



Date: Sept 18th, 2015

TO: Honorable Mayor Paul Donahue and Castle Rock Town Council,  
CC: Town Manager David Corliss

FROM: Castle Rock EDC, Frank Gray President and CEO

RE: Castle Rock Economic Development Town Funding Request for 2016

Castle Rock EDC respectfully submits this request to the Town of Castle Rock for the continuation of economic development services with Castle Rock EDC with no increase for 2016 at \$180,550. Castle Rock EDC appreciates the Town's partnership and standing investment in the economic prosperity of the community and its residents. This submission will highlight the services provided to the town by Castle Rock EDC and the measurable reporting to be accomplished in 2016. Castle Rock EDC provides the following services and in general acts as a conduit for effective public private partnership.

**General Outline of Services:**

- **Attracting Developers and Primary Employers to Castle Rock**
  - Serving and Tracking Prospects
- **Retail Development and Recruitment**
  - Developers and Users
- **Growing Castle Rock's Existing Businesses**
  - Business Retention and Expansion
- **Creating a Business Friendly Environment**
  - Castle Rock Economic Partnership
  - Development Roundtable
  - CEO Roundtable
- **Informed Economic Council**
  - Public/Private collaboration solving strategic economic development issues

---

**ATTRACTING NEW BUSINESSES TO CASTLE ROCK**

**Targeted Marketing** - Focus on striking a balance between the primary and retail employment prospects. Because of their good fit with the education and skills of the community's residents and their potential for having a positive impact on the Town of Castle Rock's economy, the following targeted primary industry clusters and public-use facilities will receive special attention in Castle Rock EDC's attraction and expansion efforts:

- Digital Information/Telecommunications
- Healthcare and Higher Education Facilities
- National/Regional Credit/Finance/Insurance
- Management Companies/Enterprises
- Professional, Scientific & Technical Services
- High Tech Manufacturing
- Cultural/Recreational/Entertainment/Sports Facilities
- Retail New to the Community & Regional-Draw Retail
- Infill the Greater Downtown Area

**Benefit to the Community** - Primary Employers fuel the economy and create high-paying new jobs in our community. Primary employers create jobs for our residents and bring new dollars into our community. Many of those employed by a primary job creator add to the Castle Rock workforce and will likely purchase homes in the area. New homes attract retailers and provide our current residents a broader spectrum of products and services. New retail also provides an opportunity a primary job creator will purchase homes in the area and require other day-to-day business services. New business services and more "roof tops" will also attract retailers, which will provide residents a broader spectrum of products and services. New retail also provides an opportunity to increase the Town's Tax base and enhances the Town's ability to provide cost effective services to its residents.



### **RETAIL RECRUITMENT**

**Retail Recruitment** - Castle Rock EDC provides targeted retail development recruitment for the Town of Castle Rock. This includes actively working with existing retail center businesses for redevelopment and recruiting new targeted first in market and regional draw businesses to the community.

### **GROWING CASTLE ROCK'S EXISTING BUSINESSES**

**Business Expansion and Retention Program (BRE)** - In 2016 Castle Rock EDC will continue its aggressive BRE campaign in partnership with CREP to establish ongoing relationships with our existing businesses. This generally constitutes 30 plus face-to-face visits annually to:

- Thanks business owners for doing business in Castle Rock
- Assess company needs and challenges
- Analyze their perceived barriers to growth
- Create impactful follow up, addressing their needs and connecting them to resources to expand and grow
- Partner with the Town when appropriate to aggressively address issues both real and perceived

**Retail Retention** - As part of our ongoing retail commitment to the Town, Castle Rock EDC and Town staff are out visiting with our key existing retail store owners and shopping center owners to ensure open lines of communication and deliver quick response times to issues that those clients may have. The Town staff has been an exceptional partner and has made an impressive commitment to responding to these issues.

**Business Expansion and Growth** - The majority of new jobs in local economies are produced by small community-based businesses. In Colorado, 75% percent of businesses have fewer than 10 employees. In the Town of Castle Rock, a significant amount of businesses are very small or home based. In cooperation with the Castle Rock Chamber of Commerce the EDC will continue to play a role in encouraging the ongoing growth and development of entrepreneurial activity in Castle Rock. The opening of the "ConneXion Spot" in August of 2015 at the Caprice Commerce Center, is a critical component in the long term vision to make Castle Rock a home for start-up, small and second stage companies.

### **CREATING A BUSINESS/INDUSTRY FRIENDLY-ENVIRONMENT**

Creating a positive business environment for both new and existing primary employers and retailers is essential to the economic success of any community.

### **Castle Rock Economic Partnership (CREP- Chamber, EDC, Town and Downtown Alliance) -**

CREP will ensure communication, accountability and performance to achieve its established goals, priorities and strategies. CREP will make coordinated recommendations to its respective governing boards on economic development goals, priorities, strategies, action plans, resource allocations and contracts for service. Within its scope of expertise, CREP will guide economic development policy and foster honest and open communication.

**Leadership** - Influencing the Town of Castle Rock's economic health in a positive manner is a significant role for our economic development partnership. Building trust and cooperation between the Town and the business/development community is one of Castle Rock EDC's primary functions. Castle Rock EDC will continue to work with Town Council and staff to promote positive dialog between land owners, developers and brokers on essential development issues and work in partnership with Town Development Services to pursue favorable economic outcomes for the community. Castle Rock EDC will stay engaged in Town regulatory issues and keep members apprised of pertinent changes.

### **INFORMED ECONOMIC COUNCIL**



**Community Data and Research** – Research will be available to prospects, brokers, residents and relevant businesses through the newly upgraded Castle Rock EDC Web site and upon request. Examples of the data available are: demographics, retail sales data, labor force information, residential development data, market land/lease rates, business profiles, available commercial land and buildings currently on the market.

**Economic Policy Advocate** – Castle Rock EDC will continue work through CREP in partnership with the Town Council to assist in the management and effective use of the established economic performance fund and assist with the policy and regulation creation associated with those funds for both primary and retail prospects.

**Negotiating Incentives** – Castle Rock EDC (in partnership with CREP) will take the lead in filtering, guiding and acting as an ombudsman to potential prospects through the local, county and state incentive process.

**Economic Development Public Policy** – Castle Rock EDC, in partnership with the CREP, will take the lead on keeping its investors and the Town informed on key economic development public policy issues via its involvement with Economic Development Council of Colorado (EDCC), Douglas County Business Alliance (DCBA) and our involvement in the Metro Denver Economic Development Corporation.

Castle Rock EDC's 2015 significant deliverables include:

- Comcast Fiber Connectivity Retro-fit and proactive build
- Execution of the PFA for the Alberta/Castle Rock Promenade Project
- Expansion of mywedding.com HQ
- Vertical build of THE MOVE Project
- Expansion of Master Magnetics
- Expansion of Great SW Construction
- Attraction of the Asarch National Center for Dermatology
- 2014/2015 EDCC Large Community of the Year for Economic Development Excellence Award

#### State and National

As the national and state economies maintain steady but with slow growth, Castle Rock EDC has continued to experience strong tangible economic activity. However our challenge continues to be capturing the improved activity with little or no available development sites or buildings in Castle Rock. The need to continue to invest in strategic digital and physical infrastructure and strengthening our public/private partnership will be essential to success in 2016.

EDC programs and objectives in 2016 will include:

- Continued Primary Employment and Commercial Developer Recruitment
  - EDC Committee focused on creating contiguous office/industrial pad sites and buildings in Castle Rock
  - Increased focus on strategic infrastructure investment/shovel ready development sites
  - Active recruitment and involvement with the Castle Rock Urban Renewal Authority
- Continued Existing Business and Higher Education Expansion Opportunities
- Expand the Comcast Fiber Connectivity Project



- Recruit and Support Multi-Family Housing Development Projects and support state legislation resolving construction defects issues.

### **2016 Funding Request**

Castle Rock EDC continually strives to reduce costs and leverage the investment of the Town using increased private sector dollars and cost sharing with the Downtown Alliance. Due to increased private sector investment Castle Rock EDC respectfully submits its request to Town Council for 2016 investment at \$180,550. This request represents no increase in funding for 2016 and we hope this request shows our thoughtful consideration and commitment to a strong public/private partnership. We look forward to getting to the task of creating jobs in Castle Rock, driving private sector investment, increasing the tax base, improving retail services and assisting our existing businesses in continued expansion. Thank you for your steadfast investment in the economic development of Castle Rock.

Respectfully,

A handwritten signature in black ink, appearing to read 'Frank Gray'.

Frank Gray  
Castle Rock EDC  
President/CEO

**2016 SERVICE ORGANIZATION  
FUNDING APPLICATION**

**ORGANIZATION REQUESTING FUNDING:**

**Castle Rock EDC**

**I. 2016 FUNDING REQUEST (Please use this form for this information and not another format.)**

**Breakdown of funds (What would monies from the Town specifically be used for?)**

<u>National and Regional Marketing (Events/Conferences)</u>	<u>\$25,000</u>
<u>Retail Recruitment (Events/Conferences)</u>	<u>\$25,000</u>
<u>Personnel</u>	<u>\$103,000</u>
<u>Technology (Website/Computers)</u>	<u>\$10,500</u>
<u>Rent/Office</u>	<u>\$17,050</u>
 TOTAL FUNDING REQUEST	 <u>180,550</u>

**II. 2016 PROJECTED ORGANIZATION BUDGET  
(Please use this form for this information and not another format.)**

<u>2016 projected organizational budget</u> (Including funding from the Town)	<u>\$677730</u>
--	-----------------

**Projected sources of revenue**

<u>Private Sector Partners</u>	<u>\$214,000</u>
<u>Town of Castle Rock</u>	<u>\$180,550</u>
<u>Douglas County</u>	<u>\$20,000</u>
<u>DDA Reimbursements</u>	<u>\$190,050</u>
<u>DMA Reimbursements</u>	<u>\$42,930</u>
<u>In-Kind</u>	<u>\$10,900</u>
<u>Private Sponsorships/Other</u>	<u>\$19,300</u>
 TOTAL PROJECTED REVENUE	 <u>\$677730</u>

**Projected expenditures  
(By major budget category)**

<u>Rent</u>	<u>\$39780</u>
<u>Salary/Benefits</u>	<u>\$531425</u>
<u>Recruitment Activities</u>	<u>\$67951</u>
<u>Office/Insurance/Utilities</u>	<u>\$38574</u>
 TOTAL PROJECTED EXPENDITURES	 <u>\$677730</u>

**III. 2016 PROPOSED PERFORMANCE OBJECTIVES**

Castle Rock EDC Business Attraction and Retention Measurables:

- 30 Business Retention Expansion Visits to Castle Rock Businesses
- Hold 4 Commercial/Industrial Broker and Developer Marketing Events
- Hold 2 Retail Recruiting Events including ICSC Annual Conference
- Hold Quarterly Development Roundtable Events
- Hold 10-12 Primary Employers Events

Castle Rock EDC will provide Quarterly Economic Indicator Updates that will include:

- Castle Rock Unemployment Rate
- Commercial/Industrial/Retail Vacancy Rate
- Primary and Retail Prospect Activity Report by Category
- Number of Jobs Attracted or Expanded
- Capital Investment
- Business Retention visits conducted , issues logged and issues resolved

**IV. SUPPLEMENTAL INFORMATION**

**V. BOARD OF DIRECTORS for Castle Rock EDC**

First Name	Last Name	Company or Developer Name	Board Role
Peter	Cudlip	Alberta Development Partners, LLC	Voting
Dr. Diana	Doyle	Arapahoe Community College	Voting
Jarrett	Armstrong	Armstrong Capital Development	Voting
Ron	Zuroff	Black Hills Energy	Voting
Tom	Kooiman	Brinkmann Constructors	Voting
Jennifer	Taylor	Bryan Construction	Voting
Tracy	Wilkes	Castle Meadows Company	Voting
Todd	Folkenberg	Castle Rock Adventist Health Campus	Voting
Tom	Miller	Castle Rock Bank	Voting
Jim	Riley	Castle Rock Development Co.	Voting
Paul	Donahue	Castle Rock Mayor	Voting
Renee	Valentine	Castle Rock Town Council	Voting
Karol	Jones	Colorado Lending Source	Voting
Arthur	Ortegon	Comcast	Voting
Blake	Calvert	CORE Consultants, Inc.	Voting
Gregg	Brown	Crystal Valley Ranch	Voting
Jack	Vickers III	DEV-VIC LLC	Voting
Jeff	Cox	Digital Globe Services	Voting
Roger	Partridge	Douglas County Commissioner	Voting
Bob	Pasicznyuk	Douglas County Libraries	Voting
Thomas	Tsai	Douglas County School District	Voting
Aaron	Fort	Eakins Fort & Company	Voting
Todd	Messenger	Fairfield & Woods, PC	Voting
Jeff	Benge	Fairfield West	Voting
Wes	King	FirstBank of Douglas County	Voting

Aaron	Barrick	Folkestad Fazekas Barrick & Patoile, P.C	Voting
Jim	Folkestad	Folkestad Fazekas Barrick & Patoile, P.C	Voting
Andy	Kelley	GE Johnson Construction Company	Voting
Lisa	McKean	Heartland Bank	Voting
Nick	Warnick	Haynie \$ Co	Voting
Nick	Hier	Hier and Company	Voting
Jim	Borgel	Holland & Hart, LLP	Voting
Jed	Kenzy	Innovative Business Solutions	Voting
Mike	Kopp	IREA	Voting
Kurtis	Williams	JR Engineering	Voting
Jose	Del Toro	Kaiser Permanente	Voting
Diane	Evans	Land Title Guarantee Co.	Voting
Bartholomew	Connolly	Limelight MOB, LLC	Voting
Erik	Clore	LOWE Enterprises	Voting
Dave	Maxwell	Maxwell Builders, INC	Voting
Diana	Blanch	Medved Autoplex	Voting
Matthew	Hanson	Mutual of Omaha Bank	Voting
Woody	Pastorius	Mywedding.com	Voting
Matt	Call	NavPoint Real Estate Group	Voting
Joe	Niebur	Niebur Development	Voting
Mitch	Black	Norris Design	Voting
Allison	Towe	Outlets at Castle Rock	Voting
Glen	Smith	Park Land Co.	Voting
John	Prestwich	PCS Group Inc.	Voting
Mike	Tafoya	Portocol Business Strategies	Voting
Dean	Lewis	Pure Water Solutions	Voting
Ian	Holt	QeH2	Voting
Lisa	McKean	Redstone Bank	Voting
Chris	Weems	Rocky Mountain Excavating	Voting
Tony	Sbarra	Sbarra Construction West	Voting
Linda	Watson	Sky Ridge Medical Center	Voting
Craig	Campbell	Starwood Land Ventures	Voting
Scott	Vencill	Sunflower Bank	Voting
Russ	McCombs	Sunset Stone	Voting
Sandi	Thomas	Terrain Starwood	Voting
Rick	Stucy	The Stucy Company	Voting
Tim	White	White Construction Group	Voting
Judy	Crenshaw		ExOfficio
Clark	Hammelman		ExOfficio
Pam	Ridler	Castle Rock Chamber of Commerce	ExOfficio
Frank	Gray	Castle Rock EDC	ExOfficio
Dave	Corliss	Town of Castle Rock	ExOfficio
Becky	Nelson	Douglas County Economic Development	Advisory
Ernie	Fazekas	Folkestad Fazekas Barrick & Patoile, P.C	Advisory