Session Handouts
To Accompany Home Study Audio CD

for

Balancing Wise Public Financial Management & Economic Development
Original Presentation
Friday, March 12, 2004

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Denver, Colorado

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Westminster, Colorado

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Jean C. Townsend, the president of Coley/Forrest, Inc., is a public finance and real estate specialist with more than 25 years of experience. She specializes in public/private partnerships, real estate development, and public finance feasibility analyses. In her consulting work, she has advised municipal, state and federal governments, districts, and developers on alternative ways to finance key capital projects; served as an expert witness in court cases involving market feasibility, public finance, and real estate transactions; and negotiated public/private finance solutions on issues where disagreement had stalled action. Ms. Townsend has managed intricate mixed-use real estate development projects for nonprofit clients. She holds degrees in economics from the College of William and Mary and the University of Michigan.

John Carpenter serves as the Director of Community Development for the City of Westminster, Colorado, a northwest Denver suburb with 108,000 residents. He has held this position for over 13 years. His responsibilities include supervision of the 65 person Department of Community Development, which includes the following functions: Planning, Economic Development, Engineering, Building Inspection, Open Space, and Redevelopment. While at Westminster, he has been involved in several nationally recognized Westminster projects, including the Legacy Ridge golf course community, Westminster Promenade, Westminster City Center Marketplace, Westmoor golf course and business park, and the Bradburn new urbanism community. The City of Westminster was recently recognized as the only Colorado city on Money Magazine’s “hottest cities” list and was also designated as one of America’s best planned cities by the American Planning Association’s book Making Places Special.

Mr. Carpenter has an undergraduate degree in Urban and Regional Planning from the University of Illinois and a M.B.A. from the University of Colorado. He has previously worked in the field of planning and economic development for the City of Thornton, Colorado, State of Illinois, and Logan County Illinois.

Mary Ann Parrot has served as Finance Director for the City of Westminster since January 1997. Prior to that, she served as Treasurer for the City of Sterling Heights, Michigan, for eight years, and Assistant Treasurer and Chief Investment Officer for the City of Orlando, Florida, for four years. She holds an M.B.A. in Finance and is a licensed CPA in the state of Colorado.
Balancing Wise Public Financial Management and Economic Development

Friday, March 12, 2004

Moderator: Jean Townsend-Coley Forrest Inc.
John Carpenter, City of Westminster
MaryAnn Parrot, City of Westminster
1. **What** needs to be improved or needs to be corrected in the community?

2. **What** do you do to fix it?

3. **How** do you make it happen?
What needs to be improved?
Process to determine this:

- Comprehensive Land Use Plan
- Citizen Surveys
- Special area studies such as:
  - South Westminster Revitalization Strategy
  - Urban Renewal Plans
  - North I-25 Corridor Plan
- South Westminster Focus Groups
- Neighborhood meetings/open houses
- Community Oriented Governance Program
- Staff goal setting sessions
- Council goal setting sessions
How to prioritize among many choices:

- Staff Goal Setting Session
- Weekly Development Review Committee meeting
- Weekly South Westminster meetings
- Annual budget process
- 5-year CIP
- Special plan recommendations
- Develop a prioritized list of action
- Financial feasibility analysis
Now what?

A) Hope for the best?

OR

C) Make it happen.
How Does Westminster Make It Happen? Sticks and Carrots

**Sticks (Let’s do the short list first):**

- Growth Management Program
- Mandatory Comprehensive Land Use Plan
- Design Guidelines
- Mandatory Planned Unit Development Process for any project over 2 acres.
- Urban Renewal Plan regulations; i.e. no pawn shops, thrift stores.
Carrots (Now let’s do the long list):

- Business savvy, deal-oriented staff
- Pro high-quality development
- Sales tax rebates to pay for high quality upgrades
- Risk-taking staff and council

- Tax increment financing to write down land costs and subsidize public improvements.
- Stable, long-tenured staff and council.
- Support to developers through ICSC
(continued)

- Pay for design and financial consultants; i.e. Legacy Ridge, Mandalay, Westminster City Center Marketplace, Westminster Center.

- Public and Private partnerships; examples include:
CITY PARK FITNESS CENTER/RAPIDS
- Maximize administrative approvals
  (time is money)
- One stop shop – all city development services in one department
- Streamlined development process
- Special Districts – MSD, GID, SID
Case Studies

- Westminster Plaza 1997
- Mandalay Town Center 2003
- What we have learned: What worked and what didn’t
Case Study: Westminster Plaza

- Built in 1960’s (72\textsuperscript{nd} Ave and Federal Blvd)
  - JC Penny anchor
  - Woolworth anchor
- 25 Acres
  - 16 acres conveyed to Hunt Developers
  - 9 acres conveyed to City for new library and park (Irving Street)
Plaza Cont.

- Land acquisition and assemblage by negotiation (condemnation proceedings filed in order to determine value)
- Relocation of 55 businesses in 3 months ($1m of total investment)
- Construction of Safeway anchor and in-line stores
Plaza cont.

- **Total Investment**
  - City $12.133 mm
  - Developer $11.5 mm

- **Benefits:**
  - 250 new jobs (plus 150 construction jobs)
  - Plaza is 80% leased

<table>
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<th>2003 After</th>
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Westminster Plaza (before)
Westminster Plaza (before)
Westminster Plaza (before)
Westminster Plaza (before)
Westminster Plaza (before)
Westminster Plaza (after)
Westminster Plaza (after)
Westminster Plaza (after)
Westminster Plaza (after)
Mandalay

- Originally 23 parcels, 65 acres in unincorporated Jefferson County
- US 36 and 104th Ave.
- Property owners petitioned to be annexed in 2003
Mandalay cont.

- Project Components
  - Land acquisition and assemblage
  - Minor relocation
  - Construction
    - Super Target 175,000 sf
    - Lifestyle “Main Street” of 240,000 sf

- Total Investment
  - City/WEDA $41.3 mm
  - Developer $30.0 mm
Mandalay cont.

- **Benefits**

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<th>2003 Before</th>
<th>2005 After</th>
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- **Still under construction:**
  - Target to open Nov 2004;
  - Phase II In-line to open May 2005
Mandalay (before)
Mandalay (before)
Mandalay (before)
Mandalay (before)
Mandalay (before)
Mandalay Site Plan
Mandalay Elevations
The Village at Walnut Creek Building B
The Village at Walnut Creek Building C
Lessons Learned

- Elected/Political
- Management
- Process
Elected/Political

- Council has to have courage to commit.

- Council must be willing to take calculated risks.
Management

- Find good partners (developers, builders, financial partners)

- Financial feasibility - Be conservative!
Financial Components

- Determine rate of return

- Be prepared to make changes-be adaptable

- Keep close eye on costs
Process

- Team approach
- Weekly meetings
- Use of consultants
- Early planning
- Project implementation
- Timing
Process (cont.)

- Timing

- 1st Project-10 yrs

- 2nd Project-5 yrs

- 3rd – 5th Project-initiative takes off