. To view the *Green Guide*, visit the Environmental Services page at <http://www.ci.westminster.co.us/Environment/WasteRecycling/RecyclingGuide.aspx>

REAL ESTATE:

Economic Development staff can provide you with up-to-date information about availability in commercial land and buildings, as well as average lease rates and CAM charge information.

BUSINESS DIRECTORY:

The online listing of all licensed businesses in Westminster is available thru the City web site. It is a great place to find businesses nearby to purchase goods and services and provides an opportunity to list your business website to gain exposure. Visit the site at <https://www.ci.westminster.co.us/busdir/default.asp>

SHOP WESTMINSTER

The Shop Westminster program is designed to encourage Westminster residents and businesses to shop locally to benefit the community and businesses in the City. Citizens and businesses are encouraged to look for the *Shop Westminster* decal where they shop as part of the "buy local" campaign. To get a Shop Westminster decal or stickers, contact Economic Development at 303-658-2108.

BUSINESS QUESTIONS:

Want to know what is being built on a specific corner? Need to know who to call about State regulations? Want to know about City sign regulations or have other questions? The Economic Development staff is a great point of contact for a variety of business related issues. Call, e-mail, or drop by anytime.

DOING BUSINESS WITH THE CITY

Westminster believes in open, fair competition and strives to ensure that all vendors in the City have equal opportunity to compete for City business. Licensed businesses in the City can be placed on the Bid List by contacting the Purchasing Office or clicking on "Bids & Purchasing" on the City website.

COLLEGE HILL LIBRARY:

Located next to Front Range Community College, the library has a myriad of products and services available to businesses, from the obvious to the unexpected.

- *Business Source Elite* provides full text for over 2170 businesses journals covering management, economics, finance and international business.
- *Regional Business News* is a full text newswire database covering world wide business news.
- *Reference USA* contains detailed information on over 12 million businesses.
- Web access to library services and resources is <http://www.ci.westminster.co.us/Libraries.aspx>
- Thousands of books on business-related topics including accounting, management, creating a business plan, entrepreneurial resources, and computer handbooks.
- *North Metro Small Business Development Center* is affiliated with the library offering information & counseling related to business plans, leadership skills, sales strategies, web page creation, marketing, staff management, technology, and everything else you need to know to run your business.
- Free series of business classes for small business owners
- Free study rooms for 6 or fewer people to meet
- Meeting rooms for rent that anywhere from 7 to 80 people can gather
- Personal computers and professional quality printers

RECREATION FACILITIES:

As a Westminster business your employees are eligible for discounted admissions to the City's recreation facilities. In addition, meeting rooms are available to accommodate groups up to 300 people.

POLICE & FIRE DEPARTMENTS

In addition to keeping the City safe, police & fire personnel provide training in the areas of fire extinguisher utilization, first aid/CPR, emergency planning, fire alarm drills, security surveys, robbery prevention, and many more. Most of these trainings are free of charge.

CONTACT US

Contact Economic Development if you have questions or would like more information about any of the programs listed above. We can put you in contact with the right person / program.

ecodevo@cityofwestminster.us
303-658-2108

Updated July 2012

Business Assistance

The City of Westminster demonstrates its commitment to business development through the formation of public-private partnerships, having one of the lowest property tax rates along the Colorado Front Range, and maintaining state-of-the-art facilities while remaining financially sound. It is a city that knows how to make development and business expansion occur. The City also provides assistance to facilitate business relocation and expansion.

The City evaluates business assistance and incentive packages on a case-by-case basis, based primarily on what is needed to make a project successful. Some of the assistance we can provide includes:

- In-house advocacy by the Economic Development staff to help expedite the planning and approval process, to insure smooth procedures, and to generally assist your company ultimately open for business.
- Expedited permitting moves projects to completion quickly and cost effectively.
- Rebates of building related fees to reduce construction costs.
- Rebates of a portion of use taxes on construction to minimize costs during development,
- Rebates of a portion of use or sales tax during operations to assist projects in becoming successful during initial years of operations.
- Assistance with the formation of special general or metropolitan improvement districts which would assist your company in financing any needed public improvements.
- Assistance with the County in pursuing personal property tax rebates for your company.
- Provision of customized training through Front Range Community College, for your company, on-site or at their near-by campus.

The City of Westminster is a full-service city, committed to creating and maintaining an environment conducive to businesses and their employees.

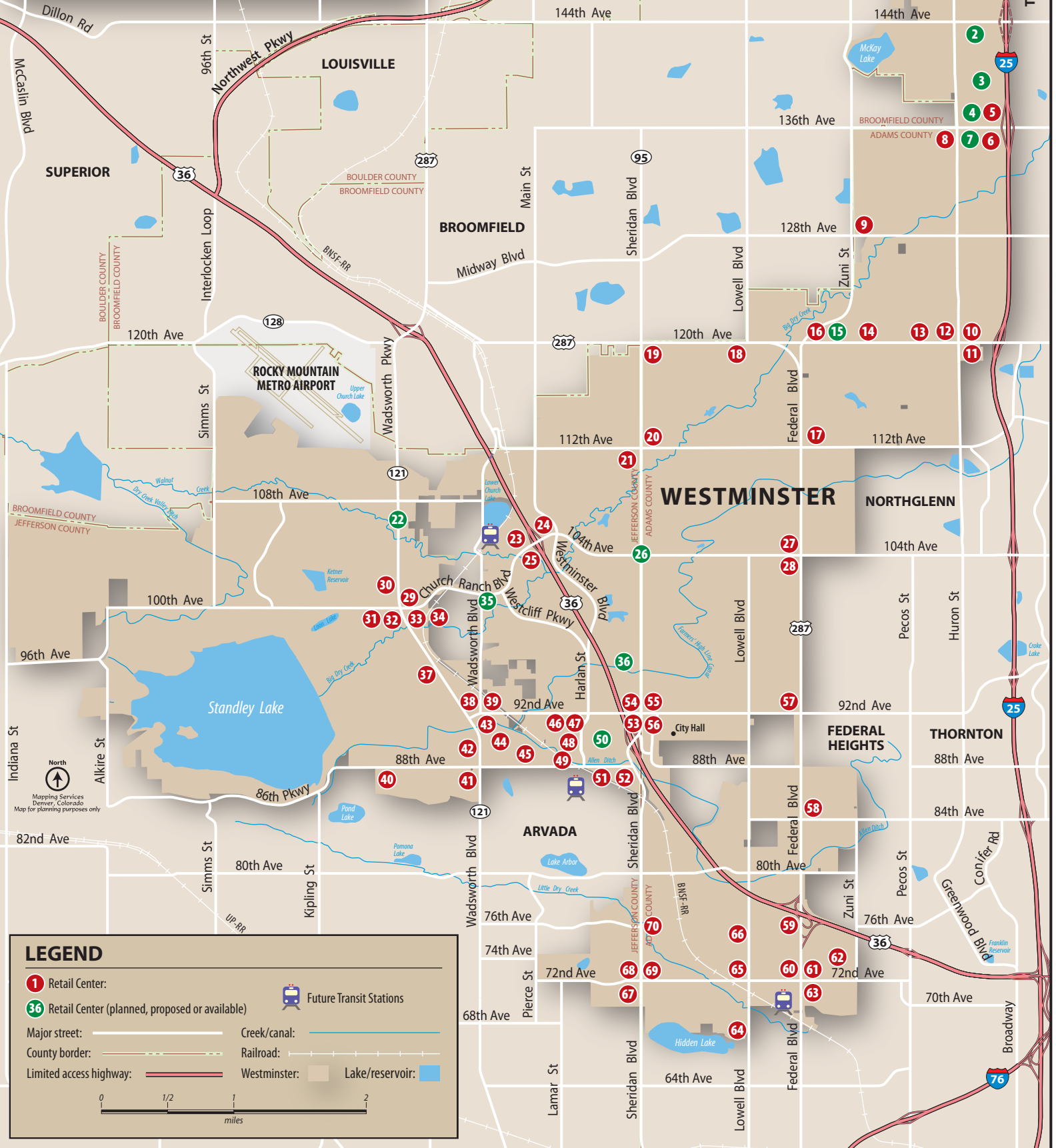
Call Chris Gray, 303-658-2112, or Ryan Johnson, 303-658-2110, for more information.

2012

**WESTMINSTER
COLORADO**

Retail Centers

April 2012



LEGEND

- 1 Retail Center:
- 36 Retail Center (planned, proposed or available)
- Major street: ———
- County border: - - - - -
- Limited access highway: ———
- Future Transit Stations:
- Creek/canal: ———
- Railroad: —+—+—+—
- Westminster:
- Lake/reservoir:

0 1/2 1 2 miles

- Orchard Town Center**
Forest City
Steve Rudow/Everette Shine 216-416-3960 / 213-416-2275
Sullivan Hayes
Daniel Miller / Grant Maves 303-534-0900
The Laramie Company
Bill Jenkins 303-573-5007
- Orchard View**
Arizona Gold Properties
Rob Friend 480-985-4333
Legend Retail Group
Peter Pavlakis/John Elliot 720-529-2999
- Orchard Park Place**
Navpoint Real Estate Group
Matt Call 720-420-7530
- Foster Family Property (NEC 136th and Huron)**
Liley, Rogers, and Martell
James A Martell 970-221-4455
- Westminster Crossings**
Axio Commercial Real Estate
Jim Livaditis / Tanner Johnson 303-592-7300
- Wal-Mart Supercenter**
LaSala Sonnenberg
Carl LaSala 913-362-1000
- Interchange Business Center**
CB Richard Ellis
Eric Roth/Martin Roth 720-528-6300
- Quail Creek Crossings**
Dolan Realty
Tom Dolan 303-817-7444
- Willow Run Plaza**
Legend Retail Group
Max Jacobson 720-529-2999
- Rainbow Shoppes**
Weststar Commercial
Tim Hakes/Stephanie Keyes 720-941-9200
- Vista Marketplace Center**
Jon Gerschler 303-579-1738
- Village at Park Centre**
Antonoff & Co Brokerage Inc
Jeffrey Hirschfeld / Gene Stone 303-623-0200
- Park Plaza Shopping Center**
Unique Properties
Toby Roth/Gannon Roth 303-321-5888
- Park Centre Place**
Weststar Commercial
Tim Hakes/Stephanie Keyes 720-941-9200
- Highlands Center**
Byrne Realty Advisors LLC
Mike Byrne 303-877-5324
- Country Club Village**
Byrne Realty Advisors LLC
Mike Byrne 303-877-5324
Colliers International (Pad)
Lisa Vela/Luke Davidson 303-745-5800
Health Connect Properties
Pat Wassik 303-830-1444
Miller Frishman Group
David Spriggs 303-721-1000
Vista Commercial Advisors
Chip McReynolds 303-325-7985
- Ranch Reserve Plaza**
Jacksonia Corporation
John Malouf 805-498-8300
- Bradburn Village**
Continuum Partners LLC
Roger Pecsok 303-573-0050
Sperry Van Ness
Bill Reilly 970-566-3481
- Sheridan Crossing Shopping Center**
Antonoff & Co Brokerage Inc
Jeffrey Hirschfeld / Tom DiGregorio 303-623-0200
SRS Partners
Jason Kinsey 303-390-5252
- Scenic Ridge Center**
SRS Partners
Jason Kinsey 303-390-5252
- Sheridan Green Shoppette**
Swanson Properties Inc
Eric Swanson 303-623-0094
- 108th & Wadsworth Parkway (Land Only)**
CB Richard Ellis
(SWC) Martin Roth 720-528-6300
(SEC) Jack Nolan 303-429-6114 x103
- The Shops At Walnut Creek**
CB Richard Ellis
Matthew DeBartolomeis/Jon Weisiger 720-528-6300
- Westminster Promenade**
Sullivan Hayes (West)
Courtney Dahlberg/Daniel Miller 303-534-0900
The Laramie Company (East)
Bill Jenkins 303-573-5007
CB Richard Ellis (South)
Matthew DeBartolomeis 720-528-6300
- Westminster Gateway**
Crosbie Real Estate Group
Scott Steputis/Scott Crosbie 720-287-6868/720-287-6869
- 104th & Sheridan Blvd.**
Miller Frishman Group
Ray Pery 303-721-1000
- Valle Vista Shopping Center**
Crosbie Real Estate Group
Rich Hobbs/Jeff Germain 720-287-6865/720-287-6870
- North Park Plaza**
CB Richard Ellis
Carolyn Martinez/Mike Lindemann 720-528-6300
- Standley Lake Marketplace**
SRS Partners
Jim Hoffman 303-390-5252
The Zall Company (pad)
Cory Dulberg 303-804-5656
- Village at Standley Lake**
Cassidy Turley
David Fried/Robert Hudgins 303-312-4247/303-575-1547
Crosbie Real Estate Group (Arbor Retail Shops)
Rhonda Coy/Eli Boymel/Rich Hobbs 303-398-2111
- Westbrook Shopping Center**
NAI Shames Makovsky
Jamie Mitchell 303-534-5005
- Standley Shores Shopping Center**
Crosbie Real Estate Group
Jeff Germain/RichOtterstetter 720-287-6870/720-287-6860
- Colonnades at Standley Lake**
Cornish & Carey Commercial NKF
Bradley Van Linge 650-688-8522
- Church Ranch Crossing**
Eastcor Co & Ericor LLC
Tim Hadjis / John Rosen 303-790-8989/303-670-9100
- Wadsworth Crossing**
- The Shops at Hyland Village**
- Boulevard Shops**
Dunton Commercial
Darrell Larson/Charles Nusbaum 303-758-3131
- Brentcross Shops**
Antonoff & Co Brokerage Inc
Gene Stone/Jeffrey Hirschfeld 303-623-0200
- Meadow Pointe**
Access Management
(720) 282-5774
- Lake Plaza Shopping Center**
Center Land Company
Don LaRusso 303-912-4356
- Standley Plaza**
David, Hicks & Lampert Brokerage
Jacob Hawkins 303-694-6082
- Mission Commons Shopping Center**
Sam Brown 303-938-9946
- Brookhill V**
Newmark Knight Frank
Justin Kliever 303-892-1111
Sullivan Hayes (former Builders Square)
Grant Maves/Brian Shorter/John Liprando 303-534-0900
- Town Center at Brookhill**
CB Richard Ellis
Matt Witt 720-528-6300
- Costco Shopping Center**
Miller Frishman, Inc.
Derek Vanderryst/John Becker 303-721-1000
- Plaza Northwest**
SRS Partners
Jason Kinsey/Austin Tillack 303-390-5252
- Harlan Crossing**
The Augustin Companies
Melissa LaRusso 303-912-1461
- Solaire Shoppes**
KEW Realty Corporation
Mike Ledger 303-329-8100
- Westminster Center**
Urban Reinvestment Project
Susan Grafton 303-658-2113
- Westminster Village**
Cassidy Turley
Tyler Bray / Ray Rosado 303-292-3700
McCormick Equities, Inc.
Mike McCormick 720-941-3900
- Rocky Mountain Plaza**
Antonoff & Co Brokerage Inc
Steve Sebern / Gene Stone 303-623-0200
SV Commercial Properties LLC
Brian Cuje 303-551-7754
- Former Restaurant**
SRS Partners
Jason Kinsey/Wes Stites 303-390-5252
- Westfield Village Shopping Center**
Chandelle Development
Dan Hamvas 303-864-0444
- Westminster City Center Marketplace**
Brixmor Property Group
Paul Sheppard 303-657-8449
Sullivan Hayes
Grant Maves 303-534-0900
- Northview Shopping Center**
Cassidy Turley
David Fried/James Compton/Robert Hudgins 303-292-3700
JFRCO
David Zaterman 303-407-1707
- Newsland Center**
Unique Properties
Alfonso Avila 303-321-5888
- Summit Square**
Legend Retail Group
Max Jacobson/Peter Pavlakis 720-529-2999
- Westminster Square**
Antonoff & Co Brokerage Inc
Gene Stone 303-623-0200
- Westminster Plaza**
Legend Retail Group
Max Jacobson 720-529-2999
Miller Real Estate Investments
Jeff Piquette 303-799-6003
- La Conte Shopping Center**
Dunton Commercial
Chris Vincent/Tyler Ryon 303-758-3131
- Mission Valley Shoppette**
Paul Q. Beacom 303-465-3820
- Northgate Shopping Center**
Legend Retail Group
Kyle Underwood 720-529-2999
- Lowell Shopette**
Lowell Shopette LLC
John Anbrianokos 303-478-6181
- Valente's Shopping Center**
Larry Valente 303-429-0590
- Gateway Plaza**
CRHDC
Raini Kelso 303-428-1448 x 206
- Wal-Mart Supercenter**
LaSala Sonnenberg
Carl LaSala 913-362-1000
- Shoenberg Farms**
Cadence Capital Investment LLC
Lucy Dineen 720-493-5100
City of Westminster (Historic buildings)
Chris Gray 303-658-2112
SRS Partners
Austin Tillack 303-772-1800
- Hidden Lake Shopping Center**
JFRCO
David Zaterman 303-407-1707
- Country Meadow**
Myoung Kim 303-847-9953



**WESTMINSTER
COLORADO**

BUSINESS PARKS

July 2011



- A. Orchard Park Place**
144th Ave & Huron St.
Biltmore Development (land)
David Treadwell
(303) 721-1516
Arizona Gold Properties (land)
Rob Friend
(480) 985-4333
- B. Foster Property**
136th Ave & Huron St.
Liley, Rogers & Martell (land)
Jim Martell
(970) 221-4455
- C. NorthRidge at Park Centre**
122nd Ave & Pecos St.
Grubb & Ellis (land)
Ryan Stout, Mike Wafer & Nate Bradley
(303) 572-5558
North Forest Office Providers
Brendan Jordan and Brett Steinbar
(303) 659-8687
- D. Prime Center at NorthRidge**
121st Ave & Pecos St.
Grubb & Ellis (land)
Ryan Stout, Mike Wafer & Nate Bradley
(303) 572-5558
Newmark Knight
Jared Leabch & Roger Simpson
(303) 892-1111
Alpha West Investment
Mike Spriggs
(303) 843-9911
- E. Park Centre Business Park**
120th Ave & Pecos St.
CB Richard Ellis
Doug Bakke & Frank Kelley
(303) 528-6300
Dean Callan & Company
Brit Banks
(303) 449-1420
Fuller & Company
Chris Ball
(303) 292-3700
Metro Brokers
Brandon Basham
(303) 550-5133
Alpha West Investments, Inc.
Mike Spriggs
(303) 843-9911
Gayeski & Associates
Larry Gayeski
(303) 457-9700
- F. 120th Avenue Corridor**
Federal Blvd to Tejon St.
Newmark Knight
Jared Leabch & Roger Simpson
(303) 892-1111
Metro Brokers
Bob Truax
(303) 252-7700
CB Richard Ellis
Doug Bakke, Frank Kelley & Blake Harris
(303) 528-6300
Salter & Salter
Jeff Salter
(303) 903-6974
- G. Benton Park (land and buildings)**
Maxwell Realty Company
Max Bumgardner
(303) 799-6809
- H. 111th Avenue and Sheridan Blvd.**
Sun Development Corp.
Allen Fishman
(303) 991-2720
- I. Westmoor Technology Park**
108th Ave & Simms St.
CB Richard Ellis
Doug Bakke, Frank Kelley & Austin Fairbourn
(720) 528-6300
Etkin Johnson Group (land)
Barbara Myers
(303) 650-6500
Newmark Knight (land)
Chris Nordling
(303) 892-1111
- J. Walnut Creek Business Park**
108th Ave & Wadsworth Blvd.
MIE Properties (for lease)
Steve Rasmussen
(303) 278-7676
Fuller Real Estate (for sale)
Esther Kettering & Chris Ball
(303) 312-4280
- K. 10789 Dover Street**
South side of 108th Avenue at Dover Street
Federal Real Estate (land)
Gerry Rhiner
(303) 426-4555
- L. My Business Park**
7611 W. 108th Avenue
My Realty Company
Bob Yost or Norm Moormeier
(303) 410-2783
- M. CirclePoint Corporate Center**
112th Ave & Westminster Blvd.
CB Richard Ellis (buildings and land)
Doug Bakke & Frank Kelley, Austin Santesteban
(720) 528-6300
- N. Church Ranch Corporate Center**
Church Ranch Blvd & U.S. 36
Church Ranch Corporate Center
Charlie McKay & Gregg Bradbury
(303) 469-1873
Etkin Johnson Group
Barbara Myers
(303) 650-6500
- O. Hawn Property**
104th Ave. & Westminster Blvd.
Business Park Development (land)
Bill Kearney
(972) 620-1976
- P. Lake Arbor Area Properties**
91st Ave & Harlan St.
Fuller Real Estate
Chris Ball & Tyler Smith
(303) 292-3700
Newmark Knight
Scott Garell & Don Misner
(303) 892-1111
Lake Arbor Plaza
92nd Ave & Harlan St.
Newmark Knight
Scott Garell & Don Misner
(303) 892-1111
Business Center at Westminster Mall
Etkin Johnson Group
Barbara Myers
(303) 650-6500
- Q. Sheridan Park**
88th Ave & Yates St.
Newmark Knight
Roger Simpson & Jared Leabch
(303) 892-1111
Colliers B & K
Greg Dontchos
(303) 745-5800
Landmark Western
Tom Harkness
(303)-521-8115
Metro Brokers (land)
Gary DiGiorgio
(303) 898-4279
- R. Westpark & Turnpike Drive**
88th Ave & Sheridan Blvd.
Newmark Knight
Jared Leabch & Roger Simpson
(303) 892-1111
CB Richard Ellis
Doug Bakke, Frank Kelley & Austin Fairbourn
(720) 528-6300
- S. 80th & Sheridan**
80th Ave. & Sheridan Blvd.
Cedarwood Square Office Complex
Dr. Scott Bennett
(303) 489-1393
Coldwell Banker Commercial
Ruth Lexington
(303) 409-1400
Sperry Properties
Will Adamthwaite
(303) 592-1050
- T. St. Anthony's North Hospital District**
84th Avenue from Federal Blvd. to Zuni St.
Colliers B & K
Colin Carr
(303) 745-5800
Coldwell Banker Commercial
Ruth Lexington
(303) 409-1400
Unique Properties
Tim Finholm & Sam Leger
(303) 321-5888
AARDEX
Jorgina Rumley
(303) 327-4483
- U. 76th and Sheridan**
Adams County Animal Hospital
Dr. Andrew Berman
(303) 429-9719
- V. South Westminster Properties**
64th to 80th Avenue-Sheridan to Federal Blvd.
Infinity Real Estate Services
Kenneth Vest
(303) 410-8300
CB Richard Ellis
Doug Bakke
(720) 528-6307
KEW Realty Corp.
Michael Ledger
(303) 329-8100
Sperry Properties
Will Adamthwaite
(303) 592-1050
Paul Q. Beacom, Atty.
(303) 426-8800
Lin Thong
(303) 464-9725

For further information, contact the City of Westminster at (303) 430-2400 ext.



WESTMINSTER

Staff Report

Information Only Staff Report
August 27, 2012



SUBJECT: Small Business Grant
PREPARED BY: Ryan Johnson, Economic Development Specialist

Summary Statement

This report is for City Council information only and requires no action by City Council.

- This report is a summary of the awards made for both the Small Business Scholarship as well as the Small Business Capital Project Grant from January 2010 through July 2012.
- The Small Business Scholarship Grant has been funded through the general fund since 1994. The application for this grant is attached.
- The Small Business Capital Project Grant has been funded through the capital projects fund since 2009. The application for this grant is attached.
- This report provides an overview of the applications made from January 2010 through July 2012 as well as lists common items that businesses have purchased over the years.

Background Information

The city has a full program for existing businesses as noted on the attached “Business Services Program” sheet. There are two main programs that offer financial assistance to small businesses in the city: the Small Business Scholarship Grant and the Small Business Capital Project Grant. Both programs remain effective tools in helping businesses to have a highly trained workforce as well as make capital investments in their business.

Small Business Scholarship Grant

The Small Business Scholarship Grant has been in place for 18 years and was one of the first programs of its kind in the Denver Metro area. The grant provides 50% reimbursement to licensed businesses in Westminster with 50 or fewer employees. The reimbursement covers tuition and related materials for business related training. The annual cap for this grant is \$500 per business. This can be spread out among multiple employees or be allocated to one employee. A business can apply multiple times throughout the year until they hit their annual cap. Below is a table outlining the performance of this grant from January 2010 through July 2012.

Small Business Scholarship Grant Performance			
	2010	2011	2012 (January-July)
No. of Scholarships Awarded	29	50	17*
No. of Scholarships Awarded in 1st Half of Year	9	12	4
No. Scholarships Awarded in 2nd Half of Year	20	38	13
No. of Businesses that Participated	15	16	7
Total No. of Businesses who Hit their Annual Cap (\$500)	6	4	1
Avg. Size of Business (Employees)	4.75	5.35	2
Total Cost of Training (From all participating businesses: Includes tuition and materials, before reimbursement)	\$31,212	\$29,268	\$4,073*
Total City Reimbursement Provided	\$5,498	\$5,972	\$1,842 *

* Includes completed and pending scholarships

Key Points

- Typically, a business will wait until the second half of the year before committing to sending their employees to training; and more commonly, a business owner will wait until the fourth quarter of the year before making this commitment.
- Although the city provides 50% reimbursement on tuition and materials, a business will often times spend more than the city reimbursement amount.
- Types of courses for which businesses use this grant include:
 - Annual tax code updates
 - Accounting
 - Automotive maintenance
 - Public speaking
 - Human Resources
 - Dry Needling for sports medicine
 - CT Scanner/Imaging
 - Transportation of Radioactive Materials by Highway and Air
- Many businesses become repeat users of this grant. In 2011, 57% of the businesses who applied for this grant were businesses who applied for the grant in 2010. Thus far in 2012, 71% of the businesses who have applied for this grant have used this grant in either 2010 or 2011.

Small Business Capital Project Grant

The Small Business Capital Project Grant was first implemented in 2009 and is funded out of a CIP account. The grant provides reimbursement for 10% of a project cost to licensed businesses in Westminster with 50 or fewer employees. The reimbursement is for one-time capital project related expenses and does not include ongoing operational expenses. The annual cap for this grant is \$5,000 per business. A business may only apply once per calendar year. Below is a table outlining the performance of this grant from January 2010 through July 2012.

Small Business Capital Project Grant Performance			
	2010	2011	2012 (January-July)
No. of Capital Project Grants Awarded	17	17	7*
No. of Capital Project Grants Awarded in 1st Half of Year	2	5	3
No. Capital Project Grants Awarded in 2nd Half of Year	15	12	4*
No. of Businesses that Participated	17	17	7*
Total No. of Businesses who Hit their Annual Cap (\$5,000)	10	6	2
Avg. Size of Business (Employees)	7.47	14.94	14*
Total Costs of Projects (From all participating businesses: before reimbursement)	\$879,702	\$1,304,860	\$1,681,140*
Total City Reimbursement Provided	\$42,448	\$46,518	\$23,009*

* Includes completed and pending grants

Key Points

- Many businesses wait until the fourth quarter of the year to submit their applications and supporting documentation in order to ensure their respective budgets allow for completing these projects.
- Types of projects for which businesses have applied include:
 - IT Equipment (replacement and new)
 - Tenant finish costs
 - Specialized Equipment (i.e. medical office chairs, manufacturing machinery, sports medicine equipment etc.)
 - Solar panels
 - Prairie dog traps
 - Defibrillators
- As shown in the above table, the total amount of capital investment that our businesses are making is increasing steadily year over year, which indicates increased confidence in the economy and stronger financial performance for our businesses.
- Some businesses become repeat users of this grant. In 2011, just under 12% of businesses had used the program in 2010. Thus far in 2012 nearly 43% of the businesses who have applied have used this program in either 2010 or 2011.

These programs continue to support the city’s Strategic Plan by meeting the following goal: Strong, Balanced Local Economy. By continuing to support these programs, businesses in the city will be able to retain and maintain a highly educated workforce as well as make continual capital investments into their businesses which make our businesses more sustainable over a longer period of time, more viable and more competitive within the region.

Respectfully submitted,

J. Brent McFall
 City Manager

Attachments: Small Business Scholarship Grant Application
 Small Business Capital Project Grant Application
 Business Services Sheet

PROGRAM OVERVIEW

The Small Business Scholarship Program offers reimbursement to Westminster entrepreneurs, licensed small business owners, and their employees for business training. Program participants are reimbursed up to 50% of the cost of tuition, fees, and required materials, up to \$500 per business per calendar year, after successful completion of the course.

Eligible course topics include:

Management
Marketing
Computer Skills
Manufacturing Trades
Financing
Sales
Human Resources
Technology

The program allows access to affordable training to small businesses with 50 or less FTE. The City of Westminster believes in its small business community and supports their efforts to develop a productive, well trained workforce.



WESTMINSTER
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Economic Development Office

4800 W. 92nd Avenue • Westminster, CO 80031
303-658-2108 • Fax: 303-706-3922
ecodevo@cityofwestminster.us
www.cityofwestminster.us



WESTMINSTER

SMALL BUSINESS SCHOLARSHIP PROGRAM

Providing reimbursement for a wide range of business training and educational programs to Westminster's small business community

APPLICATION PROCESS

- The Westminster business owner, employee or entrepreneur determines what types of training will benefit their business operations.
- The participant completes the application and returns it prior to the course start date to:

City of Westminster
 Economic Development Office
 4800 W 92nd Avenue
 Westminster, CO 80031
 Email: EcoDevo@CityofWestminster.us
 FAX: 303-706-3922

- City Staff reviews the application and approves or denies the request. Approval is based on availability of program funds and the course's relevance to the business' operations.
- If approved, the business owner or employee registers and pays for the course tuition and required materials.
- After successful completion of the course, the business submits proof of satisfactory completion (certificate, letter of completion, etc.) and proof of payment (receipt, credit card statement, returned check, etc.) for the course to the City's Economic Development Office.
- The business receives 50% reimbursement for the course, up to a maximum of \$500 per calendar year.

SMALL BUSINESS SCHOLARSHIP PROGRAM APPLICATION

1 Name of the person taking the course _____
 Email _____
 Person taking the course is:
 _____ a Westminster small business owner. **Complete sections 2, 3, and 4.**
 _____ employed by a Westminster small business. **Complete sections 2, 3, and 4.**
 _____ a Westminster entrepreneur interested in establishing a small business. **Complete sections 3 and 4.**

2 Name of business _____
 Nature of business _____
 Owner's/manager's name _____
 Business address _____
 Work phone number _____ Westminster Business License number _____

3 Name of course to be taken _____
 School/institution providing course _____
 Provide a brief description of the course (attach course description) _____

 Describe how this course will assist your business _____

 Start date of course _____ Completion date of course _____
 Cost of course _____ Cost of materials _____

4 I understand that reimbursement for tuition is contingent upon approval from the City of Westminster. Documentation of satisfactory course completion and paid tuition receipts must be presented to the City of Westminster prior to reimbursement. Reimbursement will be made directly to the approved applying business and not to individual owners, managers or employees. Students taking classes as part of a degree program are not eligible for reimbursement.
 Signature of Business Owner/Manager approving course _____ Date: _____
 Signature of Participant taking class _____ Date: _____

Westminster Economic Development Office Use Only

Date Received _____ Date application approved _____
 Tuition Cost \$ _____ Materials Cost \$ _____ Amount to be reimbursed \$ _____

REQUIREMENTS & ELIGIBILITY

SMALL BUSINESS CAPITAL PROJECT GRANT APPLICATION

Call 303-658-2108 for application assistance, if needed

Business Eligibility:

- Must have an active Westminster business license
- 50 or fewer full time equivalent employees
- Business must show proof of project completion and proof of payment before receiving reimbursement for project costs

Grant Guidelines:

- Grant amount is 10% of project cost
- Maximum grant amount of \$5,000
- Only one grant per business per year
- Must be submitted by business owner
- Available only as funding is available
- Proof of purchase/project completion required

Qualifying Projects:

- One-time project related costs
- Tangible asset costs
- Non-operational costs

1

Business Name: _____

Business Address: _____

City, State, Zip: _____

Contact Person: _____ Title: _____

Contact Phone: _____ Email: _____

Westminster Business License #: _____

Number of Employees: _____

2

Description of Project (attach description if necessary):

Total Project Cost: _____

Grant Amount Requested: _____ (Maximum 10% of project total or \$5,000)

3

Please submit the following documentation along with grant application:

- Detailed list of all project-related costs, with vendor's name and supporting invoices
- Identify if grant monies should be paid directly to vendor or directly to applying business

Applicant Signature: _____ Date: _____

I attest that the information stated above is correct and that the project is complete and in compliance with all City codes and regulations.

Office Use Only

Date Received: _____ Project Completion Date: _____

Application Approved: _____ Approval Date: _____ Project Verified: _____

Amount Paid: _____ Date Paid: _____

BUSINESS SERVICES PROGRAM

The City of Westminster is committed to serving the needs of all Westminster businesses. The following services and resources are available to help your business.

BUSINESS E-NEWSLETTER:

The **Westminster Business News** is a monthly email with information about local and regional business events, business news, resources, and a listing of new businesses. Please notify the Economic Development office if you would like to be included in the newsletter distribution.

SMALL BUSINESS CAPITAL PROJECT GRANT:

The program provides financial assistance to encourage the growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to compensate 10% (up to \$5,000) for one-time project related costs.

SMALL BUSINESS SCHOLARSHIP GRANT:

The program reimburses 50% of the cost of tuition, fees, and required materials, up to \$500 per business, per calendar year, after successful completion of courses. Applicants must be Westminster business owners/employers with 50 employees or less, and courses must be related to their field of business.

WESTMINSTER GREEN GUIDE:

The City of Westminster is dedicated to making our city one of the most environmentally friendly cities in the area. Whether you are a business or a resident, this guide is intended to assist you in your efforts to live more sustainable. To view the *Green Guide*, visit the Environmental Services page at <http://www.ci.westminster.co.us/Environment/WasteRecycling/RecyclingGuide.aspx>

REAL ESTATE:

Economic Development staff can provide you with up-to-date information about availability in commercial land and buildings, as well as average lease rates and CAM charge information.

BUSINESS DIRECTORY:

The online listing of all licensed businesses in Westminster is available thru the City web site. It is a great place to find businesses nearby to purchase goods and services and provides an opportunity to list your business website to gain exposure. Visit the site at <https://www.ci.westminster.co.us/busdir/default.asp>

SHOP WESTMINSTER

The Shop Westminster program is designed to encourage Westminster residents and businesses to shop locally to benefit the community and businesses in the City. Citizens and businesses are encouraged to look for the *Shop Westminster* decal where they shop as part of the "buy local" campaign. To get a Shop Westminster decal or stickers, contact Economic Development at 303-658-2108.

BUSINESS QUESTIONS:

Want to know what is being built on a specific corner? Need to know who to call about State regulations? Want to know about City sign regulations or have other questions? The Economic Development staff is a great point of contact for a variety of business related issues. Call, e-mail, or drop by anytime.

DOING BUSINESS WITH THE CITY

Westminster believes in open, fair competition and strives to ensure that all vendors in the City have equal opportunity to compete for City business. Licensed businesses in the City can be placed on the Bid List by contacting the Purchasing Office or clicking on "Bids & Purchasing" on the City website.

COLLEGE HILL LIBRARY:

Located next to Front Range Community College, the library has a myriad of products and services available to businesses, from the obvious to the unexpected.

- *Business Source Elite* provides full text for over 2170 businesses journals covering management, economics, finance and international business.
- *Regional Business News* is a full text newswire database covering world wide business news.
- *Reference USA* contains detailed information on over 12 million businesses.
- Web access to library services and resources is <http://www.ci.westminster.co.us/Libraries.aspx>
- Thousands of books on business-related topics including accounting, management, creating a business plan, entrepreneurial resources, and computer handbooks.
- *North Metro Small Business Development Center* is affiliated with the library offering information & counseling related to business plans, leadership skills, sales strategies, web page creation, marketing, staff management, technology, and everything else you need to know to run your business.
- Free series of business classes for small business owners
- Free study rooms for 6 or fewer people to meet
- Meeting rooms for rent that anywhere from 7 to 80 people can gather
- Personal computers and professional quality printers

RECREATION FACILITIES:

As a Westminster business your employees are eligible for discounted admissions to the City's recreation facilities. In addition, meeting rooms are available to accommodate groups up to 300 people.

POLICE & FIRE DEPARTMENTS

In addition to keeping the City safe, police & fire personnel provide training in the areas of fire extinguisher utilization, first aid/CPR, emergency planning, fire alarm drills, security surveys, robbery prevention, and many more. Most of these trainings are free of charge.

CONTACT US

Contact Economic Development if you have questions or would like more information about any of the programs listed above. We can put you in contact with the right person / program.

ecodevo@cityofwestminster.us
303-658-2108

Updated July 2012



WESTMINSTER

Staff Report

Information Only Staff Report
August 27, 2012



SUBJECT: Survey of Turnpike Drive Residents re US 36 Bikeway Alignment

PREPARED BY: Dave Downing, City Engineer

Summary Statement

This report is for City Council information only and requires no action by City Council.

Staff wishes to make the City Council aware of a survey form that will soon be distributed among the owners of residential lots bordering Turnpike Drive, 80th Place and portions of Raleigh Street and Raleigh Place, all located within Westminster Hills Subdivision (see attached map). The purpose of this survey is to seek feedback from those residents on a proposal to locate the planned commuter bikeway, which is a facet of the upcoming US 36 Managed Lanes Project, within the pavement of these residential streets rather than build a separate concrete trail within the highway right-of-way immediately behind the lots that back up to US 36. The merits of this new proposal are discussed elsewhere within this Staff Report.

It should be noted that the use of residential streets for the bikeway would not require the creation of designated bike lanes on those streets, so parking restrictions would not be implemented. So, the basic question for the residents to answer is whether they would prefer having the users of the bikeway riding on the street in front of their houses or on a trail along the rear fence line of the lots that back up to the highway.

Background Information

One element of the multi-modal transportation improvements that will be included within the scope of work to be performed in conjunction with the Colorado Department of Transportation (CDOT) US 36 Managed Lanes Project is a bikeway that will run roughly parallel to the highway from 80th Avenue in Westminster to, eventually, Boulder. South of 80th Avenue, this bikeway will connect to the 10-foot wide, concrete sidewalk that was installed along the east side of Bradburn Boulevard in 2008 through the use of American Recovery & Reinvestment Act (ARRA) funding. At the south end of the Bradburn Boulevard sidewalk in the vicinity of 72nd Avenue, a future connection can easily be made to the existing Little Dry Creek trail system. Therefore, it is conceivable that a continuous trail stretching from Boulder to downtown Denver will be available for commuter bicyclists and other users within a few years.

The Environmental Impact Study (EIS) for the US 36 Project identified various options for the exact alignment of this bikeway. For the portions of the path to be located within Westminster, City staff endorsed alignments that would fulfill the expectations of commuter bicyclists but also provide a pleasant riding experience. Staff offered the use of City-owned open space that is adjacent to US 36 so that the bikeway would not have to be situated in close proximity to the noise and pollution of the

highway, and, in all such cases, CDOT officials accepted this offer. But, in some areas where there is no open space or other public land available, the preliminary plans for the project call for the bikeway to be located relatively close to the US 36 roadway.

This is especially true in the vicinity of Westminster Hills Subdivision where the current plan is to locate the trail within an approximate 20-foot wide corridor between the edge of the paved shoulder of the highway and the backyard fences of the abutting properties. While the users of the bikeway would be protected from US 36 traffic by a concrete sound wall in this area, that "canyon-like" environment would create other maintenance and safety issues. The sound wall would likely shade the path from the sun, thus making routine snow removal much more difficult. The probable icy conditions would also be dangerous, especially for the anticipated commuter bicyclists who prefer to travel at higher speeds than those of recreational users. Furthermore, the sound wall would shield vandals and prowlers as well as legitimate bikeway users from public vision.

As an alternative, staff has considered the placement of the bikeway within the pavement of the existing residential streets that are one lot-width to the southwest of US 36. Since Turnpike Drive terminates in a cul-de-sac at the north end of the subdivision, conflicting vehicular traffic would be minimized. Naturally, routine maintenance of the bikeway, which would coincide with the street maintenance, would be much easier to perform. Users of the facility would be visible to a vastly greater number of the residents of the neighborhood, and, of course, access to the bikeway would be much more convenient for those neighbors.

Since the proposed alternative would have a direct impact upon the residents of Turnpike Drive, 80th Place and portions of Raleigh Street and Raleigh Place, staff intends to distribute returnable survey forms to only those residents in order to weigh their input into this matter. These residents will be asked to vote for one of the two options. Naturally, if a number of these lot owners indicate confusion within the "Comments" section of the survey form or specifically request a neighborhood meeting to further discuss the bikeway alignment, staff will conduct such a meeting before offering a recommendation to the appropriate CDOT officials. It is important to note that the City can only make a recommendation to CDOT on any alternative to the current preliminary plans; CDOT remains as the ultimate decision-making authority on such matters.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment - map



**OPTION 2
(GREEN DASHED LINE)**

**OPTION 1
(YELLOW LINE)**

**PORTION OF THE COMMUTER
BIKE TRAIL ALONG US 36**

