



GOLDEN URBAN RENEWAL AUTHORITY

Memorandum

To: GURA Board of Commissioners
From: Mark Heller, Executive Director
Date: March 20, 2008
RE: March 25 Meeting Memo

The following notes will assist in the discussion of agenda items for this meeting.

V1a. Financial Report

These reports were prepared from audited financials. GURA's revenue was \$1,626,739 compared to the \$1,469,523 of the adopted 2007 budget, or \$157,216 more than budgeted. GURA's expenditures amounted to \$1,407,855 compared to the budgeted \$1,810,199, or more \$402,344 under budget. With other savings from adjustments to cash carried over and transfer of restricted funds, GURA carried over \$868,818 of available cash into 2008, compared to the revised estimate from October of \$748,360, for an additional \$120,458. These funds easily cover the remaining \$18,103 balance of 2007 facade grant commitments yet to be paid.

The Board might consider adjusting the 2008 Budget to take this surplus into account along with the following other changes:

1. Increasing the Executive Director line item to show the value of benefits.
2. Decreasing the rent to show the lower, renegotiated rate.
3. Increasing the Golden Gem TIF estimate to account for a higher than budgeted property tax payment already made.
4. Decreasing the Colorado Business Bank P&I line item to show the lower estimate. This figure was recently compiled by the bank and assumes draws of about 1\$ million to maximize our loan this year. The Board should consider whether these draws should be budgeted, since the impact would be about \$40,000 this year, and nearly \$166,000 next year and beyond if we draw half of the balance this summer and the other half this December.

V2a. Discussion re hiring a planner

Given the firm financial position of GURA and the affordability of entry level planners, I am reconsidering my views against hiring such a planner rather than two part time interns. I

hope to gain the Board's input regarding the creation of a full time permanent position at a total cost of approximately \$50,000 annually. This would add about \$20,000 to the current office wage budget line item.

V4a. Energy Efficiency Standard

The Board will continue its discussion regarding the establishment of an energy efficiency standard for GURA-funded projects. The City Planning Department is moving quickly and has already made a proposal to Planning Commission along the lines of the briefing GURA received earlier. That proposal is attached for your consideration.

V4b. Work Plan Update

Banners: We are researching competitive bids for the banners. We have also solicited some design ideas which we are also researching. These include using historic photos, Arts Festival posters, and seasonal designs.

Web Design Grant Program: This program has a \$7,500 budget for five businesses. We have received applications for seven, and since some of the designs are under budget, we are attempting to provide for all seven. They include: Pickets, Golden T Shirt Company, D'Deli, Clear Creek Books, Golden Sweets, Windy Saddle, and Gene Bauer Goldsmith.

Facade Improvement Grant Program: This program budgeted \$100,000 for eight buildings and we have received basic applications for seven. However, some of the applicants are beyond the core area, some have applied for work other than facades/awnings, and some have applied for work that only marginally improves the facade. Many of the buildings that most need a change have not applied. Also, the Odd Fellows building has already begun demolition of the awning before the grant application was completed. The Board's direction is needed so that this program achieves its goals.

Energy Efficiency Grant Program: Only one new owner has applied to this program, and most of the 2007 applicants are continuing their efforts.

V4c. Gateway Updates

GURA has nearly completed drafts of the Phase 2 Option and the Mutual Waiver, both of which have been to NexCore for review. The summary of GURA's expenditures on the garage and cleanup and all other associated project costs to date, as well as a summary of GURA's past and future draws against the Colorado Business Bank loan, are included in the packet.

VII. Outreach and Business Attraction Ideas

Commissioners Driggers and Imse met with me to review a slate of suggestions for additional outreach and marketing efforts. The suggestions would dovetail with the outcome of the meetings between GURA and EDComm, and from future direction from City Council. The suggestions include:

- A brochure targeted towards retail business owners that highlight Golden's retail potential and web presence.
- A quarterly, 1 or 2 page newsletter to downtown property owners that very briefly updates GURA's activities and programs.

- A luncheon for downtown property owners and a separate luncheon for downtown business owners to provide a casual venue for information exchange. These would occur towards the end of the year or early 2009.

In addition to the outreach to GURA's constituents, discussion has recently focused on GURA's role in attracting new businesses to downtown. This packet contains a summary of seven creative business attraction ideas from around the country as published in the Downtown Idea Exchange, a newsletter to which GURA subscribes.

Also, the Board might want to consider conducting a survey to quantify the "loyalty" of Golden and west metro residents to the Golden trade area. This idea was suggested by David Fried (the retail broker for Gateway Station and Jackson Court) during a meeting of several GURA and EDComm Commissioners, retail broker Rich Hobbs, and staff. Some of the many ideas to come out of that meeting are:

- a. "Mom and Pop" businesses will not be likely to respond to direct solicitation because they already know the market and opportunities and will decide by themselves where to locate.
- b. Golden lacks a business with a regional draw, eg, something that will attract customers from 25 miles away.
- c. Golden needs to change its perception in the region as a bedroom community.
- d. Golden is in a state of transition with newer, more expensive commercial spaces competing against older, less expensive commercial spaces.
- e. Golden should use its more successful businesses as models to develop strategies for marketing to new businesses.
- f. Table Mountain Inn and the Golden Hotel might be enlisted to help gather opinions about Golden from hotel guests.
- g. Golden is competing against neighboring and regional cities, which are increasingly active in providing development incentives and in targeting specific businesses. Golden is perceived as being neutral at best towards economic development.
- h. Neighboring communities, including cities comparable to Golden, send delegations to the International Council of Shopping Centers annual convention to solicit developers and businesses.