

**CITY OF THORNTON
CITY MANAGER'S OFFICE**

**A G E N D A
Planning Session**

December 13, 2011

5:45 p.m.

Training Room

- | | | |
|----|--|------|
| 1. | Business Retention and Expansion by Laith Wardi of Executive Pulse | 5:45 |
| 2. | Presentation on the Economic Development Strategic Plan | 7:15 |
| 3. | Sustainability Options: Chickens | 8:45 |

PLANNING SESSION COMMUNICATION

Meeting Date: December 13, 2011	Agenda Item: 1	Agenda Location: N/A	Work Plan #	Legal Review: N/A	<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading
Subject: Business Retention and Expansion by Laith Wardi of Executive Pulse					
Recommended by: Mike Masciola <i>MM</i>			Approved by: Jack Ethredge <i>[Signature]</i>		Ordinance previously introduced by: _____
Presenter(s): Jessica Erickson, Manager of Business Retention and Expansion					

SYNOPSIS:

Laith Wardi, President of Executive Pulse, will share with Council his insights on global trends in Business Retention and Expansion in Economic Development. Mr. Wardi's presentation is designed to help the City of Thornton maximize its retention and expansion opportunities by providing Council with data and tools they can use to support Economic Development staff in establishing a consistent, customer-centric and value-added approach to business retention and expansion to benefit the City's business constituents.

During Mr. Wardi's presentation, Jessica Erickson, Manager of Business Retention and Expansion, will be available to discuss how the ideas and principals presentend apply to the retention and expansion objectives, strategies and tactics being implemented by Thornton's Office of Economic Development as part of the overall City of Thornton economic development strategy.

RECOMMENDATION:

The presentation by Laith Wardi and Jessica Erickson is for information and discussion purposes.

BUDGET/STAFF IMPLICATIONS:

None

ALTERNATIVES:

N/A


BACKGROUND (ANALYSIS/NEXT STEPS/HISTORY):

In 2011, City Council directed the Office of Economic Development to focus its efforts on primary employer attraction, retention and expansion as well as retail development. The 2011-2012 Work Plan calls for the development of "strategies and action items for primary employer business retention and expansion." Integral to success in primary employer retention and expansion is a customer-focused, results-oriented business retention and expansion program.

Since 1996, Executive Pulse principal, Laith Wardi, has provided business retention and expansion certification training for the International Economic Development Council (IEDC). In addition to his work for IEDC, Laith regularly speaks for national, state and municipal groups on business retention and expansion.

Mr. Wardi offers unparalleled experience in all facets of business retention and expansion. With roughly 6,500 active users, including the City of Thornton Office of Economic Development, his Executive Pulse Business Intelligence System is the most widely used database system for business retention and expansion in North America. This gives Laith and his team a unique insight in supporting communities in creating reality-based, results-oriented outcomes from their business retention and expansion efforts.

PLANNING SESSION COMMUNICATION

Meeting Date: December 13, 2011	Agenda Item: 2	Agenda Location:	Work Plan # 49, 56, 62	Legal Review: N/A	<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading
Subject: Presentation on the 2012 Economic Development Strategic Plan					
Recommended by: Michael Masciola <i>MM</i>			Approved by: Jack Ethredge 		Ordinance previously introduced by: _____
Presenter(s): Michael Masciola, Economic Development Director					

SYNOPSIS:

This presentation provides an overview of Thornton's 2012 Economic Development Strategic Plan as called for in the 2011-2012 Work Plan. The strategic plan identifies seven objectives and 33 actions for Thornton to pursue in bringing employment opportunities to the City through 2012. They also include the creation of a long-term economic development strategy for 2013 and beyond.

As shown in Attachment A, Thornton's 2012 Plan is structured so the seven objectives, though some elements pursued concurrently, build upon each other. The objectives and associated actions are further defined on pages 2-4. For information purposes, the Plan is also provided in draft Council Work Plan format in Attachment B showing benchmarks for 2012. Early next year, staff will recommend Plan actions and benchmarks similar to these be adopted into Council's 2012-2013 Work Plan.

RECOMMENDATION:

Review the Thornton 2012 Economic Development Strategic Plan and provide direction on any necessary changes.

BUDGET/STAFF IMPLICATIONS:

In order to successfully implement the Plan, the Office of Economic Development will need to hire two additional positions to manage retail development, market and economic research, public relations and redevelopment objectives identified in Council's Priority Goal 1 - Urban Revitalization. Additional costs will be incurred in consulting services for various studies and technical assistance. These expenditures were approved by Council in the City's FY 2012 budget.

ALTERNATIVES:

1. Direct staff to make changes to the Thornton 2012 Economic Development Strategic Plan.
2. Accept the Thornton 2012 Economic Development Strategic Plan as presented.

BACKGROUND (ANALYSIS/NEXT STEPS/HISTORY):

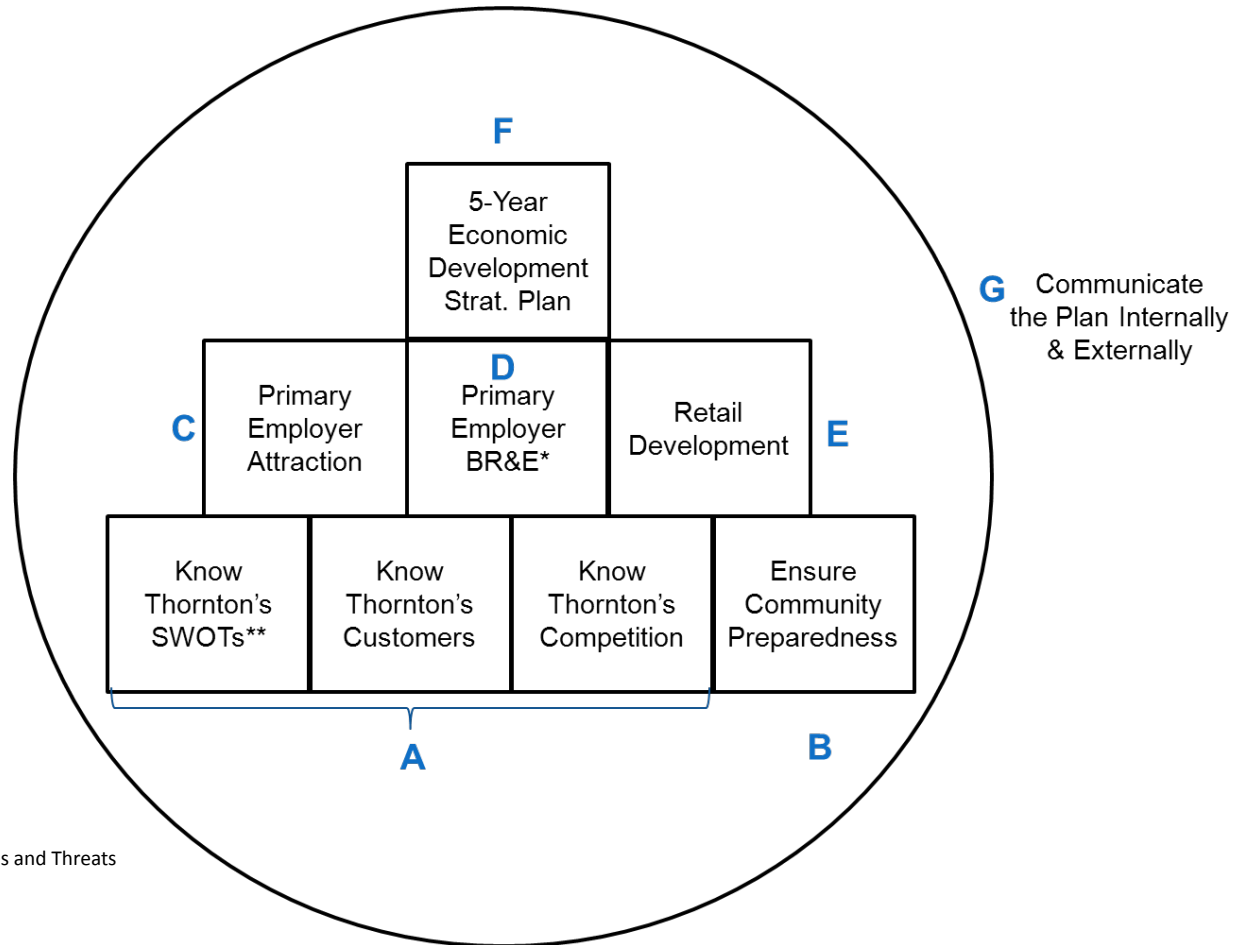
In 2009 and 2010, City Council established seven high-priority goals including Economic Development and Job Creation. In early 2011, City Council and the City Manager restructured the Office of Economic Development to specifically focus economic development on primary employment attraction, retention and expansion as well as retail development.

In early 2011, City Council approved the 2011-2012 Work Plan which provided specific objectives, actions, and benchmarks for Goal 2 - Economic Development and Job Creation. Contained within the benchmarks for Goal 2 was the establishment of an economic development strategic plan to be presented to Council by year end 2011.

Thornton 2012 Economic Development Strategic Plan

Thornton's 2012 Economic Development Strategic Plan is structured so that Objectives, though many elements pursued concurrently, build upon each other as shown in the graphic below. Objectives A and B set the Plan's foundation by developing a fact-based assessment of Thornton's competitive position and ensuring the community is prepared for employment opportunities. Building upon this foundation, Objectives C - E focus on encouraging job growth through primary employer attraction, retention and expansion as well as retail development. With these efforts in place and ongoing, Objective F creates a long-term economic development strategic plan providing a more comprehensive assessment of, and strategy for, bringing economic development opportunities to Thornton. Finally, Objective G creates a communications initiative to "get the word out" about Thornton's commitment to business growth and its economic development initiatives.

Objectives A-G - The Building Process for the Plan



*Business Retention & Expansion

** Strengths, Weaknesses, Opportunities and Threats

City Council Work Plan Goal # 2 – Economic Development and Job Creation

Objective A	Maintain thorough understanding of local, national and global economic conditions to understand Thornton’s competitive position and potential job growth opportunities
The foundation of any good economic development strategy is a clear understanding of where Thornton stands in the global market place. Thornton must have a realistic view of the community’s assets and liabilities and develop a clear picture of its customers and competition. Thornton’s efforts in achieving this will be fact-based and client-driven for effective primary employer and retail attraction, expansion and retention.	
Action 1	Develop realistic assessment of Thornton’s strengths, weaknesses, opportunities & threats
Action 2	Develop clear picture of Thornton’s competition for job growth
Action 3	Maintain intimate knowledge of Thornton’s business customer and the current market
Objective B	Ensure Thornton’s preparedness for job growth opportunities
To compete, Thornton must have the ability to quickly and seamlessly capitalize on prospects for job growth. Thornton will determine how the community can better prepare for opportunities of retaining, expanding, and attracting employers. Objectives A and B are critical steps in the economic development process. They allow Thornton to take a step back and determine its level of preparedness then develop initiatives and recommendations on where additional investments might be needed.	
Action 1	Optimize customer service efficiencies and coordination by establishing Office of Economic Development (OED) as central point of contact for business assistance
Action 2	Develop meaningful business financial and time savings assistance programs
Action 3	Maintain “off the shelf”, accurate and up-to-date Thornton and regional economic data
Action 4	Maintain comprehensive knowledge and inventory of real estate environment
Action 5	Rebuild Thornton economic development website to be data rich and available 24/7 to job growth opportunities
Action 6	Reduce risk to prospect opportunities by creating clear understanding of the importance of confidentiality

ATTACHMENT A

Objective C	Encourage job growth and investment through the attraction of primary employers
Based on the Actions conducted in Objective A, Thornton’s primary employer attraction program will identify target industries based on a realistic assessment of the City’s competitive position. Thornton’s attraction program will focus on superior customer service and outbound marketing focused on relationship sales and strategic partner referrals, as these activities traditionally represent the highest return on investment (ROI).	
Action 1	Identify target industries based on a thorough understanding of Thornton’s competitive position (Objective A)
Action 2	Enlist existing industry to ensure attraction efforts are private sector based and market responsive
Action 3	Develop outbound marketing campaign with a focus on targeted industries
Action 4	Increase leads from higher ROI sources including companies, site selection consultants and the real estate community
Action 5	Leverage Business Retention & Expansion Program for potential new attraction prospect leads
Action 6	Ensure superior prospect support and customized community visits to enhance deal closing opportunities
Action 7	Provide full continuum of business services for successful companies who locate in Thornton
Objective D	
Encourage job growth and investment through the retention & expansion of primary employers	
Thornton’s local industry effort will include a service-oriented Business Retention & Expansion (BR&E) Program that delivers value to its existing primary employers by quickly connecting them to needed resources and removing barriers to growth and expansion within the City.	
Action 1	Create broad awareness of BR&E value-added services and brand OED as the “Go To” organization for existing primary employer assistance
Action 2	Expand BR&E program outreach to all existing primary employers
Action 3	In response to business needs, execute a customer-focused approach to problem resolution and service delivery
Action 4	Enlist existing industry to ensure retention and expansion strategy is private sector based and market responsive
Action 5	Increase primary employer interaction and business-to-business opportunities
Action 6	Increase recognition of existing primary employers
Action 7	Actively collaborate with other regional partners to resolve regional issues that impact the success of businesses

ATTACHMENT A

Objective E	Encourage job growth and investment through the attraction and retention of retail development
Through the Retail Development Program, Thornton will identify key retail genres (e.g. grocery, electronics, and home improvement) and nodes (sites or areas) for retail development. Upon identification of the key retail genres and nodes, a strategic plan shall be developed to capture Thornton retail opportunities.	
Action 1	Assess retailers genres (i.e. grocery, electronics, home improvement) and sales tax generation
Action 2	Assess City retail nodes for retail development
Action 3	Develop and carry out a comprehensive retail recruitment strategy
Action 4	Encourage retail development and redevelopment through the Thornton Development Authority and urban renewal areas
Action 5	Be responsive and proactive to the changing needs of small businesses while prioritizing these requests and level of service based on the department's areas of focus
Objective F	Develop long-term economic plan to position Thornton for future economic development opportunities
Objectives A-E provide background and initiatives for a variety of economic development projects through 2012. From this base, Thornton will seek to continue this Plan's efforts into 2013. By doing so, Thornton will further target specific industry areas and business environment improvement projects through a longer-term strategic plan.	
Action 1	Incorporate 2012 Economic Development Strategic Plan and ongoing initiatives into Council's 2012-2013 Work Plan
Action 2	Create a 5-Year Economic Development Plan providing a more comprehensive assessment of, and strategies for, bringing economic development opportunities to Thornton
Objective G	Regularly communicate Thornton's commitment to business growth and its economic development activities
A key component to Thornton's economic development success will be communication of the City and other services, resources and successes to internal and external economic development partners, City Council, the community and other stakeholders. OED will work closely with Thornton's communications department to "get the word out" about what is happening in Thornton as well as key trends influencing economic development.	
Action 1	For the business community, communicate Thornton's commitment to business growth and brand Thornton as the "Go To" organization for business assistance and information
Action 2	For internal and external economic development partners, communicate Thornton's Economic Development Plan to maintain continued buy-in to economic development initiatives

ATTACHMENT B - DRAFT COUNCIL 2012-2013 WORK PLAN LANGUAGE

GOAL	OBJECTIVE	ACTION	2011-2012 BENCHMARK	DEPARTMENT	YR	PRIMARY COST		
Economic Development and Job Creation	A. Maintain thorough understanding of local, national and global economic conditions to understand Thornton's competitive position and potential job growth opportunities	1. Develop realistic assessment of Thornton's strengths, weaknesses, opportunities & threats	a. Combine regional industry cluster analysis, regional workforce analysis and regional supply chain analysis that will identify which industries are poised for growth in the North Metro Area.	Economic Development	2012	Staff Time		
			b. Engage existing employers on key findings from analyses to solicit feedback on findings.	Economic Development	2012	Staff Time		
		2. Develop clear picture of Thornton's competition for job growth	a. Combine competing communities analysis with local business climate analysis, which will assess the ability of Thornton to compete for job growth opportunities.	Economic Development	2012	Staff Time + \$2,000 (Consultant)		
			b. Develop regular schedule for reviewing national economic development best practices to keep pace with competing markets	Economic Development	Ongoing	Staff Time		
		3. Maintain knowledge of Thornton's business customer and the current market	a. Conduct outreach to at least 40 primary employment prospects and national relocation experts to gain knowledge of customer needs and market trends.	Economic Development	Ongoing	Staff Time		
			b. Develop regular schedule for reviewing industry literature and develop database on national and international trends impacting job growth.	Economic Development	Ongoing	Staff Time		
		Economic Development and Job Creation	B. Ensure Thornton's preparedness for job growth opportunities	1. Optimize customer service efficiencies and coordination by establishing Office of Economic Development (OED) as central point of contact for business assistance	a. Develop regular schedule for outreach to internal and external partners to communicate department services and resources.	Economic Development	Ongoing	Staff Time
				2. Develop meaningful business financial and time savings assistance programs	a. Develop time savings incentives to assist in primary employers attraction, expansion and retention and retail development	Economic Development	2012	Staff Time
					b. Develop financial incentives to assist in primary employers attraction, expansion and retention and retail development.	Economic Development	2012	Staff Time
					c. Present recommendations to Council	Economic Development	2012	Staff Time
d. Serve on the board of EDCC to ensure the City has a voice in statewide economic development legislation and policy making	Economic Development				2012	Staff Time		

GOAL	OBJECTIVE	ACTION	2011-2012 BENCHMARK	DEPARTMENT	YR	PRIMARY COST	
Economic Development and Job Creation		3. Maintain "off the shelf", accurate and up-to-date Thornton and regional economic data	a. Maintain community and market data no more than 2 years old and ensure that data is accessible to all prospects and regional partners.	Economic Development	2012		
		4. Maintain comprehensive knowledge and inventory of real estate environment	a. Maintain Thornton's database of all available commercial properties to present as options to prospects.	Economic Development	2012	Staff Time	
			b. Identify key national developers for partnership on developing Thornton sites.	Economic Development	2012	Staff Time	
			c. Maintain Thornton database of all relevant members of real estate community for prospect site solicitation and other communications.	Economic Development	2012	Staff Time	
		5. Rebuild Thornton economic development website for 24/7 access to Thornton's job growth opportunities	a. Seed site with data for all targeted audiences to highlight industries where Thornton has a strategic advantage.	Economic Development	2012	Staff Time	
			b. Maintain community and market data no more than 2 years old and ensure that data is accessible to prospects and regional partners.	Economic Development	2012	Staff Time	
			c. Increase website visits by 100%	Economic Development	2012	Staff Time	
		6. Reduce risk to prospect opportunities by creating clear understanding of the importance of confidentiality	a. Annually brief key city departments and strategic partners on the necessity of confidentiality when dealing with sensitive prospect information.	Economic Development	2012	Staff Time	
			b. Create City confidentiality pledge to demonstrate the City and strategic partner commitment to its business client.	Economic Development	2012	Staff Time	
		C. Encourage Thornton job growth and investment through the attraction of primary employers.	1. Develop target industries based on a thorough understanding of Thornton's competitive position (Objective A)	a. Based on findings of Objective A, identify targeted industries where Thornton has a strategic advantage.	Economic Development	2012	Staff Time
				b. Build fact-based business case for attraction around targeted industries	Economic Development	2012	Staff Time
			2. Develop outbound marketing campaign with a focus on targeted industries	a. Create specific messaging for key audiences to promote competitive advantages.	Economic Development	2012	Staff Time
	b. Develop marketing deployment plan and schedule with effective marketing mix and channels to highlight Thornton's strategic advantages.			Economic Development	2012	Staff Time	
	d. Utilize existing industry to ensure attraction strategy remains private sector based and market responsive.			Economic Development	2012	Staff Time	

GOAL	OBJECTIVE	ACTION	2011-2012 BENCHMARK	DEPARTMENT	YR	PRIMARY COST	
Economic Development and Job Creation			b. Seek to increase primary employer leads by 20%.	Economic Development	2012	Staff Time	
		3. Increase leads from higher ROI sources including companies, site selection consultants and the real estate community	a. Diversify lead source portfolio so at least 50% of all leads come from companies, site selection consultants and real estate community.	Economic Development	Ongoing	Staff Time	
		4. Ensure superior prospect support and customized community visits to enhance deal closing opportunities	a. Hold bi-annual meetings with Community Closing Team with expertise relevant in today's dynamic economy on prospect activity and trends to strengthen partnerships and buy-in	Economic Development	2012	Staff Time	
			a. Focus on securing prospect site visits to better promote Thornton to companies.	Economic Development	Ongoing	Staff Time	
			c. Measure OED's business assistance services by surveying annually all prospects that visit as well as Thornton's regional ED partners with a goal of 80% responding "very satisfied".	Economic Development	Ongoing	Staff Time	
		5. Provide full continuum of service for successful companies who locate in Thornton	a. Take a leadership role with new companies in their PR efforts to help promote new and expanding business activity on the local level.	Economic Development	Ongoing	Staff Time	
			b. Assist with workforce hiring where needed.	Economic Development	Ongoing	Staff Time	
			c. Finalize and secure local, state and federal incentives to assist in company recruitment.	Economic Development	Ongoing	Staff Time	
			d. Assist in the transition of all newly relocated primary employers to maximize new job and investment	Economic Development	Ongoing	Staff Time	
			1. Create broad awareness of BR&E value-added services and brand OED as the "Go To" organization for existing primary employer assistance	a. Develop marketing deployment plan and schedule with effective marketing mix and channels to communicate BR&E programs and services locally	Economic Development	2012	Staff Time
				b. Partner with other City departments to advertise value added services such as City Development and Sales Tax Division	Economic Development	2012	Staff Time
			2. Expand BR&E program outreach to all existing primary employers.	a. Contact/Visit all Thornton primary employers in order to learn about their needs, concerns & plans.	Economic Development	2012	Staff Time
			D. Encourage Thornton job growth and stability and investment through the retention & expansion of primary employers.				

GOAL	OBJECTIVE	ACTION	2011-2012 BENCHMARK	DEPARTMENT	YR	PRIMARY COST
			b. Systematically track and report overall findings of business issues/trends to City management and the City Council to impact program, policy and service changes that will benefit Thornton businesses.	Economic Development	2012	Staff Time
		3. In response to business needs, execute a customer-focused approach to problem resolution and service delivery	a. Maintain referral system and network that tracks referrals to resource partners to maintain a knowledge base of existing industry needs, and provide feedback on partner programs and services.	Economic Development	2012	Staff Time
			b. Measure program success annually by 100% same day referrals, referral response within 48 hours and 80% or better resolution rate.	Economic Development	2012	Staff Time
		4. Enlist existing industry to ensure the City's long-term retention and expansion strategy is private sector based and market responsive	a. Establish objectives of and schedule for Economic Opportunity Taskforce to discuss key issues of primary employers in Thornton to ensure ED plan remains market based	Economic Development	2012	Staff Time
			b. Have Taskforce meet with Council annually to provide market-based information for business friendly policy making.	Economic Development	2012	Staff Time
		5. Increase primary employer interaction and business-to-business opportunities	a. Develop company database that captures employer product capabilities and corporate services.	Economic Development	2012	Staff Time
			b. Develop and host interaction/networking events and activities around existing industry needs to provide added value and aid in retention efforts.	Economic Development	2012	Staff Time
		6. Increase recognition of existing industry	a. Host annual Business Expo/Appreciation Event to promote achievements by Thornton businesses.	Economic Development	2012	Staff Time + ????
			b. Publicize existing industry successes through City newsletters, website and regional media	Economic Development	2012	Staff Time
			c. Promote existing companies for the CO Companies to Watch program.	Economic Development	2012	Staff Time

GOAL	OBJECTIVE	ACTION	2011-2012 BENCHMARK	DEPARTMENT	YR	PRIMARY COST	
Economic Development and Job Creation		7. Actively collaborate with other regional partners to resolve regional issues that impact the success of businesses	a. Continue to lead and meet quarterly with Regional Business Retention Team with a focus on collaboration amongst North Metro Denver region communities to make best use of regional resources in serving Thornton businesses.	Economic Development	2012	Staff Time	
			b. Hold annual Regional Business Resource event	Economic Development	2012	Staff Time	
	E. Encourage Thornton job growth and investment through the attraction and retention of retail development.		1. Assess retailers genres (i.e. grocery, electronics, home improvement) and sales tax generation	a. Present findings to Council	Economic Development	2012	Staff Time
			2. Assess retail nodes for retail development	a. Present findings to Council	Economic Development	2012	Staff Time
			3. Develop and carry out a comprehensive retail recruitment strategy	a. Establish & inventory key audiences that are critical to retail development	Economic Development	2012	Staff Time
				b. Create specific messaging for target audiences	Economic Development	2012	Staff Time
				c. Develop marketing deployment plan with effective marketing mix and channels to communicate Thornton's strategic advantages	Economic Development	2012	Staff Time
			4. Encourage retail development and redevelopment through the Thornton Development Authority and urban renewal areas	a. Create South URA to serve as a tool for retail redevelopment	Economic Development	2012	Staff Time = ???
				b. Manage North URA for retail development in North Washington Sub Area	Economic Development	Ongoing	Staff Time
				c. Market TDA Properties to potential tenants	Economic Development	Ongoing	Staff Time
				Seek to establish additional URA districts where appropriate.	Economic Development		
			5. Be responsive and proactive to the changing needs of small businesses while prioritizing these requests and level of service based on the departments areas of focus	a. Continue Business Concierge Service to quickly connect all businesses with both internal and external resources	Economic Development	2012	Staff Time
				b. Manage Thornton Business Advisory Commission for input on small business issues	Economic Development	Ongoing	Staff Time
			Economic Development and Job Creation	F. Develop Long-Term Economic Strategy Map for the Future Economic Viability of Thornton	Create 5-Year Economic Development Strategy/"Road Map"	a. Incorporate 2012 Strategic Plan into Council's 2012-2013 Work Plan	
b. Draft request for proposal (RFP) and hire consultants.	Economic Development	2012				Staff Time + \$80,000 (Consultant)	
c. Develop strategies for long-term job opportunities in Thornton	Economic Development	2012				Staff Time	

GOAL	OBJECTIVE	ACTION	2011-2012 BENCHMARK	DEPARTMENT	YR	PRIMARY COST
Economic Development and Job Creation	G. Regularly communicate Thornton's commitment to business growth & its economic development activities	1. Brand Thornton as the "Go To" organization for business assistance through effective and high-value information distribution	d. Prepare draft plan for long-term job opportunities in Thornton	Economic Development	2012	Staff Time
			e. Formal action by City Council	Economic Development	2012	Staff Time
			a. Maintain relationships with key audiences that are critical to business growth in Thornton	Economic Development	2012	Staff Time
			b. Finalize specific messaging for target audiences centered around Thornton's commitment to business growth	Economic Development	2012	Staff Time
			c. Enhance communication/PR deployment plan with effective marketing mix and channels	Economic Development	2012	Staff Time



Thornton 2012 Economic Development Strategic Plan

December 13, 2011

Mike Masciola, Director of Economic Development

Council Economic Development Policies

City Comprehensive Plan

- Strategy 2 – Attract Quality Jobs (Office & Industrial)
- Strategy 3 – Preserve & Enhance Retail Sales Base

Council Priority

- Economic Development & Job Creation
 - “...best mix of industries and companies to provide jobs and services for residents”

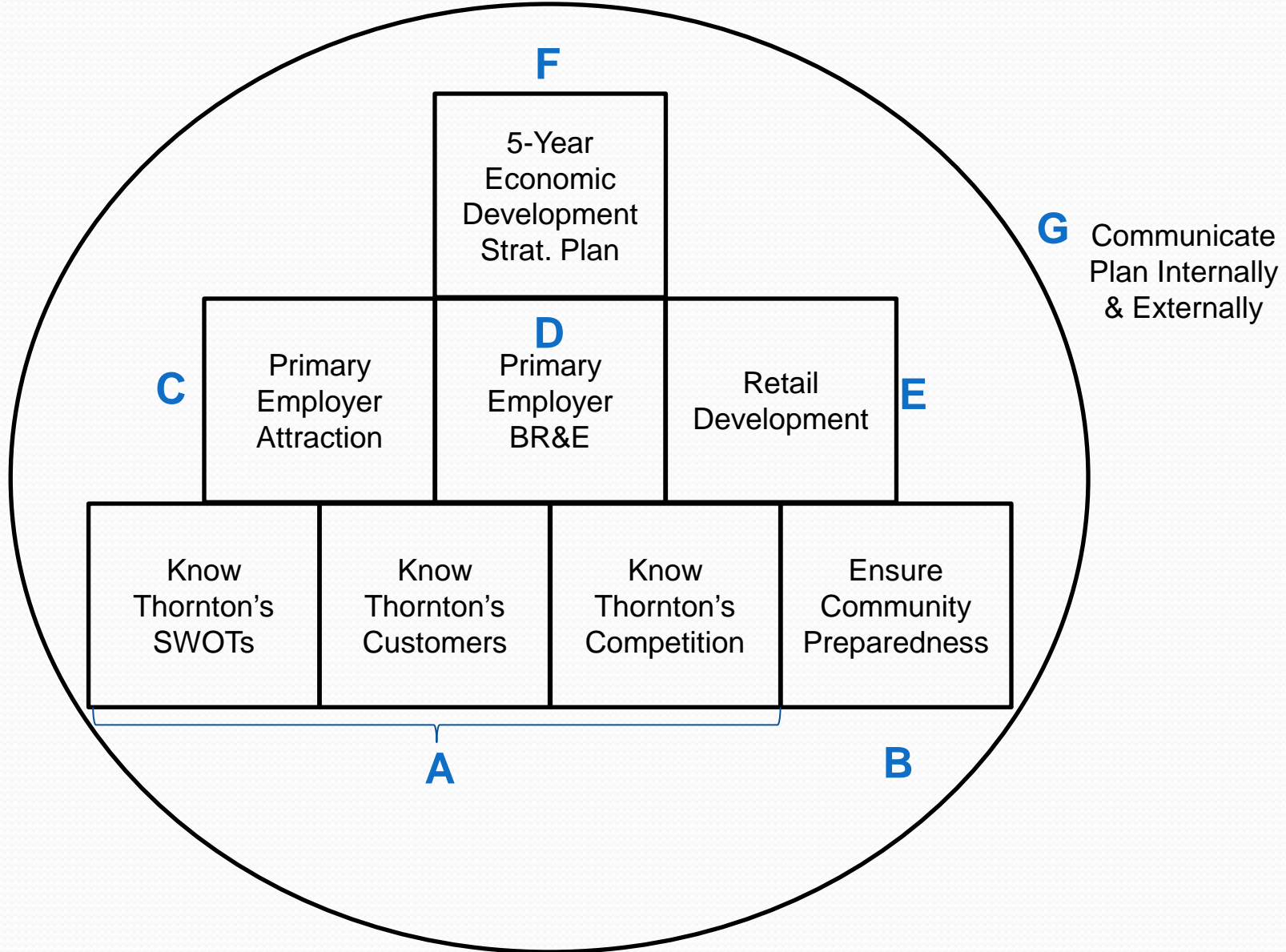
Council 2011-2012 Work Plan

- **Priority Goal #2 - Economic Development & Job Creation**
 - Objectives and Actions focused on attraction, retention and expansion of primary employment & retail development
 - 2011 Benchmark – Creation of Thornton Economic Development Strategic Plan

Strategic Plan Overview

- 7 Objectives (A-G) Which Build Upon Each Other
- 32 Actions
 - Several Currently Underway as Part of 2011-2012 Work Plan
 - All Planned to be Established/Completed in 2012
 - Many will be Ongoing
- Includes Creation of Longer Term 5-Year Strategic Plan
- Attachment B – Document in Draft Council Work Plan Format for Consideration in 2012

Objectives A-G - The Building Process for Strategic Plan



Objective A – Maintain Thorough Understanding of Competitive Position & Job Growth Opportunities

Action 1 - Develop realistic assessment of Thornton's strengths, weaknesses, opportunities & threats

Action 2 - Develop and maintain clear picture of Thornton's competition for job growth

Action 3 - Maintain intimate knowledge of Thornton's business customer and the current market

Objective B - Ensure Thornton's Preparedness for Job Growth Opportunities

Action 1 - Establish Office of Economic Development (OED) as central point of contact for business assistance

Action 2 - Develop meaningful business financial and time savings assistance programs

Action 3 - Maintain "off the shelf", accurate and up-to-date Thornton and regional economic data

Objective B -Ensure Thornton's Preparedness for Job Growth Opportunities

Action 4 - Maintain comprehensive knowledge and inventory of real estate environment

Action 5 - Rebuild economic development website

Action 6 - Reduce risk to prospect opportunities by creating clear understanding of the importance of confidentiality

Objective C -Encourage Job Growth Through Primary Employer Attraction

Action 1 - Identify target industries based on a thorough understanding of Thornton's competitive position (Objective A)

Action 2 - Enlist existing industry to ensure efforts are private sector based and market responsive

Action 3 - Develop outbound marketing with focus on target industries

Objective C - Encourage Job Growth Through Primary Employer Attraction

Action 4 - Increase leads from higher ROI sources including companies, site selection consultants and real estate community

Action 5 - Leverage Business Retention & Expansion Program for potential new prospect leads

Action 6 - Ensure superior prospect support and customized community visits to enhance deal closing opportunities

Action 7 - Provide full continuum of business services for successful companies who locate in Thornton



Objective D - Encourage Job Growth Through Primary Employer Retention & Expansion (BR&E)

Action 1 - Create broad awareness of BR&E value-added services and brand Thornton as the “Go To” organization

Action 2 - Expand outreach to all existing primary employers

Action 3 - In response to business needs, execute a customer-focused approach to problem resolution and service delivery

Objective D - Encourage Job Growth Through Primary Employer Retention & Expansion (BR&E)

Action 4 - Enlist existing industry to ensure efforts are private sector based and market responsive

Action 5 - Increase interaction and business-to-business opportunities

Action 6 - Increase recognition of existing primary employers

Action 7 - Collaborate with regional partners to resolve regional issues impacting businesses

Objective E - Encourage Job Growth Through Attraction and Retention of Retail Development

Action 1 - Assess retail genres (i.e. grocery, electronics, home improvement) and sales tax generation

Action 2 - Assess city retail nodes for retail development

Action 3 - Develop and carry out a comprehensive retail recruitment strategy

Objective E -Encourage Job Growth Through Attraction and Retention of Retail Development

Action 4 - Utilize Thornton Development Authority and urban renewal for retail development

Action 5 - Be responsive and proactive to the changing needs of small businesses while prioritizing these requests and level of service based on the department's areas of focus



Objective F - Develop Long-Term Economic Plan for Future Economic Development Opportunities

Action 1 - Incorporate Plan initiatives into Council's 2012-2013 Work Plan



Action 2 - Create a 5-Year Economic Development Plan for long-term initiatives to bring economic development opportunities

Objective G - Regularly Communicate Thornton's Commitment to Business Growth

Action 1 - To business community, communicate Thornton's commitment to business growth and brand Thornton as the "Go To" organization

Action 2 - To internal and external stakeholders, communicate Thornton's Economic Development Plan to maintain continued buy-in

PLANNING SESSION COMMUNICATION

Meeting Date: December 13, 2011	Agenda Item: 3	Agenda Location: N/A	Work Plan # 137	Legal Review: N/A	<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading
Subject: Sustainability Option: Chickens					
Recommended by: Jeff Coder 			Approved by: Jack Ethredge 		Ordinance previously introduced by: _____
Presenter(s): Jeff Coder, Deputy City Manager of City Development Robin Brown, Code Compliance Supervisor Greg Reeves, Police Commander					

SYNOPSIS:

The 2011-2012 Council Work Plan calls for consideration of City Code amendments regarding sustainability-related items, including backyard chickens. Based on direction previously provided by Council, staff has completed additional research and prepared ordinance amendments pertaining to backyard chickens.

RECOMMENDATION:

Staff recommends Council consider an ordinance at a future public hearing that allows backyard chickens and incorporates reasonable allowances and sufficient requirements to adequately manage potential concerns. Other cities have adopted allowances for backyard chickens and report minimal concerns or impacts.

BUDGET/STAFF IMPLICATIONS:

Approval of an ordinance allowing backyard chickens could lead to increased Animal Control calls for service. The annual budgetary impact is estimated at \$1,250 based on an estimate of ten chickens per year, held for five days each at Old McDonald Barnyard Rescues in Longmont, plus the salary costs and the cost of transportation to the holding facility.

ALTERNATIVES:

1. Direct staff to prepare the ordinance as drafted for Council consideration at a future public hearing.
2. Direct staff to prepare the ordinance with changes specified by Council for consideration at a future public hearing.
3. Continue to prohibit backyard chickens and take no further action on this item.

BACKGROUND (ANALYSIS/NEXT STEPS/HISTORY): (includes previous City Council action)

Local food sources are important aspects of the overall community-based food system, which helps to ensure the long-term health and resilience of communities. Chickens consume some garden scraps and provide eggs, meat and manure for fertilization. Several Front Range communities permit chickens in residential areas, including Arvada, Boulder, Denver, Fort Collins, Lafayette and Longmont.

Thornton has historically prohibited the keeping of chickens in other than the agricultural and residential estate zoning districts.

Council discussed this item at a Planning Session on October 18, 2011. Council directed staff to prepare an ordinance and bring this item back for further discussion and final direction after the November 2011 municipal election.

The Adams County Animal Shelter has indicated that they will not provide for the housing of stray, impounded or abandoned chickens due to lack of proper facilities or staffing. Under Colorado law, the City of Thornton is required to impound all “animals” for a minimum period of five days, at which time they become the property of the City or authorized Shelter. In the opinion of Eva McMickle, the Shelter manager, the cost of building and staffing the necessary coop and associated facilities is not feasible due to the anticipated small number of chickens that would need to be housed during a year.

Staff identified two alternative housing locations for stray, impounded or abandoned chickens, one in Fort Collins and one on the north side of Longmont. Both meet the State requirements for licensing and hold times. Estimated costs are included in the chart below. In addition to chickens, the facility in Longmont will also provide shelter for horses, donkeys, pigs, goats, llamas, cows, ducks and rabbits. The facility would be an acceptable shelter location should Animal Control Officers need to house these animals in the future.

	Cost to House Chickens (per day)	Distance Round Trip (miles)	Est. Time Round Trip (hours)	Avg. Animal Control Salary Cost / Trip	Est. Vehicle Cost / Trip	Estimated Total Cost / Trip
<i>Larimer Humane Society</i> 5137 S. College Ave. Ft. Collins	\$5 - \$10	100	2.5	\$65.08	\$36.00	\$101.08
<i>Old McDonald Barnyard Rescues</i> 15493 N. 107 th Ave. Longmont	No set fee (est. cost \$10/day)	70	1.75	\$45.55	\$28.80	\$74.35

The proposed City Code amendments are included as an attachment (Attachment A) and summarized below. This ordinance was sent to Dr. Thaddeus Gourd, Interim Director of the Adams County CSU Extension Office for review, although staff has not received input from him as of yet. Staff may make changes to the ordinance prior to the public hearing based on his expert recommendation. Kelly Simmons, the expert who spoke at the Planning Session on October 18, has already provided her input on the ordinance.

- In addition to the current allowances for chickens in the residential estate district (up to ten total chickens, ducks and/or rabbits), the ordinance allows chickens on lots developed with single-family detached dwellings.
- Requires a backyard chicken license issued by the City Development Department, with a fee established by resolution of the City Council. The licensee will be required to verify their knowledge and understanding of the City’s regulations, as well as acknowledge that the City has the right to inspect the premises for purposes of verifying compliance with the Code.

- Allows four chickens per lot in the backyard only, and prohibits roosters.
- Requires the coop to be setback at least five feet from each property line.
- Requires coops to be predator resistant with at least three solid walls and a solid covered roof.
- Requires runs to be adequately fenced and protected from predators.
- Allows the combined area of the coop and run to be no more than 120 square feet, with a maximum height of seven feet. Requires a minimum of four square feet of space per chicken.
- Requires chickens to be housed in the coop from dusk to dawn to reduce predator opportunities.
- During daylight hours, requires the chickens to have access to both the coop and run.
- Requires water to be provided onsite and accessible to the chickens at all times.
- Requires chicken coops and runs to be maintained and regularly cleaned to control dust, odor and waste.
- Prohibits slaughtering and butchering.
- Requires all electrical and heat sources to comply with the City's building code.
- Requires chicken feed to be stored in a resealable, airtight, metal and pest-proof container.
- Requires chicken waste to be stored in a resealable, airtight, and pest- and predator-proof container.

ATTACHMENT A

Chicken Regulations

- Section 18-160 of the Thornton City Code is hereby amended by the addition of the words double-underlined to read as follows:

Section 18-160. Use chart.

Legend: <i>R = Permitted use by right</i> <i>S = Use permitted by Specific Use Permit</i> <i>L = Limited use permitted by right</i> <i>T = Use permitted by Temporary Use Permit</i>	Agricultural	Residential Estate	Single-Family Detached	Single-Family Attached	Multifamily	Manufactured Home	Eastlake Residential	Neighborhood Service	Community Retail	Regional Commercial	Business Park	City Center	Office/Institutional	Employment Center	Mixed Use	TOD – Core Subdistrict	TOD – Transition Subdistrict	Eastlake Business	Eastlake Service	Eastlake Office	Eastlake TOD	Industrial
Use	Residential Districts							Nonresidential Districts														
Part I. Accessory Uses																						
<u>Backyard chickens</u>	<u>R</u>	<u>R</u>	<u>R</u>	<u>R</u>	<u>R</u>		<u>R</u>															
<u>Additional provisions. See Sec. 18-174.</u>																						

- A new section, Section 18-174 of the Thornton City Code is hereby enacted to read as follows:

Section 18-174. Backyard chickens.

- Backyard chickens are permitted on lots developed with single-family detached dwellings.
- Backyard chickens shall be kept in compliance with the regulations in Chapter 6 of the City Code.
- Prior to the keeping of backyard chickens, a backyard chicken license shall be approved by the City Development Department. A nonrefundable application fee in the amount established by resolution of the City Council shall be submitted with the application for a backyard chicken license. A license is not required for the keeping of chickens in the residential estate district.

- Section 18-901 of the Thornton City Code is hereby amended by the addition of the words double-underlined to read as follows:

Section 18-901. Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

ATTACHMENT A

Backyard chicken(s) means any female breed of chicken for raising and keeping in the backyard area of residential uses. The term does not include any poultry such as ducks, quail, geese, pigeons, and/or turkeys.

4. Section 6-1 of the Thornton City Code is hereby amended by the addition of the words double-underlined to read as follows:

Sec. 6-1. Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Backyard chicken(s) means any female breed of chicken for raising and keeping in the backyard area of residential uses. The term does not include any poultry such as ducks, quail, geese, pigeons, and/or turkeys.

Chicken coop means any structure or enclosure built or used specifically for the shelter of backyard chickens.

Chicken run means a predator-resistant fenced area providing a roaming area for backyard chickens.

5. Section 6-17 of the Thornton City Code is hereby amended by the deletion of the words stricken to read as follows:

Sec. 6-17. Care and control.

- (a) Nuisance animals are described and procedures for handling nuisance animals are included as follows:
- (1) It shall be unlawful for any owner of an animal to fail to exercise proper control of such owner's animal to prevent it from becoming a nuisance. The following shall be deemed a nuisance:
- a. An animal which, at any place within the city:
 - i. Without provocation, and without effective and immediate control, repeatedly snaps at or repeatedly lunges at or approaches a person while growling and snarling at such person in a threatening manner.
 - ii. Without provocation, and without effective and immediate control, chases or runs at another person while snapping or biting, growling or snarling at such person in a threatening manner.
 - b. Excessive, continuous or untimely barking or, in the case of a Vietnamese potbellied pig, squealing.
 - c. Harassing passersby while encroaching on public or private property, including snarling and/or growling while leaning on or over fences and walls.
 - d. Chasing vehicles or persons.

ATTACHMENT A

- e. Unattended animals chained or tied in public places, including private property frequented by business invitees.
- f. Trespassing upon school grounds.
- g. Trespassing upon public or private property in such a manner as to damage property, which includes damages and nuisances caused by defecation and urinating on plants, flowers and shrubs, and rooting to such an extent that the animal traverses the property boundary line or violates the landscaping code in ~~Article III of~~ Chapter 18
- h. A dog or pig found to be running at large by the municipal court on three or more occasions within any 12-month period.

6. Section 6-21 of the Thornton City Code is hereby amended by the addition of the words double-underlined to read as follows:

Sec. 6-21. Animals prohibited in city.

- (a) *Generally.* No horses, mules, sheep, cattle, swine, goats or other livestock, rodents, chickens, pigeons, turkeys or peacocks shall be kept or maintained within the corporate limits of the city in residential zone districts, except backyard chickens kept in compliance with Section 6-23. No geese or other fowl shall be kept or maintained in residential zone districts, except that no more than two ducks may be kept or maintained on any one premises. No more than three adult rabbits may be kept or maintained on any one premises within the city. No more than five adult hamsters, gerbils or guinea pigs may be kept or maintained on any one premises within the city. No more than one domesticated Vietnamese potbellied pig, weighing less than 70 pounds, may be kept or maintained on any one premises within the city. This section shall not apply to animals maintained on the premises of a farming operation, a licensed commercial enterprise, a veterinarian hospital, a pet shop or an educational facility.
- (b) *Additional conditions to prohibition.* In addition to the general prohibition of subsection (a) of this section, the following requirements shall exist for the following zoning districts:
 - (1) *Agricultural district.* Subsection (a) of this section shall not apply to animals maintained in an agricultural district when the uses are approved in compliance with Chapter 18.
 - (2) *Residential estate district.* No more than a combined total of ten rabbits, ducks and/or chickens shall be permitted to be kept per lot. No more than a combined total of three horses, cattle, goats, llamas and sheep shall be kept per acre of lot, with a maximum of four such animals permitted and subject to the following conditions:
 - a. All manure shall be disposed of promptly so as not to constitute a health or odor problem or other condition of public nuisance; and
 - b. All livestock shall be kept within a fenced area.

ATTACHMENT A

- (3) *Preservation/revitalization district.* Nondomestic animals shall be permitted in a preservation/revitalization district only if kept in cages or other protective shelters and if they do not pose a public threat or nuisance.

7. A new section, Section 6-23, of the Thornton City Code is hereby enacted to read as follows:

Section 6-23. Backyard chickens.

It shall be unlawful to place or maintain backyard chickens in any area unless the following conditions and requirements are met:

- (1) Backyard chickens are permitted as an accessory use on lots developed with single-family detached dwellings and shall comply with the requirements of the Development Code.
- (2) No more than four backyard chickens are permitted per dwelling unit.
- (3) Roosters are prohibited.
- (4) Backyard chickens shall be maintained within a designated chicken coop and chicken run. The coop and run shall meet the following requirements:
 - a. The chicken coop and chicken run shall be located in the rear or backyard of a residential property. No part of the coop or run shall be located in the side or front yard.
 - b. The coop shall have a minimum five feet setback from any side or rear property line.
 - c. Coops shall be predator resistant with at least three solid walls and a solid covered roof. Any open walls or windows shall be designed to prevent access by predators.
 - d. Chicken runs shall be adequately fenced and protected from predators.
 - e. Water shall be provided onsite and accessible to chickens at all times.
 - f. During daylight hours, the chickens shall have access to a chicken run and a chicken coop.
 - g. From dusk until dawn, chickens shall be kept within the chicken coop as protection from predators.
 - h. The combined area of the chicken coop and chicken run shall not exceed 120 square feet or seven feet in height.
 - i. A minimum of four square feet of space per chicken shall be provided in both the coop and the run.
- (5) Chicken coops and chicken runs shall be maintained and regularly cleaned to control dust, odor, and waste.
- (6) Electrical and heat sources shall comply with the City's building code.

ATTACHMENT A

- (7) On-site butchering or slaughtering is prohibited.
- (8) Chicken feed shall be stored in a resealable, airtight, metal and pest-proof container to discourage attracting mice, rats, and other vermin.
- (9) Chicken waste shall only be stored in resealable, airtight, and pest- and predator-proof container.