

GRAND JUNCTION CITY COUNCIL
MONDAY, OCTOBER 13, 2014

WORKSHOP, 5:00 P.M.
CITY AUDITORIUM
250 N. 5TH STREET

To become the most livable community west of the Rockies by 2025

[Supplemental Documents](#)

1. GJ Sports Commission – CMU Presentation

2. Budget Workshop

Capital

City Council's Economic Development Fund

[Supplemental Documents](#)

[Supplemental Documents](#)

3. Board Reports

4. Other Business

[Supplemental Documents](#)



City Council
Economic Development and Capital Workshop
October 13, 2014

Agenda

1. General Fund Budget Update
 - Overall revenue increase of 1%
 - Labor increase of less than 1% due to health insurance increase
 - Internal Service Charges increase by 11%
 - Information Technology support of infrastructure investment mainly in Public Safety
 - Fleet replacements that have been deferred
 - Operating increase of 2%
 - Increase of TRCC subsidy

2. Economic Development
 - Detail Worksheet Review
 - Item Description

3. Capital Review
 - Balancing Summary
 - Detail Capital Listings
 - 2015 A-List: Balanced
 - 2015 B-List: Projects Cut in Order to Balance
 - 2016 Projects
 - 2017 Projects
 - Funding Options
 - Reserves
 - Update from Retreat

4. Next Budget Workshops

City of Grand Junction						
Capital Balancing Summary						
10/13/14						
2015	Sales Tax CIP 201	Storm Drainage 202	Transportation Capacity 207	Two Rivers CC 303	Facilities 406	Total
Resources (2):						
3/4% Sales & Use Tax (1)	\$ 11,970,515					11,970,515
Open Space Revenue						-
Open Space Projected 2014 Ending Fund Balance						-
Conservation Trust Revenue						-
Storm Drainage Revenue		10,000				10,000
TCP Revenue			700,000			700,000
TCP Projected 2014 Ending Fund Balance			293,181			293,181
Total Resources	\$ 11,970,515	\$ 10,000	\$ 993,181	\$ -	\$ -	\$ 12,973,696
Uses:						
TABOR Transfer Parkway Early Debt Retirement	(1,107,701)					(1,107,701)
DDA TIF Transfer	(133,600)					(133,600)
Economic Development Transfer	(1,000,000)					(1,000,000)
Transfer from Open Space for Las Colonias						-
Transfer from Open Space for Las Colonias Amphitheatre						-
Transfer from Conservation Trust for Golf Debt						-
Transfer from Conservation Trust for Stadium COPS						-
Parkway Debt Payment	(3,852,300)					(3,852,300)
Public Safety Net Debt Payment	(1,916,920)					(1,916,920)
Subtotal Uses	\$ (8,010,521)	\$ -	\$ -	\$ -	\$ -	\$ (8,010,521)
Available Funds Before Project Review	3,959,994	10,000	993,181	-	-	4,963,175
Net Impact from Capital Worksheet (3)	(3,850,178)	(130,400)	(850,000)	-	(100,000)	(4,930,578)
Balancing	\$ 109,816	\$ (120,400)	\$ 143,181	\$ -	\$ (100,000)	\$ 32,597
						\$ 32,597
(1) Assuming 3% Increase, 2% would be \$110k less						
(2) Assumes spending of all fund balances						
(3) Note \$2,046,708 in Potential Revenue in Net Impact						



City Council Budget Workshop
 General Government Capital Projects 2015-2017
 Sales Tax Capital, Storm Drainage, Transportation Capacity Funds

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
2015 A-List Projects Remaining After Prioritization					
1	Police	Police Dept Annex (POTENTIAL DOLA Planning \$75,000)	150,000	75,000	75,000
2	Police	Fingerprint Machine	55,000	-	55,000
3	Police	Forensic Evidence Drying Cabinet	10,712	-	10,712
4	Police	FRED	12,293	-	12,293
5	Police	Evidence on Q upgrade	6,005	-	6,005
6		Police Department Total	\$ 234,010	\$ 75,000	\$ 159,010
7	Fire	Fire Station 4 Relocation (POTENTIAL DOLA \$1.96 Million and Sale of Property \$560,000)	2,621,904	2,526,428	95,476
8		Fire Department Total	\$ 2,621,904	\$ 2,526,428	\$ 95,476
9	Public Works	Contract Street Maintenance	2,000,000	-	2,000,000
10	Public Works	Chipseal Program	782,500	-	782,500
11	Public Works	Crackfill Program	135,000	-	135,000
12	Public Works	Curb, Gutter & Sidewalk Replacement	50,000	-	50,000
13	Public Works	Traffic Signal Equipment Upgrade (CDOT \$19,000)	19,000	19,000	-
14	Public Works	Orchard: Normandy to 29 Rd	70,000	-	70,000
15	Public Works	1st Street, North to Duray	438,000	-	438,000
16	Public Works	North Avenue Streetscape (CDOT Grant \$1.19 Million)	1,190,000	1,190,000	-
17	Public Works	Bridge Repl GRJ-F.5.30.8 (Federal Grant \$578,000)	643,592	578,400	65,192
18	Public Works	Horizon Drive Interchange Improvements (Horizon BID \$50,000 in 2014, \$475,000 in 2015)	475,000	475,000	-
19	Public Works	8 1/2 Road Overpass at US 50 Multimodal (TAP Grant \$1.2 Million in 2016)	30,000	-	30,000
20	Public Works	Storm Drainage Improvements	50,000	-	50,000
21	Public Works	Storm Drainage Buthorn Drain	80,400	-	80,400
22	Public Works	TCP - Local Improvements	150,000	-	150,000
23	Public Works	TCP-Community Hospital/Medical Offices	700,000	-	700,000
24		Public Works Department Total	\$ 6,813,492	\$ 2,262,400	\$ 4,551,092
25	Parks & Recreation	Riverfront Trail Repair (Conservation Trust Funds)	25,000	25,000	-
26	Parks & Recreation	Las Colonias Park Development (GOCO Grant \$299,000 and Open Space)	623,033	623,033	-
27	Parks & Recreation	Matchett/Las Colonias Park Grant Match (Conservation Trust Funds and Open Space)	425,000	425,000	-
28	Parks & Recreation	Skate Park Improvements (Conservation Trust Funds)	15,000	15,000	-
29	Parks & Recreation	Cemetery Irrigation Repair/Replacement	25,000	-	25,000
30	Parks & Recreation	Las Colonias Park-Amphitheater (DOLA Grant \$75,000 in 2014, \$115,000 in 2015, and Open Space)	140,000	140,000	-
31	Parks & Recreation	Horizon Park Pipe Installation (Conservation Trust Funds)	24,000	24,000	-
32	Parks & Recreation	OM Pool Sliding Glass Door Replacement (Mesa County \$25,000 and Conservation Trust Funds)	100,000	100,000	-
33		Parks & Recreation Department Total	\$ 1,377,033	\$ 1,352,033	\$ 25,000



City Council Budget Workshop
 General Government Capital Projects 2015-2017
 Sales Tax Capital, Storm Drainage, Transportation Capacity Funds

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
34	VCS-TRCC	Avalon full size holding cabinets (ATF Donations)	5,280	5,280	-
35		Visitor and Convention Services Total	\$ 5,280	\$ 5,280	\$ -
36	Facilities	Facility Condition Index Replacements	100,000	-	100,000
37		Facilities Total	\$ 100,000	\$ -	\$ 100,000
38					
39		Total All Projects	\$ 11,151,719	\$ 6,221,141	\$ 4,930,578

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
2015 B-List Projects Cut in Order to Balance					
40	Police	Training Vehicles	40,000	-	40,000
41		Police Department Total	\$ 40,000	\$ -	\$ 40,000
42	Fire	EMS Quick Response Vehicle	50,000	-	50,000
43	Fire	Fire Hydraulic Stretchers (POTENTIAL RETAC \$155,000)	310,000	155,000	155,000
44	Fire	Fire Pump Pit	70,000	-	70,000
45		Fire Department Total	\$ 430,000	\$ 155,000	\$ 275,000
46	Public Works	Contract Street Maintenance	500,000	-	500,000
47	Public Works	Sidewalk Improvements (POTENTIAL CDBG)	50,000	50,000	-
48	Public Works	Traffic Signal Equipment Upgrade	165,000	-	165,000
49	Public Works	Leach Creek Flood Control Dam	525,000	-	525,000
50		Public Works Department Total	\$ 1,240,000	\$ 50,000	\$ 1,190,000
51	Parks & Recreation	Emerson/Whitman Park Restroom-MP Poor (POTENTIAL CDBG)	175,000	175,000	-
52		Parks & Recreation Department Total	\$ 175,000	\$ 175,000	\$ -
53	Facilities	City Hall Security Improvements	169,500	-	169,500
54		Facilities Total	\$ 169,500	\$ -	\$ 169,500
55					
56		Total All Projects	\$ 2,054,500	\$ 380,000	\$ 1,674,500



City Council Budget Workshop
 General Government Capital Projects 2015-2017
 Sales Tax Capital, Storm Drainage, Transportation Capacity Funds

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
2016	Projects				
57	Administration	Learning Management System	80,000	-	80,000
58	Administration	Agenda Management Software	34,000	-	34,000
59		Administration Total	\$ 114,000	\$ -	\$ 114,000
60	Police	Patrol Vehicles	108,000	-	108,000
61	Police	Information Sharing Technology Framework	70,000	-	70,000
62	Police	Police Dept Annex (POTENTIAL DOLA \$800,000)	1,600,000	800,000	800,000
63	Police	Bomb Robot	130,000	-	130,000
64	Police	Microphone Extension	25,000	-	25,000
65	Police	MDC	6,000	-	6,000
66	Police	File on Q upgrade/Web View	8,995	-	8,995
67	Police	Integration of File on Q into New World	50,000	-	50,000
68	Police	Body Cam Video Storage	150,000	-	150,000
69		Police Department Total	\$ 2,147,995	\$ 800,000	\$ 1,347,995
70	Fire	Training Facility Grant Match	100,000	-	100,000
71	Fire	Fire Station 6 (Pear Park or North) (POTENTIAL DOLA Planning \$150,000)	500,000	150,000	350,000
72	Fire	Quick Response Vehicle (POTENTIAL Grant \$40,000)	80,000	40,000	40,000
73	Fire	Fire Urban/Interface Engine	325,000	-	325,000
74	Fire	Fire Investigations Software	15,000	-	15,000
75		Fire Department Total	\$ 1,020,000	\$ 190,000	\$ 830,000
76	Public Works	Contract Street Maintenance	3,000,000	-	3,000,000
77	Public Works	Chipseal Program	776,000	-	776,000
78	Public Works	Crackfill Program	135,000	-	135,000
79	Public Works	Curb, Gutter & Sidewalk Replacement	100,000	-	100,000
80	Public Works	Traffic Signal Controllers - Upgrade	35,000	-	35,000
81	Public Works	Traffic Signal Equipment Upgrade	163,000	-	163,000
82	Public Works	Orchard: Normandy to 29 Rd	400,000	-	400,000
83	Public Works	G Road Intersection at 26 Road	58,000	-	58,000
84	Public Works	G Road Intersection at 26 1/2 Road	56,000	-	56,000
85	Public Works	28 3/4 Rd; North Ave to Orchard Ave	86,000	-	86,000
86	Public Works	1st Street, North to Ouray	2,286,000	-	2,286,000
87	Public Works	D Rd. (29 to 30)	156,000	-	156,000
88	Public Works	Bridge Repairs	200,000	-	200,000
89	Public Works	Patterson Rd Access Control Plan	200,000	-	200,000



City Council Budget Workshop
 General Government Capital Projects 2015-2017
 Sales Tax Capital, Storm Drainage, Transportation Capacity Funds

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
90	Public Works	Pavement Patcher and Paver Equipment	125,000	-	125,000
91	Public Works	28 1/4 Road (Patterson to Hawthorne)	277,000	-	277,000
92	Public Works	Horizon Drive Interchange Improvements (Horizon BID \$525,000 in 2014 and 2015)	525,000	-	525,000
93	Public Works	29 Rd & Unaweep Signal	165,000	-	165,000
94	Public Works	Riverside Parkway Borrow Site Revegetation	100,000	-	100,000
95	Public Works	Survey Equipment	64,000	-	64,000
96	Public Works	B 1/2 Road Overpass at US 50 Multimodal (TAP Grant \$1.2 Million)	1,510,000	1,200,000	310,000
97	Public Works	Full Width Asphalt Paver	200,000	-	200,000
98	Public Works	Storm Drainage Improvements	50,000	-	50,000
99	Public Works	Storm Drainage 24 1/2 Road GVT outfall	135,000	-	135,000
100	Public Works	TCP - Local Improvements	100,000	-	100,000
101	Public Works	TCP - F 1/2 Rd Parkway	250,000	-	250,000
102	Public Works	TCP 24 1/2 Road/F 3/4 Rd Heritage Est	300,000	-	300,000
103	Public Works	TCP-Community Hospital/Medical Offices	300,000	-	300,000
104		Public Works Department Total	\$ 11,752,000	\$ 1,200,000	\$ 10,552,000
105	Parks & Recreation	Playground Replacement	300,000	-	300,000
106	Parks & Recreation	Riverfront Trail Repair	25,000	-	25,000
107	Parks & Recreation	Skate Park Improvements	15,000	-	15,000
108	Parks & Recreation	Cemetery Irrigation Repair/Replacement	25,000	-	25,000
109	Parks & Recreation	Las Colonias Park Amphitheater (POTENTIAL GOCO Grant \$1 Million, Partners \$280,000, Open Space)	2,100,000	1,581,495	518,505
110	Parks & Recreation	LP Pool Deck Furniture Replacement	25,000	-	25,000
111	Parks & Recreation	Lincoln Park Pool Covers	75,000	-	75,000
112		Parks & Recreation Department Total	\$ 2,565,000	\$ 1,581,495	\$ 983,505
113	VCS-TRCC	Forklift	40,000	-	40,000
114	VCS-TRCC	Hallway/Atrium Furniture	10,000	-	10,000
115	VCS-TRCC	Downstairs storage expansion & renovation	100,000	-	100,000
116		Visitor and Convention Services Total	\$ 150,000	\$ -	\$ 150,000
117	Facilities	Facility Condition Index Replacements	300,000	-	300,000
118		Facilities Total	\$ 300,000	\$ -	\$ 300,000
119					
120		Total All Projects	\$ 18,048,995	\$ 3,771,495	\$ 14,277,500



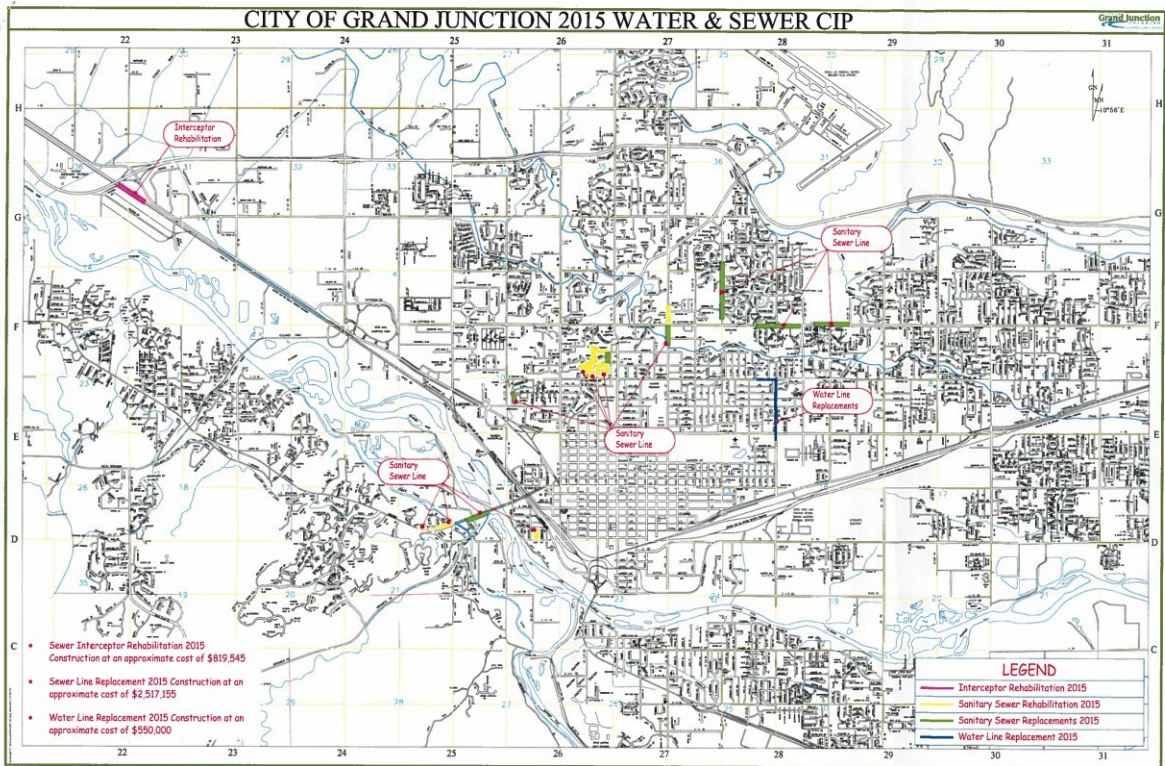
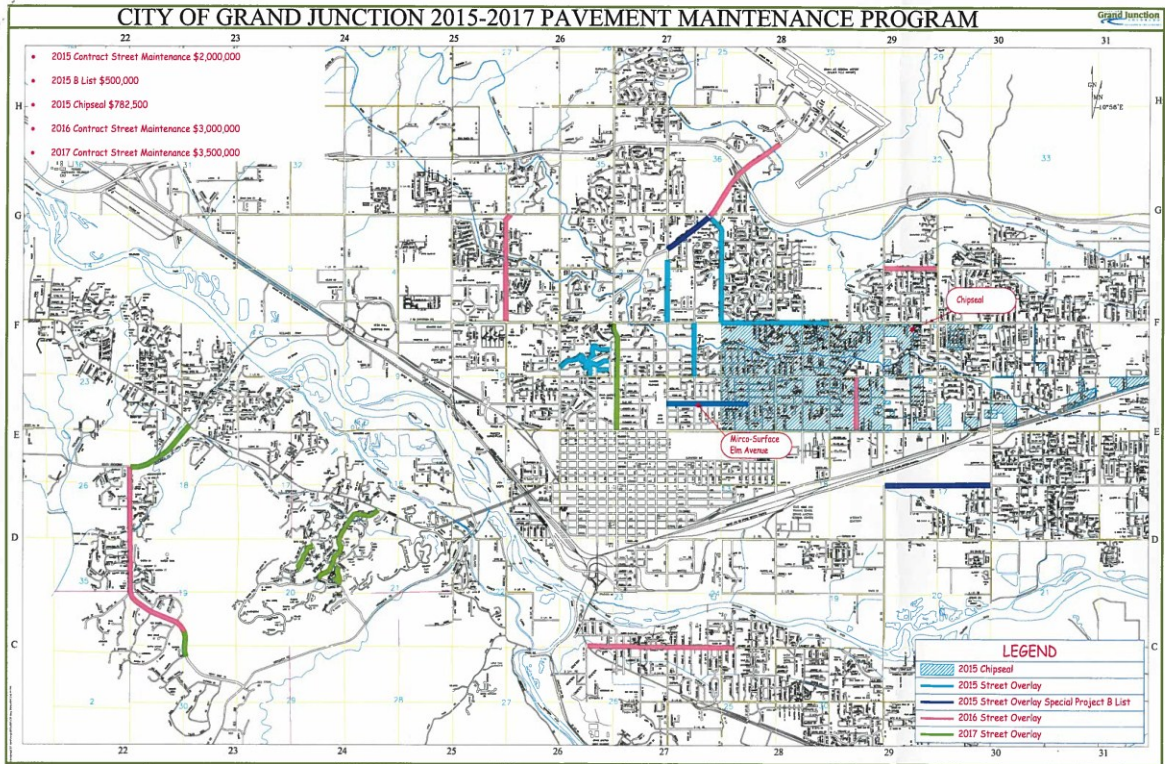
City Council Budget Workshop
 General Government Capital Projects 2015-2017
 Sales Tax Capital, Storm Drainage, Transportation Capacity Funds

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
2017 Projects					
121	Police	Shooting Range	174,000	-	174,000
122					
		Police Department Total	\$ 174,000	\$ -	\$ 174,000
123	Fire	SCBA Compressor	70,000	-	70,000
124	Fire	Fire Station 6 (Pear Park or North)	3,424,063	-	3,424,063
125	Fire	RMS Replacement	300,000	-	300,000
126					
		Fire Department Total	\$ 3,794,063	\$ -	\$ 3,794,063
127	Public Works	Contract Street Maintenance	3,500,000	-	3,500,000
128	Public Works	Chipseal Program	652,000	-	652,000
129	Public Works	Crackfill Program	135,000	-	135,000
130	Public Works	Curb, Gutter & Sidewalk Replacement	100,000	-	100,000
131	Public Works	Traffic Signal Controllers - Upgrade	50,000	-	50,000
132	Public Works	8 1/2 Road; Hwy 50 to 28 Rd	109,000	-	109,000
133	Public Works	Traffic Signal Equipment Upgrade	165,000	-	165,000
134	Public Works	Intersection Improvements	50,000	-	50,000
135	Public Works	Orchard: Normandy to 29 Rd	1,900,000	-	1,900,000
136	Public Works	G Road Intersection at 26 Road	1,261,000	-	1,261,000
137	Public Works	G Road Intersection at 26 1/2 Road	1,195,000	-	1,195,000
138	Public Works	G Road Intersection at 27 Road	65,000	-	65,000
139	Public Works	G Road Shoulder Impr. 25 Rd to 26 Rd	67,000	-	67,000
140	Public Works	24 1/2 Rd; F Rd to I-70	200,000	-	200,000
141	Public Works	28 3/4 Rd; North Ave to Orchard Ave	474,800	-	474,800
142	Public Works	D Rd. (29 to 30)	861,400	-	861,400
143	Public Works	D Rd. (30 to 31)	182,000	-	182,000
144	Public Works	Storm Drainage Improvements	50,000	-	50,000
145	Public Works	TCP - Local Improvements	950,000	-	950,000
146	Public Works	TCP - F 1/2 Rd Parkway	1,000,000	-	1,000,000
147					
		Public Works Department Total	\$ 12,967,200	\$ -	\$ 12,967,200
148	Parks & Recreation	Riverfront Trail Repair	25,000	-	25,000
149	Parks & Recreation	Matchett Park Infrastructure (POTENTIAL GOCO \$300,000, Fishing is Fun \$250,000 and Open Space)	1,272,475	851,495	420,980
150	Parks & Recreation	Stocker Stadium Synthetic Turf Replace	500,000	-	500,000
151	Parks & Recreation	LP Pool Replaster	300,000	-	300,000
152	Parks & Recreation	LP Pool Splashpad Drain	15,000	-	15,000



City Council Budget Workshop
 General Government Capital Projects 2015-2017
 Sales Tax Capital, Storm Drainage, Transportation Capacity Funds

Line # Ref	Department	Project Title	Cost	Revenue	Net Impact
153	Parks & Recreation	OM Pool Door/Garage Door Replacement	30,000	-	30,000
154	Parks & Recreation	OM Pool Solar Maintenance	20,000	-	20,000
155	Parks & Recreation	OM Pool Filter System Rebuild	15,000	-	15,000
156	Parks & Recreation	OM Pool Deck Furniture Replacement	25,000	-	25,000
157	Parks & Recreation	OM Pool Exhaust Fan Replacement	30,000	-	30,000
158					
		Parks & Recreation Department Total	\$ 2,232,475	\$ 851,495	\$ 1,380,980
159	VCS-TRCC	Kitchen Equipment	25,000	-	25,000
160	VCS-TRCC	Ice machine replacement	10,000	-	10,000
161	VCS-TRCC	Avalon Theater - Roof Ladders	7,000	-	7,000
162					
		Visitor and Convention Services Total	\$ 42,000	\$ -	\$ 42,000
163	Facilities	Facility Condition Index Replacements	400,000	-	400,000
164					
		Facilities Total	\$ 400,000	\$ -	\$ 400,000
165					
		Total All Projects	\$ 19,609,738	\$ 851,495	\$ 18,758,243
166					





City of Grand Junction

**Public Works
Capital**

October 13, 2014



Public Works & Utilities

TOPICS

- Pavement Condition Index
- Combined PW Investments
- Utility Enterprise Fund Map



Pavement Condition Index



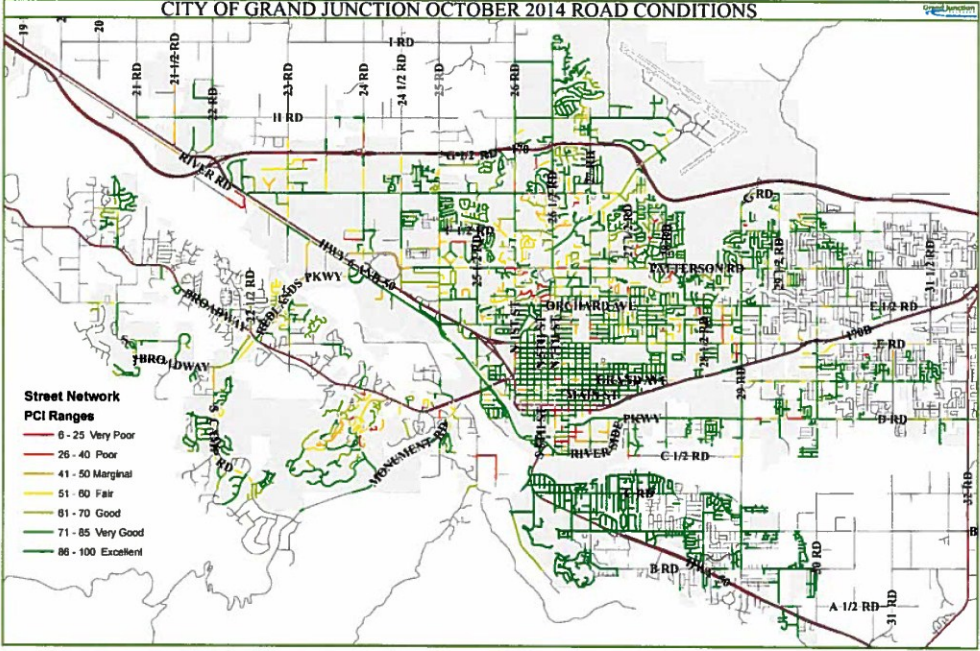
Past Presentations

- June 6 - Council Retreat
- June 30 - Council Workshop



CITY OF GRAND JUNCTION OCTOBER 2014 ROAD CONDITIONS

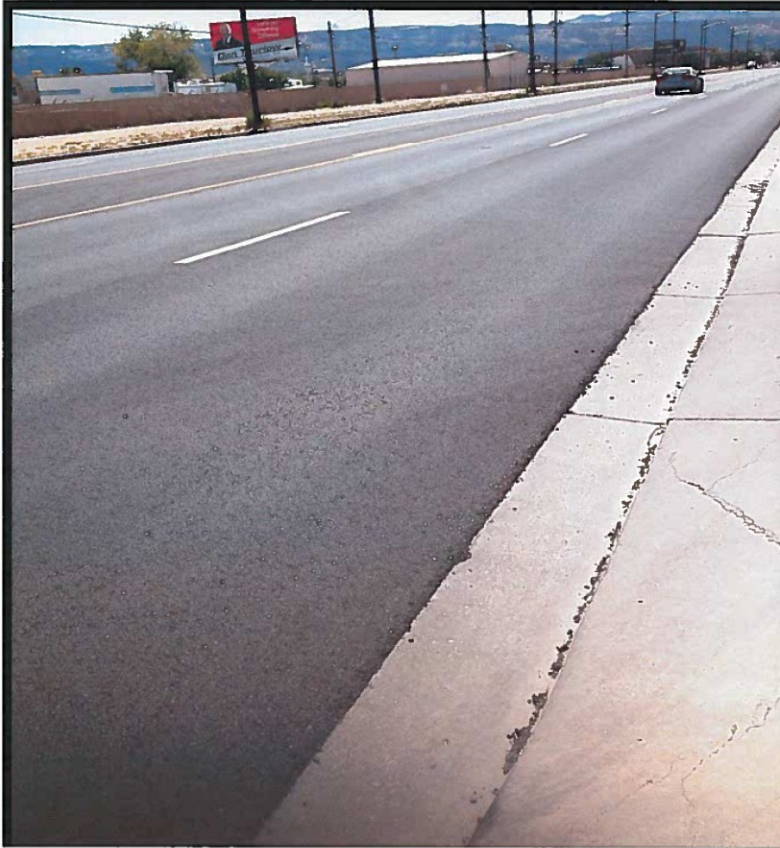
Grand Junction



Current Pavement Condition

- System Pavement Condition Index (PCI) = **69.8**

PCI	Rating	% of System
0-25	Very Poor	0.50%
26-40	Poor	2.50%
41-50	Marginal	7.00%
51-60	Fair	15%
61-70	Good	20%
71-85	Very Good	44%
86-100	Excellent	11%



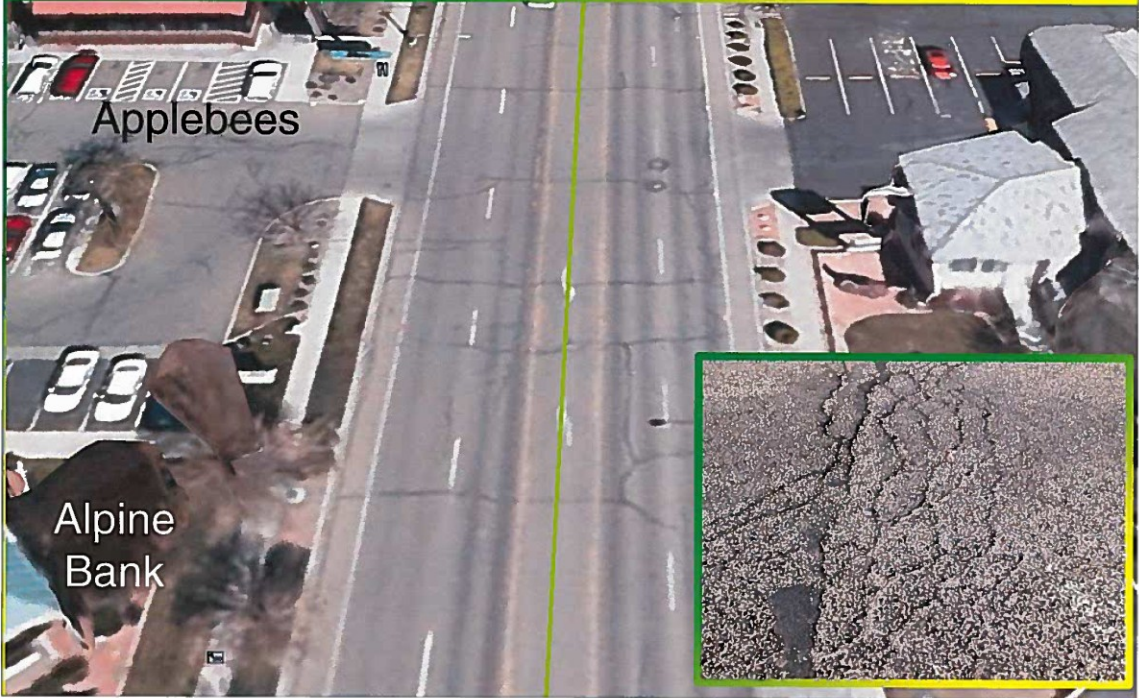
Patterson Road

PCI – 92

Horizon Drive

PCI – 63

Block Cracking at Transverse Joints

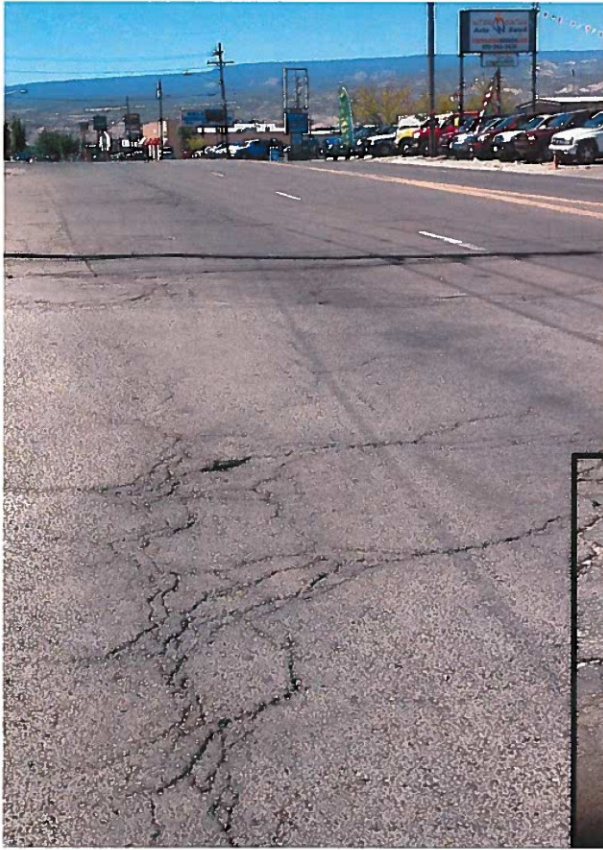




**Legends
Way**



PCI – 40
High
Severity
Depressions



1st Street
Proposed
Reconstruction

PCI - 29

High Severity
Alligator &
Edge Cracking



Primary Components of Street Maintenance



1. Crackfill - \$135,000

2. Chipseal - \$782,500



3. Overlays - \$2M (\$0.5M "B" List)

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2015 Contract Street Maintenance

Roadway	PCI	Treatment	Length (Ft)	Cost
12 th ; Midway to Patterson	58	Overlay	3250	315,000
15 th ; Patterson to Orchard	62	"	2630	183,000
27 ½ ;Horizon to Patterson	56	"	5391	501,000
Patterson; 27 ½ to 28 ½	56	"	5094	635,000
Pinyon; 5 th to 6 th	21	"		
Hillcrest; 1 st to Walnut	39	"		
Walnut: 4 th to 5 th	32	"		
Walnut Ct	48	"	5965	329,000
4 th ; Orchard to Walnut	38	"		
Bookcliff; Bookcliff Ct to Cedar	34	"		
Cedar Ct	40	"		
2015 TOTAL			22330	\$1,963,000
"B List"				
Horizon; 27 Rd to 27 ½	55	"	2548	310,000
D ½ Rd; Pkwy to 30 Rd	60	"	4006	231,000
B List TOTAL			6554	\$541,000
Updated PCI	68.9			

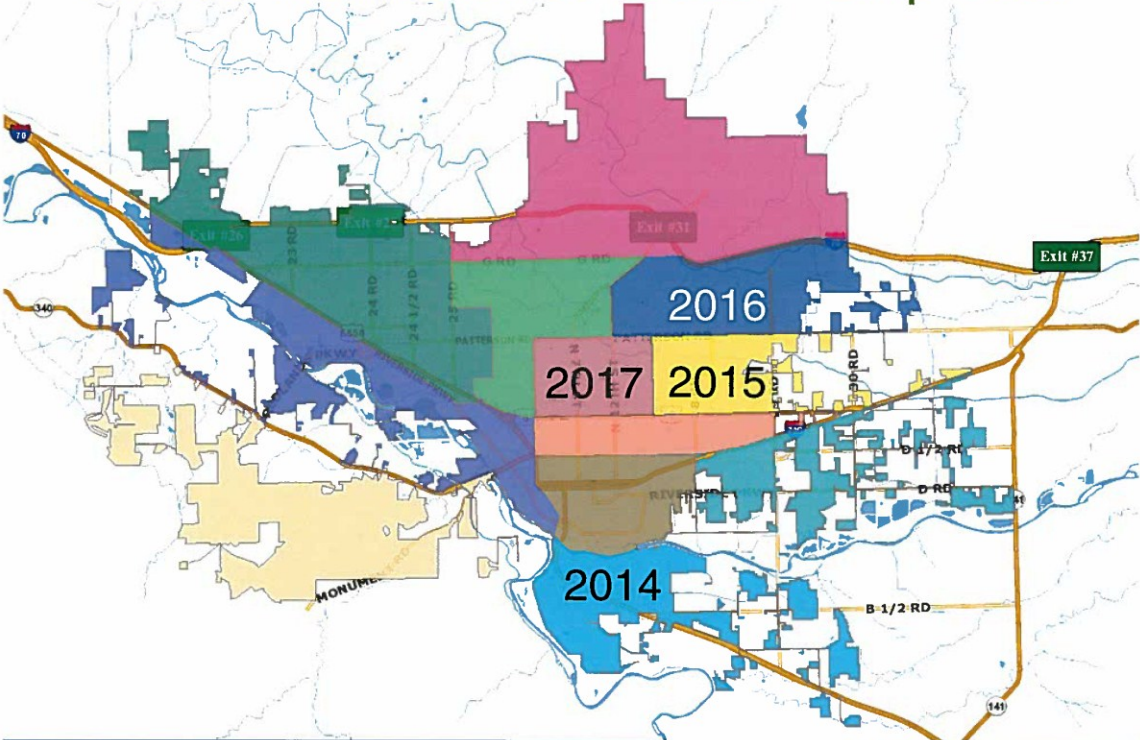
2016 Contract Street Maintenance

Roadway	Treatment	Length (Ft)	Cost
South Camp; Brdwy to Rck V	Overlay	9081	802,000
Horizon; Hillaria to 27 ½	"	4178	658,000
28 ¾ Rd; North to Orchard	"	2658	276,000
F ½ Rd; 29 Rd to 29 ½	"	2646	173,000
25 ¼ ; Patterson to G Rd	"	5614	507,000
UnawEEP; Hwy 50 to Mnt Vw	"	6932	569,000
2016 TOTAL		31109	\$2,985,000
Updated PCI – 68.4			

2017 Contract Street Maintenance

Roadway	Treatment	Length (Ft)	Cost
Redlands Pkwy; 340 to S Camp	Overlay	2302	348,000
S. Camp; Rck Valley to Rimrock	"	1006	75,000
Ridges Blvd; 340 to Mariposa	"		
Plateau Dr; Mari to EOP	"	7836	635,000
Ridge View			
7 th ; North Ave to Patterson	Reconstruct	5280	2,490,000
2017 TOTAL		16424	\$3,548,000
Updated PCI – 67.9			

Streets Maintenance Areas – Chip Seal



• For a 12 year cycle - 80 lane miles annually



Combined PW Investments



Summary

	FY2015	"B" List
Maintenance (PCI)	\$3,017,500	\$500,000
Capacity and Function (LOS)	\$1,358,000	
Special Projects	\$1,695,000	
Bridges	\$643,592	
Drainage	\$80,400	\$525,000
Traffic	<u>\$19,000</u>	<u>\$165,000</u>
TOTAL	\$6,813,492	\$1,190,000



Maintenance

	FY2015	"B" List
Contract Street Maintenance*	2,000,000	500,000
Chipseal Program*	782,500	
Crackfill Program*	135,000	
C,G & SW Replacement	50,000	
Storm Drainage	<u>50,000</u>	
TOTAL	\$3,017,500	\$500,000

* Pavement Repair and Maintenance (PCI)



Capacity and Function



	FY2015
Orchard; Normandy to 29 Rd	70,000
1st Street; North to Ouray	438,000
TCP – Local Improvements	150,000
TCP – Community Hospital	<u>700,000</u>
TOTAL	\$1,358,000

Special Projects

	FY2015
North Ave Streetscape	1,190,000
Horizon Drive Interchange	475,000
B ½ Road Overpass	<u>30,000</u>
TOTAL	\$1,695,000

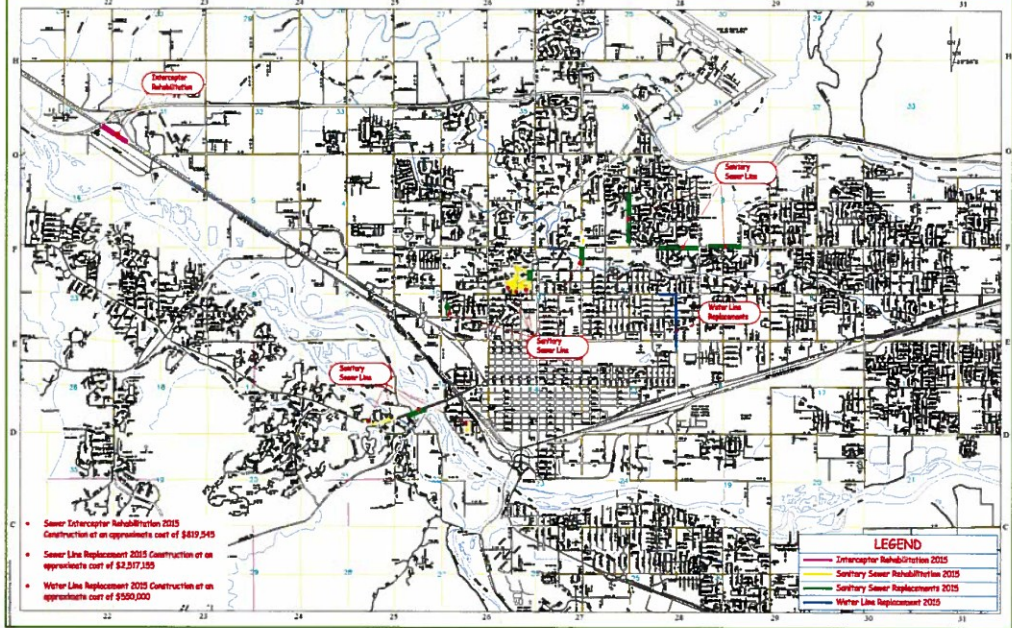


UTILITY ENTERPRISE FUND MAP



CITY OF GRAND JUNCTION 2015 WATER & SEWER CIP

Grand Junction

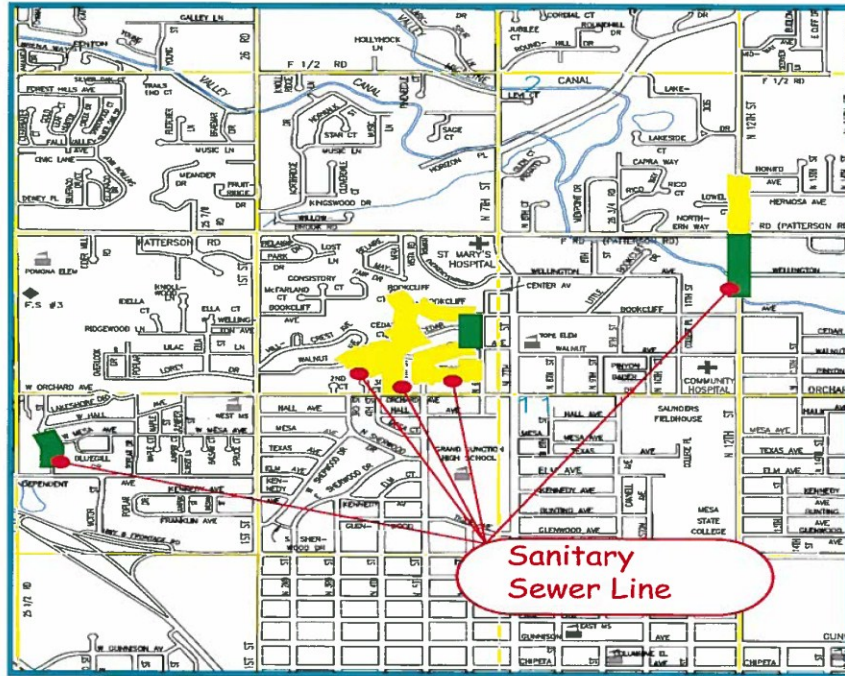


2015 – Utility Projects

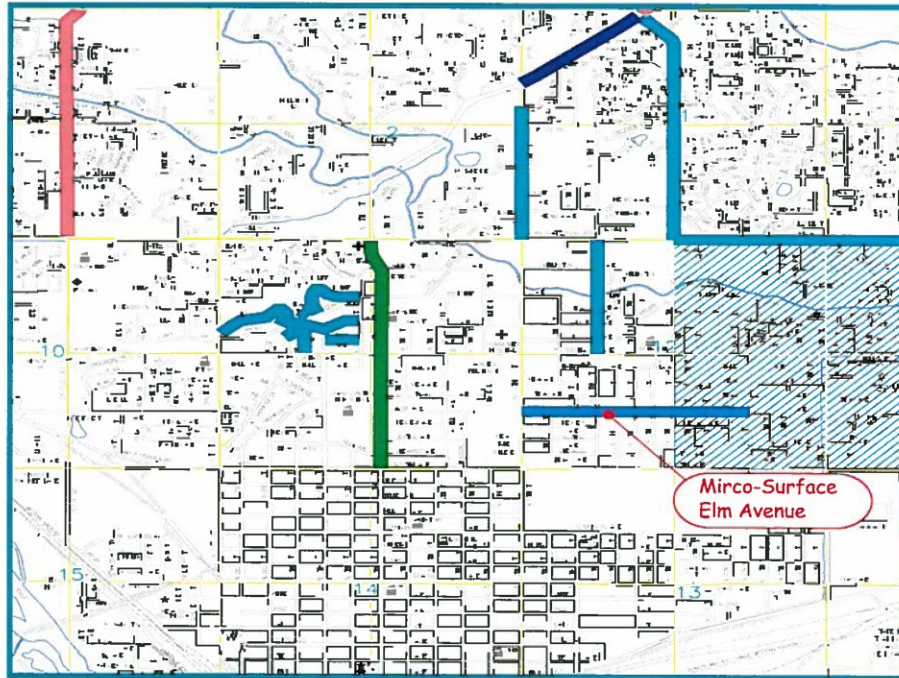
Teller to Hill	\$ 97,000
Bass St	\$ 44,000
12th St.	\$ 273,600
27.5 Road	\$ 426,250
Patterson Road	\$ 484,800
Hwy 340	\$ 161,625
Hall to Fairview	\$ 90,000
Bookcliff Area	\$ 848,700
River Road Interceptor	\$ 525,000
28 Road Water Line	\$ 553,500
TOTAL	\$ 3,504,475



Bookcliff Park Neighborhood



Paving, Utilities and Methods



Thanks



CITY OF
Grand Junction
COLORADO



City Council
2014/2015 Economic Development, Partnerships, Sponsorships, and Memberships

Item	Partner	2014 Adopted	2014 Amended	2015	2015 Notes/Description
1	Associated Governments of Northwest Colorado	\$ 8,200	\$ 8,200	\$ 8,200	
2	Chamber of Commerce	6,000	6,000	6,000	
3	Western Colorado Justice Chamber of Commerce	-	50	50	
4	Club 20	4,000	4,000	4,000	
5	National League of Cities	3,813	3,813	4,467	
6	Metropolitan Planning Organization	33,957	33,957	33,958	
7	Colorado Water Congress	6,400	6,400	6,875	
8	S-3-1 Drainage Authority	126,000	126,000	123,000	
9	Parks Improvement Advisory Board (PIAB)	14,000	14,000	14,000	
10	Colorado Municipal League	48,063	48,063	43,253	
11	Colorado Community and Utility Alliance	-	-	3,300	
	Subtotal	\$ 241,441	\$ 243,591	\$ 244,628	
12	Colorado Mesa University-Campus Expansion (10 yrs ending in 2017)	-	506,000	506,000	Approved by Council mid year to include in 2nd Supplemental
13	Colorado Mesa University-Classroom Building (10 yrs ending in 2017)	500,000	500,000	500,000	
14	Grand Valley Transit (paid quarterly)	418,885	418,885	389,886	2015/2016 Rate
15	Downtown Business Improvement District	13,466	13,466	13,466	
16	Prairie Mountain Wine House (1/2 hrs)	10,000	10,000	10,000	
17	Standing Sponsorships (Toy Run, Hoopie Gala, etc)	10,000	10,000	10,000	
18	One-Time High Rise Robotics, Cold Water Congress Sponsorship	-	-	-	
19	Housing Resources of Western Colorado	5,000	5,000	5,000	
20	Wish Listing	5,000	5,000	5,000	
21	Business Incubator	53,600	53,600	53,600	
22	Grand Junction Economic Partnership	40,000	40,000	40,000	
23	Riverfront Commission	17,131	17,131	17,131	
24	Western Slope Center for Children	30,000	30,000	30,000	
25	Western Slope Center for Children-SAME Nurse	-	-	5,000	
26	Mesa Land Trust	10,000	10,000	10,000	
27	Catholic Outreach-St Martin	-	-	99,439	Could be deferred
28	Wish's Space	40,000	40,000	-	One-time start up contribution
29	Young Entrepreneur Academy (use of contingency)	-	5,000	-	
30	US Airways Magazine-Pace Communications (use of contingency)	-	7,400	-	
31	Foreign Trade Zone (use of contingency)	-	10,000	-	
32	Commercial Catalyst Pilot Program (use of contingency)	-	50,000	50,000	
33	Economic Development Branding and Marketing Plan (use of contingency)	-	137,000	-	2014/2015 project
34	Global Petroleum (use of contingency)	-	15,000	-	
35	Mesa Land Trust-Monument Trail (2015 planning)	150,000	150,000	-	Paid for by Conservation Trust
	Subtotal	\$ 1,384,073	\$ 2,138,472	\$ 2,738,612	
	Economic Development, Partnerships, Sponsorships	\$ 1,645,513	\$ 2,382,013	\$ 2,983,240	
36	Economic Development Contingency	500,000	235,600	450,000	2000,000 net of \$100 for Commercial Catalyst Pilot Program-Could Add (Unused From 2014)
	TOTAL	\$ 2,045,513	\$ 2,617,613	\$ 3,433,240	
37	Downtown Development Authority Sales Tax Increment Transfer	489,869	489,869	489,864	Budgeted with transfers listed here for discussion
38	Mesa Land Trust-Monument Trail (2015 planning) (use of contingency)	-	-	5,000	New Request
39	Mesa Land Trust Buffer Program (use of contingency)	-	-	15,000	New Request
40	Mesa Land Trust-Farmers for Capital Projects (use of contingency)	-	-	120,000	New Request
41	Business Incubator-Technology Accelerator Program (use of contingency)	-	-	25,000	New Request
42	Greater Grand Junction Sports Commission (use of contingency)	-	15,000	-	New Request



City Council 2014/2015 Economic Development Item Descriptions

Item No. 1 Associated Governments of Northwest Colorado

AGNC is a voluntary regional association representing cities and counties in northwest Colorado including Mesa, Garfield, Rio Blanco, Moffat and Routt. We hope you visit often to read the latest updates on the future of Northwest Colorado as it relates to energy and economic development issues.
Membership Notes: 2008, 2013, 2014

Item No. 2 Chamber of Commerce

The Grand Junction Area Chamber of Commerce's mission is to represent business and promote a vision of economic growth. At the heart of the local economy and the backbone of the nation's economy, you'll find a chamber of commerce. Celebrating and promoting the diversity and uniqueness of their communities, chambers of commerce form the fabric of America.

Item No. 3 Western Colorado Latino Chamber of Commerce

The Western Colorado Latino Chamber of Commerce promotes growth through leadership, cooperation, education, civic participation, cultural awareness, and community involvement. The Latino population represents 16.7% of the U.S. population. The buying power of the Latino population worldwide is \$1 trillion and will reach \$1.5 trillion by 2015.
Membership Notes: Began 2014

Item No. 4 Club 20

CLUB 20 is a coalition of individuals, businesses, tribes and local governments in Colorado's 22 western counties. The group is organized for the purpose of speaking with a single unified voice on issues of mutual concern. Its activities include marketing and advertising, public education, promotion, meetings and events and political action. CLUB 20 is the "Voice of the Western Slope".

Item No. 5 National League of Cities

The National League of Cities (NLC) is dedicated to helping city leaders build better communities. Working in partnership with the 49 state municipal leagues, NLC serves as a resource to and an advocate for the more than 19,000 cities, villages and towns it represents.

Item No. 6 Metropolitan Planning Organization

The MPO planning mandates used for transportation planning in the urban area is loosely defined as Grand Junction, Fruita, Palisade, and the urban portions of unincorporated Mesa County.

Item No. 7 Colorado Water Congress

The Colorado Water Congress shapes beneficial actions and legislation that develop, manage, protect and conserve water. We're the sole organization in the state that presents a non-partisan, unified and fair position on water issues, and our efforts are working.

Item No. 8 5.2.1 Drainage Authority

Since 2008, the 5-2-1 Drainage Authority has provided stormwater management services and is responsible for NPDES compliance in the areas it serves within Mesa County. The 5-2-1 DA complies with NPDES and other environmental regulations and informs the public about stormwater quality and projects.

Item No. 9 Parks Improvement Advisory Board (PIAB)

As a not for profit corporation organized in 1982, this board advises the City on park improvement issues. Five members make up the board, representatives from School Dist. 51, Mesa County, Colorado Mesa University, and the City of Grand Junction. The representatives are chosen by each entity.

Item No. 10 Colorado Municipal League

The Colorado Municipal League is the leading nonpartisan resource for municipal officials in Colorado. CML is dedicated to supporting municipal leadership and development through a variety of relationships and partnerships. CML provides high quality resources and services that empower municipal governments to sustain strong, healthy, and vibrant cities and towns. CML represents Colorado cities and towns collectively through its advocacy, membership services, training, and research efforts. CML strives to continuously improve and seeks to identify additional resources, programs, and outreach efforts for its membership.

Item No. 11 Colorado Community and Utility Alliance

The Colorado Communications and Utility Alliance (CCUA) were formed as a Colorado non-profit corporation in 2012, but its members have been working together in a similar capacity since 1992. Prior to its 2012 conversion, the CCUA members were part of the Greater Metro Telecommunications Consortium (GMTC). The GMTC was a nationally recognized government entity comprised of cities and counties in Colorado who collaboratively protected the interests of their communities in all matters related to local telecommunications issues. Today the CCUA continues this work in areas such as: telecommunications law and policy, cable franchising and regulation, zoning of wireless communications facilities, broadband network deployment, public safety communications, new technology initiatives and advancements, rights-of-way management and operation of government access channels.

Membership Notes: New Membership in 2015

Item No. 12 & 13 Colorado Mesa University

Campus Expansion: Ten year commitment subject to annual authorization. \$500k/year, 2008-2017.

Prior to this \$1.5 million contributed from 2002-2006.

Classroom Building: Fifteen year commitment subject to annual authorization. \$500k/year, 2013-2027.

Item No. 14 Grand Valley Transit

Grand Valley Regional Transportation Committee (GVRTC) was formed by Intergovernmental Agreement between Mesa County, City of Grand Junction, City of Fruita, and the Town of Palisade to develop recommendations for local funding of transit services in the Grand Valley Urban Area. Funding established by annual resolution. County pays 60%, Grand Junction 35%, Fruita 3%, and Palisade 2%.

Item No. 15 Downtown Business Improvement District

In late 2005, business and property owners within the boundaries of the BID voted to impose a special assessment which would fund marketing, promotions, public relations, advertising and special events. The BID affects Downtown Grand Junction commercial property owners only and excludes residential properties. The BID is roughly within the following boundaries: the railroad tracks on the west to 8th Street on the east, and from Ouray Avenue on the north to Ute Avenue on the south.

Funding Notes: The City of Grand Junction is exempt from the assessment; therefore the contribution is in lieu of that assessment.

Item No. 16 Pro Mountain Bike Race-Epic Rides

Three-year sponsorship (began in 2013) of three day long off road endurance mountain bike event and community concert. The Visitor and Convention Bureau is also a major supporter this event partnering with DDA, GJEP, and Mesa County.

Item No. 17 & 18 Standing Sponsorships

Annual sponsorships of events such as Hospice Gala, Toy Run, One-Book Mesa County, Military Ball, Centennial Band; usually covering a rental fee of either Two Rivers or The Avalon Theatre. Also includes one-time requests that come up during the year.

Item No. 19 Housing Resources of Western Colorado (HRWC)

A private, non-profit corporation to provide affordable housing and to promote the wise a sustainable use of resources. HRWC offers education and awareness programs, opportunities for community revitalization and the provision of decent, safe, and affordable housing for those with low and moderate incomes.

Funding Notes: HRWC uses City contribution as match for other funding requests.

Item No. 20 Kids Voting

Kids Voting of Mesa County is a civics education program started in 1996 to encourage young people to become knowledgeable and engaged citizens. KVMC promotes civic involvement through: voter education, including a mock election each year; scholarship opportunities; honoring civic responsibility at our annual banquet; and a student leadership trip to the capital in Denver.

Item No. 21 Business Incubator

The Business Incubator Center supports the launch, growth, stabilization and long-term success of business enterprises in Mesa County and the surrounding region. We measure success by our ability to guide entrepreneurs through sound business decisions and our positive influence on economic growth in the region.

Funding Notes: City's funding goes towards support of annual program costs.

Item No. 22 Grand Junction Economic Partnership (GJEP)

The Grand Junction Economic Partnership is a private non-profit incorporated organization and the official economic development agency of the Grand Junction area. This partnership represents the cities of Grand Junction and Fruita, the Town of Palisade and Mesa County. Enhance the economic vitality, creating a strong and diverse economy and an improved quality of life. Create quality jobs and expand capital investment through the attraction, expansion and retention of primary business.

Funding Notes: City's funding goes towards support of operations. In 2006, 2007, and 2008 the City contributed \$60,000 per year for incentives. Currently the remaining incentive balance \$79,000.

Item No. 23 Riverfront Commission

The vision of the Riverfront Commission (RFC) views the Colorado River system as a centerpiece of the Grand Valley for ecologic, economic, cultural, and recreational values. We believe in this vision and have made it our mission to advocate for coordinated community stewardship of our river corridors.

Funding Notes: Partners include Mesa County, City of Fruita, Town of Palisade and Colorado Parks and Wildlife. City's funding pays for 45% of Riverfront Operations and 30% of coordinator contract.

Item No. 24 & 25 Western Slope Center for Children (WSCC) & SANE Coordinator

We are a Child Advocacy Center, providing services to child sexual abuse victims and their families in a supportive environment that reduces trauma and promotes dignity, justice, and healing.

Funding Notes: In 2015, WSCC is requesting the City to participate with Mesa County Sheriff's Office, Colorado Mesa University, Community Hospital, and St Mary's Hospital to fund a coordinator position for the Sex Assault Nurse Examiner (SANE) program

Item No. 26 Mesa Land Trust (MLT)

Mesa Land Trust (MLT) is a private, nonprofit organization based in Mesa County, Colorado. Through partnerships with landowners, local governments, Mesa County, The Nature Conservancy and a variety of outside funding agencies, we now hold over 200 conservation easements and have conserved over 64,000 acres of land. The protected properties contain important agricultural areas, including orchards, vineyard, cropland and grazing land, large working ranches, and many properties provide important habitat for deer, elk and the Gunnison Sage Grouse in addition to a variety of other species. The conservation easements that we hold shall continue for perpetuity, and this open space will help maintain the unique character, agriculture and history of Mesa County.

Funding Notes: Mesa County, Grand Junction, Palisade, and Fruita are supporting partners for operations and/or easement acquisition. The City's funding currently goes towards operations.

Item No. 27 Catholic Outreach St Martin Project

Previously authorized by City Council for General Fund to pay TCP, Water, and Sewer fees on behalf of the project. Could be deferred.

Item No. 28, 29, 30 One-Time 2014 Funding

Item No. 31 Foreign Trade Zone

Funding requested for professional services related to establishing a foreign trade zone.

Funding Notes: Use of 2014 contingency

Item No. 32 Commercial Catalyst Pilot Program (CCPP)

The Commercial Catalyst Pilot Program is a 50%/50% matching grant program for façade improvements to commercial properties on North Avenue. This is a pilot program and the program's effectiveness will be evaluated after each round of funding.

Funding Notes: Use of 2014 and 2015 contingency

Item No. 33 Economic Development Branding and Marketing Plan

A competitive Request for Proposal was issued and North Star Destination Marketing is the top choice. The contract with North Star will include an industry cluster analysis, current positioning and perception, competitive opportunity analysis, brand development, creation of economic development marketing plan and establishment of performance benchmarks.

Funding Notes: Use of 2014 contingency

Item No. 34 Global Petroleum

Sponsorship of the 2015 Global Petroleum Show includes exhibition space and booth and marketing materials.

Funding Notes: Use of 2014 contingency

Item No. 35 Mesa Land Trust Monument Trail 2014 Funding Only

Funding Notes: Conservation Trust Funds used for this project.

Item No. 36 Economic Development Contingency

Amount appropriated by Council so funds and spending authority are available when an economic development project arises during the year.

Funding Notes: Contingency will be established at \$500,000 at the beginning of each year. 2015 is \$450,000 due to the already authorized use of \$50,000 on the CCPP. There is potential to carryforward unused contingency from 2014.

Item No. 37 Downtown Development Authority Sales Tax Increment Transfer

Per annual resolution the City Council transfers sales tax increment funding to the DDA to be used in paying debt outstanding from capital improvement projects within the authority boundaries.

Item No. 38, 39, & 40 Mesa Land Trust-Monument Trail, Buffer Program, Capital Project Earmark

MLT requests; the City's participation in visioning, planning, and programming the Monument Trail Corridor; the City to financially participate in the easement acquisition (buffer) program in 2015; and to earmark funds for a Spring 2015 project.

Funding Notes: Mesa County may be reducing or eliminating funding to MLT in 2015. Request Attached.

Item No. 41 Business Incubator-Technology Accelerator Program

Launch of an accelerator program to provide free rent/broadband to companies accepted into the program for 6-12 months depending on business model of the startup. Based on the success of the GJMakerSpace, this is the logical next step to creating an ecosystem where technology startups can quickly launch and be successful in our community. Request Attached.

Item No. 42 Greater Grand Junction Sports Commission

The Greater Grand Junction Sports Commission is a proposed collaborative effort between Colorado Mesa Universities, local governments and other businesses and organizations which would serve to attract new and enhancing existing sporting events that positively impact the economy.



City of Grand Junction
Financial Operations – Economic Development
ATTN: Jodi Romero
250 N. Fifth Street
Grand Junction, CO 81501

October 13, 2014

Dear Jodi:

Please accept this letter as the Grand Junction Economic Partnership's (GJEP) request for funding for the upcoming year. Over the past several years the City of Grand Junction has contributed \$40,000 toward the operation of economic development programs. Once again, I respectfully request \$40,000 for the 2015 calendar year.

GJEP exists to collect, expend and leverage public and private money in support of innovative regional economic development strategies and tactics for the attraction, expansion and retention of primary business. While the GJEP board hasn't yet drafted a 2015 action plan, I anticipate funding being utilized to continue the proactive and aggressive recruiting and marketing efforts we have undertaken this year. To that end, I would like to explore the possibility of at least one prospecting trip as well as one "familiarization tour" with select and targeted site selection professionals. I would also like to continue with both print and online advertising as we have seen great reach in both forms. The GJEP Board of Directors will hold their annual retreat November 12 at which point further direction will be provided to me about priorities for the year. Of course, these priorities will be shared with the City of Grand Junction.

As you know, economic development is a team sport and absolutely critical to the ongoing success of the community we love. GJEP is proud to partner with the City of Grand Junction and our economic development partners in these efforts and we know that when we work together we can grow our local economy through the creation, retention and expansion of primary jobs throughout the county.

Should you have any questions, or require anything further at this time, please do not hesitate to contact me. Thank you for your support of economic development and your consideration of our request.

Sincerely,

A handwritten signature in black ink that reads "Kelly Flenniken". The signature is written in a cursive style.

Kelly Flenniken
Executive Director

cc: Rich Englehart, City Manger
Elizabeth Tice-Janda, Management Liaison

Conserving Lands to Promote Economic Vitality

Mesa Land Trust

Amount Requested: \$150,000 (\$30K for operations, \$120k for capital projects)

Mesa Land Trust seeks \$150,000 from the City of Grand Junction to pursue conservation work that supports the economic vitality of the area and directly aligns with the goals of the City of Grand Junction Economic Development Plan. The work of the Land Trust supports existing businesses, boasts excellent leverage thus keeping costs low, invests in public amenities and has direct impact on marketing the strengths of our community. Through a two piece allocation, \$30k for operations and \$120 for capital projects, Mesa Land Trust will help fulfill the City's economic development goals.

The \$30k component for operations will support the Land Trust's work in two distinct landscapes, the Monument Road Corridor and the Buffer Areas. The Land Trust will further the work done along the Monument Road Corridor, promoting the investment in "amenities that support Grand Junction becoming the most 'livable community west of the Rockies by 2025'" by working towards expanding community parks connected by multimodal transportation and protecting the scenic views through the corridor which serves as a gateway to our community.

With continued work in the Buffer Areas through the Community Separator Program, the Land Trust protects a land base that underpins the agricultural and tourism economy of the community which furthers the goal of investing "in marketing tourism as one component of economic development." The conservation of agricultural lands from Palisade to Clifton and Grand Junction to Fruita also enhances the city's gateways by providing visitors with scenic vistas as they enter and then proceed through the Valley. With the farmland intact and agricultural businesses thriving, visitors and residents alike may enjoy scenic drives and bike rides. They may also partake in the local agri-tourism businesses in the area that contribute greatly to our local economy. This scenic conserved farmland will allow for the municipalities to maintain their unique identities.

The \$120k capital component of the request will be used to leverage local, state, federal and private funding to conserve lands in the community. In the Monument Road landscape, the City of Grand Junction has invested trade land and cash which the Land Trust has leveraged to raise over \$2.4 million of outside funding. On average every dollar of local funding invested in the Buffer Areas has leveraged around \$4.80 of outside funding and conserved approximately \$9.30 of productive agricultural land. Through strategic partnerships, persistent pursuit of outside funding, and negotiations with landowners, the Land Trust is able to maximize every dollar invested in capital projects. The Land Trust requests that the \$120k be earmarked at this time through the budgeting process and in the spring of 2015 the Land Trust will return to the City to secure the funds for the specific projects that are most timely, best promote the Economic Development Plan and boast the best leverage.

Mesa Land Trust appreciates the opportunity to partner with the City of Grand Junction to further both land conservation in the community while promoting the City of Grand Junction's Economic Development Plan. This partnership has proven successful over the 14 years of the Buffer Program and the four years of our work along Monument Road. The investments made by Grand Junction in 2015 will continue to serve our community over time.



October 10, 2014

City of Grand Junction
Financial Operations – Economic Development
ATTN: Rich Englehart, City Manager
250 N. 5th Street
Grand Junction, CO 81503

Subject: Update and request for funding

Dear City Council Members:

Thank you for your ongoing support of the Business Incubator. With your help, we are producing real, tangible economic development; here are some highlights:

- Successfully launched the GJ MakerSpace. Since we launched earlier this year, we have 15 official members, have as many as 25 attendees at our biweekly open houses/demonstrations; we have launched 4 technology companies this year and are hosting a First Robotics Team because of the space. Revenues have increased each month and the space is well on its way to sustainability; our only challenge right now is that the space is too small and we need more equipment, which is a great problem to have. We are looking to the local manufacturers for help to acquire the needed equipment and the membership to fund additional space.
- Certified two additional staff members in Economic Gardening through the Edward Lowe Foundation to assist stage II companies (see attachment for information). The Incubator now has a national team lead and 2 additional economic gardeners for a total of 3. The Business Loan fund at BIC has historically been *the* funding source for stage II companies in Mesa County, now we have the ability to offer enhanced coaching to our clients.
- I've attached our current newsletter, which highlights our accomplishments for 2013; this year is on track to meet or exceed last year.

The Business Incubator Center is requesting that you consider continuing our existing funding at \$53,600, which will be used to support the Incubator Program and the Small Business Development Program.

The Business Incubator Center requests an additional \$29,000 to launch an accelerator program in 2015 as outlined in the attached white paper. Based on the initial success of the GJMakerSpace, this is the logical next step to creating an ecosystem where technology startups can quickly launch and be successful in our community.

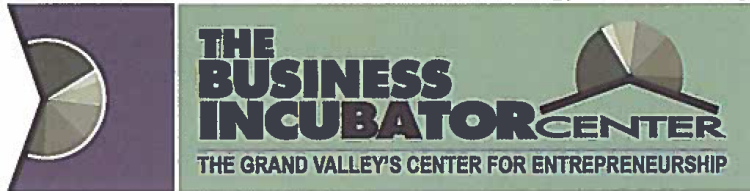
The Business Incubator Center is nationally recognized as a leader in entrepreneurial business support, having been named the top mixed use incubator in the world in 2013 by the NBIA, largely due to our number of programs which have created an ecosystem that helps entrepreneurs from cradle to grave (startup, stage II and transition). We are a world recognized best practice and a model that has been emulated by the industry and highlighted nationally by the SBA.

We look forward to working with City as we help our entrepreneurs launch, grow and find their long-term success. Thank you for the time and consideration of this request.

Sincerely,

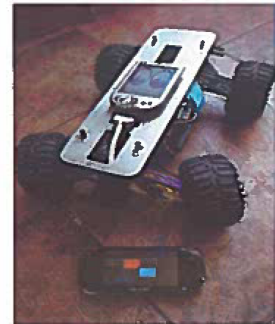

Jon Maraschin
Executive Director

**BIC
Update
August 2014**



Introducing the **GJmakerspace**

at the Business Incubator Center



Bi-Monthly open classes feature a work in progress or allow attendees to build a model and test it

The GJMakerSpace at the Business Incubator Center is up and running!

As the first step toward creating an Innovation Center, the space opened with several users in June. See GJMakerSpace.org dates and hours open and to view upcoming events.

Coming soon: The GJMakerSpace will be collaborating with the Mesa County Library on a MakerCamp, sponsored by *Make Magazine* and Google®.

1st & 2nd Quarter New Tenants at BIC:

Amaranth Communication

Frosty Freeze

Glideware

Golden Heart Senior Care of Mesa County

Mechanical Solutions

Manufacturer's Edge

Spot Bakery

Trophies On the Wall

CJ Creations

Leave It! To Larissa

Western Slope Auctions

Western Slope Healthy Vending

Business Incubator Center

Upcoming Events:

Leading Edge/Fall: Starts Aug. 19—Nov. 4

Business Over Breakfast: Sept. 11, Oct. 9

Open Coffee Club: Sept. 12, Oct. 17

Pumping & the Dream: Sept. 15

Accounts Receivable Management: Sept. 29

History:

BIC was formed in 1986, in collaboration with the Downtown Development Authority, Mesa County, Grand Junction Chamber of Commerce, City of Palisade, and local businesspersons. We occupy 60,000 square feet of a 46 acre site, with 35,000 square feet available for client companies (including manufacturing, technology, and service space).



BIC encompasses multiple programs besides client tenants, including a Colorado Small Business Development Center (SBDC), the Business Loan Fund of Mesa County (BLF), the Mesa County Enterprise Zone (MCEZ), a licensed commercial kitchen, the MakerSpace, and a Fruita satellite location.

BIC is more than 75% self-funded—almost unheard of for an Incubator. Self-funding sources include Loan Fund interest & fees, rent from client companies who lease space and/use the commercial kitchen, low-cost workshops, processing fees for Enterprise Zone tax credits, and management fees for the DOE complex.

The Business Incubator Center (BIC) is a 501(c)(3) non-profit that has more than a quarter century of proven experience generating tangible results expanding and diversifying Mesa County's economy.



Our mission, which we have enthusiastically chosen to accept, is to support the launch, growth, stabilization and long-term success of business enterprises in Mesa County. The SBDC also recently took on Rio Blanco county.

The last few years have been extremely busy, including winning NBIA Incubator of the Year (for the second time, the only Incubator which has managed that), earning the state-wide Colorado State University Friend of the Extension, mentoring the youngest (and one of the highest placing) Young Entrepreneur Academy participants, hosting the largest Leading Edge class ever (Spring 2014 with 27 individuals), opening a Fruita satellite office & a MakerSpace, implementing an Affiliate Program, and adding high-speed broadband at our main campus.

BIC is recognized as an "industry best practice" as determined by the National Business Incubator Association (NBIA). We provide tours on a regular basis to diverse entities from around the state, nation, and world, who want to emulate our program.



Recent Media Exposure for BIC: BIC tenant Hi-Five Robotics Team (local high school students) attended regional competitions, Silo Adventure Park (trampoline park) opened with help from the Revolving Loan Fund, BIC hosted PTAC (Colorado Procurement Technical Assistance) workshops, was in the Daily Sentinel "founders" spread for 1987, and kitchen tenant Jonathan Rashleigh/Craving prepared delicacies for the Edesia event in Palisade. Staff continues to appear regularly on local TV stations touting various programs at BIC.

Key Statistics:

SBDC (2013)

- CREATED OR RETAINED 232 JOBS
- 23 BUSINESS STARTS
- \$11.8M IN CAPITAL FORMATION
- 1,389 COACHING HOURS WITH 493 CLIENTS
- RANKED #1 IN THE STATE ON ROI FOR GRANT FUNDING
- 2 OF THE LAST 3 YEARS THE COLORADO COACH OF THE YEAR HAS BEEN STAFF OR VOLUNTEERS AT BIC
- 5 BUSINESS COACHES GOVERNOR'S OFFICE CERTIFIED, 1 (OF ONLY 2 IN THE STATE) CERTIFIED TEAM LEADERS IN ECONOMIC GARDENING, 1 EXPORT CERTIFIED COACH AND 15 ACTIVE VOLUNTEER COACHES



BLF (since inception of program in 1986)

- HAS LOANED OVER \$20M
- CREATED OR RETAINED 1,875 JOBS
- PROVIDED MORE THAN 400 LOANS TO LOCAL BUSINESSES
- LEVERAGED \$58M
- TOTAL ECONOMIC IMPACT IN MESA COUNTY: \$78M
- 95% SUCCESS RATIO FOR LOAN CLIENTS



MCEZ (2013)

- PROCESSED 695 PRE-AND-FINAL CERTIFICATIONS FOR \$822,696 INVESTMENT TAX CREDITS FROM CAPITAL INVESTMENT OF \$37,315,235
- CONTRIBUTION PROJECTS RECEIVED 3,305 CERTIFICATIONS OF \$2.42M IN CASH DONATIONS AND \$702,800 OF IN-KIND DONATIONS



BIC (2013)

- AVERAGED 55 ON-SITE CLIENT COMPANIES
- CLIENT COMPANIES EMPLOYED 152 INDIVIDUALS, RESULTING IN 304 JOBS CREATED IN THE COMMUNITY WITH ANNUAL REVENUES OF APPROXIMATELY \$7.5M
- PROVIDED EVENTS, INCLUDING BUSINESS OVER BREAKFAST, TENANT MIXERS, HOLIDAY OPEN HOUSE & SUMMER BBQ, SEMINARS, FOOD INDUSTRY CLASSES, TOURS OF THE CAMPUS
- OPENED A SATELLITE BIC OFFICE IN FRUITA
- MAKERSPACE INNOVATION CENTER 3-D PROTOTYPING, TO BE EXPANDED TO PRODUCTION IN OTHER MEDIAS
- 81% SUCCESS RATE OF GRADUATE COMPANIES AFTER 5 YEARS IN BUSINESS
- AFFILIATE PROGRAM INTRODUCED IN 2013 TO ALLOW FOR LESS-THAN-FULL-TIME SPACE AVAILABLE IN BOTH THE MAIN FACILITY AND OUR FRUITA SATELLITE
- FULLY LICENSED COMMERCIAL KITCHEN



The BIC Technology Accelerator Draft Concept

Presented by;

**Jon Maraschin, Executive Director
Business Incubator Center**

10/06/14

ABSTRACT

With the creation of the GJMakerSpace 3D Innovation center in 2014, it has become clear that there is a disparate technology community on the Western Slope with the desire to innovate and collaborate. The GJMakerSpace is quickly becoming ground zero for innovators to collaborate and potentially start their companies; the site is visited regularly by CMU students and professors, retirees, entrepreneurs creating prototypes, students and curious tinkerers. It has also become clear that many of the potential startups lack the capital or expertise to launch their ventures. A viable critical pathway to assist the technology startups would be to create an accelerator program at the Business Incubator which would provide free rent/broadband to companies accepted into the program for 6-12 months depending on the business model of the startup.

INTRODUCTION / BACKGROUND

The Business Incubator Center (BIC) has a long history of effectively assisting entrepreneurs start, grow and thrive in their businesses. This has been achieved by combining affordable rent, business coaching, a commercial kitchen and access to capital for qualified companies. In 2014, with the help of the City of Grand Junction, Western Colorado Community College and the Western Colorado Manufacturers' Alliance, BIC created the GJMakerSpace centered around 3D printing and micro electronics. BIC also agreed to host a DARPA robotics team and a First Robotics team in an effort to create an innovation cluster within the confines of our campus. The effort is proving to be effective with MakerSpace membership growing and the successful launch of 4 companies in the first four months of operation. It's also becoming apparent that there are two evolving opportunities within the growing innovation community:

- The MakerSpace is quickly outgrowing their current equipment and will need to acquire a laser cutter, lathe and CNC mill over the next year; it is the intent of BIC to approach the private sector of advanced manufacturers for the additional equipment, while using member fees to pay for additional space.
- The potential technology/manufacturing startups need a place to launch their endeavors and simply do not have the capital to rent space and pay for the initial operating costs of running their ventures until they achieve critical mass. Within the incubation industry, there is a segment called accelerators that actually fund the initial startup and operation of entrepreneurs and BIC has all of the relevant pieces to create a similar program to "accelerate" the startup of technology/manufacturing companies in our community.

FOSTERING INNOVATION

Accelerators are not new ideas; basically, the host provides space, capital and access to investors for a direct percent of ownership in the company (generally 4%) in a gamble that a number of the startups will be successful; the accelerator then brings in venture capitalists to fund the initial operation. A great example is the Telluride Venture Accelerator (TVA) (www.Tellurideva.com) in our back yard; BIC has assisted a number of TVA's graduates after they leave the program and need additional business support services.

Although the traditional accelerator model can work, taking equity in our clients and then requiring it to be repaid in 3-4 years at a multiple of the investment simply isn't who we are; historically, a large number of accelerator graduates have had to sell their companies to pay back their equity which creates an industry churn/attrition.

We believe that a way to accelerate technology startups in our community, as well as increase our innovation cluster and drive local economic development, would be to create a hybrid accelerator program by leveraging the strengths of BIC and offering free rent/broadband to companies that are accepted into the program for 6-12 months; we believe that companies will come from CMU students/faculty, location neutral folks in our community, makers and entrepreneurs from other communities that don't have a program remotely like this.

Why free? We want to grow the sector and put our community on the map as the technology innovation center of the Western Slope. We also want entrepreneur driven startups that will stay in our community for a long time rather than VC driven startups which will likely leave the community.

PROJECT PLAN

By combining the strengths of the Business Incubator Center (BIC), the GJMakerspace [which is supported by Western Colorado Community College (WCCC) and the Western Colorado Manufacturing Alliance (WCMA)], we believe we can create a technology/manufacturing accelerator that will be another strong pathway for business formation and job creation. The key elements of this project are:

1. *Education* – leverage the strengths of BIC, GJMakerspace, CMU/WCCC and the WCMA to support the launch, growth and long term success of technology/manufacturing startups.
2. *Innovation Space* - Phase I of the project would involve providing space and plug in availability of broadband for the startup companies. Space would cover utilities, enhanced broadband and current incubator services.

3. *Business Incubation* - Since this concept is focused on developing successful companies, it is envisioned that BIC will train entrepreneurs the basics of starting and running their own business, marketing techniques, financing options, and potentially access to capital. Much of the incubation process is already in place, and having the Accelerator housed at BIC within close proximity of the MakerSpace and robotics teams will help promote the technical abilities of these companies.
4. *Advisory/Mentoring* – in order to run an effective accelerator, it will be critical that BIC creates an enhanced advisory network in order to provide the level of technical assistance that these companies may need. This will include a “graybeard panel” as well as peer to peer networks.

TASKS / MILESTONES

Since many of the elements for this proposal are already in place within our community, the major task to get the office/technology space ready for occupancy. BIC will also need to take our broadband from 20M to 50M or even 100M in order to support and attract this type of company. It is anticipated that the space could be tenant ready within 30 days.

The key tasks to complete are:

1. Prepare space and create common areas with appropriate furniture (estimated at \$5,000)
2. Upgrade broadband speed (estimated at \$500-\$800/month)
3. Allocate space specifically for accelerator clients (estimated at \$1,600/month at inception and up to \$2,400/month at capacity)
4. Acquire proper signage

It is anticipated that BIC could launch this program without additional staffing, however, if the program proves to be successful, BIC will need to acquire staff with the appropriate skill set to optimize the program and potentially the GJMakerspace.

FUTURE PHASES

As we look at communities that are thriving and driving technology and manufacturing, they have landing pads for innovators. It is realistic to envision such a space within walking distance of downtown Grand Junction; an example would be www.tecconnect.ca which is an innovative model by our neighbors from the north.



Economic Gardening

An entrepreneur-oriented approach to economic prosperity

It used to be that natural resources, low-cost labor and tax incentives were key factors in regional prosperity. Today, however, the ability to support innovative companies and entrepreneurs has become a key driver of economic growth.

“Understanding and supporting entrepreneurship isn’t a new idea,” says Penny Lewandowski, vice president of entrepreneurship and strategic direction at the Edward Lowe Foundation, which hosts the National Center for Economic Gardening (NCEG). “The innovative piece, however, is supporting growing companies in a way that fits their unique needs. That’s where Economic

Gardening® comes in.”

Often referred to as a “grow from within” strategy, Economic Gardening programs target existing companies in a region and help them become larger.

“While we understand the role that attraction and recruiting plays in economic development, we’re looking for a balanced approach,” says Lewandowski. “Equal attention to supporting a community’s growth entrepreneurs provides that balance. Yet too often this is not the case, which is why we believe so strongly in the philosophy and tools of Economic Gardening.”

Indeed, Economic Gardening

sets itself apart from other types of economic-growth strategies by its target audience, tools and timing.

For example, traditional economic development programs offer tax incentives, workforce development services and infrastructure improvements to attract and retain large companies that may be considering relocation. At the other end of the spectrum, a variety of small-business development organizations serve startups and small businesses by providing assistance with operational and management issues (e.g., business plan review, cash flow analysis and succession planning).

In contrast, Economic Gardening

focuses on growth-oriented companies and helps them with such strategic issues as developing new markets, refining business models and accessing competitive intelligence.

Targeting second stage

When it comes to helping growth companies, some of Economic Gardening's greatest returns come from second-stage companies — those that have advanced beyond the startup phase but haven't reached maturity. They typically have 10 to 99 employees and generate about \$1 million to \$50 million in annual revenue, depending on their industry.

People often associate second-stagers with gazelles (companies with extremely high growth). Although gazelles pass through second stage, which makes it a good place to find them, they're only part of the story. Second stage also includes companies with high-growth potential and companies generating steady growth that may be less dramatic than gazelles but is still impressive. It is their ability and appetite to scale that separates second-stage growth companies from other types of small businesses.

For example, some individuals may be self-employed because they like being their own boss, but job creation isn't part of their game plan. Then there are small businesses that provide jobs in a community, but their growth is somewhat restricted by the local trading area.

Yet second-stage entrepreneurs not only are significant job creators, but often have national or global markets, which means they bring outside dollars into the community. Indeed, between 1995 and 2012, second-stage companies only represented about 11.6 percent of U.S. establishments, but they generated nearly 34 percent of jobs and about 34.5 percent of sales, according to YourEconomy.org, the Edward Lowe Foundation's online research tool.

Another hallmark: In comparison to small businesses and startups, second-



stage entrepreneurs have different needs to continue growing — needs that Economic Gardening programs are specifically designed to address.

Tools and timing

Recognizing that information is the new currency of economic development, Economic Gardening networks leverage sophisticated business intelligence tools that second-stagers either can't afford on their own or aren't aware of.

Economic Gardening research specialists typically assist in four key areas: strategic market research, geographic information systems, search engine optimization and social media marketing. For example, specialists help companies:

- Identify market trends, potential competitors and unknown resources.
- Map geographic areas for targeted marketing.
- Raise visibility in search engine results and increase website traffic.
- Track websites, blogs and online communities to better connect with customers.

In a nutshell, Economic Gardening specialists enable CEOs to identify opportunities they may not know about and point them to new tools and information to apply immediately.

Second-stage entrepreneurs also need to shift their leadership role as

the company grows, build a strong management team, create a clear vision and then communicate it consistently.

"This is where temperament tools can help," says Jessica Nelson, NCEG's general manager. Understanding temperament (personality preferences, such as extroversion and introversion or how people process information), can help entrepreneurs recruit high-performance teams that balance their own inherent strengths and weaknesses, she explains. "Leaders can also make sure employees are in positions that enable them to play to their strengths."

Economic Gardening specialists also review the core strategy of companies' business models to help them refine their sustainable competitive advantage.

"Many companies have become successful by carving a unique market niche, but then find themselves transforming into a commodity business without realizing it," Nelson says. "This is what's especially important about Economic Gardening: It teaches entrepreneurs to see their businesses clearly and think strategically."

The third defining characteristic of Economic Gardening is its speed.

Most engagements last over the course of a few weeks. During that

time, a CEO spends eight to 12 hours communicating with research specialists, who spend about 36 hours working on the company's issues.

"This is critical for second-stage firms, which already have products, services and customers in place," says Chris Gibbons, NCEG's founder who originated the concept of Economic Gardening in the late 1980s in Littleton, Colo. "They're moving fast and don't have time to get involved with programs that take months to produce results. They need just-in-time solutions."

Case in point: Missy Rogers was introduced to Economic Gardening when she participated in Louisiana Economic Development's pilot program in fall 2011. "I was very pleased and found it to be a wonderful resource once I understood how it worked," says the president of Noble Plastics, a custom injection-molding manufacturer based in Lafayette, La.

Rogers admits she was skeptical at first. "I thought it would be about some intimidating financial expert who would look at my books and tell me everything I've done wrong," she says. "Instead, it was about a team of research experts pushing me to do more of what I was doing right."

One of Rogers' challenges was further penetrating the military and defense markets. "We already had a few clients and thought we should be intensifying our efforts here," she explains. "Yet we didn't know how to go about it. The Economic Gardening team was able to give us a good overview of who the big and little players were, specific contact information and which ones I should approach first."

"The process was faster than I thought — and I got more information than I expected, which has enabled me to zero in on the best opportunities," Rogers adds. "I could have spent days trolling websites looking for contacts and not getting anywhere. The research

team had answers for me in hours."

In addition to fast answers, Economic Gardening programs are also geared to accommodate an entrepreneur's time-crunched schedule. In fact, participation in NCEG networks can be completely virtual. Communications are conducted via the phone and online through NCEG's proprietary Greenhouse Software System. CEOs don't even need to leave their offices.

Surprising payoffs

"One of the reasons Economic Gardening works is because it's flexible," observes Tammie Nemecek, director of partner development at the Florida Economic Gardening Institute at the University of Central Florida.

"Entrepreneurs don't have to be pigeonholed into a particular framework," Nemecek says. "With Economic Gardening, it's a conversation about how the entrepreneur is going to grow and giving them the resources and knowledge about how to accomplish

that. Economic Gardening celebrates every single job along the way."

For entrepreneur support organizations (ESOs), Economic Gardening has some powerful side benefits, Nemecek adds. "Entrepreneurs turn into advocates for the ESO and become a very vocal group that can drive positive change in a community.

"I can stand in front of a group of legislators all day long, and they'll smile and nod their heads. But if I show up with a group of entrepreneurs telling how Economic Gardening has impacted their companies, the legislators really pay attention."

Economic Gardening helps establish an entrepreneurial culture within communities that is critical to regional growth.

"When it comes to deciding where to put valuable resources, it pays to bet on local businesses, particularly those mid-market companies that are creating sustainable jobs and riding the curve of innovation," says Lewandowski. "Their success drives the community's growth."

The need for speed



Economic Gardening specialists function much like an outsourced team of experts. Their goal is not to dictate or implement solutions, but to help CEOs identify issues that might be hindering growth — and point them to new tools, business concepts and information to make better decisions.

"Economic Gardening is about applying just-in-time, high-end expertise rather than counseling," says Steve Quello, founder of CEO Nexus in Winter Park, Fla., and an Economic Gardening expert. "Entrepreneurs know more about their companies than anyone else. Give them a better view of the big picture, and they can make adjustments themselves."

One challenge, however, is getting up to speed with entrepreneurs. During initial meetings, considerable time is spent discussing an entrepreneur's background, company structure, goals and growth issues. Then, as Economic Gardening specialists learn more about each company, they become more efficient at delivering actionable information. It's a back-and-forth, ongoing relationship.

To gain trust and truly make a difference, Economic Gardening organizations must act like the entrepreneurs they serve. "That means being nimble and nonbureaucratic," Quello explains. "Entrepreneurs need answers in hours or days, not weeks or months."



National center helps launch programs and maintain standards through training and certification

In 2010 the Edward Lowe Foundation partnered with Chris Gibbons, who originated the concept of Economic Gardening, to create a national center.

Housed at the foundation, the National Center for Economic Gardening (NCEG), helps state and regional organizations get Economic Gardening programs off the ground quickly via its national research team. The national team includes strategy specialists and experts in market research, geographic information systems, search engine optimization and social media marketing.

"Having access to NCEG's national research team was a tremendous asset," says David Bennett, business development officer at Louisiana Economic Development, which began its Economic Gardening pilot program in July 2011.

"We launched our program just six months after learning about Economic Gardening, and there was no way we could have built our own team of research specialists," Bennett explains. "The professionalism and expertise of NCEG's team far exceeded our expectations."

NCEG also has developed a proprietary software system so host organizations, CEOs and the national research team can communicate virtually through a secure portal — which means CEOs can participate in the program without leaving their offices. The software system also handles administrative tasks, such as tracking the research team's time and participants' progress.

Another important function of NCEG is to train and certify program administrators and research specialists, points out Jessica Nelson, the center's general manager. "Certification is critical

to ensure program participants meet national standards," she says.

"Going through NCEG certification was really helpful in my understanding the big picture," says Nicole Whitehead, manager of sales operations at the Michigan Economic Development Corp., which launched its Economic Gardening pilot program in November 2011. "It gave me the background I needed to articulate our program to interested parties and be able to answer their questions."

That education is important because explaining what Economic Gardening is can be a challenge, agreed Whitehead and other program managers. Indeed, people often think they're practicing

Economic Gardening, when they're actually using traditional economic development tactics.

"This isn't about connecting entrepreneurs to other institutions," Whitehead explains. "It's not about providing them with a list of banks or trying to help with workforce development or tax credits. Economic Gardening is a very customized set of tools that drills down into a company's products, services and competitors — and delivers information that will help them with strategic growth."

To learn more about the NCEG and the Edward Lowe Foundation, call us at 800-232-5693 or visit www.edwardlowe.org.

Feedback from entrepreneurs

"Economic Gardening enables you to take the things you've put on the back burner and push them to the front. I'd been involved in a business assistance program a few years ago that turned out to be just a way for consultants to find clients. Yet this was completely different — from the quality of services to its speed. The research team picked up on what we were doing really quickly and was also fast to get back to us with answers."

— Rick Mekdessie, founder of e-Gov Systems, a developer of tax-collection software in Baton Rouge, La.

"Economic Gardening is like a shot of adrenaline for a business. There are things you know you should be doing to grow, but there simply aren't enough hours in the day to get to them. The program creates structure and deadlines — and gives you resources to research some of those strategic issues."

— Mike Fox, CEO of Ingenuity IEQ, a provider of indoor air quality solutions based in Midland, Mich.

Among the first participants in Network Kansas' Economic Gardening program, Mary Kueny was asked if she would have paid for the services that the network provided at no cost. "In a heartbeat!" says Kueny, owner of The Porch Swing, an Internet retailer with a bricks-and-mortar store in Marysville, Kan. "Every bit of information I received from the research team was very valuable."

Sales Tax Vendor Fee Analysis
\$500 Cap

Based upon 2013 sales tax filings, a \$500 cap in vendor compensation would result in \$351,550 in savings. This would impact 53 accounts (12 local). Total vendor fee in 2013 was \$1.35 million (3,215 accounts).

Impact by Local/Non-Local:

	Impact
Local	\$ 24,853
Non-Local	\$ 326,697

Impact by Sales Tax Zone:

Sales Tax Zone	Impact
Highway 6 and 50 Corridor East	\$ 106,063
Area Wide Collections	\$ 71,894
Mesa Mall District	\$ 68,042
24 Road Corridor	\$ 46,702
North Avenue Corridor	\$ 44,489
Highway 6 and 50 Corridor West	\$ 8,001
Northwest Industrial District	\$ 2,198
Outside Mesa County	\$ 1,514
Horizon Drive District	\$ 1,422
Southern Industrial and Riverside Parkway	\$ 434
Downtown District	\$ 357
Highway 50 Corridor	\$ 339
Patterson Road Corridor	\$ 95

Impact by Business Type:

Business Type	Impact
General Merchandise	\$ 154,333
Motor	\$ 57,611
Building Materials	\$ 46,554
Other- Utility	\$ 30,610
Sporting Goods, Hobby, Book and Music	\$ 26,922
Electronics	\$ 15,679
Liquor	\$ 6,160
Furniture	\$ 4,610
Grocery Store	\$ 1,912
Motor- CONSTRUCTION	\$ 1,775
Other- Fuel and Oil/Gas	\$ 1,735
Miscellaneous	\$ 1,541
Hotel	\$ 1,422
Health Care	\$ 248
Other- Aviation	\$ 220
Clothing	\$ 191
Food Service & Drinking Places	\$ 27

**Sales Tax Vendor Fee Analysis
\$200 Cap**

Based upon 2013 sales tax filings, a \$200 cap in vendor compensation would result in \$535,000 in savings. This would impact 178 accounts (57 local accounts). Total vendor fee in 2013 was \$1.35 million (3,215 accounts).

Impact by Local/Non-Local:

	Impact
Local	\$ 115,214
Non-Local	\$ 421,026

Impact by Sales Tax Zone:

Sales Tax Zone	Impact
Highway 6 and 50 Corridor East	\$ 155,116
Mesa Mall District	\$ 101,868
Area Wide Collections	\$ 92,597
24 Road Corridor	\$ 67,470
North Avenue Corridor	\$ 62,753
Highway 6 and 50 Corridor West	\$ 11,675
Northwest Industrial District	\$ 8,746
Horizon Drive District	\$ 8,480
Southern Industrial and Riverside Parkway	\$ 7,176
Outside Mesa County	\$ 5,322
Downtown District	\$ 4,541
Highway 50 Corridor	\$ 3,358
Patterson Road Corridor	\$ 2,046
Airport and Northern Industrial District	\$ 1,625
Orchard Avenue Mixed Use District	\$ 1,427
Metropolitan District	\$ 1,228
Northwest Commercial and Business Park District	\$ 336
Other	\$ 475

Impact by Business Type:

Business Type	Impact
General Merchandise	\$ 189,786
Motor	\$ 85,910
Building Materials	\$ 64,738
Other- Utility	\$ 47,713
Sporting Goods, Hobby, Book and Music	\$ 45,223
Electronics	\$ 21,921
Grocery Store	\$ 14,619
Miscellaneous	\$ 11,721
Liquor	\$ 10,844
Food Service & Drinking Places	\$ 9,191
Furniture	\$ 8,213
Motor- CONSTRUCTION	\$ 7,753
Hotel	\$ 7,114
Other- Fuel and Oil/Gas	\$ 3,757
Other- Aviation	\$ 3,605
Clothing	\$ 2,973
Health Care	\$ 679
B2B	\$ 358
Other	\$ 120