



Economic Development Department Overview 2019



WESTMINSTER

Moving Forward

◀ Custom Flag Company, Inc.

CITY VISION

Westminster is the next urban center of the Colorado Front Range.

It is a vibrant, inclusive, creative, and well-connected city. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options.

It embraces the outdoors and is one of the most sustainable cities in America.

CITY OF WESTMINSTER STRATEGIC PLAN GOALS

- ▶ Visionary leadership, effective governance and proactive regional collaboration
- ▶ Vibrant, inclusive and engaged community
- ▶ Beautiful, desirable, safe and environmentally responsible city
- ▶ Dynamic, diverse economy
- ▶ Financially-sustainable government providing excellence in city services
- ▶ Ease of mobility

See what we accomplished recently—and where we’re going next.



Message from the Director

The City of Westminster has set a bold vision to become the next urban center of the Colorado Front Range—driven by aspirational goals that will help them strive and attain that vision.

When those goals were set by our City Council in 2015, many were aligned with the economic development objective of focusing on people, place, and business strategies that we wanted to cultivate. With this reinforced drive, it was essential that we add staff with specific skills and expertise to the Economic Development Division.

Fast forward three years later, Economic Development is now its own department in the city, and has more than tripled its staff. These changes and growth were spurred by our department’s responsibility for our affordable housing strategy, oversight of the Community Development Block Grant program, management of the Downtown project, the Westminster Station TOD, and Historic Westminster redevelopment—as well as our day-to-day core activities of business attraction, retention and expansion.

We take a holistic approach to economic development, by considering the impact on places and people when creating economic growth. While we have always served as the advocate for Westminster businesses, the importance of thoughtful development and redevelopment in our community makes it imperative that we also focus on creating neighborhoods, amenities, and opportunities for all of our residents.

JOHN L. HALL
Director of Economic Development



◀ Flagship Biosciences

Economic Development Department

The Economic Development Department is a new department that:

- ▶ Oversees all aspects of business recruitment, expansion, and retention in the city
- ▶ Works with internal staff and external partners to lead major redevelopment and reinvestment projects around the city
- ▶ Develops and implements strategy related to the provision of workforce and affordable housing
- ▶ Manages the inventory of city-owned developable land
- ▶ Markets the city and its assets to potential employers, developers, and retailers

Our work begins at the intersection of business, places and people.

We understand that a vibrant and inclusive community can only be created when an inclusive approach is taken toward growth and prosperity. Our affordable housing policies and programs are a step toward ensuring that our residents have options for housing at all income levels. Our development and redevelopment projects, including Downtown Westminster, Historic Westminster, and Westminster Station, will feature modern amenities that our residents need and want. All of these efforts are helping us attract and retain a labor pool that companies desire.

The following is a list of the areas we manage for the City of Westminster:

BUSINESS DEVELOPMENT

Business attraction; business retention; business expansion; small business; workforce development

HOUSING POLICY AND DEVELOPMENT

Affordable and workforce housing; Community Development Block Grants (CDBG); City-owned developable land

TARGET AREAS

Downtown Westminster; Historic Westminster; Westminster Station TOD; North I-25; Park Centre; Westminster Promenade; Westmoor



2,400
NEW JOBS



1,050,000
SQ. FEET UNDER CONSTRUCTION
IN DOWNTOWN WESTMINSTER



300+
RESPONSES TO FIRST
BUSINESS SURVEY



12
NEW PRIMARY BUSINESS
RECRUITMENTS AND EXPANSIONS



305
NEW BUSINESSES STARTED
IN WESTMINSTER



\$54,000+
AWARDED IN CAPITAL
IMPROVEMENT GRANTS



150+
AFFORDABLE HOUSING UNITS
PRESERVED



139
NEW AFFORDABLE HOUSING
UNITS COMPLETED IN 2018



20
SMALL BUSINESS
SCHOLARSHIPS AWARDED

Accomplishments

BUSINESS DEVELOPMENT

Our goal is to not only attract new businesses to the area, but also retain and expand current businesses through outreach, financial tools, and relationship building. That’s why we conducted more than 300 retention visits to small and large businesses in 2018 and provided advocacy and technical assistance to more than 150 small businesses in the city. We also re-established the Legacy Awards, providing recognition to long-standing small businesses who have been in operation in Westminster for at least 25 years.

The City also conducted the first business survey, receiving more than 300 responses. The results and feedback provided by the Westminster business community will help direct future programs and support.

Currently, the City has an inventory of tools that we use to help support current businesses and attract new ones to the area. In 2018, we:

- ▶ Awarded 15 small businesses with more than \$54,000 in capital improvement grants
- ▶ Leveraged more than \$1.7 million in private investment
- ▶ Supported more than 206 jobs
- ▶ Awarded more than 20 small business scholarships

And just this past year, we created the Innovation Fund to support entrepreneurs and incubate innovation within Westminster.

As part of our recruitment and expansion efforts in 2018, we:

- ▶ Created new relationships with nearly 150 real estate professionals and brokers
- ▶ Provided services to more than 150 prospective, primary businesses
- ▶ Helped create more than 12 new business recruitments and expansions
- ▶ Created more than 2,300 new jobs

New Business Development 2017/2018

Company	Square Footage	New Jobs
Epsilon	90,000	500
Swisslog	30,000	170
Tenere	131,000	200
Staples	50,000	250
Ball Aerospace (AMC)	261,400	362
AVI-SPLs	17,000	50
Maxar	20,000	120
Polycom	60,000	170
Ball Aerospace (electronics lab)	60,000	180
Coalfire	11,000	50
Trimble (phase 1)	125,000	247
Deck Nine	17,000	35
Total	8,724,000	2,334

Springs Fabrication Advanced
Technology Group ▶



Summary of Current Affordable Housing Properties

Project Name	No. of Units	AMI*	Status
Alto Apartments	70	30–60%	Completed 2018
Hidden Lake Homes (SENIOR)	72	30–60%	Completed 2017
Vistas at Panorama Pointe (SENIOR)	69	30–60%	Completed 2018
Eaton Street	118	30–60%	Under Construction
The Ascent	26	80%	Under Construction
The Aspire	23	80%	Under Construction
Holly Park	55	80–120%	In Planning
Legends at Church Ranch (SENIOR)	200	30–60%	In Development
St. Mark's Village	216	30–60%	In Development
7225 Bradburn	4	80–120%	In Development
73rd & Lowell (SENIOR)			In Development
Bradburn Village	25	TBD	In Discussion

* AMI = Area Medium Income. U.S. Department of Housing and Urban Development 2018 median income for Westminster is \$89,900.

HOUSING POLICY AND DEVELOPMENT

With the help of a task force of industry professionals, housing advocates, and elected leaders, the City developed a strategic housing plan for Westminster. The plan takes a balanced approach by removing barriers to the development of new units—as well as preserving existing units—throughout the city.

Alto at Westminster, a \$28 million, 70-unit apartment complex in the Westminster Station TOD area, opened its doors to residents last year. It was developed by Gorman and Co. and Unison Housing Partners and was financed through partnerships with the City of Westminster, along with Adams County and other state and federal organizations. In early 2019, The Vistas at Panorama Pointe—a 69-unit affordable senior apartment building opened with assistance from the City’s HOME fund allocation, as well as contributions from the City and State.

Efforts to preserve existing affordable housing inventory included a pilot project with Rocky Mountain Communities to replace windows in 152 units of an older affordable housing property. This supplements the work done through the CDBG-funded Emergency & Essential Home Repair program.

The City is currently evaluating City-owned land that could be used for development. One example is Holly Park, where the City is partnering with Urban Land Conservancy, Elevations Community Land Trust, and Thrive Homebuilders, to develop 55 units of for-sale affordable townhomes, by donating land valued at \$1.1 million. Some of these development sites may offer opportunities to work with the Jefferson County Housing Authority, Unison Housing Partners, or other affordable housing organizations to provide additional developments.



◀ Eaton Street Apartments,
Downtown Westminster

Investment for Affordable Housing Program

\$11,000

IN TAX REBATES FOR PRESERVATION OF ROCKY MOUNTAIN
COMMUNITY WINDOW REPLACEMENT

\$90,000

IN CDBG FUNDS FOR EMERGENCY AND ESSENTIAL
HOME REPAIR PROGRAM

\$369,103

OF HOME INVESTMENT PARTNERSHIP FUNDS AWARDED
FOR DEVELOPMENT OF ST. MARK'S VILLAGE

\$1.1 million

LAND DONATION TO URBAN LAND CONSERVANCY FOR
HOLLY PARK DEVELOPMENT

~\$2.7 million

IN ASSISTANCE THROUGH TAX AND FEE WAIVERS
AND REBATES, AND HOME FUNDS, FOR ALTO AND THE
VISTAS AT PANORAMA POINTE DEVELOPMENTS

TARGET AREAS

We understand that people are looking for more out of the places they live and work. Our redevelopment efforts are ensuring that there is a place for everyone in Westminster.

Westminster is creating denser and more urban spaces, including its new city hub, Downtown Westminster. With the arrival of commuter rail, the Westminster Station TOD offers great connectivity to downtown Denver. Add in the revitalization of Historic Westminster, and the recruitment of companies, retail and restaurants to other development projects, and the Economic Development Department is helping to drive the city's vision of becoming the next urban center of the Colorado Front Range.

And while we are focused on areas of change, we remain focused on areas of stability. In a city that is 33 square miles in area, approximately 200 acres are dedicated to strategic redevelopment. We are taking an urban approach to some of our new growth, and still maintaining more than 30% of our land for open space, parks and recreation. We continually seek to preserve the quality of life our residents have long enjoyed.

We also received designation for Downtown Westminster, Historic Westminster, and Westminster Station TOD for the newly created Opportunity Zones. The purpose of the Opportunity Zone program is to encourage private capital investment in targeted areas, which have traditionally been overlooked for investment, and help address challenges such as aging infrastructure or a shortage of workforce housing inventory.

Ascent, Downtown Westminster ►

Downtown Westminster

Located between Denver and Boulder, Downtown Westminster will be a civic, cultural and economic hub for our community. Our new downtown will see the opening of three large projects in 2019, with the arrival of:

- ▶ Alamo Draft House 9-screen theater and restaurant
- ▶ Mixed-use development Ascent Westminster, with 255 units and 22,000 s.f. retail
- ▶ Eaton Street Apartments' 118 affordable housing units, combined with 28,000 s.f. retail
- ▶ Additionally, boutique Origin Hotel will open in early 2020 with 125 rooms and 15,000 s.f. retail
- ▶ Mixed-use development Aspire Westminster has started construction and will feature 226 units and 38,000 s.f. retail when it opens in early 2021

Historic Westminster

Historic Westminster revitalization efforts have begun, with a focus on community input on redevelopment plans, local branding, as well as a community-led event that asked residents and businesses to “imagine” what the area could be. Recent activities include:

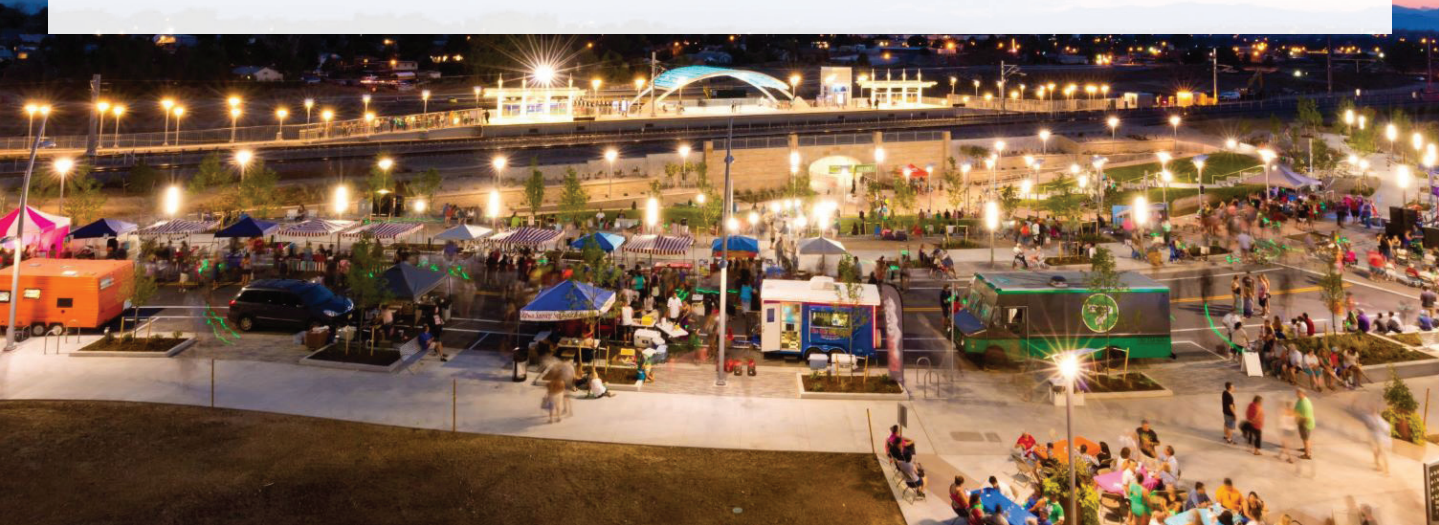
- ▶ Twelve businesses in Historic Westminster enrolled in Xcel Energy’s Small Business Lighting program, with an electricity savings of more than 184,000 kWh for all twelve
- ▶ Planning efforts have begun for the redevelopment of the Harris Park area
- ▶ After the popularity of last summer’s Imagine Westminster event, the area will host the two-day Historic Westminster Summer Festival in early June
- ▶ Staff worked with community residents to develop a new branding campaign for Historic Westminster



Westminster Station

Only 15 minutes by train to Denver Union Station, the neighborhood of Westminster Station continues to focus its redevelopment around transit, modern living, a 38-acre park, and a burgeoning music district. Recent activities include:

- ▶ Westminster Station has won four awards centered around engineering and development best practices
- ▶ Brinkman was selected to develop a mixed-use project to wrap the parking garage with market-rate residential units and active ground floor commercial uses
- ▶ The area was also recognized as a ULI “Next Great Place” in 2018
- ▶ Colorado Sound Studios began expansion of its footprint to include podcasts, video production and education at Studio W, right next door to their recording studios on 71st Avenue



Staff

The Economic Development team is a group of seasoned and talented individuals who bring a variety of skills to the City of Westminster. Please feel free to contact any one of us with your questions. We look forward to working with you!

John L. Hall
DIRECTOR OF ECONOMIC DEVELOPMENT
jlhall@cityofwestminster.us
303-658-2113

25+ years of experience in economic development and private land use development consulting in Colorado and Oregon.

Shelby Wood
BUSINESS RESOURCE MANAGEMENT ANALYST
swood@cityofwestminster.us
303-658-2168

13+ years of experience in operations management and organizational efficiency, including budget preparation and oversight.

Jenni Grafton, LEED AP-ND, Assoc. AIA
HOUSING AND TRANSIT ORIENTED DEVELOPMENT MANAGER
jgrafton@cityofwestminster.us
303-658-2105

18+ years of experience working in land development, urban design, and project management with non-profits, local government, and universities.

Stephanie Troller, CEcD
BUSINESS DEVELOPMENT AND HISTORIC WESTMINSTER MANAGER
stroller@cityofwestminster.us
303-658-2318

15+ years of economic development and revitalization experience, having worked in countless communities across Colorado and New Mexico.

John Burke, P.E., CFM
DOWNTOWN DEVELOPMENT AND CONSTRUCTION MANAGER
jburke@cityofwestminster.us
303-658-2021

20+ years of Engineering design, construction and project management experience and simply knows how to get things done.

Sarah Nurmela, AICP
DOWNTOWN REAL ESTATE AND DEVELOPMENT MANAGER
snurmela@cityofwestminster.us
303-658-2136

19+ years of place-making experience and project management in architecture, planning, and development in both the public and private sectors.

Mona Choury
DOWNTOWN WESTMINSTER MANAGEMENT ANALYST
rchoury@cityofwestminster.us
303-658-2038

30 years' experience in business operations and management, including 15+ years at the City with real estate transaction support, budget management, and project schedule maintenance.

Chase Evans
REAL ESTATE COORDINATOR
ccevans@cityofwestminster.us
303-658-2111

8+ years of professional real estate and financial analysis experience, in addition to being a certified general appraiser, licensed in multiple states.

Chris Gray
ECONOMIC DEVELOPMENT OFFICER
cagray@cityofwestminster.us
303-658-2112

31+ years of economic development experience, with widespread relationships in the metro Denver real estate and business communities.

Caroline Joy
ECONOMIC DEVELOPMENT MARKETING COORDINATOR
cjoy@cityofwestminster.us
303-658-2110

20+ years of marketing and communications experience, along with a passion for branding and promoting places.

Molly Tayer
HOUSING COORDINATOR
mtayer@cityofwestminster.us
303-658-2414

25+ years of government management and community engagement expertise, and has worked on many facets of affordable housing development.

Boni Leuenberger
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) TECHNICIAN
bleuenberger@cityofwestminster.us
303-658-2102

25+ years working for the City, including 22 years with the operational side of the Community Development Block Grant (CDBG) program.

Natalia DiMarco
ADMINISTRATIVE ASSISTANT
ndimarco@cityofwestminster.us
303-658-2419

15+ years of administrative experience, specializing in financial services, budget and cash management, and grant applications.



WESTMINSTER
COLORADO

City of Westminster, Economic Development Department

4800 West 92nd Avenue, Westminster, Colorado 80031

303.658.2108 WWW.WESTMINSTERECONOMICDEVELOPMENT.ORG [@WESTMINSTERBIZ](https://twitter.com/WESTMINSTERBIZ)