



TOWN COUNCIL STUDY SESSION AGENDA
July 24, 2023
5:00 PM

I. Study Session Items

1. The Crisis Center Report - Amy McCandless - 20 minutes
2. Parker's Economic Playbook Presentation - Feazell/PUMA - 1 hour
3. Fireworks Sales - Fussa/Hall - 20 minutes
4. Municipal Pet Cemetery - Wilks - 15 minutes
5. Public Comment Policy - Kivela/Hoffmann - 15 minutes

II. Staff Updates

III. Town Council Updates/Items

IV. Study Session Follow-Up Items to Council

These items are not intended for discussion, but are another resource to provide follow-up information to the Town Council and public.

1. Engineering and Public Works May/June Contracts Memo



MEMORANDUM

TO: Honorable Mayor and Councilmembers
FROM: Weldy Feazell, PAR & Economic Development Director
DATE: July 24, 2023
SUBJECT: Parker's Economic Playbook Update

ISSUE:

Progressive Urban Management Associates (PUMA) will give a presentation to the Town Council updating the status of Parker's Economic Playbook.

The update will cover the following:

- Project Recap
- Issues and Opportunities
- Strategies
- Internal Implications
- Next Steps

FISCAL/BUDGET IMPACT:

None.

BACKGROUND:

In the fall of 2022, PUMA was hired as the consultant to develop a comprehensive economic development strategic plan. Town Council was provided an update on March 27, 2023, covering the external assessment of the Town of Parker and its economic development. The external assessment included a market assessment, past plan review, community priorities, stakeholder interviews, and a community survey. This second update of the plan will provide a project recap and discuss issues and opportunities, strategies, internal implications, and next steps.

RECOMMENDATION:

No action is needed at this time.

REQUESTED DIRECTION:

No action is needed at this time.

ATTACHMENT:

1. PUMA presentation - 7-24-23
2. Draft Recommendations, Strategies & Implementation Matrix - Parker Economic Playbook 7-19-23



PARKER'S ECONOMIC PLAYBOOK: MOVING PARKER TOWARDS A THRIVING ECONOMIC FUTURE

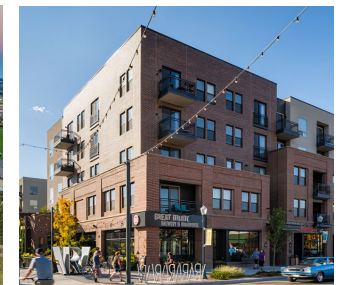
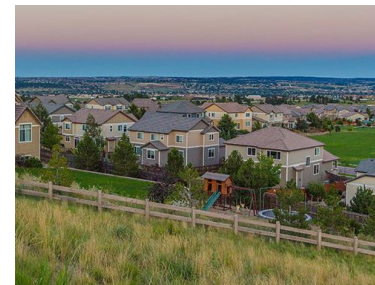
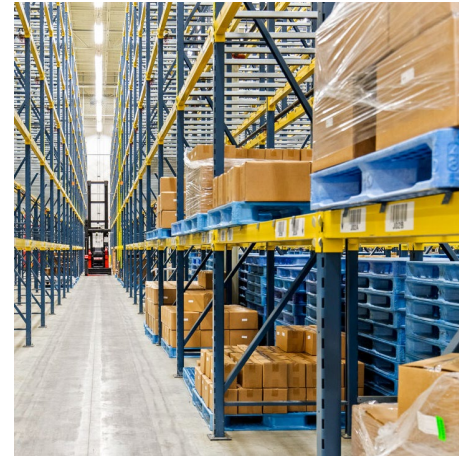
Town Council Presentation – July 24, 2023

Progressive Urban Management Associates

P.U.M.A.

AGENDA

- I. Project Recap
- II. Issues & Opportunities
- III. Strategies
- IV. Internal Implications
- V. Next Steps



Project Recap

✓ External Assessment

- ✓ Stakeholder interviews and roundtables
- ✓ Market assessment
- ✓ Community survey (660 responses)
- ✓ Internal organizational assessment

✓ Internal Assessment

- ✓ Review of existing programs, services, incentives
- ✓ Best practice research, including interviews with:
 - Arvada
 - Centennial
 - Sheridan
 - Superior

✓ Synthesis and Development of the Strategic Plan



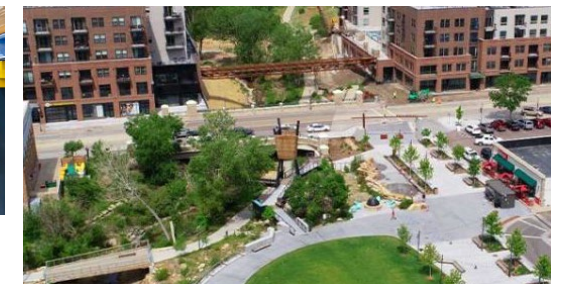
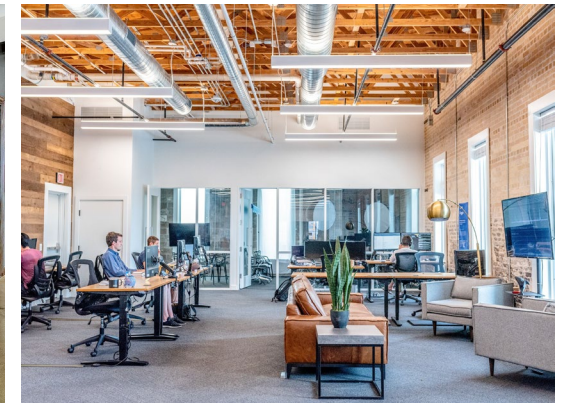
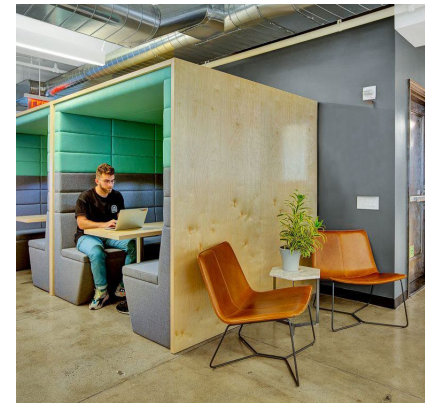
Recap: Issues & Opportunities

Key vulnerabilities:

- Access and location create natural limitations on commercial growth
- Imbalance between job base and costs of housing and transportation impacts ability to recruit and retain labor (i.e. service sector plus nurses, teachers, etc.).

Key opportunities:

- Niche office and coworking space
- Light industrial and maker space
- Unique retail, restaurants, arts and culture



Recap: Key Opportunities

Key areas of focus:

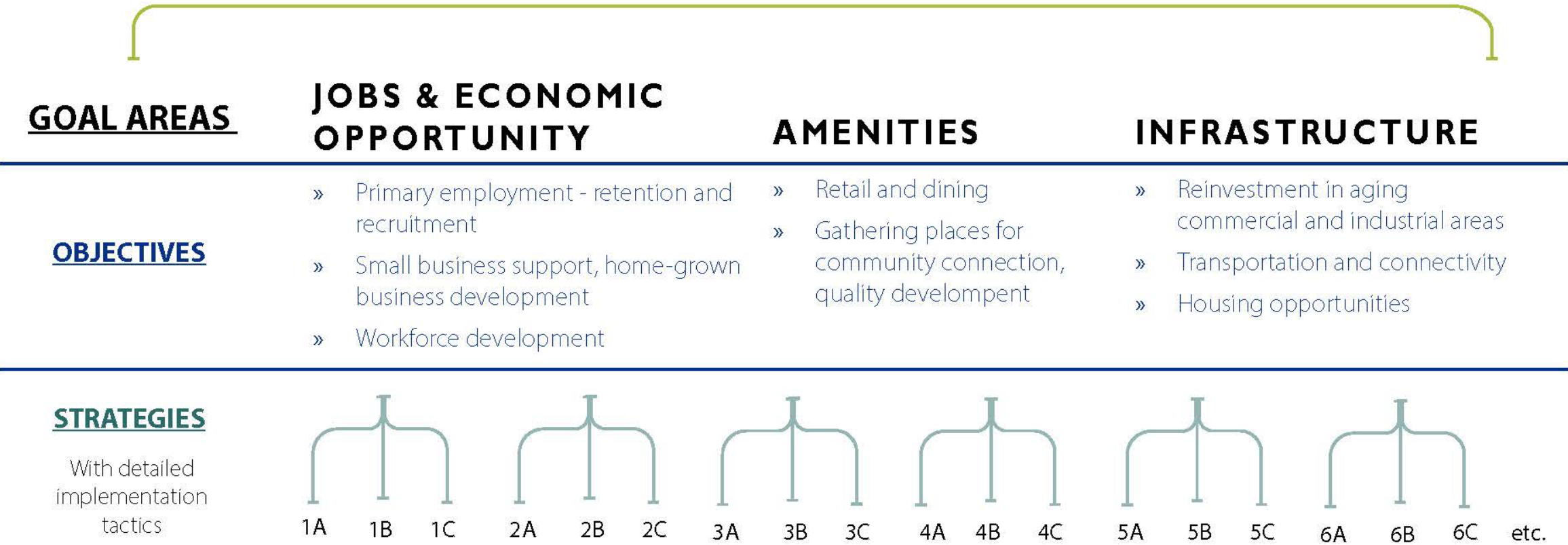
- Economic vitality should focus on creating primary jobs, distinctive and unique retail and restaurants, and supporting quality development
- Reinvestment in aging commercial areas (retail and light industrial)
- New investment in Downtown Parker
- New employment generating opportunities in remaining vacant commercial areas
- Enhance development review process to generate desirable outcomes



Strategies Framework

Draft strategies, organized by 8 goal area objectives: 25 strategies, 65 tactics

Goals Framework



Objective 1: Primary Employment

Strategy 1.1: Recruit companies and jobs in high-paying, high-growth sectors, particularly where Parker has a competitive advantage.

- **Attract small-to-mid sized companies in renewable energy, tech, and niche manufacturing.**
 - **Niche and creative manufacturing industries** (such as outdoor & sporting equipment manufacturers, artisanal food and beverage products).
 - **Renewable energy**
 - **Technology, AI, aerospace, and other engineering industries** (including small batch medical device manufacturing).
- **Build on Parker's healthcare sector to meet increasing demand for medical care while creating new, high-paying employment opportunities.**

Strategy 1.2: Develop process incentives and programs to attract desired primary employers.

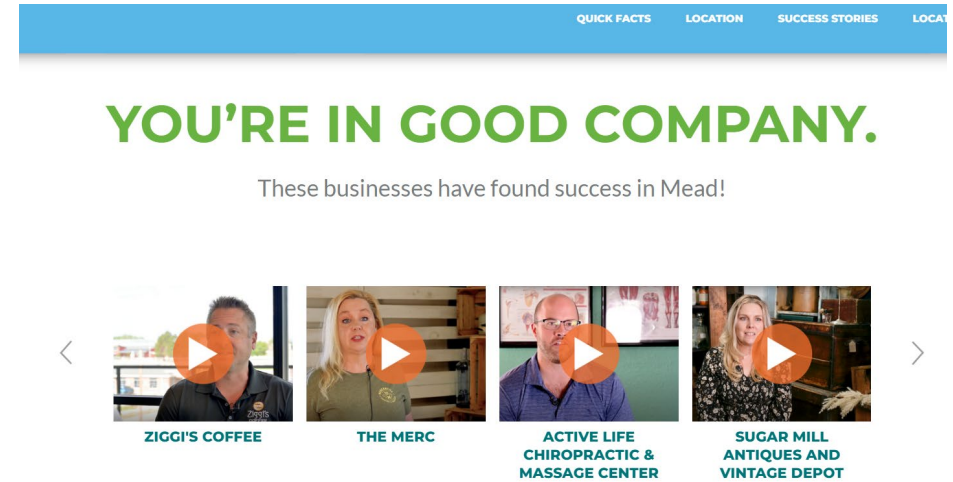
Objective 1: Primary Employment

Strategy 1.3: Develop town-wide branding and a creative marketing campaign for relocating or expanding businesses to Parker.

- Develop a brand identity for the Town of Parker.
- Create a targeted marketing package for business recruitment that highlights Parker's quality of life and workforce advantages.

Strategy 1.4: Preserve/expand commercial and industrial uses to maximize primary employment.

- Ensure adequate supplies of (re)developable land for new light industrial facilities and distribution centers.
- Prioritize specific commercial opportunity sites; collaborate with private and public partners.
- Offer expedited review and incentives, to expand Parker's inventory of diverse office and flex space.



Objective 1: Primary Employment

Strategy 1.5: Accommodate remote workers and encourage value-added workplace amenities attractive to all worker types.

- Encourage more remote work hubs and informal “third places” (i.e., coffee shops).
- Encourage shared programs and spaces that offer value-added amenities for employees (i.e. child/pet care, fitness centers/classes).
- Ensure that Parker has amenities that appeal to younger and middle-age populations such as nighttime entertainment, bars/breweries/distilleries, outdoor eating, and more modern gathering spaces.

In response to Parker’s market and land limitations, focus on cultivating a powerful, high-tech labor force that can work remotely.



Novel Park at Great Park Neighborhoods
Irvine, California

Objective 2: Small Business Support

Strategy 2.1: Cultivate homegrown businesses and start-ups.

- Offer grants and technical assistance for innovative start-up concepts.
- Work with key partners to engage entrepreneurial residents to drum up interest in an entrepreneurial network.



Objective 2: Small Business Support

Strategy 2.2: Streamline the delivery of hands-on business assistance.

- **Create a clear “one stop shop” online guide and/or system for navigating permitting processes.**
- **Play a proactive role in assisting prospective businesses find available space (retail, office, flex, industrial).**
- **Regular check-ins with real estate brokers and organizational partners like the Parker Chamber of Commerce – consider formalizing a working group**

15% of online survey respondents indicated they would be interested in starting a business in Parker.

When asked what support they would need, common themes included financial support, assistance finding affordable and appropriate space, and streamlined permitting processes.

Objective 2: Small Business Support

Strategy 2.3: Create policies and process incentives to help small, local retailers and other businesses acquire or lease space.

- **Conduct a “barriers and needs” assessment for reasonable modifications to zoning, building, and permitting codes and processes.**
- **Work with developers to create and earmark spaces within new mixed-use redevelopment projects for mom-and-pop shops and restaurants.**
- **Provide incentives to businesses that meet specific criteria (e.g., that fill the identified retail and restaurant market gaps).**

Parker’s low retail vacancy rate of 1% is putting pressure on small businesses and is pricing some existing and would-be retailers out of the market.



Objective 3: Workforce Development

Strategy 3.1: Tailor and promote workforce development programs, particularly in technology, manufacturing, healthcare, and other opportunities that match the local workforce.

- Participate in regional and statewide workforce development opportunities.

Strategy 3.2: Encourage and augment sector partnership networks aimed at connecting students to local apprenticeship opportunities.

- Partner with middle and high schools, and other educational institutions to tailor workforce programs, create entrepreneurship pipelines, and recruit young talent.

Objective 4: Retail, Dining, and Entertainment

Strategy 4.1: Support locally-owned retail and restaurants

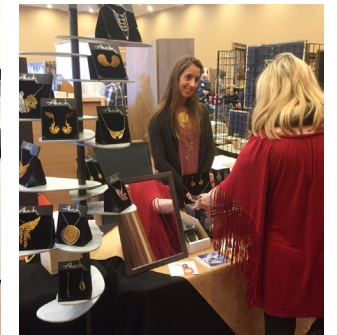
- Identify and remove barriers to incubating and launching retail and restaurant concepts.
- Create programs to help entrepreneurs test products and build brand awareness.

Strategy 4.2: Recruit and retain retail concepts where there are market gaps.

- Key gap: Clothing and sporting goods retailers
- Cultivate/retain a niche for higher-end home furnishings, bridal, and unique artisanal products.

Strategy 4.3: Recruit desired local/regional “chain-let” restaurants and breweries.

- Recruit chains and chain-lets that already have a presence in the north metro area and may be interested in a second location.



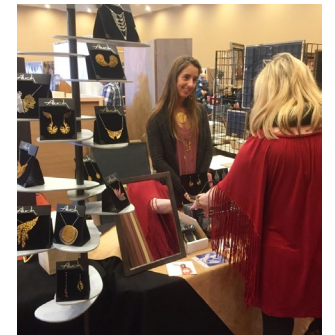
Objective 4: Retail, Dining, and Entertainment

Strategy 4.4: Adjust cultural and entertainment offerings to appeal to a younger and more diverse audience to help address growing competition from nearby communities.

- Actively recruit/prioritize local or chain family-friendly experiences such as game rooms, roller-skating

Strategy 4.5: Encourage community-led events that spur interaction and creative placemaking.

- Providing marketing assistance, resources, space, and grants to interested groups.
- Consider public-private partnerships to fund community driven projects (such as public art) that unite people across cultural background.



Objective 5: Quality Development & Community Gathering Places

Strategy 5.1: Support the build out and activation of Downtown Parker.

- **Continue to work with private sector developers to deliver the mixed use vision for Downtown.**

Strategy 5.2: Enact development standards and incentives for high quality, pedestrian oriented design in key area.

- **Encourage ground floor activation, active uses, and better façade design through zoning and/or design guidelines.**
- **Encourage and allow restaurants with patios, beer gardens with outdoor spaces.**
- **Support the development of vacant parcels by including well-designed pedestrian and non-vehicle infrastructure to connect new residents to surrounding commercial areas and to transit.**

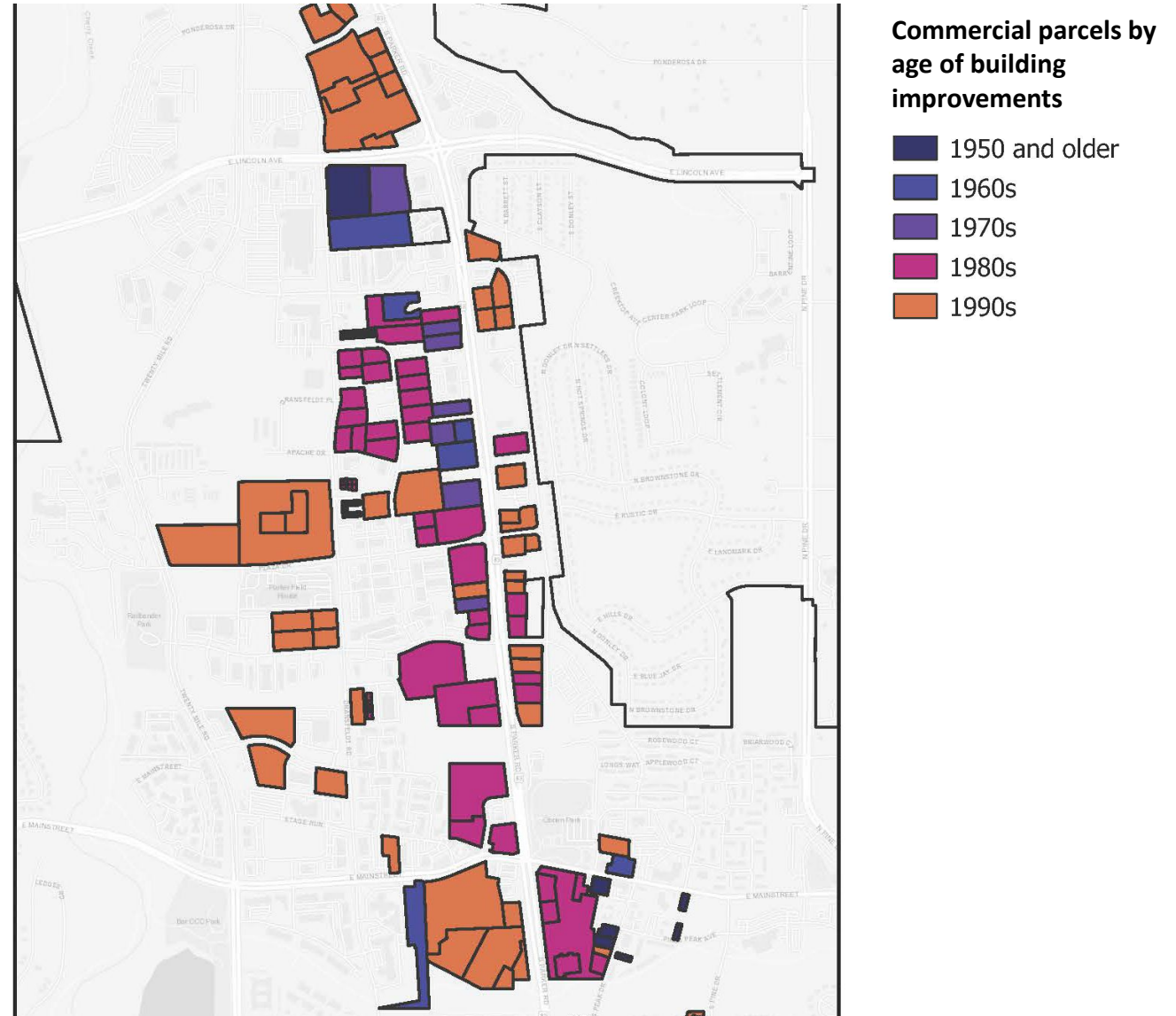


Examples of key areas include commercial/mixed-used nodes within residential developments (such as areas around Anthology and Hess Ranch), Parker Road commercial areas, and Cottonwood redevelopment area..

Objective 6: Reinvestment in Aging Commercial Areas

Strategy 6.1: Reimagine existing commercial centers, particularly shopping malls in areas along Parker Road, and Highway 83 corridor.

- Pilot a “shopping center revisioning” incentive program to encourage redevelopment of excess space and re-invigorate aging, low-density commercial areas.
- Coordinate strategy with infrastructure plans to complete the street grid and relieve pressure on Parker Road.



Objective 7: Transportation & Connectivity

Strategy 7.1: Improve pedestrian and non-vehicular connectivity to Downtown Parker.

- Create additional safe pedestrian and bike routes from surrounding neighborhoods.
- Implement pedestrian infrastructure and programmatic improvements to connect east and west Main commercial districts.

Strategy 7.2: Consider public transportation improvements to alleviate congestion and provide transit assistance.

- Partner with Douglas County Transit Solutions and work with employers to offer commuting assistance and carpooling incentives.
- Micro transit solutions

Multi-modal connectivity between neighborhoods was a top-rated priority identified in the online survey.



Objective 8: Housing Opportunities

Strategy 8.1: Broaden opportunities for engagement and collaboration with neighboring municipalities.

- **Consider participating in a regional affordable housing strategy and fund, that partners with major employers.**

Strategy 8.2: Strategize on future increased need for senior housing & services.

- **Conduct a senior housing needs assessment.**

Strategy 8.3: Consider policies to add affordable living options within existing housing developments.

- **Allow accessory dwelling units in neighborhoods that want them.**
- **Allow and encourage innovative homeownership options such as cooperatives.**

Housing affordability is a regional challenge that will require regional policies and solution to address.

Parker can work with other nearby communities in Douglas and Arapahoe Counties to explore policy solutions and potential incentives with the goal of creating more housing that will address the mismatch between employment and housing.

Re-tooling Incentives

Re-tool Parker's existing financial incentive policies to support and attract primary employers and small businesses that help address market gaps.

- **Business Types**

- Primary employment where the primary activity is within one of the target sectors
- Retail and restaurant concepts that help fill the identified market gaps

- **Development Types**

- Vertical mixed use with active ground floor retail
- Flex space for light industrial and office uses.

Expedited Review:

- Dedicated project manager – main contact and facilitator through all stages of process
- Special review team
- Transparency and efficiency on timeline

Other tools to consider:

- Waiver/deferment/rebate on application fees, personal property tax; sales tax reimbursement agreements
- Public infrastructure reimbursement (portion of costs of any public infrastructure required site)
- Direct funding assistance (e.g., Retail shopping center revisioning grant)

Internal Implications: Staffing

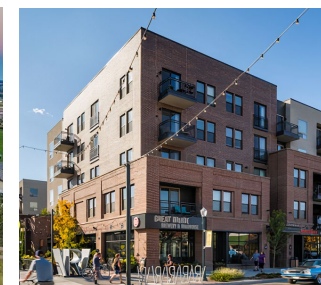
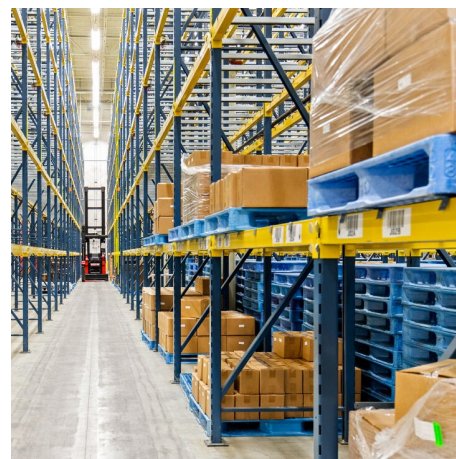
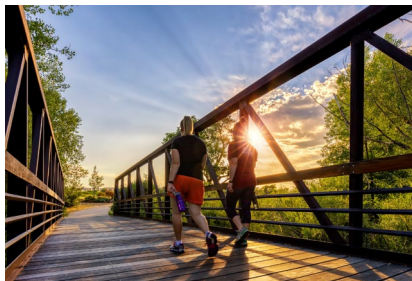
- **Economic Development/P3 Director**
- **Business & Development Liaison position *[new - immediate]***
 - Primary point of contact for prospective businesses and commercial developers
 - Liaison throughout development review process; work with Community Development, Public Works & Engineering
 - Helps develop incentive packages
 - Small business relationship manager
- **Special Projects Manager *[new – as program evolves]***
 - Support special initiatives through research, outreach, and project management
 - Data collection/analysis, website, communications

Collaboration

Successful implementation of this economic development plan relies on strong partnerships with other town departments and agencies, local business organizations, and regional agencies, including:

- Town Departments (Community Development, Public Works & Engineering, Communications)
- Parker Chamber of Commerce and Downtown Business Alliance (DBA)
- Commercial real estate brokers and developers
- Local banks and lenders
- Parker Arts
- Arapahoe/Douglas Works! (Workforce Center)
- Douglas County Housing Partnership
- And many others

Discussion & Next Steps



RECOMMENDATIONS DRAFT 7-19-23

OVERVIEW

Background

The recommendations outlined in this section were developed in tandem with the project working group and Town of Parker staff, and are based on a variety of inputs including community and stakeholder feedback, market research, economic development best practices, and ideas borrowed from peer communities.

How this Section is Organized

This section is organized by *Goal Area* (Jobs & Economic Opportunity, Amenities, and Infrastructure), with corresponding *Objectives*, *Strategies*, and *Tactics*. **Tactics are explored in greater detail in the Implementation Matrix.**

GOAL AREAS	JOBS & ECONOMIC OPPORTUNITY	AMENITIES	INFRASTRUCTURE
OBJECTIVES	» Primary employment - retention and recruitment » Small business support, home-grown business development » Workforce development	» Retail and dining » Gathering places for community connection, quality development	» Reinvestment in aging commercial and industrial areas » Transportation and connectivity » Housing opportunities
STRATEGIES	With detailed implementation tactics 1A 1B 1C 2A 2B 2C 3A 3B 3C 4A 4B 4C 5A 5B 5C 6A 6B 6C etc.		

Implementation

The *Implementation Matrix* provides tactics with more detail for implementation, along with suggested sequencing, partner roles, and high-level cost estimates. Case study summaries are also provided for several tactics.

- **Sequencing:** These recommendations are not meant to be initiated all at once. The matrix separates out near, mid, and long-term tactics.
- **Collaboration:** While some tactics are designed to be led by Town of Parker Economic Development staff, most rely on internal and external collaboration. The matrix identifies potential “lead” and “support” departments and organizations.

STRATEGIES

GOAL AREA: Jobs and Economic Opportunity

OBJECTIVE 1: PRIMARY EMPLOYMENT

Strategy 1.1: Recruit companies and jobs in high-paying, high-growth sectors, particularly where Parker has a competitive advantage.

Due to Parker's locational challenges relative to major highway corridors and limited availability of large developable parcels, it may be unrealistic for Parker to attract larger-scale companies. Instead, focus on second tier, small- and mid-sized firms or satellite offices, and remote jobs.

- **Recruit and nurture small-to-mid sized companies in niche manufacturing, renewable energy¹, and technology, including outdoor and sporting equipment manufacturing, small batch medical device manufacturing, photovoltaic and other energy technology.**
- **Build on Parker's healthcare sector to meet increasing demand for medical care while creating new, high-paying employment² opportunities.³**

Strategy 1.2: Develop process incentives and programs to attract desired primary employers.

Greater transparency and efficiency in the development review and incentive processes could add appeal for prospective companies to build their business in Parker.

- **Offer a menu of tools and incentives to attract new primary employers in target sectors (see *Process & Financial Incentives* on page 10).**

Strategy 1.3: Develop branding and a creative marketing campaign for relocating or expanding businesses to Parker.

A refreshed Parker Economic Development website should relay recruitment information in a visually cohesive manner. In addition, there is an opportunity to revisit and refine the Town of Parker's overall brand in a way that conveys its core values and the advantages of living and working in the community.

- **Create a targeted marketing package for business recruitment that highlights Parker's quality of life and workforce advantages.**
- **Develop a brand identity for the Town of Parker.**

Strategy 1.4: Preserve and expand commercial and industrial uses to maximize primary employment.

Parker is largely built out, and remaining land should be carefully planned for in a way that maximizes employment and revenue-generating uses.

¹ Renewable energy engineers are among the projected top ten high-growth, high-salary occupations nationally. Solar photovoltaic and wind turbine installers are among the three highest growing jobs over the next decade. The manufacture of hydrogen and component battery systems is also a growing sector.

² Nurse practitioners are the fastest growing occupation in the country, with median salaries above \$100,000. The healthcare services industry is expected to grow by 54% over the next decade. (BLS Occupational Outlook Handbook, 2023).

³ The demand for medical services such as senior care providers and home health aides will only grow as Parker's population ages.

- Ensure adequate supplies of developable (and re-developable) land for new light industrial facilities and distribution centers.
- Identify redevelopment sites and specific developable parcels, and offer expedited review and incentives, to expand Parker's inventory of diverse office and flex space.
- Prioritize specific commercial opportunity sites and collaborate with private and public partners.

Strategy 1.5: Accommodate more remote workers and encourage value-added workplace amenities attractive to all worker types.

In response to Parker's market and land limitations, focus on cultivating a powerful, high-tech labor force that can work remotely.

- Consider launching a public-private initiative with local perks for remote workers in Parker, such as vouchers to restaurants and coworking spaces.
- Encourage more remote work hubs (co-working spaces) and informal "third places" (i.e., coffee shops).
- Explore shared programs and spaces that offer value-added amenities for employees to encourage return-to-work.
- Educate businesses about the return on investment for providing childcare and healthcare benefits to their employees, to help attract and retain a strong workforce.
- Ensure that Parker has amenities that appeal to younger and middle-age populations, such as nighttime entertainment, bars/breweries/distilleries, outdoor eating, and more modern gathering spaces.

- In a post-Covid era, a greater number of people have more autonomy in where they live and work, and Parker is well-positioned as an attractive workplace location. Remote workers require less in the way of conventional office space, providing a convenient solution for a town like Parker that needs more primary jobs but does not have much undeveloped land for new office spaces.
- In Arapahoe and Douglas counties, nearly 4 in 10 people continued to work from home in 2022 [US Census]. Many jobs are likely to remain fully remote or hybrid moving forward.

"Uninspired offices that don't adapt to the constantly changing needs of employees will slowly but surely be vacated. Top companies that wish to stay ahead of the curve must factor in the increasing number of remote and hybrid employees who not only make up a rapidly growing segment of today's workforce, but also greatly benefit their businesses." – Ralph Zucker, President of Inspired by Somerset Development (2023)

OBJECTIVE 2: SMALL BUSINESS SUPPORT

Strategy 2.1: Cultivate homegrown businesses and start-ups.

Providing resources and inspiration to residents considering to start their own business ventures would help create more home-grown primary jobs in Parker. A highly educated population can provide a strong foundation for entrepreneurship.

- Offer grants and technical assistance for innovative start-up concepts.

- **Work with key partners to engage entrepreneurial residents and to drum up interest in an entrepreneurial network.**
- **Capture emerging entrepreneurial and arts-driven energy in places like the Dransfeldt industrial area to build a brand, business support services, and attract entrepreneurs.**

Strategy 2.2: Streamline the delivery of hands-on business assistance.

15% of online survey respondents indicated they would be interested in starting a business in Parker. When asked what support they would need, common themes included: financial support, assistance finding affordable and appropriate space, and streamlined permitting processes.

- **Create a clear “one stop shop” guide and system for navigating permitting processes.**
- **Play a proactive role in assisting prospective businesses find available space (retail, office, flex, industrial).**
- **Create and promote environmental programs for businesses to reduce their carbon footprint.**

Strategy 2.3: Create policies and process incentives to help small, local retailers and other businesses acquire or lease space.

Parker’s low retail vacancy rate is putting pressure on retailers, and could price out existing and would-be small businesses. Moreover, feedback from local businesses suggests that code requirements for building or renovating commercial space is seen as burdensome for small businesses.

- **Conduct a “barriers and needs” assessment for small businesses to generate reasonable modifications to zoning, building, and permitting codes and processes that may unduly burden small businesses.**
- **Work with developers to create and earmark spaces for mom-and-pop shops and restaurants within new mix-used buildings.**
- **Provide incentives to businesses that meet the updated criteria (*see Process & Financial Incentives on page 10*).**

Strategy 2.4: Build a culture of collaboration for more proactive business outreach and engagement.

Greater local and regional collaboration can help deliver a more cohesive vision for redevelopment opportunities, streamline business and developer recruitment, test new Town policies and processes, and reduce redundancies.

- **Activate a network of businesses, entrepreneurs, commercial real estate brokers, developers, economic development entities, and civic leaders, to meet periodically to share information and ideas.**

OBJECTIVE 3: WORKFORCE DEVELOPMENT, TRAINING, AND ECONOMIC OPPORTUNITIES

Strategy 3.1: Promote existing workforce development programs, particularly in technology, manufacturing, healthcare, and other opportunities that match the local workforce.

There are a variety of regional and statewide workforce development initiatives available to Parker residents and businesses, which can be tailored to meet local needs.

- **Stay informed and involved in regional and statewide workforce development opportunities.**

Strategy 3.2: Support sector partnership networks to connect students with local apprenticeship opportunities.

Participating in regional sector partnerships can create opportunities for both local businesses and students.

- **Participate in the Arapahoe/Douglas Workforce Center's regional Sector Partnership Initiative that brings together industry leaders, employers, educators, and economic development resources.**
- **Partner with middle and high schools, and other educational institutions, to tailor workforce programs, create entrepreneurship pipelines, and recruit young talent.**

GOAL AREA: Amenities

OBJECTIVE 4: RETAIL, DINING, AND ENTERTAINMENT

Strategy 4.1: Support locally-owned retail and restaurant businesses.

Reorienting incentives to be more targeted to companies that may need assistance, such as local independent retail, is a key recommendation. Existing incentives for retail development are broad and may be subsidizing concepts that can be sustained by the area's market advantages alone.

- **Evaluate and eliminate incentives that are not delivering results aligned with Town goals, and retool incentives in alignment with this plan (*see Process & Financial Incentives on page 10*).**
- **Remove barriers to incubating and launching retail and restaurant concepts, and help entrepreneurs test products and build brand awareness.**
- **Devise a "shop local" card redeemable at Parker's small businesses.**

Strategy 4.2: Recruit and retain retail concepts where there are market gaps.

According to online survey results, "improve the variety of retail and restaurants" was the top-rated action for improving Parker.

- **Attract and support clothing and sporting goods retailers.**
- **Cultivate and retain a niche for higher-end home furnishings, bridal, and unique artisanal products.**

Strategy 4.3: Recruit desired local/regional “chain-let” restaurants and breweries.

Regional “chain-lets” (loosely defined as having fewer than ten locations) with a market presence in other parts of the metro area could work well in Parker to help diversify the town’s dining and brewery offerings.

- **Recruit chains and chain-lets that are already established in the north metro area that might be interested in additional locations.**

Strategy 4.4: Adjust cultural and entertainment offerings to appeal to a younger and more diverse audience.

To help address growing competition from nearby communities, Parker’s cultural and entertainment offerings should cater to diverse audiences and income levels to the extent possible.

- **Prioritize and recruit interactive, family-friendly establishments.**
- **Initiate a private-public partnership to reimagine the AMC movie theater.⁴**

Strategy 4.5: Encourage community-led events that spur interaction and creative placemaking.

- **Promote events designed to celebrate and welcome all of the cultures that make up the Town’s population.**
- **Consider public-private partnerships to fund community driven projects (such as public art and creative place enhancements) that unite people across cultural backgrounds.**

OBJECTIVE 5: QUALITY DEVELOPMENT AND COMMUNITY GATHERING PLACES

Strategies and tactics:

Strategy 5.1: Support the build out and activation of Downtown Parker.

Making Downtown Parker an asset and catalyst for revenue generation, economic development, creativity, sense of place, was a highly desired outcome among Parker community members.

- **Support the creation of the Downtown Parker Business Improvement District (BID).**
- **Continue to work with private sector developers to deliver the mixed-use vision for Downtown.**
- **Begin planning for the transition/wind-down of the P3 Urban Renewable Authority.**

Strategy 5.2: Enact development standards and incentives for high quality, activated, pedestrian-oriented design in designated areas.

Priority areas should include commercial/mixed-use nodes within residential developments (such as areas around Anthology and Hess Ranch), Parker Road commercial areas, and Cottonwood redevelopment area.

- **Re-evaluate and implement new development standards for commercial and mixed-use areas to encourage ground floor activation, outdoor dining and activity areas, and well-designed pedestrian infrastructures.**

⁴ National trends in the movie theater business show a dramatic decrease in the number of screens. There may be opportunities to repurpose the facility into more of a community-programmed theater and event space.

GOAL AREA: Infrastructure

OBJECTIVE 6: REINVESTMENT IN AGING COMMERCIAL AREAS

Strategy 6.1: Reimagine existing commercial centers, particularly shopping malls in areas along Parker Road, and Highway 83 corridor.

The Parker Road corridor has a high concentration of shopping centers built in the 1980s and 90s, which means that certain properties could be due for cosmetic upgrades and/or redevelopment in the near and longer term. There are also opportunities to enhance the Dransfeldt industrial area through infrastructure upgrades and branding.

- **Pilot a “shopping center revisioning” incentive program to encourage redevelopment of excess space and re-invigorate aging low-density commercial areas.**
- **Consider new economic opportunities and uses to maximize the potential of the Dransfeldt industrial area.**
- **Implement street-grid recommendations from the Parker Road Plan to open more land area to viable commercial use, relieve pressure on Parker Road, and improve connectivity.**

OBJECTIVE 7: TRANSPORTATION AND CONNECTIVITY

Strategy 7.1: Improve pedestrian and non-vehicular connectivity to Downtown Parker.

Multi-modal connectivity between neighborhoods was a top-rated priority identified through the online community survey as part of this planning process.

- **Create additional safe pedestrian and bike routes from surrounding neighborhoods to downtown and other activity centers, particularly for kids/teens to move freely without cars.**
- **Implement pedestrian infrastructure improvements across Parker Road to connect the two distinct Downtown Parker commercial districts.**

Strategy 7.2: Consider public transportation improvements to alleviate congestion and provide transit assistance.

Dissatisfaction with Parker’s traffic congestion issue was one of the key issues expressed by respondents in the online community survey.

- **Increase carpooling and alternative transportation use.**
- **Help implement micro transit solutions.**

Strategy 7.3: Ensure all existing and future businesses, households, and future development areas in Parker have access to high-speed broadband internet.

Several areas within the town still lack broadband infrastructure, such as part of Southeast Parker.

- **Ensure that Town staff and utility providers are in alignment about future broadband investment priorities, and seek community input.**

OBJECTIVE 8: HOUSING OPPORTUNITIES

Strategy 8.1: Broaden opportunities for engagement and collaboration around housing issues with neighboring municipalities.

Housing affordability is a regional challenge that will require regional policies and solutions to address. The Town of Parker should work with other nearby communities to explore policy solutions and potential incentives with the goal of creating more housing that will address the mismatch between employment and housing.

- **Consider participating in a regional affordable housing strategy and fund.**

Strategy 8.2: Strategize on future increased demand for senior housing and services.

Seniors are the fastest growing age group in Parker. More analysis is recommended to understand the needs of an aging population, such as the availability of options to downsize or age in place, and implications for the residential real estate market.

- **Conduct a senior housing needs assessment.**

Strategy 8.3: Consider policies to add affordable living options within existing housing developments.

Particularly in older and more centrally located areas of Parker, consider options to add to the affordability and utility of existing housing. For residents who want to age in place, Accessory Dwelling Units (ADUs) could help accommodate visiting family members and medical care providers. ADUs are smaller second homes that can be built on existing lots.

- **Allow accessory dwelling units in neighborhoods that want them.**
- **Allow and encourage innovative homeownership options, such as cooperatives, to create opportunities for the next generation of Parker residents.**

INTERNAL RECOMMENDATIONS

Town of Parker Economic Development Department

Structure and Staffing

- **Streamlining development review processes.** It is recommended that, in the near term, Economic Development remains a stand-alone department, with several adjustments made to ensure greater efficiency and collaboration with Community Development, Public Works & Engineering, and other departments and agencies involved in the development review and business permitting processes.
 - Create a development liaison position within Economic Development that will help guide applicants through the development review process and keep Community Development and Public Works & Engineering staff informed of new and ongoing economic development initiatives.
 - Create and circulate a concise “one stop shop” guide to business and development review that can be easily accessed through the Town’s website.
 - Process incentives and expedited review for new development, as described in more detail in the “Process and Financial Incentives” section.
- **Staffing (Proposed)**
 - **Economic Development Director** – Provides department oversight, routinely meets with, and provides updates to Town leadership; primary employment and business recruitment; represents the Town in regional initiatives; large employer relationship manager. Continues to manage Parker P3 Urban Renewal Authority (URA) districts. With the Special Project Manager, helps to facilitate public-private collaborative initiatives and external organizational partnerships.
 - **Business and Development Liaison (New)**– Primary point of contact for prospective businesses and commercial developments seeking process/financial incentives; helps develop incentive packages; liaison to Community Development and Public Works & Engineering; small business relationship manager; assist businesses in finding available commercial space; assists with other special projects as needed.
 - **Special Project Manager (New)**– Provides a support role to the department with administrative, data collection/analysis, website management, research, communications, and other tasks as needed. Support special initiatives through research and project management – such as workforce development, housing, transportation, and other related topics.

Key Implications from Peer Community Research: (interviews with Arvada, Centennial, Sheridan, and Superior)

- The scope of economic development functions varied, but most peers treat economic development as an ecosystem and touch on housing and other quality of life matters.
- More cities and towns are streamlining community development and economic development functions, resulting in more collaborative and efficient processes.

Process and Financial Incentives

- **Pilot an expedited review process for projects that meet desired use criteria.** Based on interviews with local developers, a smoother development review process would, in many cases, be a more desirable incentive than financial incentives. The box above provides a framework for a re-prioritization of incentives to meet desired business and development types. It is recommended that this program be piloted for a one-year period, to consider implementing on a permanent basis after the one-year period.
 - **Case studies:**
 - *James City County, VA – Expedited Review/Fast Track Permitting.* This policy guarantees a maximum turn-around time for County agencies to review a proposal and provide comments within 14 days of submittal.
 - Other examples include the Loudon County, Virginia Fast-Track Commercial Incentive Program and Berthoud, Colorado’s Rapid Response Team.
 - *Colorado peer communities:* Among the Colorado peer communities interviewed (Arvada, Centennial, Sheridan, and Superior), most did not have “expedited review” per se, but they offered well-oiled internal mechanisms to ensure a way to execute key projects, including dedicated staff and review teams.

DEVELOPMENT AND USE TYPES TO PRIORITIZE

Business Types

- ☐ *Retail and restaurant concepts that help fill the identified market gaps*
- ☐ *Primary employment where the primary activity is within one of the target sectors*

Development Types

- ☐ *Vertical mixed use with active ground floor retail*
- ☐ *Flex space for light industrial and office uses*

Process incentives could include:

- Dedicated project manager (Business & Development Liaison)– main point of contact through all stages of the process
- Special review team
- Transparency and efficiency on timeline

Financial incentives could include:

- Waiver/deferment/rebate on application fees, personal property tax; sales tax reimbursement agreements
- Public infrastructure reimbursement (of a portion of the costs of public infrastructure required on the site)
- Direct funding assistance: retail shopping center revisioning grant
- Parker Revolving Loan Fund priority

- **Re-tool Parker’s existing financial incentive policies to support and attract small businesses in the desired use types described above.**
 - Tax and Fee incentives
 - (new) Shopping Center (Re)Envisioning
 - (new) Innovation Fund – to support home-grown business start-ups

Collaboration & Partnerships

Departmental and Organizational Partnerships

Successful implementation of this economic development plan relies on strong partnerships with other Town departments and agencies, local business organizations, and regional agencies. Key partners include:

- Arapahoe/Douglas Works! (Workforce Center)
- Douglas County Housing Partnership
- Douglas County Transit Solutions
- Downtown Business Alliance (DBA)
- Commercial real estate brokers and developers
- Local bankers and lenders
- Town of Parker Community Development
- Parker Arts
- Parker Chamber of Commerce
- And many others

(Re)formalizing Collaborative Public-Private Working Groups

- Consider retooling the Town of Parker Developer Liaison Committee to serve as a more informal working group represented by a cross-section of interests, including affordable housing developers, that would meet quarterly. This group could also be project-based, e.g., to test pilot programs.
- Employer engagement: working with partner organizations, facilitate annual round-tables with large employers to create a forum to discuss common issues, concerns, and needs (e.g., workforce).
- Facilitate the formation of an informal entrepreneurial network

Regional collaboration can take many forms, and for many communities it is key to advancing certain projects

- In Arvada, where there is a high concentration of ED-related organizations (local chamber, regional ED, URA, BID, etc.), there is overlap of roles and responsibilities but they seem to be mutually-supportive and reinforcing/redundant in a positive way rather than territorial.
- Centennial and Sheridan have strong working relationships with workforce development (Arapahoe/Douglas Workforce Center), DRCOG, and Denver South. Sheridan is piloting some innovative new workforce development pilot programs with Arapahoe/Douglas Workforce Center.

IMPLEMENTATION MATRIX

GOAL AREA: Jobs and Economic Opportunity

OBJECTIVE 1: PRIMARY EMPLOYMENT

Matrix Key:

Timeline for Initiation:

∇ Near Term: Next 2 years

∇ Mid Term: 3-5 years

∇ Long Term: 5-10 years

Cost Estimate:

∇ P = Policy/Initiative

∇ \$ = Up to \$50,000

∇ \$\$ = \$50,000 to \$250,000

∇ \$\$\$ = \$250,000 or more

Tactics	Notes	Timeline	Cost	Partners
Strategy 1.1 Recruit companies and jobs in high-paying, high-growth sectors, particularly where Parker has a competitive advantage.				
Focus on small-to-mid sized companies in niche manufacturing, renewable energy, and technology sectors, including: ∇ outdoor and sporting equipment manufacturers ∇ photovoltaic and other renewables ∇ small batch medical device manufacturing ∇ satellite offices for regional engineering and tech companies	- Identify space and facility requirements for the targeted high-growth industries. - Nurture existing businesses, entrepreneurs, and remote workers who may have an interest in starting or creating an off-shoot company. - Grow existing business clusters, such as custom auto and home refinishing, and artisanal food and beverage products in the Dransfeldt industrial area. - Specific marketing and recruitment tactics – Strat. 1.3	Near Term; Ongoing	P	Lead: Parker Economic Development Support: Parker Chamber, Arapahoe/Douglas Workforce Center, existing employers, local entrepreneurs
Grow Parker's healthcare sector to meet increasing demand for medical care while creating new, high-paying employment opportunities.	- Encourage partnerships between Rocky Vista University College of Osteopathic Medicine and Parker's hospitals and medical providers for collaboration on employee training and recruitment. - Anticipate growth in diagnostic laboratories and help advertise available office/manufacturing facilities, or converted retail space, for this use.	Near – Mid Term	P	Lead: Parker Adventist Hospital, Rocky Vista Univ., Economic Development Support: Children's Hospital, medical offices, Parker Chamber, real estate brokers

Strategy 1.2 Develop process incentives and programs to attract desired primary employers.				
Offer a menu of tools and incentives to attract new primary employers in target sectors.	- Create a policy with transparency about eligible uses, with some flexibility in terms of incentives offered. <i>Case Study: Berthoud, CO Primary Employer Incentive Policy. This incentive policy allows a range of incentives for primary employers in desired industry sectors, on a case-by-case basis, including waiver, deferment, or reimbursement of development fees, sales & use taxes; personal property tax rebates, public infrastructure reimbursement (of a portion of the costs of public infrastructure required on the site), and expedited review.</i>	Mid Term	\$\$\$P	Lead: Parker Economic Development Support: Community Development, major employers
Strategy 1.3 Develop branding and a creative marketing campaign for relocating or expanding businesses to Parker.				
Create a targeted marketing package for business recruitment that highlights Parker's quality of life and workforce advantages.	- Marketing collateral could include economic metrics, such as Placer.ai data, to demonstrate consumer demand and demographics. - The website and social media should include testimonials from passionate local businesses willing to share their story. - Market Parker's outdoor recreation lifestyle and sustainability values to help attract renewable energy companies, and outdoor equipment manufacturers. - Tout the high educational attainment of the labor pool and quality-of-life benefits for commuting shorter distances. <i>Case Studies: Superior and Berthoud Colorado have economic development websites with local business testimonials that bring authority and credibility to doing business in the community.</i>	Mid Term	\$\$	Lead: Communications, Parker Economic Development Support: Community Development, Mayor and Town Council, Parker Chamber, Arapahoe/Douglas Workforce Center
Develop a brand identity for the Town of Parker.	The Town's Communications department can work with stakeholders to create a brand that speaks to these advantages and reflects community values and aspirations.	Mid Term	\$\$	Lead: Communications Support: Parker Economic Development,

	A unified vision and brand can help guide decision-making regarding place enhancement and business attraction.			Community Development, Mayor and Town Council
Strategy 1.4 Preserve and expand commercial and industrial uses to maximize primary employment.				
Ensure adequate supplies of developable (and re-developable) land for new light industrial facilities and distribution centers.	- Work with local commercial real estate brokers to understand anticipated demand for distribution center uses, particularly along the E-470 corridor. - Identify primary locations for light industrial and distribution uses, which could include repurposed retail centers, or raw land that does not have other mixed-use potential. - Work with Community Development to determine if zoning and land use changes are needed.	Near – Mid Term	P/\$	Lead: Parker Economic Development Support: Community Development, developers
Identify redevelopment sites and specific developable parcels, and offer expedited review and incentives, to expand Parker's inventory of diverse office and flex space.	To encourage development of more flex commercial space, including office and a range of light industrial and startup incubation spaces, offer expedited review and/or other process incentives (see Appendix).	Near Term – Ongoing	\$\$	Lead: Parker Economic Development, Community Development Support: Developers
Prioritize specific commercial opportunity sites and collaborate with private and public partners.	- Continue to promote redevelopment opportunities within the Cottonwood, Parker Road, and Parker Central urban renewal areas. - The undeveloped hospital-adjacent property is a key opportunity site for uses complementary to the medical center. Work with the property owners to understand vision/plans and any barriers. - Continue to partner in recruitment for the Compark industrial zone near the Centennial Airport which would provide indirect economic benefits to Parker. - Participate in incubation and site-finding together with the County and surrounding municipalities.	Near Term – Ongoing	\$\$	Lead: Parker Economic Development and P3 Support: Douglas County, employers, developers, Parker Chamber

Strategy 1.5 Accommodate more remote workers and encourage value-added workplace amenities attractive to all worker types.				
Consider launching a public-private initiative with local perks for remote workers in Parker, such as vouchers to restaurants and coworking spaces.	- Explore examples of communities that teamed with local organizations and businesses to create relocation perks. Perks can include coworking and gym memberships, fiber internet discounts, and gift cards to local businesses. <i>Case Study: Mattoon, Illinois created an incentive program called “Move to Mattoon” that offers vouchers to amenities such as: 1-year free coworking membership, 6 months free fiber internet, 6 months free family gym membership, and gift cards to local businesses, in addition to cash relocation assistance.</i>	Mid Term	\$\$	Lead: Parker Economic Development Support: Parker Chamber, Downtown Business Alliance, local entrepreneurs
Encourage more remote work hubs (co-working spaces) and informal "third places" (i.e., coffee shops).	- Offer incentives for a local entrepreneur to establish additional co-working spaces. - Alternatively, directly recruit a regional or national coworking operator with experience in suburban markets.	Mid Term	\$\$	Lead: Parker Economic Development Support: Parker Chamber, Downtown Business Alliance, commercial real estate brokers, local entrepreneurs
Explore shared programs and spaces that offer value-added amenities for employees to encourage return-to-work.	Help employers understand the benefits of pooling resources to provide amenities and services, such as activity spaces, outdoor dining, childcare, dog-friendly workplaces, and health and wellness benefits.	Near – Mid Term	P	Lead: Parker Economic Development Support: Arapahoe/Douglas Workforce Center, Parker Chamber, major employers
Educate businesses about the return on investment for providing childcare and healthcare benefits to their employees, to help attract and retain a strong workforce.	Through existing business networks and resources partners (such as the Arapahoe/Douglas Workforce Center), educate employers in terms of return on investment and provide informational links to	Near – Mid Term	P	Lead: Parker Economic Development, Arapahoe/Douglas Workforce Center

	incentives/assistance: for example, there are federal tax benefits to offer on-site childcare (i.e., Employer-Provided Child Care Services tax credit).			Support: Parker Chamber, major employers
Ensure that Parker has amenities that appeal to younger and middle-age populations such as nighttime entertainment, bars/breweries/distilleries, outdoor eating, and more modern gathering spaces.	- See tactics for attracting entertainment and retail in the “Amenities” goal area. - Play an active role within existing collaborative efforts to cultivate a thriving young professionals’ scene, through partnerships with the Chamber of Commerce and other organizations.	Mid – Long Term	P	Lead: Parker Economic Development Support: Parker Chamber, Commercial real estate brokers, developers, residents, local entrepreneurs

OBJECTIVE 2: SMALL BUSINESS SUPPORT

Tactics	Notes	Timeline	Cost	Partners
Strategy 2.1 Cultivate homegrown businesses and start-ups.				
Offer grants and technical assistance for innovative start-up concepts.	Partner with local organizations and find creative funding mechanisms to start an innovation fund. Stipulate that awardees must be from Parker or have been in Parker for at least one year.	Near Term; – Ongoing	\$\$	Lead: Parker Economic Development Support: Parker Chamber, crowdsourcing other community-based funding
Work with key partners to engage entrepreneurial residents and to drum up interest in an entrepreneurial network.	Co-sponsor a series of informal gatherings for interested entrepreneurial residents to learn about opportunities and resources. These events could be hosted at existing companies willing to participate and share their space.	Near – Mid Term	P/\$	Lead: Economic Development Support: Parker Chamber, Arapahoe/Douglas Workforce Center

Tactics	Notes	Timeline	Cost	Partners
Capture emerging entrepreneurial and arts-driven energy in places like the Dransfeldt industrial area to build a brand, business support services, and attract entrepreneurs.	- Attract companies in target niches through cohesive branding and identity of the business park. <i>Case Study: Derby, Kansas' West End Business Park received city funding for a brand refresh, resulting in modern signage featuring distinct colors and imagery. The town's website features a webpage dedicated to the business park, with information about existing businesses and available properties.</i>	Mid Term	\$\$	Lead: Economic Development Support: Parker Chamber, Arapahoe/Douglas Workforce Center
Strategy 2.2 Streamline the delivery of hands-on business assistance.				
Create a clear “one stop shop” guide and system for navigating permitting processes.	- Develop an online guide with basic process information, including up-to-date contact information for key personnel. - Promote the guide among relevant Town departments and local and regional economic development partners.	Near – Mid Term	\$	Lead: Economic Development Support: Community Development, Public Works & Engineering
Assist prospective businesses with finding available space (retail, office, flex, industrial).	- Convene regular check-ins with real estate brokers and organizational partners including the Parker Chamber of Commerce. - Maintain an online, publicly-accessible property database to highlight available commercial properties. - Identify existing commercial spaces that could be reconfigured to accommodate additional small retailers.	Near-Mid Term; Ongoing	\$	Lead: Economic Development Support: Parker Chamber, local developers, commercial real estate brokers
Create and promote environmental programs for businesses to reduce their carbon footprint.	<i>Case Study: Denver's “Certifiably Green” campaign and marketing tool that helps businesses access incentives for making environmental upgrades.</i>	Mid Term	\$	Lead: Economic Development Support: Other relevant Town departments

Tactics	Notes	Timeline	Cost	Partners
Strategy 2.3 Create policies and process incentives to help small, local retailers and other businesses acquire or lease space.				
Conduct a “barriers and needs” assessment for small businesses to generate reasonable modifications to zoning, building, and permitting codes and processes that may unduly burden small businesses.	- Evaluate change of use and expansion of use procedures. - Ensure codes allow for shared facilities (bathrooms, etc.) that can reduce unit cost. - Create a process for regular evaluation.	Near – Mid Term	\$	Lead: Community Development Support: Economic Development, Public Works & Engineering
Work with developers to create and earmark spaces for mom-and-pop shops and restaurants within new mix-used buildings.	Compile and share Placer.ai data and community survey findings to help demonstrate demand for certain uses and connect them with local businesses that may be interested in leasing space.	Near – Mid Term	\$	Lead: Economic Development Support: Other relevant Town departments
Provide incentives to businesses that meet the updated criteria.	- Provide expedited review and incentives for retailers and restaurants that help fill market gaps (see “Amenities” section for target retail sectors and “Process & Financial Incentives” for details on tools and incentives). - Work with local organizational partners to better advertise the existing Parker Revolving Loan Fund.	Near – Mid Term; ongoing	\$\$\$	Lead: Economic Development Support: Community Development, Mayor and Town Council
Strategy 2.4 Build a culture of collaboration for proactive business outreach and engagement.				
Activate a network of businesses, entrepreneurs, commercial real estate brokers, developers, economic development entities, and civic leaders, to meet periodically to share information and ideas.	- This informal group could meet quarterly. - Desired outcomes include stronger recruitment prospects, shared strategies for redevelopment opportunities, a more cohesive vision and voice, and ease of communicating feedback regarding Town policies and processes.	Near – Mid Term; ongoing	\$	Lead: Economic Development Support: Parker Chamber, local businesses, developers and real estate community, others

OBJECTIVE 3: WORKFORCE DEVELOPMENT, TRAINING, AND ECONOMIC OPPORTUNITIES

Tactics	Notes	Timeline	Cost	Partners
Strategy 3.1 Promote workforce development programs, particularly in technology, manufacturing, healthcare, and other opportunities that match the local workforce.				
Stay informed and involved in regional and statewide workforce development opportunities.	- Collaborate with the Arapahoe/Douglas Workforce Center through funding and cross-promotion of resources. - Promote the Workforce Center's wide array of talent pipeline and educational initiatives. - Stay up-to-date on statewide workforce initiatives (such as <i>Manufacturer's Edge</i>) and explore specific programs that match economic development goals.	Near Term; ongoing	P	Lead: Economic Development Support: Arapahoe/Douglas Workforce Center
Strategy 3.2 Support sector partnership networks to help connect students with local apprenticeship opportunities.				
Participate in the Arapahoe / Douglas Workforce Center's regional Sector Partnership Initiative that brings together industry leaders, employers, educators, and economic development resources.	A designated Parker staff member should keep tabs on sector partnerships by regularly attending meetings.	Near – Mid Term	P	Lead: Economic Development Support: Arapahoe/Douglas Workforce Center
Partner with middle and high schools, and other educational institutions, to tailor workforce programs, create entrepreneurship pipelines, and recruit young talent.	- Continue to engage with the new Legacy Campus that will focus on credentialing for jobs in aviation, healthcare, and other programs. - Economic development staff could help liaise between businesses and schools to help make connections for apprenticeship opportunities.	Near – Mid Term	P	Lead: Economic Development Support: Arapahoe/Douglas Workforce Center, schools, local businesses, Rocky Vista University

GOAL AREA: Amenities**OBJECTIVE 4: RETAIL, DINING, AND ENTERTAINMENT**

Tactics	Notes	Timeline	Cost	Partners
Strategy 4.1 Support locally-owned retail and restaurant businesses.				
Evaluate and eliminate incentives that are not delivering results aligned with Town goals, and retool incentives in alignment with this plan.	- Consider reorienting incentives to be more targeted to companies that may need assistance, such as local independent retail. <i>Case Study: Berthoud, CO Commercial and Retail Development Incentive Policy. The purpose of Berthoud's policy is to encourage retail projects that fill an identified retail gap and/or create a redevelopment or infill opportunity. Projects are reviewed on a case-by-case basis with possible incentives that can include: waiver, deferment, reimbursement of development fees, sales & use taxes on construction materials; grants; sales tax rebate; façade improvement funds; and public infrastructure reimbursements.</i>	Near – Mid Term	P	Lead: Economic Development Support: Community Development, Mayor and Town Council
Devise a “shop local” card redeemable at Parker’s small businesses.	<i>Case Study: The City of Murrieta, California created “Murrieta Money” to support local businesses through an eGift card company called Yiftee.</i>	Mid Term	\$\$	Lead: Economic Development Support: Parker Chamber, DBA
Remove barriers to incubating and launching retail and restaurant concepts, and help entrepreneurs test products and build brand awareness.	- Consider dedicating one of the ground-floor retail spaces in the anticipated downtown development for a temporary “pop-up” market featuring several local artisans and food sellers. - Town funds could be used to subsidize this initiative.	Mid Term	\$	Lead: Economic Development Support:

Strategy 4.2 Recruit and retain retail concepts where there are market gaps.				
Attract and support clothing and sporting goods retailers.	- Attract and retain locally-owned clothing boutiques, including both higher-end and affordable, thrift and repurposed clothing retail. - Recruit chains (and chain-lets) for clothing retailers with an existing presence in the north metro area, that may be interested in south metro area opportunities.	Mid Term	P	Lead: Economic Development Support:
Cultivate and retain a niche for higher-end home furnishings, bridal, and unique artisanal products.	- Support the development of an art-related retail space. <i>Case study: "Marquee" in Asheville, North Carolina is an indoor market featuring artists and working studios, as well as food and wine stalls.</i> - Capitalize on Parker's emerging wedding accessory retail and event venue niche by adding complementary shopping and experiences – e.g., wedding dress stores, spas.	Mid Term	\$\$	Lead: Economic Development Support:
Strategy 4.3 Recruit desired local/regional "chain-let" restaurants and breweries.				
Recruit chains and chain-lets that already have a presence in the north metro area that might be interested in additional locations.	Create a list of desired dining types and specific chain-lets that could be prospects for relocating to Parker – for example, healthy fast-casual options such as MAD greens, Chook, Meta Burger, Clean Eat, and others.	Near Term	P	Lead: Economic Development Support: Other relevant Town departments
Strategy 4.4 Adjust cultural and entertainment offerings to appeal to a younger and more diverse audience to help address growing competition from nearby communities.				
Prioritize and recruit interactive, family-friendly entertainment establishments.	Attract or help create new entertainment businesses such as game rooms or a roller-skating rink.	Mid Term	P/\$	Lead: Economic Development Support: Other relevant Town departments

Strategy 4.5 Encourage community-led events that spur interaction and creative placemaking.				
Promote events designed to celebrate and welcome all of the cultures that make up the Town's population.	- Offer marketing assistance, resources, space, and even grants to local music, arts, and cultural organizations. - Implement recommendations from the Parker Arts Strategic Plan to continue to provide a diverse variety of programming that is accessible and inclusive to all.		P/\$	Lead: Parker Arts Support: P Economic Development
Consider public-private partnerships to fund community driven projects, such as public art and creative place enhancements), that unite people across cultural backgrounds.	- Work with Parker Arts to develop initiatives and promote them to interested organizations and resident groups. - Implement Parker Arts Strategic Plan recommendations to activate underutilized spaces through more consistent programming.		P/\$	Lead: Parker Arts Support: P Economic Development

OBJECTIVE 5: QUALITY DEVELOPMENT AND COMMUNITY GATHERING PLACES

Tactics	Notes	Timeline	Cost	Partners
Strategy 5.1 Support the build-out and activation of Downtown Parker.				
Support the creation of the Downtown Parker Business Improvement District (BID).	Work with the potential BID on projects that enhance the Downtown consumer experience.	Near Term	\$	Lead: Downtown Business Alliance, BID (once established) Support: Mayor and Town Council, P3
Continue to work with private sector developers to deliver the mixed-use vision for Downtown.		Near to Long Term	P/\$	Lead: Economic Development Support: Mayor and Town Council, P3

Tactics	Notes	Timeline	Cost	Partners
Begin planning for the transition/wind-down of the P3 Urban Renewal Authority.	Explore alternative models, such as a Downtown Development Authority (DDA).	Mid Term	\$	Lead: P Economic Development / P3 Support:
Strategy 5.2 Enact development standards and incentives for high quality, activated, pedestrian-oriented design in designated areas.				
Re-evaluate and implement new development standards for commercial and mixed-use areas to encourage ground floor activation, outdoor dining, and well-designed pedestrian infrastructure.	- Priority areas would include commercial and mixed-use nodes within residential developments (such as Anthology and Hess Ranch), Parker Road commercial corridor, and the Cottonwood redevelopment area. - Through zoning and/or design guidelines, encourage ground floor activation, active uses, built-to requirements, and better façade design. - Encourage and allow restaurants with patios, beer gardens, and interactive outdoor spaces. - Support the development of vacant parcels by including well-designed pedestrian and non-vehicle infrastructure to connect new residents to surrounding commercial areas and to transit.	Mid Term	\$	Lead: Community Development Support: P Economic Development, Public Works & Engineering, Mayor and Town Council, P3

GOAL AREA: Infrastructure

OBJECTIVE 6: REINVESTMENT IN AGING COMMERCIAL AREAS

Tactics	Notes	Timeline	Cost	Partners
Strategy 6.1 Reimagine existing commercial centers, particularly shopping malls in areas along Parker Road, and Highway 83 corridor.				
Pilot a “shopping center revisioning” incentive program to encourage redevelopment of excess space and re-invigorate aging low-density commercial areas.	- Focus on commercial shopping centers built before the 1990s (see “Commercial Areas by Age” map in the appendix). <i>Case Studies: Cities of Arvada and Centennial. The City of Centennial’s Retail Center Transformation Fund</i>	Near – Mid Term	P/\$\$	Lead: Economic Development, P3 Support: Community Development, Mayor and Town Council

Tactics	Notes	Timeline	Cost	Partners
	<i>reimburses owners for physical improvements. Sales tax reimbursement agreements can also be applied. Focuses on retail centers built in the late 80s/early 90s. Recognizes that these centers are not the same amenity they used to be. Can support simple improvements like façade and appearance, or new uses and redevelopment. Arvada's shopping center revisioning pilot helps cover the cost of architectural designs (\$5,000 grants).</i>			
Consider new economic opportunities and uses to maximize the potential of the Dransfeldt industrial area.	In addition to the strategies for recruitment/retention of niche manufacturing in the Dransfeldt industrial area, consider building on the family-friendly services theme, through branding and recruitment of businesses that are synergistic with existing family and kid uses. These could include gymnastics and dance studios, daycare, children's clothing, as well as coffee shops, bakery, or restaurants.	Mid Term	\$\$	Lead: Economic Development, P3 Support: Community Development, Mayor and Town Council
Implement street-grid recommendations from the <i>Parker Road Corridor Plan</i> to open more land area to viable commercial use, relieve pressure on Parker Road, and improve connectivity.	Implement recommendations to improve pedestrian/bicycle infrastructure and reconfigure traffic in and around the Dransfeldt industrial area and in other parts of the Central Subarea including Main Street.			Lead: Public Works & Engineering Support: Community Development, Economic Development

OBJECTIVE 7: TRANSPORTATION AND CONNECTIVITY

Strategies and Tactics	Notes	Timeline	Cost	Partners
Strategy 7.1 Improve pedestrian and non-vehicular connectivity to Downtown Parker.				
Create additional safe pedestrian and bike routes from surrounding neighborhoods to downtown and other activity centers, particularly for kids/teens to move freely without cars.	Multi-modal connectivity between neighborhoods was a top-rated priority identified through the online community survey as part of this planning process.	Mid Term	\$\$\$	Lead: Community Development Support: Public Works & Engineering, Parks & Recreation
Implement pedestrian infrastructure improvements across Parker Road to connect the two distinct Downtown Parker commercial districts.	- Additional pedestrian/bike connectivity over Parker Road should be considered. - More visual, identity, and wayfinding investments are needed to connect the two areas.	Mid Term	\$\$\$	Lead: Economic Development, P3 Support: Community Development, Mayor and Town Council
Strategy 7.2 Consider public transportation improvements to alleviate congestion and provide transit assistance.				
Increase carpooling and alternative transportation use within Parker.	Find creative ways to partner with Douglas County Transit Solutions, and work with employers to offer commuting assistance and carpooling incentives.	Mid Term	\$	Lead: Parker FlexRide Support: Douglas County Transit Solutions
Help implement micro transit solutions.	Work with private and public partners to strategize on future alternative means of transportation to the airport. For example, a shuttle service to the South Metro area could elevate Parker's appeal as a place to invest and relocate businesses.	Mid – Long Term	\$	Lead: Parker FlexRide Support: Douglas County Transit Solutions
Strategy 7.3 Ensure all existing and future businesses, households, and development areas in Parker have access to high-speed broadband internet.				
Ensure that Town staff and utility providers are in alignment about future broadband investment priorities, and seek community input.	- Prioritize areas in Southeast Parker that experience intermittent connectivity. - Seek community input on areas most in need of improved connectivity.	Mid Term	\$	Lead: Community Development Support: Economic Development,

Strategies and Tactics	Notes	Timeline	Cost	Partners
	Investigate state and federal broadband infrastructure plans and incentives.			broadband providers, and other relevant agencies

OBJECTIVE 8: HOUSING OPPORTUNITIES

Strategies and Tactics	Notes	Timeline	Cost	Partners
Strategy 8.1 Broaden opportunities for engagement and collaboration with neighboring municipalities.				
Consider participating in a regional affordable housing strategy and fund.	- Work with nearby communities in Douglas and Arapahoe Counties to explore policy solutions and potential incentives with the goal of creating more housing that will address the mismatch between employment and housing. - Seek regional housing fund contributions from major employers. - Engage with the Douglas County Housing Partnership.	Mid Term	\$	Lead: Economic Development Support: Mayor and Town Council, Douglas County, Arapahoe County, Douglas County Housing Partnership
Strategy 8.2 Strategize on future increased demand for senior housing and services.				
Conduct a senior housing needs assessment.	- A detailed housing study is recommended to understand the housing needs of an aging population, such as opportunities to downsize or age in place, and implications for residential real estate market. - This study could be used as an opportunity to educate town leaders and the public.	Mid Term	\$	Lead: Economic Development Support: Mayor and Town Council, Community Development
Strategy 8.3 Consider policies to add affordable living options within existing housing developments.				
Allow accessory dwelling units in neighborhoods that want them.	- Accessory dwelling units (ADU) are smaller second homes that can be built on existing lots. <i>Case Study: The City of Centennial has recently started exploring solutions to expand housing options, such as ADUs and land banks. This entails proactive education</i>	Mid to Long Term	P/\$	Lead: Community Development

Strategies and Tactics	Notes	Timeline	Cost	Partners
	<i>of city leadership and community members about the link between economic vitality and housing.</i>			Support: Economic Development, Mayor and Town Council
Allow and encourage innovative homeownership options, such as cooperatives, to create opportunities for the next generation of Parker residents.	New models for innovative homeownership can create opportunities for the next generation of Parker residents, including younger adults and families from Parker that may want to move back into the area.	Mid to Long Term	P/\$	Lead: Community Development Support: Economic Development, Mayor and Town Council



MEMORANDUM

TO: Honorable Mayor and Councilmembers
FROM: John Fussa, Community Development Director
Kelsey Hall, Assistant Town Attorney
DATE: July 24, 2023
SUBJECT: Fireworks Sales

ISSUE:

The Mayor and Town Council wish to review and discuss the current Town ordinances for the use and sale of fireworks found in Chapters 6.04, 6.06 and 13.04.210 of the Municipal Code. The review also includes a comparison with the Douglas County ordinance for the use and sale of fireworks.

FISCAL/BUDGET IMPACT:

None

BACKGROUND:

The Town of Parker and Douglas County have adopted ordinances containing regulations and standards that govern the use and sale of fireworks in their respective jurisdictions as described in the attached documents. The regulations and standards may be summarized as follows:

Category	Town	County	Comment(s)
Definition	Device producing a visual or auditory sensation.... References State statute C.R.S.12-28-101	References State statute C.R.S.12-28-101	Definition is similar
Open Fire/Open Burning	Use of fireworks a form of open fire, open burning	Use of fireworks a form of open fire, open burning	Standard is the same
Personal Use	Permitted when Stage 1 or 2 Fire Ban not in effect (year-round)	Permitted when Stage 1 or 2 Fire Ban not in effect (year-round)	Standard is the same
Professional Displays	Permitted when Stage 1 or 2 Fire Ban in effect (year-round)	Permitted when Stage 1 Fire Ban in effect (year-round)	Standard is different
Sales	Not permitted when Stage 1 or 2 Fire Ban in effect	Permitted when Stage 1 or 2 Fire Ban in effect with Public Notice Sign (warning)	Standard is different

The Town's and County's regulations and standards governing fireworks are similar with the principal exception of fireworks sales as indicated above. This difference arises from the Town Council approval on October 15, 2018 of Ordinance No. 3.01.115 amending the Municipal Code to limit fireworks sales when a Stage 1 or Stage 2 Fire Ban is in effect (copy attached). The Council approval of this Ordinance several years ago was a response to complaints from residents about the Town permitting fireworks sales during periods of drought and high fire danger when a Stage 1 and/or Stage 2 Fire Ban is in effect that prohibits their use. Related, the Ordinance was also intended to harmonize the Municipal Code sections governing fireworks by aligning the Town's regulations and standards for the sale of fireworks with those for the use of fireworks.

RECOMMENDATION:

N/A

REQUESTED DIRECTION:

Town Council review and discussion

ATTACHMENT:

1. Parker Chapter 6.04 Fireworks
2. Parker Chapter 6.06 Open Fire and Open Burning Restrictions
3. Parker Chapter 13.04.210 Temporary structures and uses
4. Douglas Co O-012-004 Restricting Open Fires Open Burning and Fireworks in Unincorporated Douglas County
5. 2022 Memo Fireworks Ban CAF 3-28-2022 Study Session
6. CAF Ord. 3.01.115 Sale of Fireworks 10-15-2018

CHAPTER 6.04 Fireworks

6.04.010 Authority and applicability.

The Town of Parker, as a home rule municipality organized under Article XX of the Colorado Constitution, has the authority to adopt this Chapter both under the Colorado Constitution and under the express statutory language of Section 12-28-107, C.R.S.

6.04.020 Definitions.

As used in this Chapter, unless the context otherwise requires:

Fireworks means any article, device, or substance prepared for the primary purpose of producing a visual or auditory sensation by combustion, explosion, deflagration or detonation which meets the description of fireworks as set forth in the United States Department of Transportation hazardous materials regulations, Title 49, Code of Federal Regulations, Parts 173.88 and 173.100, and including, but not limited to, the following articles and devices commonly known and used as fireworks:

- a. Toy cannons or toy canes in which explosives are used;
- b. Blank cartridges;
- c. Firecrackers;
- d. Torpedoes;
- e. Skyrockets;
- f. Rockets;
- g. Roman candles;
- h. Cylindrical fountains, whether or not defined as a permissible firework pursuant to Section 12-28-101, C.R.S.;
- i. Cone fountains, whether or not defined as a permissible firework pursuant to Section 12-28-101, C.R.S.;
- j. Wheels, whether or not defined as a permissible firework pursuant to Section 12-28-101, C.R.S.;
- k. Ground spinners, whether or not defined as a permissible firework pursuant to Section 12-28-101, C.R.S.;
- l. Illuminating torches and colored fire in any form, whether or not defined as a permissible firework pursuant to Section 12-28-101, C.R.S.;
- m. Day-Glo bombs and torches; and
- n. Any other fireworks of like construction and any fireworks containing any explosive or flammable compound, or any tablets or other device containing any explosive substance.

Fireworks does not include:

- a. Toy caps which do not contain more than twenty-five hundredths (.025) of a grain of explosive compound per cap;

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- b. Highway flares, railroad fuses, ship distress signals, smoke candles, and other emergency signal devices;
 - c. Educational rockets and toy propellant device type engines used in such rockets when such rockets are nonmetallic construction and utilize replaceable engines or model cartridges containing less than two (2) ounces of propellant and when such engines or model cartridges are designed to be ignited by electrical means.

Person means and includes subdivision any individual, partnership, firm, company, association or corporation.

Public display of fireworks means one of the following types of displays:

- a. A display presented as part of a show for the enjoyment of the general public, provided the display is performed in accordance with the requirements of the national fire protection association as stated in NFPA-1123, code for the outdoor display of fireworks; or
- b. A display presented by a community or homeowners' association, or a nonprofit organization, in which the display is limited to permissible fireworks, as that term is defined in Section 12-28-101(8), C.R.S., as amended.

Public land means and includes any publicly owned real property which includes, but is not limited to: real property owned by the State or a political subdivision of the State; any special district as that term is defined in Section 32-1-103(2), C.R.S., as amended; Douglas County, Colorado; any school district as defined in Title 22, C.R.S, as amended; the Urban Drainage Flood Control District; and the United States Government, but excludes any public right-of-way.

Vacant land means and includes any real property that is publicly or privately owned, that is in excess of one (1) acre, for which no certificate of occupancy exists for any structure located on such property.

6.04.030 Use of fireworks prohibited on public and vacant land.

It is unlawful for any person to possess, use, explode or have in his or her possession with intent to use or explode, any fireworks on vacant land or public land, except as provided in this Chapter.

6.04.040 Public display of fireworks on vacant land or land that is owned by a public entity.

No person shall conduct a public display of fireworks on vacant land or public land within the Town without having first obtained a permit to do so from the Parker Fire Protection District. A copy of the permit shall be filed with the Police Department prior to the commencement of the fireworks display.

6.04.050 Notice of fireworks ordinance.

No person shall sell any fireworks at retail, without providing a notice to the person purchasing such fireworks, which shall be in the following form:

- (1) "WARNING! It is unlawful for any person to use or explode, or have in his or her possession with intent to use or explode any fireworks on vacant land or public land and located in the Town of Parker."
- (2) "WARNING! A fine of Six Hundred Dollars (\$600.00) may be levied on any person that uses or explodes, or has in their possession with intent to use or explode any fireworks on vacant land or public land located in the Town of Parker." (Ord. 1.210 §1, 2002; Ord. 5.60 §5, 2002)

6.04.060 Violations; penalty.

It is unlawful to violate any of the provisions of this Chapter. Any person who is convicted of a violation of any provisions of this Chapter shall be punished by civil penalties of not more than four hundred ninety-nine dollars (\$499.00) to be determined and assessed at the discretion of the Municipal Judge. No jail sentence shall be available as a possible penalty for such a violation.

CHAPTER 6.06 Open Fire and Open Burning Restrictions

6.06.010 Short title.

This Chapter shall be known and referred to as the "Town of Parker Open Fire and Open Burning Restriction Ordinance" and may be cited and referenced as such.

6.06.020 Purpose.

The purpose of this Chapter is to preserve and protect the public health, safety and welfare of the citizens of the Town by restricting open fires, open burning and the sale and/or use of fireworks, in the Town, in order to prevent open space, vacant land and public land fires when a high danger of such fires exists as a result of atmospheric conditions, including the lack of moisture and other local conditions in the Town.

6.06.030 Application.

- (a) Unless suspended by the Emergency Manager, the restrictions set forth in Sections 6.06.060 and 6.06.070 below shall be known as a Stage 1 Fire Ban and shall apply throughout the Town, including public, private, state and federal lands. In addition to the power to suspend the Stage 1 Fire Ban, the Emergency Manager shall also have the power to elevate the fire ban to Stage 2, as set forth in Section 6.06.080 of this Chapter.
- (b) In exercising the discretion to suspend the Stage 1 Fire Ban or elevate the fire ban to Stage 2, the Emergency Manager shall consider, but not be bound by or limited to, weather conditions, lack of precipitation and heavy fuel loading that creates a threat of fire in the open space, vacant land and public land located in and around the Town of Parker, and that further creates, in the discretion of the Emergency Manager, a state of emergency with respect to fire danger, as verified by the process contained in Section 3 of Douglas County Ordinance No. O-012-004.

(Ord. 5.74 §1, 2013)

6.06.040 Definition of open fire or open burning.

For purposes of this Chapter, *open fires* or *open burning* shall be defined as any outdoor fire, including, but not limited to, campfires, warming fires, the lighting of any fused explosives and fireworks of any kind or brand, the lighting of model rockets, and the burning of fence lines or rows, fields, farm lands, range lands, wildlands, trash and debris.

6.06.050 Definition of fireworks.

For purposes of this Chapter, *fireworks* shall be defined as set forth in Section 12-28-101(3), C.R.S., and specifically shall include "permissible fireworks" as defined in Section 12-28-101(8), C.R.S. Any devices that meet the statutory definition of fireworks referenced herein, but that are not "permissible fireworks," shall remain prohibited at all times.

6.06.060 Unlawful acts.

- (a) Except as provided in Section 6.06.070 or 6.06.080 below, when restrictions on open fires, open burning and use of fireworks are enacted, it shall be unlawful for any person to build, maintain, attend or use an open fire, conduct open burning or use fireworks in the Town, including public, private, state and federal lands. This includes: the operation or use of any internal combustion engine (*e.g.*, chainsaw, etc.) without a spark-arresting device properly installed, maintained and in effective working order, and the operation of any pest control equipment that relies upon the ignition of flammable gases or liquids.
- (b) It shall also be unlawful for any person to offer for sale any fireworks, as defined in Section 6.06.050 above, in the Town when a Stage 1 Fire Ban or a Stage 2 Fire Ban, as defined in herein, is in effect.

(Ord. 5.74.2 §1, 2018; Ord. 5.74 §1, 2013)

6.06.070 Stage 1 exceptions.

Except where the Emergency Manager has elevated fire and burning restrictions to Stage 2 (enacted in cases of most extreme fire danger), the following shall be excepted from Section 6.06.060 above during Stage 1 restrictions:

- (1) Permitted fires. Fires for which a permit has been obtained from the South Metro Fire Rescue Authority.
- (2) Gas- and liquid-fuel-powered appliances. Fires contained within liquid-fueled or gas-fueled stoves, grills, fire pits or other gas- or liquid-fueled appliances.
- (3) Fireplaces, wood-burning stoves. Fires contained within fireplaces and wood-burning stoves within buildings only.
- (4) Explosive waste. Burning of explosive wastes by the manufacturer of explosives in areas zoned for industrial use, when the burning is supervised by the South Metro Fire Rescue Authority.
- (5) Suppression fires. Open fires or open burning by any federal, state or local officer, or member of the South Metro Fire Rescue Authority in the performance of an official duty.
- (6) Professional fireworks displays. If permitted by the Emergency Manager, following consultation with the South Metro Fire Rescue Authority, subject to C.R.S. § 24-33.5-2003, and any mitigation measures required by the Emergency Manager.
- (7) Small recreational fires. At developed picnic sites contained in a fixed permanent metal/steel fire pit (rock fire rings are considered temporary and not permanent) with flame lengths not in excess of four (4) feet, or the residential use of charcoal grills, tiki torches, fires in chimineas or other portable fireplaces or patio fire pits, so long as said fires are supervised by a responsible party at least eighteen (18) years of age. These recreational fires shall burn materials other than rubbish and shall have a total fuel area of three (3) feet (914 mm) or less in diameter and two (2) feet (610 mm) or less in height for pleasure, religious, ceremonial, cooking, warmth or similar purposes, and shall in no event be construed to include fireworks as defined in Section 6.06.050 above.

6.06.080 Stage 2 exceptions.

The Emergency Manager may impose Stage 2 fire and burning restrictions in cases of the most extreme fire danger. When Stage 2 restrictions are imposed, the only exceptions to Section 6.06.060 above are:

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- (1) Gas- and liquid-fuel-powered appliances. Fires contained within liquid-fueled or gas-fueled stoves, grills, fire pits or other gas- or liquid-fueled appliances.
 - (2) Fireplaces, wood-burning stoves. Fires contained within fireplaces and wood-burning stoves within buildings only.
 - (3) Explosive waste. Burning of explosive wastes by the manufacturer of explosives in areas zoned for industrial use, when the burning is supervised by the South Metro Fire Rescue Authority.
 - (4) Suppression fires. Open fires or open burning by any federal, state or local officer, or member of the South Metro Fire Rescue Authority in the performance of an official duty.
 - (5) Charcoal grills. Residential use of charcoal grills when such use is supervised by a responsible party at least eighteen (18) years of age. Extreme care and caution should be used to ensure that charcoal coals are extinguished completely after use.
 - (6) Professional fireworks displays. If permitted by the Emergency Manager, following consultation with the South Metro Fire Rescue Authority, subject to C.R.S. § 24-33.5-2003, and any mitigation measures required by the Emergency Manager.

6.06.090 Administration and enforcement.

The Police Department shall be responsible for the administration and enforcement of this Chapter. All inquiries regarding the current status of fire restrictions in the Town should be directed to the Police Department.

6.06.100 Penalty for violation.

- (a) Any person convicted of violating any provision of this Chapter shall, upon conviction, be punished by a fine of not more than four hundred ninety-nine dollars (\$499.00) for each separate offense and may be enjoined from any further or continued violation. The Town may also seek an injunction, abatement, restitution or any other remedy to prevent, enjoin, abate or remove the violation. Each day a violation of this Chapter continues shall constitute a separate offense.
- (b) The Town may seize, take, and remove, at the expense of the owner all stocks of impermissible fireworks offered or exposed for sale, stored or held in violation of this Chapter.
- (c) Any remedies provided for herein shall be cumulative and not exclusive and shall be in addition to any other remedies provided by law.

(Ord. 5.74.2 §2, 2018; Ord. 5.74 §1, 2013)

6.06.110 Additional remedies.

The remedies provided in this Chapter shall be cumulative and in addition to any other federal, state or local remedy, criminal or civil, which may be available. Nothing contained herein shall be construed to preclude prosecution under any other applicable statute, including, but not limited to, prosecution under Section 18-13-109, C.R.S., or any other applicable statute, ordinance, rule, order or regulation.

13.04.210 Temporary structures and uses.

- (a) Intent. To provide for the regulation of temporary uses and structures and address the impact of these structures and uses on surrounding properties, including aesthetics and economic development.
- (b) Temporary structure.
 - (1) The Town allows the following types of temporary structures:
 - a. a temporary structure that is used to temporarily replace an existing structure being demolished while a new permanent replacement structure is being constructed on the same site;
 - b. a temporary structure for the storage of construction materials, as a construction office or a sales office for managing a construction project;
 - c. temporary school structures to the extent permitted in this Section; and
 - d. accessory structure(s) incidental and subordinate to a permitted principal use that is limited in duration not to exceed a duration of ninety (90) days.
 - (2) All temporary structures are subject to the following requirements:
 - a. A building permit is required for all temporary structures, except as otherwise provided by the applicable building code.
 - b. No temporary housing shall be allowed in the Town except where expressly permitted by the applicable zoning regulations. Temporary housing is any dwelling unit that does not have a permanent roof or foundation. Trailers, RVs, tents and similar shelters are temporary in nature and shall not be permitted on residential lots.
 - c. The applicant installing the temporary structure shall provide a letter of credit or cash security in a form and amount acceptable to the Town ensuring the complete removal of the temporary structure, site restoration and site revegetation, once the permit for the temporary structure has expired. In addition, the applicant shall enter into an agreement with the Town, authorizing the Town to take possession of the structure and dispose of it upon failure of the applicant to remove the structure within sixty (60) days of the date the temporary permit expires with one (1) extension of up to thirty (30) days for good cause.
 - d. The temporary structure's location, size and general design shall be described on the construction staging plan, as required by Chapter 13.10 of this Title.
 - e. The temporary structure can be used with or without utilities or services.
 - f. The temporary structure shall not be more than one (1) story in height and shall be located in such a manner that the exterior walls are a minimum of ten (10) feet from any adjacent property lines and a minimum of twenty (20) feet or more from any other structure.
 - g. Temporary structures are subject to permits issued by the building department. Temporary structures shall not be placed on site prior to the issuance of a building permit and shall be removed upon issuance of a certificate of occupancy or upon substantial completion of a project that does not require a certificate of occupancy.
 - h. The temporary structure shall not be utilized as living quarters.
 - (3) Temporary structures that are used to temporarily replace an existing structure being demolished while a new permanent replacement structure is being constructed on the same site shall be allowed subject to the following requirements:

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- a. The temporary structure is used for the same principal use as the structure that is being demolished, except residential use of a temporary structure is not allowed.
 - b. The temporary structure shall have a floor area not greater than the structure it is temporarily replacing.
 - c. The temporary structure shall not be placed on site until a building permit has been issued for the new replacement structure.
 - d. The temporary structure shall be located on the same property as the project under construction, as indicated by a recorded plat or final site plan, or located on an adjacent property subject to property owner authorization and Planning Director approval.
- (4) Temporary structures for the storage of construction materials, as a construction office or a sales office for managing a construction project may be allowed, subject to the following requirements:
- a. The temporary structure is to be used only during normal business hours for construction activities, as provided in Paragraph 6.03.040(2) of this Code.
 - b. The temporary structure shall be located on either the same property as the project under construction, as indicated by a recorded plat or final site plan, or located on an adjacent property, subject to property owner authorization and Planning Director approval.
 - c. The applicant, owner or tenant of the temporary structure shall possess construction permits for the subject property, including, but not limited to, a building or grading permit.
- (5) Temporary school structures may be allowed. For schools in any zone district in which permanent educational facilities are expressly permitted, the Planning Director may, by permit, allow the use of temporary structures on property where a permanent educational facility is situated or vacant land immediately adjacent to property to be used by any school district or charter school, as defined in Title 22, C.R.S., for newly constructed permanent educational facilities. The temporary structures shall be used for school classroom purposes only.
- (c) Temporary uses.
- (1) Temporary uses shall be limited to the following uses:
- a. Christmas tree lots.
 - b. Agricultural products.
 - c. Fireworks stands.
 - d. Carnivals, circuses and festivals.
 - e. Markets including flea markets, farmers' markets, and holiday/seasonal markets.
 - f. Promotional events.
- (2) Definitions.
- a. *Christmas tree lot* means a property used for the temporary storage and retail sale of trees.
 - b. *Agricultural products* means a property used for the temporary storage and retail sale of agricultural products which are intended to be consumed offsite.
 - c. *Fireworks stand* means a property used for the temporary storage and retail sale of allowed fireworks.
 - d. *Carnivals, circuses and festivals*.
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- e. *Flea markets, farmers' markets, holiday/seasonal markets* mean a property used for the temporary establishment of an outdoor market where goods are stored and sold to patrons.
 - f. *Promotional events* mean an event in which items normally found and sold within an existing permitted building on the property are temporarily stored and sold outside of the existing building/use. The temporary use shall not exceed two thousand (2,000) square feet.

*All above uses shall be permitted under a temporary use permit, unless a Community Event Permit, as described in Chapter 10.08, is issued for the use, in which case a temporary use permit is not required.

- (3) Temporary uses are subject to a temporary use permit.
- (4) The proposed temporary use shall only be in operation for the duration described in Schedule 13.04.210 below during any calendar year. The applicant will be allowed seven (7) days to set up before the effective date of the permit and to remove seven (7) days after the expiration of the permit. The temporary use shall only be allowed during the days specified on the permit. Permits do not continue from year to year.
- (5) The property where the proposed temporary use is to be located and/or the property owner of record shall not have any outstanding land use violations or obligations to the Town.
- (6) The proposed temporary use shall only be located within a nonresidential zoned area (area zoned for commercial and/or industrial use) unless specifically allowed by the Planning Director, upon a finding that there will be no material impact to a residentially zoned area.
- (7) The proposed temporary use shall be compatible with surrounding uses.
- (8) Temporary structures, such as tents, sheds and trailers, may be utilized with a temporary use, so long as such temporary structures comply with the regulations and permitting requirements of the Town and other referral agencies, including all electrical and generator connections and the requirements of this Section. Operable vehicles, such as RVs or semi-trucks, may also be used with a temporary use, subject to the requirements of this Section. At the termination of the temporary use, the temporary structures and vehicles must be removed within the seven-day removal time.
- (9) All required parking for the temporary use shall be on the same site as the lot where the temporary use is located, and the number of required parking spaces described in Section 13.06.050 of this Title shall be provided for the temporary use, which required parking spaces shall be in addition to the parking spaces required for the principal use of such property.
- (10) The temporary use shall be operated in compliance with Title 6 of this Code, including, but not limited, to noise, litter, trash and debris from such use. A fireworks stand is not eligible for a temporary use permit when a Stage 1 Fire Ban or a Stage 2 Fire Ban, as defined in Chapter 6.06 of the Code, is in effect.
- (11) Temporary use permit submittal requirements. Requests for temporary uses shall require the issuance of a temporary use permit. Application for a permit shall be accompanied by the following information:
 - a. A temporary use permit application.
 - b. A plot plan for the site which shall include:
 - 1. All required setbacks;
 - 2. Access to the temporary use from a public right-of-way;
 - 3. Dimensions of all existing and proposed structures, uses, display areas, lighting and parking (if applicable), and any additional relevant information;

4. Location of required off-street parking and loading areas, if applicable. All temporary uses which generate a need for parking shall provide parking on the same lot where the temporary use is located; and
5. Location, type and size of any proposed signage.
- c. An authorization letter from the legal property owner giving the applicant permission to apply for a temporary use permit.
- d. Permits from the Building Department as may be required by the Town.
- e. All signage for the temporary use shall be submitted as part of the temporary use permit and shall be in compliance with Chapter 13.09 of this Code.

Schedule 13.04.210

<i>Use</i>	<i>Permit Required</i>	<i>Duration</i>	<i>Fee</i>	<i>Renewal</i>
Temporary Structures				
Replacement of existing structure	Building Permit	Upon issuance of a CO or upon substantial completion of a project that does not require a CO	Building Permit Fee Schedule	—
Temporary Sale/Construction Trailer	Building Permit		Building Permit Fee Schedule	—
Temporary School Structure	Building Permit	Shall be used for school classroom purposes.	Building Permit Fee Schedule	—
Temporary Uses				
Christmas Tree Lot	Temporary Use Permit	45 days	\$50	Permits are valid for the time allowed through the permit. Each year a new permit is required for the event. Additional fees and permits may be required through the Building Department.
Agricultural Products	Temporary Use Permit	90 days	\$50	
Fireworks Stand	Temporary Use Permit	30 days	\$50	
Carnival, Circus or Festival	Temporary Use Permit	10 days	\$50	
Flea Market/Farmers' Market	Temporary Use Permit	150 days	\$50	
Promotional Event	Temporary Use Permit	45 days	\$50	

(12) Copy of a current Town business/sales tax license for the temporary use.

- (d) Revocation/Suspension. The Planning Director or designee may revoke a temporary use permit for failure to comply with the terms of the permit or the Code. The Planning Director or designee shall suspend any permit issued for a fireworks stand during the period of time that a Stage 1 Fire Ban or a Stage 2 Fire Ban, as defined in Chapter 6.06 of the Code, is in effect. The decision of the Planning Director or designee to terminate or suspend a temporary use permit may be appealed to the Town Council within fifteen (15) days of the date of the decision.

(Ord. 3.01.115 §1, 2018; Ord. 3.01.112 §3, 2017; Ord. 13.01.95 §1, 2010; Ord. 3.01.91 §3, 2009; Ord. 3.01.91 §3, 2009; Ord. 3.240.5 §1, 2008; Ord. 3.01.50.1 §1, 2007; Ord. 3.01.73 §§1, 2, 2004; Ord. 3.01.64.1 §1, 2003; Ord. 3.01.34 §1m 2002; Ord. 3.01.50 §1, 2000; Ord. 3.01.7 §8, 1995; PLDO Art. IV §21)

ORDINANCE NO. O-012-004

**THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO**

**AN ORDINANCE RESTRICTING OPEN FIRES, OPEN
BURNING AND FIREWORKS IN THE UNINCORPORATED
AREAS OF DOUGLAS COUNTY.**

WHEREAS, section 30-15-401(1) (n.5), C.R.S., authorizes the Board of County Commissioners ("Board") to adopt an ordinance banning Open Fires to a degree and in a manner that the Board deems necessary to reduce the danger of wild fires within those portions of the unincorporated areas of the county where the danger of forest or grass fires is found to be high; and

WHEREAS, section 30-15-401(1) (n.7), C.R.S., authorizes the Board to prohibit the sale, use and possession of fireworks, including permissible fireworks, within those portions of the unincorporated areas of the county; and

WHEREAS, the Board finds, based upon competent evidence, that the danger of forest or grass fires is high within the unincorporated areas of the county, but that the danger tends to subside with seasonal and weather changes, such that the ban on Open Fires may reasonably be suspended from time to time; and

WHEREAS, the Douglas County Sheriff ("Sheriff") is authorized pursuant to sections 30-10-512 and 30-10-513, C.R.S., to act as fire warden of the county in certain circumstances in case of prairie or forest fires, and to assume charge or assist other governmental entities in controlling or extinguishing forest or prairie fires; and

WHEREAS, the Board finds that the Sheriff, in his or her capacity as fire warden, is the appropriate person, within his or her discretion, to determine whether a ban on Open Fires should be suspended during times of decreased fire danger, or elevated to Stage 2 in times of extreme fire danger, as further described herein; now therefore,

**BE IT ORDAINED, BY THE BOARD OF COUNTY COMMISSIONERS OF
DOUGLAS COUNTY**, as follows:

Section 1. Title. This ordinance shall be known and referred to as the "**Douglas County Open Fire and Open Burning Restriction Ordinance**" and may be cited and referenced as such.

Section 2. Purpose. The purpose of this ordinance is to preserve and protect the public health, safety and welfare of the citizens of Douglas County, Colorado, by restricting Open Fires, Open Burning, and the Use of Fireworks, in the unincorporated areas of Douglas

County in order to prevent forest and grass fires when a high danger of such fires exists as a result of atmospheric and natural fuel conditions, including lack of moisture and other local conditions in Douglas County.

Section 3. Application. Unless suspended by the Sheriff, the restrictions set forth in Section 6 and 7, below, shall be known as a Stage 1 Fire Ban and shall apply throughout the unincorporated areas of Douglas County including public, private, state and federal lands. In addition to the power to suspend the Stage 1 Fire Ban, the Sheriff shall also have the power to elevate the Fire Ban to Stage 2, as set forth in Section 8, below.

In exercising the discretion to suspend the Stage 1 Fire Ban or elevate the Fire Ban to Stage 2, the Sheriff shall consider, but not be bound by or limited to, weather conditions, lack of precipitation, and heavy fuel loading that creates a threat of fire in the forests and prairies of Douglas County, and that further creates in the discretion of the Sheriff a state of emergency with respect to fire danger; as verified by the following process according to the County's Annual Operating Plan (AOP);

- Douglas County uses the Fire Restriction Evaluation Guidelines checklist developed by the U.S. Forest Service to determine whether or not Douglas County should implement or rescind fire restrictions.
- These guidelines include the following criteria as part of the assessment process as measured by our weather station: 1000 hour fuels, Energy Release Component, Fire Danger Adjective Rating, Availability of suppression resources, High occurrence of human caused fires, Adverse fire weather conditions predicted to continue, Local fire preparedness level, and Input from local fire officials.
- When the County has completed the above evaluation and is confident that fire restrictions should be implemented, the County notifies the Colorado Division of Fire Prevention and Control, surrounding Counties and US Forest Service and when possible, requests that a teleconference be convened so that we can compare assessments and attempt to minimize discrepancies.

Section 4. Definition of Open Fire or Opening Burning. For purposes of this ordinance, "Open Fires" or "Open Burning" shall be defined as any outdoor fire, including, but not limited to, campfires, warming fires, the lighting of any explosives and fireworks of any kind or brand, the lighting of model rockets, and the burning of fence lines or rows, fields, farm lands, range lands, wildlands, trash and debris.

Section 5. Definition of Fireworks. For purposes of this ordinance, "Fireworks" shall be defined as set forth in section 12-28-101(3), C.R.S., and specifically shall include "permissible fireworks" as defined in section 12-28-101(8), C.R.S. **Any devices that meet the statutory definition of fireworks referenced herein, but that are not "permissible fireworks" shall remain prohibited at all times.**

Section 6. Unlawful Acts. (a) Except as provided in Section 7 or 8 below, when restrictions on Open Fires, Open Burning, and Use of Fireworks are enacted, it shall be unlawful for any person to build, maintain, attend or use an Open Fire, conduct Open Burning, or to Use Fireworks in the unincorporated areas of Douglas County including public, private, state and federal lands. This includes; the operation or use of any internal combustion engine (e.g., chainsaw, etc.) without a spark arresting device properly installed, maintained and in effective working order and; the operation of any pest control equipment which relies upon the ignition of flammable gases or liquids.

(b) It shall also be unlawful for any person to offer for sale any Fireworks, as defined in Section 5, in the unincorporated areas of Douglas County including public, private, state and federal lands; provided however, that it shall not be a violation of this Section 6, if the person offering Fireworks for sale prominently displays a public notice sign at each point of sale location which is clearly visible to purchasers. Each such public notice sign shall measure not less than two (2) feet by three (3) feet and shall consist of a white background with black lettering. Letter size shall be a minimum of 3 inches high. The public notice sign shall read:

PUBLIC NOTICE

When Douglas County Fire and Burning Restrictions are in effect, the use of all Fireworks is strictly prohibited. Information on current restrictions can be found at the Sheriff's Office website at www.DCSheriff.net.

Section 7. Stage 1 - Exceptions. Except where the Sheriff has elevated Fire and Burning restrictions to Stage 2 (enacted in cases of most extreme fire danger), the following shall be excepted from Section 6 of this ordinance during Stage 1 restrictions:

- a. Permitted Fires. Fires for which a permit has been obtained from a local fire protection district during Stage I restrictions only.
- b. Gas and liquid fuel powered appliances. Fires contained within liquid-fueled or gas-fueled stoves, grills, fire pits or other gas or liquid fueled appliances.
- c. Fireplaces, wood burning stoves. Fires contained within fireplaces and wood burning stoves within buildings only.
- d. Explosive Waste. Burning of explosive wastes by the manufacturer of explosives in areas zoned for industrial use, when the burning is supervised by a fire protection district.
- e. Suppression Fires. Open fires or open burning by any federal, state or local officer, or member of an organized fire protection district or department in the performance of an official duty.

- f. Professional Fireworks Displays. If permitted according to section 12-28-103 C.R.S.
- g. Small Recreational Fires. At developed picnic or campground sites contained in a fixed permanent metal/steel fire pit (rock fire rings are considered temporary, and not permanent) with flame lengths not in excess of four feet, or the residential use of charcoal grills, tiki torches, fires in chimineas or other portable fireplaces or patio fire pits, so long as said fires are supervised by a responsible party at least 18 years of age. These "Recreational Fires" shall burn materials other than rubbish and shall have a total fuel area of 3 feet (914 mm) or less in diameter and 2 feet (610 mm) or less in height, for pleasure, religious, ceremonial, cooking, warmth or similar purposes, and shall in no event be construed to include Fireworks as defined in Section 5.

Section 8. Stage 2 - Exceptions. The Sheriff may impose Stage 2 Fire and Burning restrictions in cases of the most extreme fire danger. When Stage 2 restrictions are imposed, the only exceptions to Section 6 of this ordinance are:

- a. Gas and liquid fuel powered appliances. Fires contained within liquid-fueled or gas-fueled stoves, grills, fire pits or other gas or liquid fueled appliances.
- b. Fireplaces, wood burning stoves. Fires contained within fireplaces and wood burning stoves within buildings only.
- c. Explosive Waste. Burning of explosive wastes by the manufacturer of explosives in areas zoned for industrial use, when the burning is supervised by a fire protection district.
- d. Suppression Fires. Open fires or open burning by any federal, state or local officer, or member of an organized fire protection district or department in the performance of an official duty.
- e. Charcoal Grills. Residential use of charcoal grills when such use is supervised by a responsible party at least 18 years of age. Extreme care and caution should be used to ensure that charcoal coals are extinguished completely after use.

Section 9. Administration and Enforcement. The Douglas County Sheriff shall be responsible for the administration and enforcement of this ordinance. All inquiries regarding the current status of fire restrictions in Douglas County should be directed to the Sheriff's Office. Most information about current fire ban restrictions can be obtained at the Sheriff's Office website at www.dcsheriff.net.

Section 10. Penalty for Violations. Any person who violates this ordinance from its effective date commits a class 2 petty offense under section 30-15-402(1), C.R.S. and, upon conviction thereof, shall be punished by a fine of not more than \$1000.00 for each separate violation, plus a surcharge of \$10 under section 30-15-402(2), C.R.S.

Section 11. Penalty Assessment Procedure. The penalty assessment procedure provided in section 16-2-201, C.R.S., may be followed by the arresting officer for any such violation of this ordinance:

- Pursuant to the penalty assessment procedure, the violator may pay a fine in the amount of one hundred dollars (\$100.00), plus a ten dollar (\$10) surcharge for a first time violation of any of the provisions of this Ordinance.
- Subsequent offenses shall be subject to a fine of two hundred dollars (\$200.00) for a second offense, five hundred dollars (\$500.00) for a third offense and one thousand dollars (\$1000.00) for each additional offense, plus applicable surcharges.
- If the penalty assessment procedure is not utilized by a person cited for violating this Ordinance, and the alleged offender is ultimately found guilty by the Douglas County Courts, court costs and any additional financial requirements deemed necessary or appropriate to the Court may be assessed in addition to the fine.

Section 12. Disposition of Fines and Forfeitures. All fines and forfeitures for the violation of this ordinance shall be paid to the Treasurer of Douglas County.

Section 13. Additional Remedies. The remedies provided in this ordinance shall be cumulative and in addition to any other federal, state or local remedy, criminal or civil, which may be available. Nothing contained herein shall be construed to preclude prosecution under any other applicable statute, including, but not limited to, prosecution under section 18-13-109, C.R.S., or any other applicable statute, ordinance, rule, order or regulation.

Section 14. Severability. If any section, subsection, clause, sentence or phrase of this ordinance is adjudged by any court of competent jurisdiction to be invalid, such invalidity shall not affect, impair or invalidate any other provisions of this ordinance which can be given affect without such invalid provision.

Section 15. Emergency. The Board hereby finds, determines and declares that this ordinance is necessary for the immediate preservation and protection of the health, safety and welfare of the citizens of Douglas County, Colorado. This ordinance shall take effect immediately upon adoption on second and final reading.

Section 16. Effective Date. This ordinance shall be effective immediately and shall remain in effect until such time as this ordinance is amended, temporarily suspended or repealed. The Sheriff, by Executive Order, may temporarily suspend this ordinance from time to time should the fire danger in Douglas County decrease. Likewise, the Sheriff may reinstate this ordinance by Executive Order after it has been temporarily suspended.

Section 17. Repeal. Ordinance No. 0-996-001, Ordinance No. 0-997-003, Ordinance No. O-011-002, and Ordinance No. O-003-001 are hereby repealed.

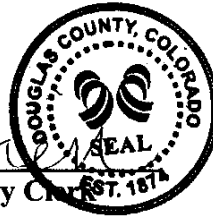
INTRODUCED, READ AND ADOPTED ON FIRST READING, on the 20 day of Nov, 2012, and ordered published in full in the Douglas County News-Press in Castle Rock, Douglas County, Colorado.

THE BOARD OF COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO

BY: [Signature]
Jack Hilbert, Chair

ATTEST:

[Signature]
Melissa Pelletier, Deputy Clerk



ADOPTED ON SECOND AND FINAL READING, ~~AS AMENDED~~, on the 18 day of Dec, and ordered published in its entirety in the Douglas County News-Press.

THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS, COLORADO

BY: [Signature]
Jack Hilbert, Chair

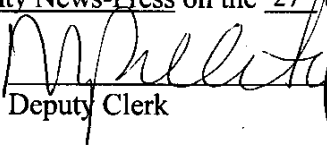
ATTEST:

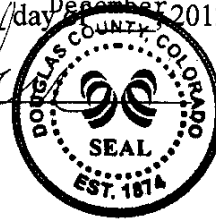
[Signature]
Melissa Pelletier, Deputy Clerk



CERTIFICATE

I hereby certify that the foregoing Ordinance No. O12-004 was introduced, read and adopted on first reading as an ordinance necessary for the immediate preservation of the public health, safety and welfare at the regular meeting of the Board of County Commissioners of the County of Douglas on November 20, 2012, and the same was published in full in the Douglas County News-Press, a newspaper of general circulation published in Douglas County, on the 29 day of November, 2012, and thereafter was adopted on second and final reading, ~~as amended~~, at a public hearing of the Board of County Commissioners of the County of Douglas on December 18, 2012. Said ordinance was published in its entirety in the Douglas County News-Press on the 27 day of December, 2012.


Deputy Clerk

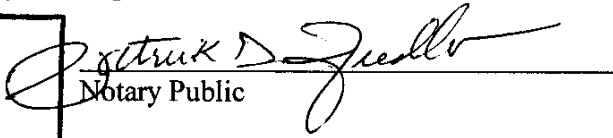


State of Colorado)
) ss.
County of Douglas)

Subscribed and sworn to before me this 18th day of DEC., 2012 by **Melissa Pelletier** as Deputy Clerk of the County of Douglas.

PATRICK D. FIEDLER
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 19944005443

My Commission Expires: April 27, 2014

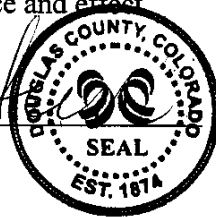

Notary Public

My Commission expires: _____.

CERTIFICATION

I, **Melissa Pelletier**, Douglas County Deputy Clerk, do hereby certify that the foregoing Ordinance No. O-012-004, entitled **AN ORDINANCE RESTRICTING OPEN FIRES AND OPEN BURNING IN THE UNINCORPORATED AREAS OF DOUGLAS COUNTY** is a true, correct and complete copy from the records of my office, that said ordinance was duly adopted by the Board of County Commissioners of Douglas County, and is in full force and effect.


Deputy Clerk





MEMORANDUM

TO: Honorable Mayor and Members of Town Council
FROM: Kelsey Hall, Assistant Town Attorney
DATE: March 28, 2022
SUBJECT: Discussion on the Sale of Fireworks.

ISSUE:

Whether the Town of Parker (the "Town") should institute a ban on the sale and discharge of fireworks within Town limits. The Town currently prohibits the use and sale of fireworks when either Stage 1 or Stage 2 fire restrictions are in effect. The ban would prevent a situation under which a vendor is permitted to set up their booth but must abruptly cease operations due to fire restrictions.

FISCAL/BUDGET IMPACT:

Minimal. The Town of Parker historically has collected only a few thousand dollars each year from sales tax on fireworks. For example, the amount of sales tax collected on fireworks sold in Parker since 2015 is as follows:

- 2015: \$2,279.60
- 2016: \$4,156.53
- 2017: \$1,607.23
- 2018: \$1,285.24
- 2019: \$4,254.97
- 2020: \$0 (COVID)
- 2021: \$5,360.99

BACKGROUND:

1. Current State of the Law

The regulation of fireworks in the Town, including their sale and discharge, is governed by federal, state, and municipal law. Federal statutes largely relate to the safe storage and transportation of fireworks, while Colorado law sets forth which types of fireworks are permissible and the minimum age for purchase. Finally, both Douglas County and the Town of Parker have ordinances that ban the sale and discharge of fireworks when fire restrictions are in effect. While the Douglas County ordinance does not affect firework sales or use within the Town, the ordinances are complimentary.

C.R.S. §24-33.5-2001 defines fireworks as "any composition or device designed to produce a visible or audible effect by combustion, deflagration or detonation, and that meets the definition of articles pyrotechnic, permissible fireworks, or display fireworks." The statute goes on to define a subset of "permissible fireworks," which satisfy consumer product safety standards

and which may be legally discharged within the State. The only other restriction on fireworks contained in the State statute is that fireworks may only be sold to or be purchased by individuals who are sixteen years of age and older.

Next, Douglas County Ordinance No. O-012-004 prohibits the use of fireworks in any unincorporated areas of the County while fire restrictions are in place. At all other times, it is unlawful for any person to offer for sale any fireworks in the unincorporated areas of the County unless the vendor posts a notice that the use of fireworks is prohibited while fire restrictions are in effect.

Finally, the Town has ordinances prohibiting the use of fireworks on public and vacant land at all times, and prohibiting the use and sale of fireworks while fire restrictions are in effect. Therefore, permissible fireworks, as defined by State statute and as defined in Parker Municipal Code §6.04.020, may be purchased by and sold to any individual over the age of sixteen so long as no fire restrictions are in effect. Permissible fireworks may be discharged at any time and any location within the Town limits, with the exception of public and vacant land.

2. Historical Dates of Fire Restrictions

The Town of Parker works in tandem with Douglas County to enact fire restrictions when conditions require such restrictions. Since at least 2018, Douglas County has enacted fire restrictions each year, though the timing varies and does not always correspond with the July 4th holiday when fireworks are most frequently in use. For example, the latest data available from the Douglas County Sheriff's Office is as follows:

- 2018: Stage 1 Restrictions
 - March 15 – April 26
 - June through July 26
- 2019: Stage 1 Restrictions
 - October 3 through October 25
- 2020: Stage 1 or 2 in effect for the entirety of the summer and fall. However, all restrictions were rescinded on December 16, 2020.
- 2021: Stage 1 Restrictions
- December 30, 2021 through February 7, 2022

Please note that this dataset may be incomplete as no formal record of fire restrictions is maintained by the Sheriff's Office.

3. Fireworks Bans, or Lack Thereof, in Other Jurisdictions

Most municipalities along the Front Range have at least some restrictions on the sale and use of fireworks. Jurisdictions that have a total ban on the sale and use of fireworks include:

- Arvada

- Boulder
- Broomfield
- Centennial
- Colorado Springs
- Fort Collins
- Golden
- Greenwood Village
- Lakewood
- Monument
- Thornton

It should be noted that the bans in these jurisdictions do not include professional fireworks displays. These displays often require a permit and must be conducted by licensed professionals who also carry liability insurance. Virtually no jurisdictions along the Front Range bar professional fireworks displays.

Jurisdictions with some restrictions on the use and sale of fireworks include:

- Aurora
- Douglas County
- Castle Rock
- Denver
- Elizabeth
- Westminster
- Wheat Ridge

These restrictions include prohibiting the use of fireworks on any park or open space land, only permitting the discharge of fireworks on certain dates each year, and prohibiting the use and sale of fireworks while fire restrictions are in effect.

Finally, jurisdictions that simply follow the State statute and allow the sale and use of permissible fireworks by individuals aged sixteen and older include:

- Englewood
- Greeley
- Littleton
- Lone Tree

4. Proposed Action Analysis

There are several options for the Town Council to consider if it desires to enact additional restrictions on the use and sale of fireworks within the Town limits: 1) a total ban; 2) prohibiting fireworks except for pre-determined dates each year; or 3) leave the ordinance unchanged.

a. Total Ban on the Use and Sale of Fireworks

If the Town opts to completely prohibit the sale and use of fireworks, it would join many municipalities already doing so along the front range. However, it would be surrounded by

jurisdictions that largely do not prohibit the sale or use of fireworks. For instance, a Town citizen could easily drive to unincorporated Douglas County to purchase fireworks even if the sale were prohibited in the Town. Furthermore, enforcement may be difficult given the large number of people who set off fireworks around the 4th of July holiday.

A sample ordinance prohibiting the sale and use of fireworks within the Town is attached as Exhibit A.

b. Date-Specific Ban on the Use and Sale of Fireworks

Another model that Council could consider would be to only permit the sale and use of fireworks during certain dates. For example, Castle Rock only grants permits to sell fireworks between June 28 and July 4 each year. The use of fireworks is further restricted to July 4th between the hours of 8:00 am and 10:00 pm.

RECOMMENDATION:

None at this time.

REQUESTED DIRECTION:

Provide guidance to staff as to whether Council would like to proceed with an ordinance that would either further restrict the sale and use of fireworks within the town or completely ban the sale and use of fireworks.

ATTACHMENT:

1. Fireworks Ban Chapters 6.04 and 6.06 Ord Draft
2. Fireworks Ban Sec 11.04.050 Ord Draft
3. Fireworks Ban 13.04.210 Ord Draft



Request for Town Council Action

Date: October 15, 2018
Submitted By: Jim Maloney, Assistant Town Attorney
Reviewed By: Michelle Kivela, Town Manager
Title: **ORDINANCE NO. 3.01.115 - Second Reading**
A Bill for an Ordinance to Amend Section 13.04.210 of the Parker Municipal Code Concerning Temporary Structures and Uses
Department: Town Attorney, Jim Maloney

EXECUTIVE SUMMARY

The Town Code does not authorize the Community Development Department to deny the issuance of a temporary use permit for a fireworks stand or suspend a temporary use permit that was issued for a fireworks stand when a Stage 1 or Stage 2 fire ban is in place.

STAFF RECOMMENDATION

Approve

BACKGROUND/DISCUSSION

The Town Code requires the issuance of a temporary use permit to operate a fireworks stand. Under the Town Code, the Town staff is required to issue a temporary use permit if all of the requirements of the Town Code are met by the applicant, even if a Stage 1 or Stage 2 fire ban is in effect. Additionally, the Town Code does not authorize Town staff to suspend a temporary use permit for a fireworks stand if a Stage 1 or Stage 2 fire ban goes into effect after the permit is issued. The purpose of the attached ordinance is to authorize the Planning Director or designee to deny the application for a temporary use permit for a fireworks stand if a Stage 1 or Stage 2 fire ban is in effect. Similarly, the attached ordinance would authorize the Planning Director or designee to suspend a temporary use permit for a fireworks stand for a Stage 1 or Stage 2 fire ban that goes into effect after the permit is issued. Additionally, the attached ordinance would allow for an appeal of the Planning Director's or designee's decision to the Town Council.

FINANCIAL IMPACT

None.

STRATEGIC GOAL(S)



ATTACHMENTS

1. Ordinance No. 3.01.115

RECOMMENDED MOTION

I move to approve Ordinance No. 3.01.115 on second reading.

ORDINANCE NO. 3.01.115, Series of 2018

TITLE: A BILL FOR AN ORDINANCE TO AMEND SECTION 13.04.210 OF THE PARKER MUNICIPAL CODE CONCERNING TEMPORARY STRUCTURES AND USES

NOW, THEREFORE, THE TOWN COUNCIL OF THE TOWN OF PARKER, COLORADO, ORDAINS:

Section 1. Section 13.04.210 of the Parker Municipal Code is amended to correct the numbering of paragraph (d) to (c), and read as follows:

13.04.210 Temporary structures and uses.

* * *

(d)(c) Temporary uses.

* * *

(10) The temporary use shall be operated in compliance with Title 6 of this Code, including, but not limited, to noise, litter, trash and debris from such use. **A fireworks stand is not eligible for a temporary use permit when a Stage 1 Fire Ban or a Stage 2 Fire Ban, as defined in Chapter 6.06 of the Code, is in effect.**

* * *

(d) Revocation/Suspension. The Planning Director or designee may revoke a temporary use permit for failure to comply with the terms of the permit or the Code. The Planning Director or designee shall suspend any permit issued for a fireworks stand during the period of time that a Stage 1 Fire Ban or a Stage 2 Fire Ban, as defined in Chapter 6.06 of the Code, is in effect. The decision of the Planning Director or designee to terminate or suspend a temporary use permit may be appealed to the Town Council within fifteen (15) days of the date of the decision.

Section 2. **Safety Clause.** The Town Council hereby finds, determines and declares that this Ordinance is promulgated under the general police power of the Town of Parker, that it is promulgated for the health, safety and welfare of the public, and that this Ordinance is necessary for the preservation of health and safety and for the protection of public convenience and welfare. The Town Council further determines that the Ordinance bears a rational relation to the proper legislative object sought to be obtained. The Town Council further finds that the title to this Ordinance was posted in two public places two days before the Town Council meeting, as provided by Section 7.5e. of the Town of Parker Home Rule Charter.

Section 3. **Severability.** If any clause, sentence, paragraph or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a court

of competent jurisdiction invalid, such judgment shall not affect application to other persons or circumstances.

Section 4. This Ordinance shall become effective ten (10) days after final publication.

INTRODUCED AND PASSED ON FIRST READING this ____ day of _____, 2018.

Mike Waid, Mayor

ATTEST:

Carol Baumgartner, Town Clerk

ADOPTED ON SECOND AND FINAL READING this ____ day of _____, 2018.

Mike Waid, Mayor

ATTEST:

Carol Baumgartner, Town Clerk

APPROVED AS TO FORM:

James S. Maloney, Town Attorney



MEMORANDUM

TO: Honorable Mayor and Councilmembers
FROM: Michelle Kivela, Town Manager
DATE: July 24, 2023
SUBJECT: Municipal Pet Cemetery

ISSUE:

There has been a Councilmember request to explore the feasibility of a Town-owned and managed pet cemetery.

FISCAL/BUDGET IMPACT:

TBD

BACKGROUND:

Unfortunately, there are not many municipal pet cemeteries in Colorado. Below is information from our research on the zoning, installation, and management of a municipal pet cemetery in Parker.

Zoning & Approvals for Pet Cemeteries in Parker

Currently, Parker's Land Development Ordinance (LDO) permits cemeteries on a very limited basis. The Town zoning permits cemeteries in the PF - Public Facilities zone as a use by special review requiring Town Council approval through a public hearing process. The existing Parker Cemetery (owned and managed by a non-profit) is located in a PF zone. Zone districts that do not permit cemeteries would need to be rezoned to permit a cemetery.

If the Town were to proceed with a pet cemetery, the project would require a site plan application with the Town as the applicant and public hearings before the Planning Commission and Town Council, whether it is a rezone or use by special review.

Possible Locations in Parker

From a land use perspective, cemeteries can be difficult to locate/site because they are typically land intensive, requiring large properties; may generate perceived nuisance impacts; offer few economic development benefits; and may be opposed by residents if located adjacent to or in close proximity to existing neighborhoods.

The Colorado Department of Public Health and Environment (CDPHE) considers the burial of animals to be like the burial of "solid waste" and would require waivers from the State. Since the deceased pet remains are considered "solid waste" by CDPHE, this means the Town would need to treat the pet cemetery like other types of "solid waste" at a landfill. A high concentration of buried animals could result in environmental impacts. For example, if the pet cemetery were located near a water table or animals were buried that had a disease that we did not know about when accepting them into the cemetery. From a risk perspective, the safest option would

be to receive a Certificate of Designation for the site, which would require the Town to work with CDPHE on proper disposal and management methods. While pet cemeteries are technically unregulated in Colorado, the Town would not want to take the risk of inadvertently causing an environmental hazard.

If the Town were to own and maintain a pet cemetery, it would, ideally, be on land owned by the Town. Town-owned land around Town Hall, PACE, and the Schoolhouse, for example, is in the Greater Downtown-Historic Center zone district, which does not permit cemeteries unless rezoned. Staff was asked whether a pet cemetery would be allowed in Harvie Open Space or Salisbury Park, specifically. Harvie Open Space is zoned Open Space, and a pet cemetery would not be permitted under zoning and the conservation easement on Harvie Open Space would not allow for it, even in the event of a rezone. Salisbury Park is zoned Public Facilities, and a pet cemetery would require a use by special review to be located in Salisbury Park per zoning. There are deed restrictions on some of Salisbury Park's properties that may restrict the use as well. Also, Salisbury Park is master planned and had a significant public input process and a pet cemetery was not among the top amenities desired in the park. With regard to locating a pet cemetery in other Town parks or trailheads, most are zoned PF – Public Facilities, and would require a use by special review.

The only example of a municipal-owned pet cemetery that staff found was the City of Brighton. Brighton has a Cemeteries Department, which has a pet cemetery in addition to two cemeteries. Staff reached out to Brighton to gather information on the administrative oversight required (i.e. signage, viewing/visits, site maintenance, space needs, tracking/recordkeeping, etc.), costs and any additional requirements. Through the initial conversation, staff learned that operationally the logistics of the pet cemetery overlap with Brighton's regular cemetery operations, as would be expected. Brighton did state that pets frequently get "dropped off" after a visit to the vet, so we would need have a facility to store the deceased pets until the grave could be dug by a staff member. Brighton has cemetery staff that is assigned solely to cemetery operations. With Parker not having a dedicated "cemetery staff", logistics could become challenging with prioritizing staff resources, projects, etc. Attached is Brighton's overall cemeteries budget and pricing sheet for the pet cemetery. Staff anticipates receiving additional information from Brighton and will provide it Monday night.

Also attached is a map showing Town-owned land.

RECOMMENDATION:

Informational

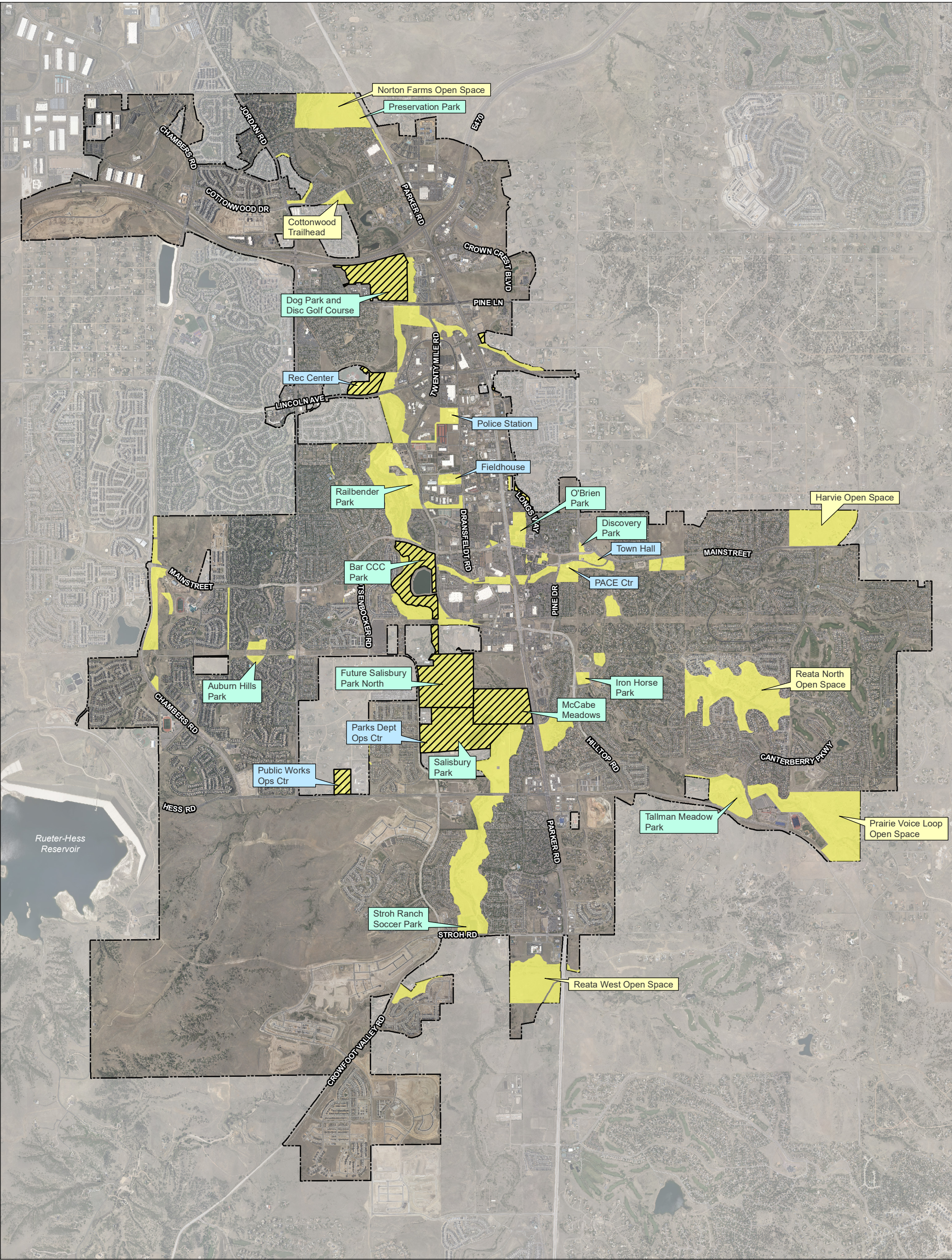
REQUESTED DIRECTION:

Seeking direction from Town Council

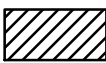
ATTACHMENT:

1. Public Facility Zoning on Town-Owned Land
2. City of Brighton Cemetery Price Sheet
3. City of Brighton Cemeteries Budget

Public Facility Zoning on Town-Owned Land



0 0.5 1 Mile



Public Facility Zoning on Town-Owned Land



Town-Owned Land



Parker Town Boundary



BrightonSM

Elmwood and Fairview Cemeteries

Additional Service and Fees

Saturday Burials

Must be in by 11a.m. and out of the Cemetery by 12:00p.m.

\$ 500.00 (Non-Resident)	\$400.00 (Brighton Resident)
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Faithful Friends

Each space is a 4' x 2', with a flat only marker.

Brighton Police and Adams County Sheriff K9 officers will be offered a free burial space.

Pre-Need

Resident Non/Resident

Burial Site

Perpetual Care

Total

Faithful Friends	\$150.00	\$50.00	\$200.00
Faithful Friends (Brighton Resident)	\$100.00	\$50.00	\$150.00

Current Need

Resident Non/Resident

Burial Site

Perpetual Care

Opening/Closing

Total

Faithful Friends	\$150.00	\$50.00	\$50.00	\$250.00
Faithful Friends (Brighton Resident)	\$100.00	\$50.00	\$25.00	\$175.00

Additional Fees

	Non Resident	Resident
Vault	\$950.00	\$950.00
Bronze Marker for columbarium Niche	\$300.00	\$300.00
Deed Transfer Fee	\$120.00	\$60.00
Deed Re-Issue Fee	\$120.00	\$60.00

Disinterment

Disinterment (minimum cost)	\$2,000.00
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Bench Fees

	Non Resident	Resident
Cremation/Memorial Bench	\$630.00	\$515.00

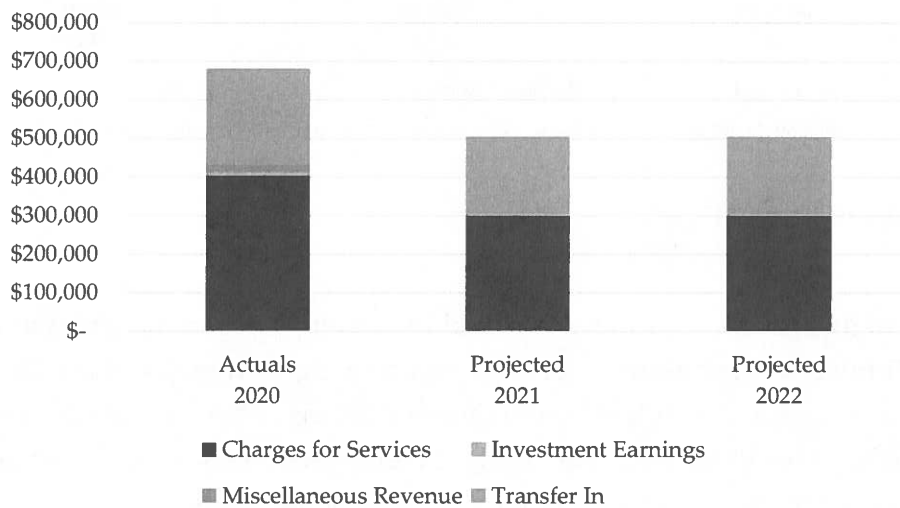
Cemetery Fund

The City of Brighton is responsible for the management of three cemeteries: Elmwood, Fairview, and Pioneer. Pioneer Cemetery was deeded to the City in 2002 and is not available for public internments. All Cemeteries are operated as outlined in Resolution No. 2013-10 and City Municipal Article 2-44. In 2015, to fund the building of a new cremation garden at Elmwood Cemetery, the Cemetery Fund borrowed \$150,000 from the Cemetery Perpetual Care Fund at two percent interest. This loan is being repaid with revenue from the sale of cremation products and spaces. Approximately \$230 from every sale is set aside for the repayment of this loan.

Revenue Summary

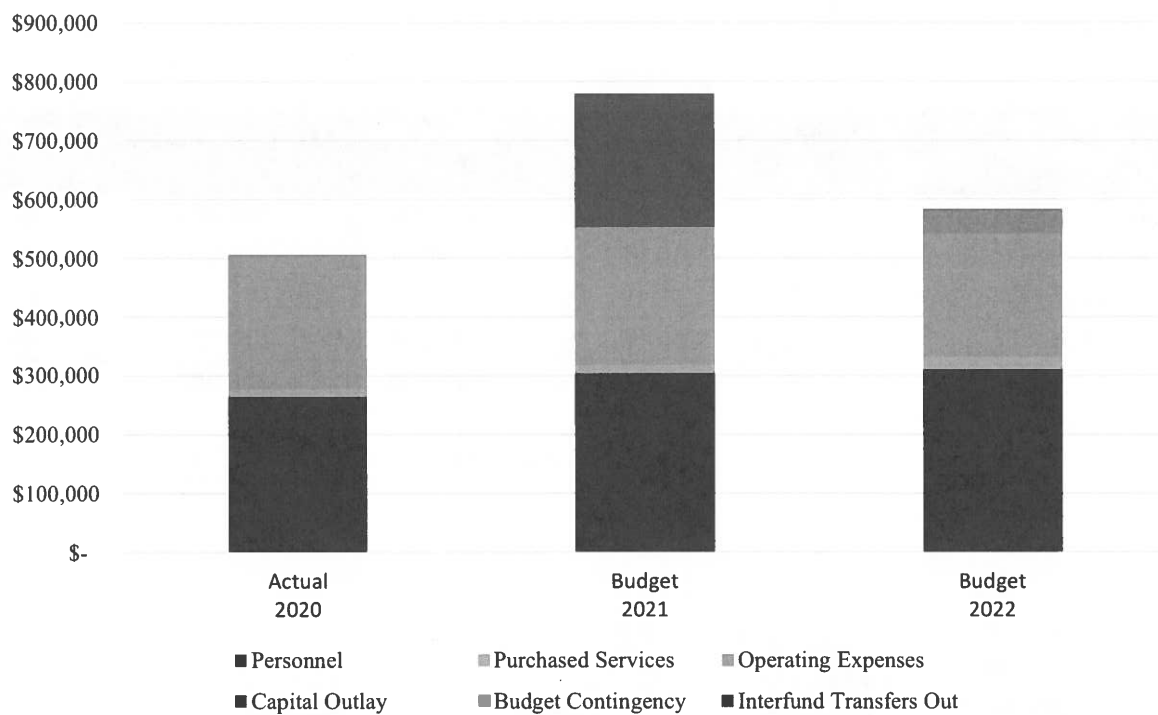
Description	Actuals 2020	Projected 2021	Projected 2022	% Change 21-22
Charges for Services	\$ 403,038	\$ 300,000	\$ 300,000	0%
Investment Earnings	\$ 10,672	\$ 5,000	\$ 5,000	0%
Miscellaneous Revenue	\$ 18,112	\$ -	\$ -	0%
Transfer In	\$ 250,000	\$ 200,000	\$ 200,000	0%
	\$ 681,822	\$ 505,000	\$ 505,000	-26%

Use of Fund Balance: \$ 77,792
\$ 582,792



Expenditures by Category

Expenditures by Category	Actual 2020	Budget 2021	Budget 2022	% Change 21-22
Personnel	\$ 264,415	\$ 303,855	\$ 310,417	2%
Purchased Services	13,434	14,542	21,073	45%
Operating Expenses	227,618	234,984	210,302	-11%
Capital Outlay	-	225,000	-	-100%
Budget Contingency	-	-	40,000	100%
Interfund Transfers Out	1,000	1,000	1,000	0%
Total	\$ 506,467	\$ 779,381	\$ 582,792	-25%



Current Year Summary

Expenditures in this fund are primarily related to ongoing operations and maintenance. However, 2021 included a one-time capital project for irrigation replacement. The decline in 2022 represents a return to budgeting only for operations and maintenance, and reflects historical actuals adjusted for inflation. Budget contingency was added this year due to volatility with supply chain issues, inflation, and cost of materials.



MEMORANDUM

TO: Honorable Mayor and Councilmembers
FROM: Kristin Hoffmann, Town Attorney
DATE: July 24, 2023
SUBJECT: Public Comment Policy

ISSUE:

Whether to amend Town Council Policy 1-8 (Public Hearing Procedure and Public Comment Policy).

FISCAL/BUDGET IMPACT:

None.

BACKGROUND:

In 2018, Town Council adopted Policy 1-8, the Town Council Public Hearing and Procedure Policy. In 2019, Town Council amended Policy 1-8 to limit the public comment period to thirty (30) minutes at the start of the meeting with any additional speakers accommodated at the end of the meeting.

RECOMMENDATION:

The purpose of this study session item is to receive direction from Town Council on whether to amend this portion of the policy.

REQUESTED DIRECTION:

Provide direction.

ATTACHMENT:

1. Current Policy 1-8

Town of Parker, Colorado

POLICY STATEMENT

TITLE Town Council Public Hearing Procedure and Public Comment Policy	PAGE 1 of 4	POLICY NUMBER 1-8
EFFECTIVE DATE August 20, 2018	AMENDED AND READOPTED DATE April 17, 2023	
APPROVED BY COUNCIL ACTION Resolution No. 18-054; Resolution No. 19-065; Resolution No. 21-026; Resolution No. 21-026.1; Resolution No. 22-046; Resolution No. 23-038		

PURPOSE

The purpose of this policy statement is to establish procedures for public hearings and public comment periods that are held by the Town Council.

POLICY STATEMENT

In order to provide due process for public hearings held before the Town Council, the following procedure will be used:

TOWN COUNCIL PUBLIC HEARING PROCEDURE

ACTOR	ACTION
1. Mayor	Open public hearing and specify time. Brief explanation of: 1) purpose of public hearing; and 2) the order of business, which should be as follows: a) staff presentation; b) applicant presentation; c) public testimony; d) closing comments, applicant; e) closing comments, staff f) close public hearing and specify time; g) open for Town Council deliberation; and h) request Town Council motion/decision.
2. Mayor	Request presentation from staff.
3. Mayor/ Councilmembers	Address questions to staff.

ACTOR	ACTION
4. Mayor	Applicants are requested to come to podium, state their name and address, make presentation, and respond to questions from the Mayor/Councilmembers (30 minutes allocated).
5. Mayor/ Councilmembers	Address questions to Applicant/staff that are directly related to the application(s).
6. Mayor	Request members of the public interested in the application to come to the podium, state their name and address, and speak and respond to questions from the Mayor/Councilmembers (3 minutes allocated per speaker).
7. Mayor	Provides an opportunity for the Applicant to respond to any testimony or other evidence received during the public hearing. May request further information from staff and/or Applicant if needed or requested by any Councilmember.
8. Mayor	Closes the hearing to the public and states the time and open for debate and discussion of the evidence among Mayor/Councilmembers.
9. Mayor	Closes debate among Councilmembers.
10. Mayor	Requests Town Council motion/decision on the matter.
11. Mayor	States the Town Council's decision or states that the Town Council's decision will be rendered within a specified time or reasonable time, as provided by the applicable ordinance.

PUBLIC COMMENT RULES OF PARTICIPATION

- a. All Town Council meetings are open to the public, but the public's participation, through public comment periods, is permitted only at regular and special Town Council meetings, during the time and in the manner set forth in these rules. Public participation is generally not permitted during study sessions, although the public is encouraged to express comments in writing or other communication prior to those sessions. The intent of these rules is to:
 1. Provide a safe and secure setting for Councilmembers and the public to attend to the Town's business.
 2. Enable Town Council to conduct its deliberative process without interruption, in a manner that can be heard and viewed by all in attendance or watching via video feed.
 3. Ensure that the public has a full opportunity to be heard during public hearings and public comment periods of Town Council meetings.
 4. Promote transparency in the conduct of Council meetings so that all persons have the opportunity to observe and hear all of the Town Council discussion and votes.

5. Facilitate Town Council meetings as business meetings by limiting interruptions, unreasonable delay, or comments, presentations, and discussion that does not relate to the business of the Town.
 6. Develop an atmosphere of civility that is respectful of diverse opinions and allows presentation of positions that vary from the position of others at the meeting.
- b. During all times a meeting of the Town Council is being conducted, the following rules shall apply:
1. The public comment period in a Town Council regular or special meeting is 30 minutes. Town Council will accommodate as many speakers as it can within that timeframe. If all speakers are not able to address Town Council during that timeframe, additional time will be made available at the end of the Town Council meeting. Public comment may be made in person. All members wishing to address the Town Council in person must sign up. Sign up begins 30 minutes prior to the start of the meeting. The Mayor shall determine the order of speakers, with priority given to those attending in person and Town residents.
 2. All remarks to the Town Council shall be at a microphone and only after the speaker is acknowledged by the presiding officer.
 3. While in attendance at a Town Council meeting, no attendee shall disrupt, disturb, or otherwise impede the orderly conduct of the meeting by any means or in a manner that obstructs the business of the meeting. Disorderly conduct also includes failing to obey any lawful order of the presiding officer to be seated, leave the meeting room, or refrain from addressing the Town Council.
 4. No attendee shall make threats or other forms of intimidation against any person in the Council chambers or meeting room.
 5. To maintain the fire code occupancy limits and allow for safe exit, unless addressing the Town Council or entering or leaving the Council chambers or meeting room, all persons in the audience shall remain seated in the seats provided. No person shall stand or sit in the aisles, nor shall the doorways be blocked.
 6. All persons in the Council chambers or other meeting rooms, including, without limitation, Councilmembers, staff, and attendees shall silence all cell phones and other electronic devices to prevent disruption at the meeting.
 7. No sign shall be displayed in Council chambers in a manner that blocks the view of another person or in a manner that would violate subsection 5 above.
 8. Public comment may also be made electronically through the Town's website at <http://www.parkeronline.org/FormCenter/Town-Council-Meetings-Public-Comment-26/Town-Council-Meetings-General-Public-Com-65>. Public comments received through this website that are provided by 5:00 p.m. on the day of the regular or special Town Council meeting will be provided to the Town Council and included in the minutes of the Town Council meeting.
- c. The Mayor or other presiding officer, with the assistance of any Town police officers in attendance, shall be responsible for maintaining the order and decorum of meetings.

1. The Mayor or presiding officer may interrupt any speaker who is violating these rules of participation or disrupting a meeting.
2. The Mayor or presiding officer may order the removal of any person, who fails to observe these rules of participation, from the Council chambers or other room in which a meeting of the Town Council is occurring. The Mayor or presiding officer shall attempt to provide a verbal warning to any attendee or particular speaker that may be violating these rules or participation, but such verbal warning shall not be required as a condition of removing such person from the Council chambers or meeting room.
3. These enforcement provisions are in addition to the authority held by any police officer in attendance, to maintain order pursuant to that officer's lawful authority.
4. Any person who has been removed from a meeting may be charged with violation of applicable provisions of the Parker Municipal Code.
5. In addition to any other authority of the Mayor or presiding officer, the Mayor or presiding officer may call a recess to restore order to the meeting.
6. If necessary for the safety of the Town Council and public, the Mayor or presiding officer may order the Council chambers or meeting room cleared of all attendees. In such event, the meeting may continue only as long as the proceedings are televised or otherwise recorded so that the proceedings of the meeting are available to the public.



MEMORANDUM

TO: Mayor and Town Council

FROM: Tom Williams, PE, Director of Engineering/Public Works 

THROUGH: Michelle Kivela, Town Manager 

DATE: July 12, 2023

SUBJECT: May/June Contracts

The following contracts (over \$50,000 under \$100,000) were approved in May/June 2023:

Trade Contractor for 2023 Townwide Signage Replacement with Rocky Mountain Signing Company dated May 12, 2023.

This contract covered the blanket sign replacement that wasn't completed in 2022 but had the funds carried over to combine with the blanket sign replacement set for 2023.

Project Cost: \$93,442.58

Professional Agreement for 2023 Development Inspections-On-Call with Alfred Benesch & Company dated June 9, 2023.

This contract provided an additional construction inspector to supplement Town Staff in overseeing development-related construction through the busy summer and fall construction seasons. It is anticipated that this inspector will assist Town Staff through October.

Project Cost: \$86,400.00