



City of Commerce City

Economic Development Strategic Plan

August 2024



Acknowledgments

This Economic Development Strategic Plan (EDSP) has been developed in close collaboration with the City of Commerce City Economic Development Department staff. In addition, we'd like to thank numerous local and regional partners and stakeholders for their participation in focus groups, interviews, and listening sessions that guided the findings and development of this plan.

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Thank you to everyone who contributed to this planning effort by participating in an interview or group discussion or who shared insights, ideas, opportunities and challenges via our online survey.



Executive Summary

Why did the City of Commerce City develop an Economic Development Strategic Plan?






The EDSP is a valuable tool guiding the activities, priorities and investments of the Commerce City Economic Development Department and helping staff to make informed decisions about how to best serve the community. The EDSP is reviewed and updated frequently to ensure that it remains aligned with the city's changing needs and rooted in current market and industry dynamics. In creating this EDSP, Commerce City worked with Community Attributes Inc., an economics and urban planning consulting firm, to guide the effort.

What will this Plan accomplish over the next five years?

The EDSP organizes, prioritizes, and guides the implementation of the very best ideas for Commerce City's economic future, guided by up-to-date and accurate market and industry analyses. The plan document itself should coordinate and inform budgeting, investments, and actions taken by the city and its partners for five years from the date of the plan. It is based on a vision and goals, listed below, which reflect the community's aspirations for Commerce City's future economy.

GOALS	DESCRIPTION
1: Complete Community	Become a complete and inclusive community where all residents have access to places to shop, dine and play.
2: Enterprise and Opportunity	Improve access to economic opportunity for residents and businesses.
3: Approachable	Develop a reputation as a leading city to live, work, visit, and stay within the metro area.
4: Innovative and Industrious	Grow and innovate within existing legacy industries and new opportunity sectors alike.
5: Collaborative and Can-Do	Foster a high-functioning economic development ecosystem.

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Purpose & Approach

The Commerce City **Economic Development Strategic Plan (EDSP)** establishes priorities and actions for the City of Commerce City with a focus on near-term items, or those applicable over the next five years. The EDSP aligns city efforts with economic development objectives, including City Council's goal of promoting a balanced, thriving, and inclusive city economy which cultivates, attracts, and retains business. Building upon other plans and initiatives important to the City of Commerce City, the EDSP outlines opportunities for partnership and coordination with other organizations, government entities and groups involved in economic development in the region and state.

The vision for Commerce City's future economy was determined through a collaborative process which included engagement with Commerce City residents, workers, and businesses. The Vision Statement informs and guides the goals, strategies, and actions outlined in this EDSP.

Vision Statement

“Commerce City is an inclusive community where innovative and enterprising residents find access to boundless opportunity. Situated between bustling city and open prairie, our businesses are closely connected to the region and our residents have access to places to shop, dine, and play at their fingertips. From local shops to global industry, we bring a collaborative and can-do attitude to our approachable and energetic city.”

The EDSP draws on data analysis and engagement with many stakeholders. Contributors include Commerce City residents, businesses and community leaders, elected officials, city staff, and economic development organizations that serve Commerce City and the region.

Finally, the strategies and actions contained in the Plan offer short- and long-term opportunities, with a focus on the next five-year period.

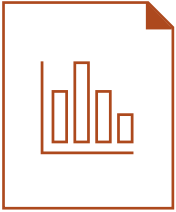
Contributors & Engagement

The Economic Development Strategic Plan relied on robust stakeholder engagement to identify critical challenges and opportunities related to economic development. City staff and the consultant team met with the following groups to collect information and feedback, and to review interim findings and discuss strategic priorities:

- » **Economic Development Advisory Council.** An Economic Development Advisory Committee (EDAC) was convened and met three times in order to provide high-level direction to the development of the strategy and review in-progress work and engagement activities. The members of the Advisory Committee reflect staff from multiple different departments and backgrounds at Commerce City.
- » **City Council.** At the onset of the project, individual listening sessions were conducted with Council members who desired to participate. In addition, City Council as a whole met three times throughout the development process of the EDSP; once in January of 2024, once in March, and finally for a presentation of the final EDSP in June. In these meetings, City Council was informed of the progress on the project and given opportunity to submit feedback and comments.
- » **Commerce City Planning Commission.** To engage with Commerce City's Planning Commission (PC), one of the PC's public meetings included a presentation on the project and a focus group discussion. Findings from this discussion informed strategic content for this EDSP.
- » **Community Engagement, Partners, and Collaborations.** The project team completed a plethora of different engagement activities with Commerce City residents, businesses, and public including focus group discussions, public listening sessions, and the creation and distribution of a public survey. The city relied on many partners to disseminate the survey and otherwise inform engagement efforts, including:

- *Adams County Economic Development Division*
- *Adams County Regional Economic Partnership (AC-REP)*
- *Adelante Community Development*
- *Blue Ribbon Economic Development Advisory Committee (BREDAC)*
- *Chamber of Commerce*
- *Citizens Public Safety Board*
- *Commerce City Planning Commission*
- *Commerce City Urban Renewal Authority (CCURA) Board of Directors*
- *Cultural Council*
- *Cultivando*
- *Denver International Airport (DEN)*
- *Derby Review Board*
- *Diversity, Equity, and Inclusion Commission*
- *Environmental Policy Advisory Committee*
- *HOA Outreach*
- *Housing Authority*
- *Latina Engagement Task Force Cohort #5*
- *National Association for Industrial and Office Parks (NAIOP)*
- *North Metro Small Business Development Center (SBDC)*
- *Parks, Recreation, and Golf Advisory Committee*
- *Quality Community Foundation*
- *Senior Commission*
- *Urban Land Institute (ULI)*
- *Veterans Commission*
- *Youth Commission*
- *Zoning Board of Adjustment*

Plan Organization



TWO Landscape Assessment

A fact sheet and SWOT analysis summarizes foundational data and contextual information to establish a common understanding of Commerce City's historic context, current conditions, and economic outlook.



THREE Community Engagement

The aggregated key findings from engagement activities, represent the diverse and interconnected priorities of the Commerce City community and provide valuable insights into the city's economy and community.



FOUR Detailed Strategies & Actions

This section provides the full repository of strategies and actions for Commerce City to pursue, organized under 5 overarching goals.



FIVE Implementation

This section includes additional information relevant to implementing the strategies and actions contained in the Plan, including a detailed account of near-, mid- and long-term actions, lead and partner organizations, and relative level of effort for implementation.

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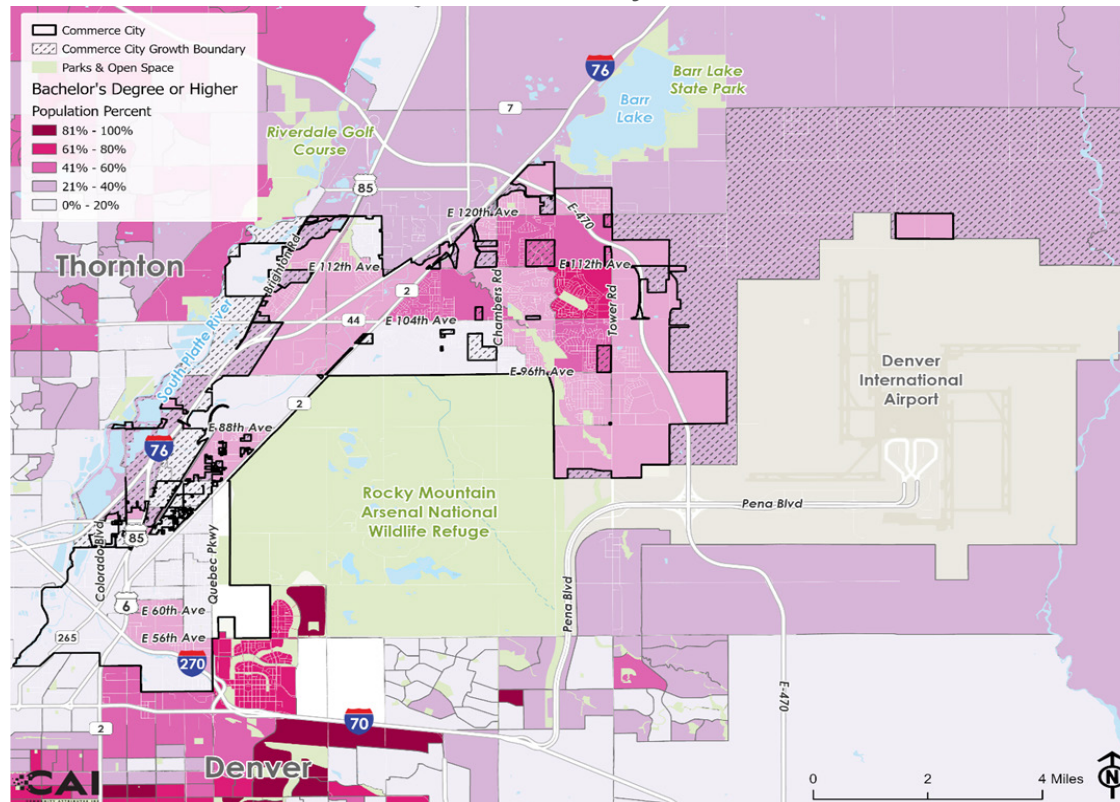


Landscape Assessment Fact Sheet

This section presents foundational data and contextual information which helps to establish a common understanding of Commerce City's historic context, current conditions, and economic outlook. Collection, research and analysis of primary data including national and regional data sources, are supplemented by secondary sources, including relevant plans. Further information and discussion on Commerce City's existing landscape is included in the full report (Appendix A).

► Population & Socio-Demographics

Percent of Residents (25+) with a Bachelor's Degree or Higher, City of Commerce City, 2021



Source: U.S. Census Bureau American Community Survey 5-Year Estimates, 2016-2021; CAI, 2023.

- Commerce City is one of Colorado's **fastest growing cities**¹, experiencing significant growth over the last decade. This growth is **expected to continue** due to **rapid development in northern neighborhoods** and anticipated annexations.

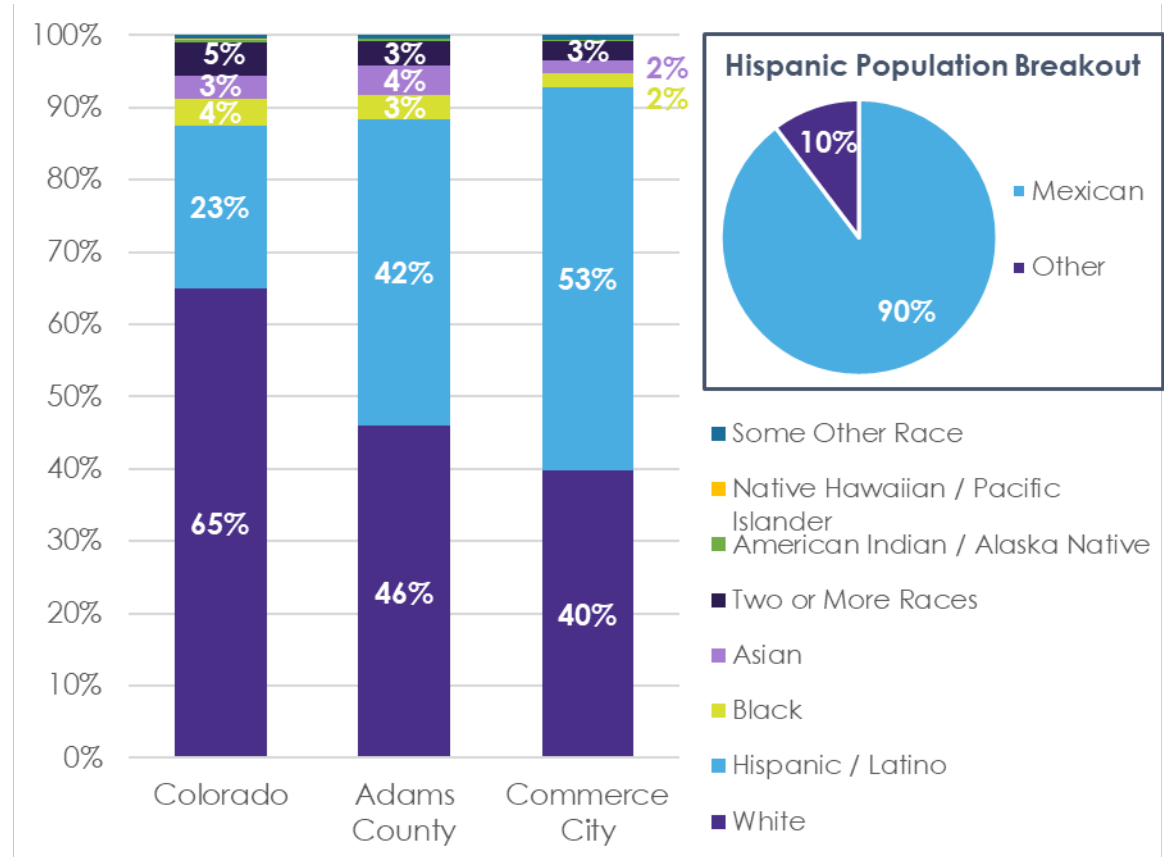
- Individuals identifying as **Hispanic or Latino** compose nearly half of the **population** in Commerce City, a larger share than Adams County or the state. Since 2000, Commerce City's Hispanic / Latino population has grown at a rapid pace compared to the region or the state.

- Much of the Hispanic/Latino population in Commerce City resides in the core city area, or south of 96th Avenue.

1. According to Commerce City's 2021 Existing Conditions report, Commerce City's population grew by 266.8% from 1990-2019, compared to 95.4% for Adams County and 75.0% for the state of Colorado.

- The city's Northern Range, or the area north of 96th Avenue, is currently experiencing a high rate of **growth and development**.
- Northern range residents, however, are less likely to identify as BIPOC or speak a language other than English than residents from other parts of Commerce City.
- Despite **relatively high median household incomes** in Commerce City, **upward mobility and household self-sufficiency may be challenging** for some residents. Commerce City shows relatively higher levels of poverty compared to the region.
- There are measurable **socio-economic differences between the 'northern range' and the 'core city'**. Census blocks south of 96th Ave tend to exhibit lower levels for income and educational attainment and higher levels for housing cost burden and poverty.

Population by Race, City of Commerce City, Adams County, and Colorado, 2022



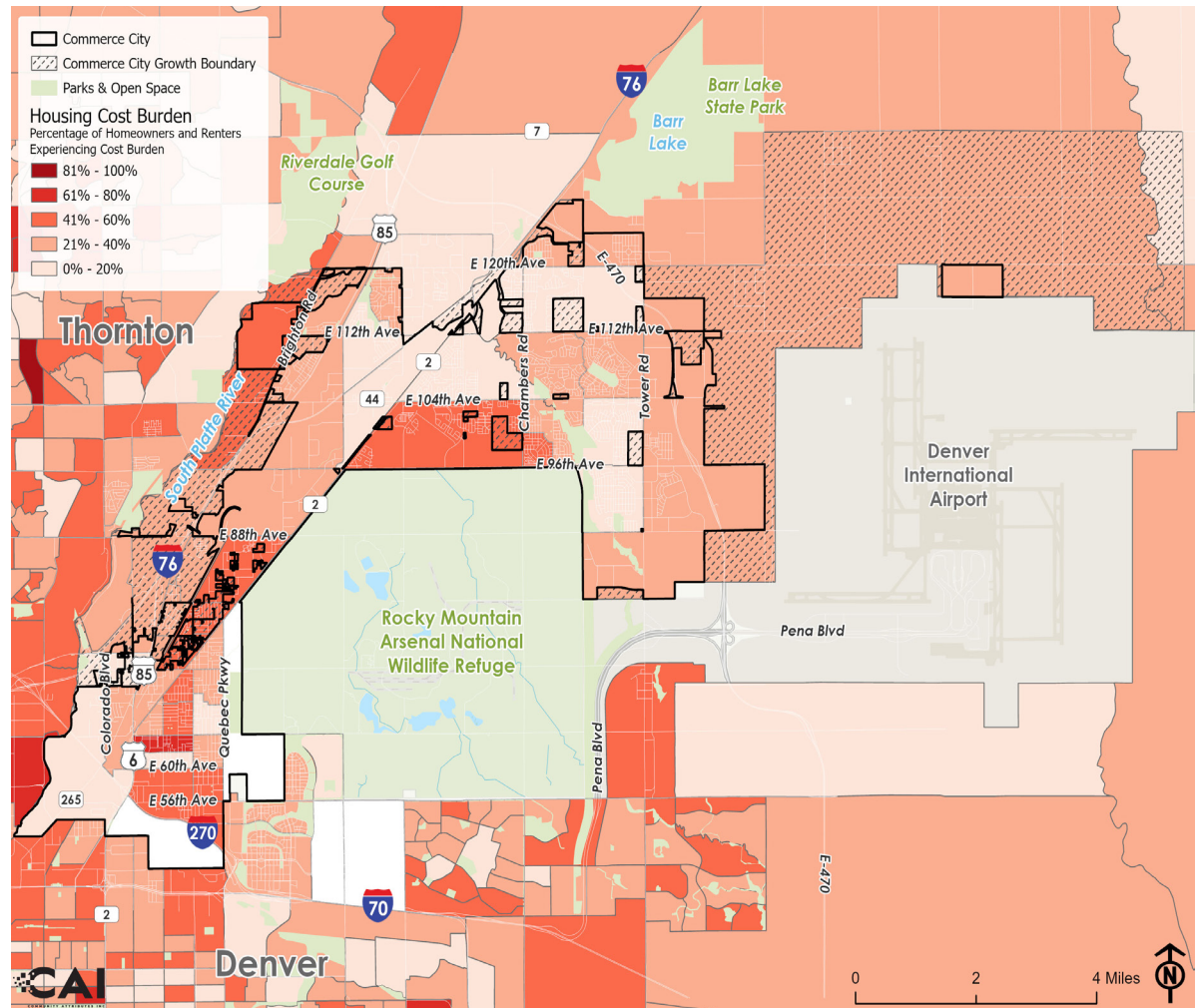
Source(s): U.S. Census Bureau American Community Survey 1-Year Estimate, 2000, 2022; CAI, 2023.

Note: Major categories detailed by U.S. Census categories.

► Land & Market Trends

- Commerce City's housing prices tend to be slightly lower than that of Adams County and much lower than housing costs in other Metro Denver County Markets. Following national trends, these housing costs have risen, leaving many households in the city, especially renters, **cost burdened** by housing.
- Commerce City possesses a **significant asset in its land resources**.
- Lands intended to accommodate traditional industry are generally located in the Core City, while the Northern Range has been characterized by new residential growth and may be appropriate for future commercial and airport-serving uses.
- Land use planning has pivoted to implement a **place-based approach** to growth and development, recognizing community and environmental health as key priorities.

Housing Cost Burden by Block Group, City of Commerce City, 2021



Source: U.S. Census Bureau American Community Survey 5-Year Estimates, 2016-2021; CAI, 2023.

Note: Parcels that are largely undeveloped, such as those directly north of the arsenal or near the South Platte River may show inflated values.

Employment & Commute Trends

- **Commerce City is an important job center**, providing an estimated 36,522 jobs in 2022.
- **Jobs based in Commerce City increased** rapidly from 2010 to 2018. This increase, along with low unemployment rates and a mobile workforce suggests **the city's economy is dynamic**.
- **Commerce City's working residents are most often employed in Denver (27.2%)**, Commerce City (10.4%), and Aurora (10.1%).
- **Conversely, most of the workers employed in Commerce City reside in either Denver (14.6%)**, Aurora (10.9%), Thornton (8.5%), and Commerce City (8.2%).
- Industries with the **highest inflow** of labor in Commerce City are **Transportation and Warehousing** (9,176), Wholesale Trade (1,950), & Construction (1,921).
- Top industries for **labor outflow** of Commerce City are **Health Care** (2,031), Professional Services (1,204), and Accommodation and Food services (748).

Top Commute and Laborsheds, Commerce City, 2021

Resident Work Destinations	Count	Share	Workers Home Origins	Count	Share
Denver	7,824	27.2%	Denver	5,327	14.6%
Commerce City	2,998	10.4%	Aurora	3,960	10.8%
Aurora	2,886	10.0%	Thornton	3,110	8.5%
Brighton	1,172	4.1%	Commerce City	2,998	8.2%
Lakewood	1,059	3.7%	Westminster	1,400	3.8%
Westminster	996	3.5%	Arvada	1,292	3.5%
Thornton	957	3.3%	Brighton	1,144	3.1%
North Washington CDP	722	2.5%	Lakewood	892	2.4%
Centennial	708	2.5%	Colorado Springs	831	2.3%
Broomfield	564	2.0%	Northglenn	790	2.2%
All Other Locations	8,888	30.9%	All Other Locations	14,778	40.5%
Total Residents	28,774		Total Workers	36,522	

Labor Inflow & Outflow by Industry, Commerce City, 2021

Industry Sector	Jobs in Commerce City	% of Total Jobs in Commerce City	Jobs of Commerce City Residents	% of Total Resident Jobs	Inflow / (Outflow)
Transportation and Warehousing	12,178	33%	2,306	8%	9,872
Construction	4,860	13%	2,817	10%	2,043
Wholesale Trade	3,883	11%	1,894	7%	1,989
Manufacturing	2,911	8%	2,056	7%	855
Administration & Support, Waste Management and Remediation	2,318	6%	1,811	6%	507
Retail Trade	2,108	6%	2,914	10%	(806)
Educational Services	1,294	4%	1,773	6%	(479)
Accommodation and Food Services	1,197	3%	2,062	7%	(865)
Other Services (excluding Public Administration)	1,016	3%	805	3%	211
Public Administration	877	2%	1,662	6%	(785)
Real Estate and Rental and Leasing	813	2%	519	2%	294
Professional, Scientific, and Technical Services	714	2%	1,900	7%	(1,186)
Mining, Quarrying, and Oil and Gas Extraction	708	2%	241	1%	467
Health Care and Social Assistance	680	2%	3,359	12%	(2,679)
Finance and Insurance	438	1%	960	3%	(522)
Utilities	270	1%	160	1%	110
Agriculture, Forestry, Fishing and Hunting	96	0%	162	1%	(66)
Management of Companies and Enterprises	85	0%	465	2%	(380)
Arts, Entertainment, and Recreation	52	0%	299	1%	(247)
Information	24	0%	609	2%	(585)
Total	36,522		28,774		7,748

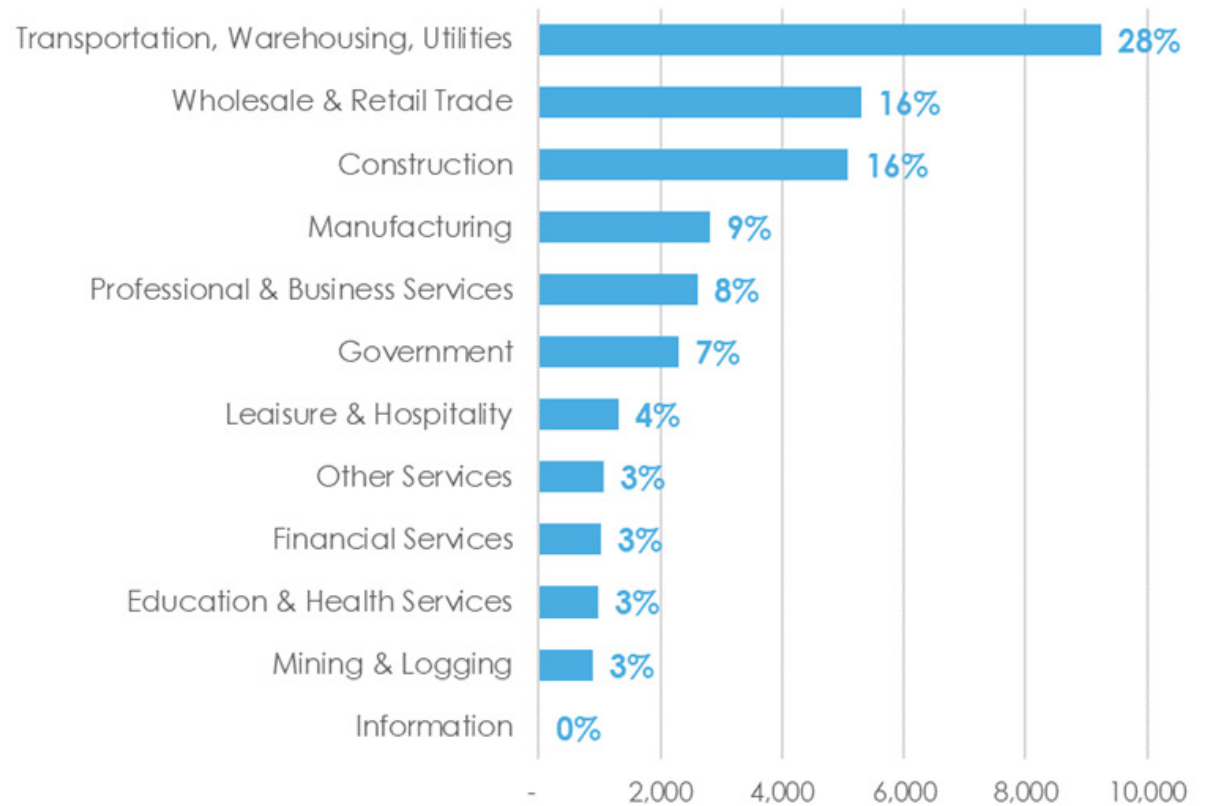
Source(s): U.S. Census Bureau LEHD On The Map, 2021; CAI, 2023.

► Industry Trends and Opportunities

- Commerce City's economy has long been built upon industries such as **manufacturing, transportation and logistics, and energy**. As **regional economic development approaches** and considerations for **environment and community health** rise to the forefront in Commerce City and in the region, new opportunities and challenges are emerging both within and outside of Commerce City's industry clusters.

- **There are many opportunities for expanded or new industry in Commerce City**, driven by regional economic development initiatives, existing industry clusters or trends, sustainability initiatives, and locational advantages. These industries of interest are explored in more depth in the next pages.

Employment by Sector, City of Commerce City, Q2, 2022



Note: Adapted from Commerce City Economic Profile, City of Commerce City, 2023, p. 3

▶ Industries of Interest



Transportation, Logistics & Distribution

- Commerce City has long been a center for transportation, logistics and distribution (TDL) industries. Over 100 logistics and distribution companies call Commerce City home, including some of Commerce City's top employers, such as UPS and FedEx, GE Appliances, and Stellantis.
- There is apparent demand for distribution space in Commerce City, demonstrated through trends for rising inventory and lowering vacancy by 2023 in Commerce City. While speculative developments in the northeast of Commerce City demonstrate relatively higher vacancy rates, flex and specialized industrial spaces demonstrate lower vacancy rates.
- As sustainability and clean energy concerns are brought to the forefront in Colorado and in the Metro Denver region, there are many opportunities for Commerce City to lead the way in green transportation, distribution, and logistics.



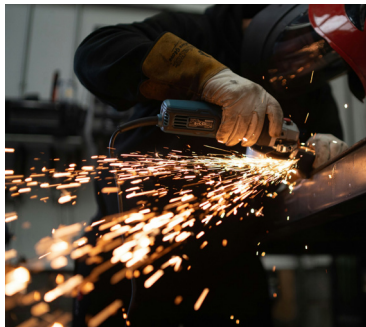
Wholesale and Retail Trade

- While retail has long been a focus for support and growth in Commerce City, retail sales have trended downwards somewhat in the past few years, and at a quicker rate than in Adams County or in the Denver Metro.
- Despite concerns about economic softening, the Denver metro retail market has seen steady demand, with more retailers announcing store openings than closures in 2023.



Energy and Natural Resources

- The energy and natural resources sector is not only well established in Metro Denver but shows continuous growth, especially in the renewable and clean energy sectors.
- While the private energy landscape in Commerce City currently centers largely around oilfields and refineries, Commerce City has the opportunity to identify transferrable skills for green energy and clean tech, incentivize transition to greater renewable energy use within existing industries, and support diverse growth of new industries and jobs in the energy sector, capitalizing on its strategic position amongst the state's dynamic energy ecosystem.



Advanced Manufacturing, Aviation, and Aerospace

- Colorado has cultivated the second-largest space economy in the U.S and the nine-county Metro Denver and Northern Colorado Region (which includes Adams County) is also a hub for the aviation industry between the Denver International Airport (DEN) and eight regional airports. Commerce City is positioned advantageously alongside the Denver International Airport and near the Colorado Air and Space Port.
- Advanced manufacturing can be closely related to the aviation and aerospace clusters, therefore these may provide opportunities for future targeted investment and expansion for the City.

Additional Industries of Interest:

- Bioscience
- Broadband and Digital Communication
- Healthcare and Wellness
- Financial Services
- IT & Software
- Food & Beverage

Economic Development SWOT Analysis

STRENGTHS

- **Location, Infrastructure and Accessibility.** Locational and infrastructure assets make Commerce City attractive for many companies and residents.
- **Strong Latino Presence.** Commerce City's large Latino population offers the city unique cultural and business assets.
- **Dick's Sporting Goods Park.** The stadium brings visitors to Commerce City for games and other events.
- **Recreation and the Rocky Mountain Arsenal National Wildlife Refuge.** The Arsenal is a recreation asset of regional significance. Other strong recreation assets include the Arsenal Perimeter Trail, Sand Creek Greenway, Buffalo Run Golf Course, and convenient access to the South Platte River and River Trail.
- **Large Employers.** Several large employers that anchor the city's economy.

WEAKNESSES

- **Shared Economic Vision.** Engagement reveals a desire for more specificity and clarity surrounding the vision for Commerce City's future economy, building upon the city's 2024-2028 Strategic Plan.
- **Educational Attainment of Local Workforce.** The percent of residents that have attained a bachelor's degree or higher is lower in Commerce City than for Adams County or the State of Colorado.
- **Measurable socio-demographic disparities between the areas north and south of 96th Ave.** These include educational attainment, housing cost burden, poverty, & income.
- **Residential Affordability.** Housing prices have increased across the Denver metro region in recent years, many Commerce City residents may be challenged by these increases.

OPPORTUNITIES

- **Continued Growth.** Commerce City has land available for further residential construction and it is anticipated that the city will continue to grow.
- **Catalytic Projects.** Urban renewal projects and other developable sites offer opportunities which could bring new residents, visitors, and revenue to the city.
- **Airport Related Uses.** Opportunity to capitalize on the city's location adjacent to the airport.
- **Clean and Green Industries.** Sectors that are already strong in Commerce City may offer opportunities to pioneer new technologies.
- **Retail and Services.** Continued residential growth should support additional shopping, dining and entertainment uses.

THREATS

- **Macro Retail Trends.** Declining brick and mortar retail expansion may make it challenging to grow the retail presence in Commerce City. Low vacancy rates in both the Northern Range and the Core City (~1.7% and 3.5%, respectively, per CoStar in August 2024) make it challenging for retail businesses to provide appropriate space.
- **Lack of Economic Diversification.** Commerce City's employment is heavily concentrated in a few large industry sectors. Diverse economies tend to be more resilient.
- **External Actors.** Commerce City has limited control over major highways and airport operations, which could make it difficult to better leverage these assets.

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Section 3: **Community Engagement**

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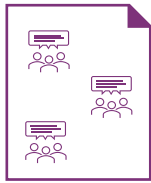


Community Engagement

Commerce City's EDSP prioritized equitable and inclusive engagement with stakeholders throughout Commerce City to inform strategy recommendations to advance the City's economic goals and objectives. The activities conducted are described below. Further information and discussion on community engagement findings are included in the Engagement Report (Appendix B).



Online Resident and Business Survey. The survey, receiving 212 responses, was publicly accessible from December of 2023 through March of 2024 through the project website, social media, and through the city and its many partners. Translation was available in Spanish.



Public Listening Sessions. Public Listening sessions were held in two rounds in which each round of Public Listening Sessions held three meetings, one at Bison Ridge Recreation Center in the Northern Range, one at Eagle Point Recreation Center in the Core City, and one meeting virtually. Across these meetings, dozens of Commerce City residents and workers participated.



Focus Groups. Four focus group discussions were conducted, with each focused on a different aspect of Commerce City's economy. 50 stakeholders in Commerce City's economy were identified in partnership with city staff and invited to participate in one of the following focus groups.

- **Small Business and Entrepreneurship Focus Group**
- **Major Employer Focus Group**
- **Developers and Property Owners Focus Group**
- **Planning Commission Focus Group**

Key findings from engagement activities, which have been aggregated and listed in the following pages represent the diverse priorities of the Commerce City community, and provide valuable insights into the city's economy and community.



Commerce City's Economic Identity

- A common theme is the need to improve Commerce City's reputation, aiming to portray a vibrant, innovative place to live and work. Participants envision a diverse economic landscape, supporting small businesses, and providing various amenities for a balanced community.
- Establishing a distinct economic identity is crucial, targeting specific industries to guide future investment.
- Regional differences within Commerce City highlight differing needs and desires. Engagement participants from the northern range tend to express more desire for services and amenities, while participants from the core city tend to express desire for more restaurants or for infrastructure investment.

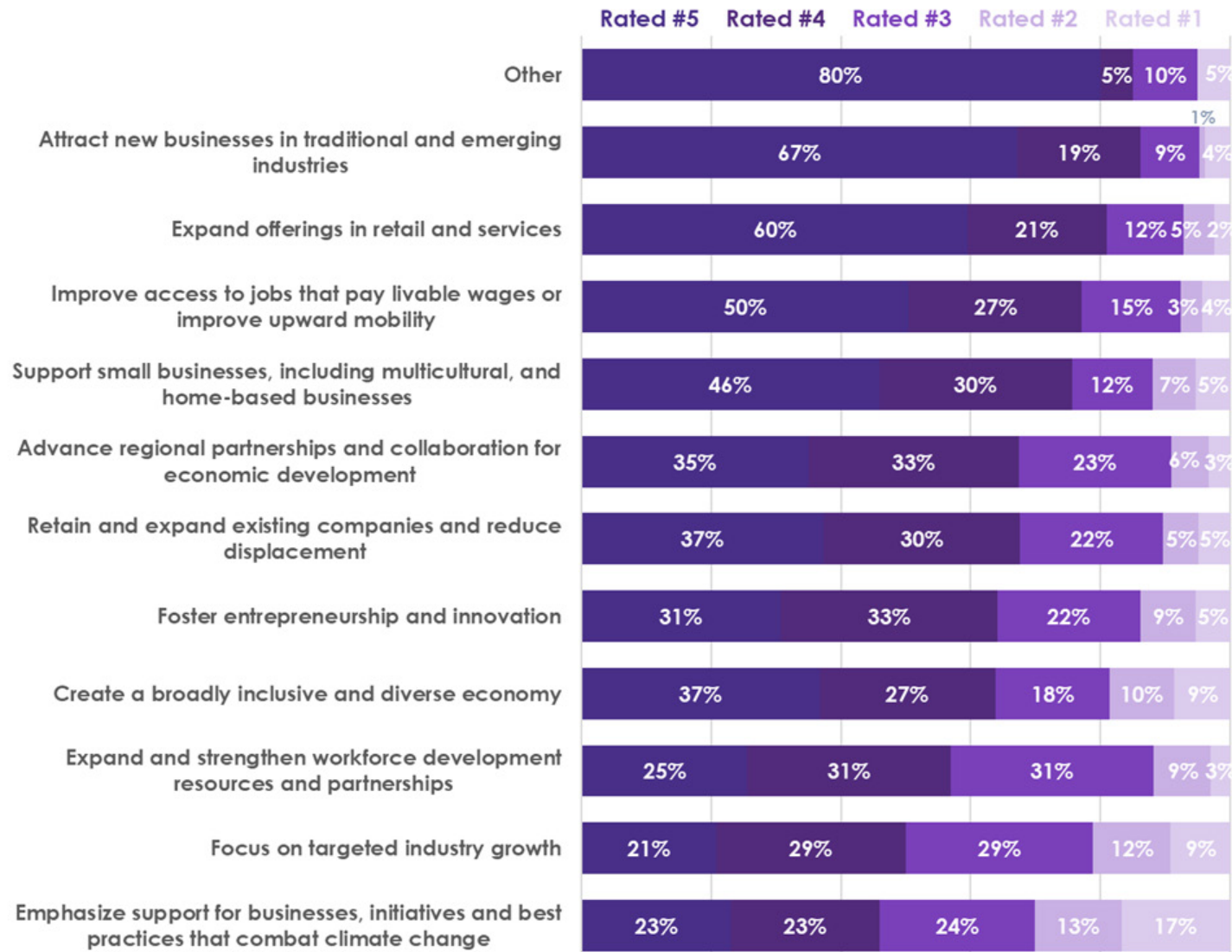
Economic Development Priorities



- Infrastructure investment in Commerce City, including road maintenance, traffic calming, street lights, parks, and transit service, is widely supported, with participants emphasizing benefits for residents and businesses.
- Addressing environmental concerns and promoting clean air and water is a priority, with participants advocating for a safe and sustainable environment and sustainable planning and development.
- Expanding retail and service offerings to meet growing demand and enhance the commercial landscape is a key theme for economic development. Participants envision various businesses and facilities opening up in Commerce City, including shopping centers, gyms, libraries, dining options, service providers, recreational spaces, and entertainment venues.

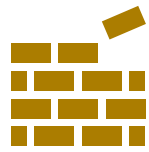
Top goals and strategic considerations from an economic development perspective for the City of Commerce City in the next five years

Rated from 1=not important at all to 5=very important.



Source(s): Resident and Business Survey, 2023; CAI, 2023.

Note: Here, the "Other" category includes write in responses, the majority of which fell under the "expand offerings in retail and services" category. Some write in options included grocery stores, restaurants, and entertainment offerings. Other themes had to do with public safety, lowering taxes, or specific projects.



Development Opportunity

- Many visions for future development in Commerce City include developing mixed-use, pedestrian-friendly centers and community spaces. Some suggest utilizing the city's vacant land while others bring up key sites such as the 72nd Avenue RTD station and Greyhound Park for expansion.

- Improved collaboration among economic development staff, the City Council, local and State partners, and developers is essential for Commerce City's growth. Many participants emphasized positive relationships and clear, fair processes as ways for Commerce City to enhance its reputation in the development community.

Workforce and Jobs

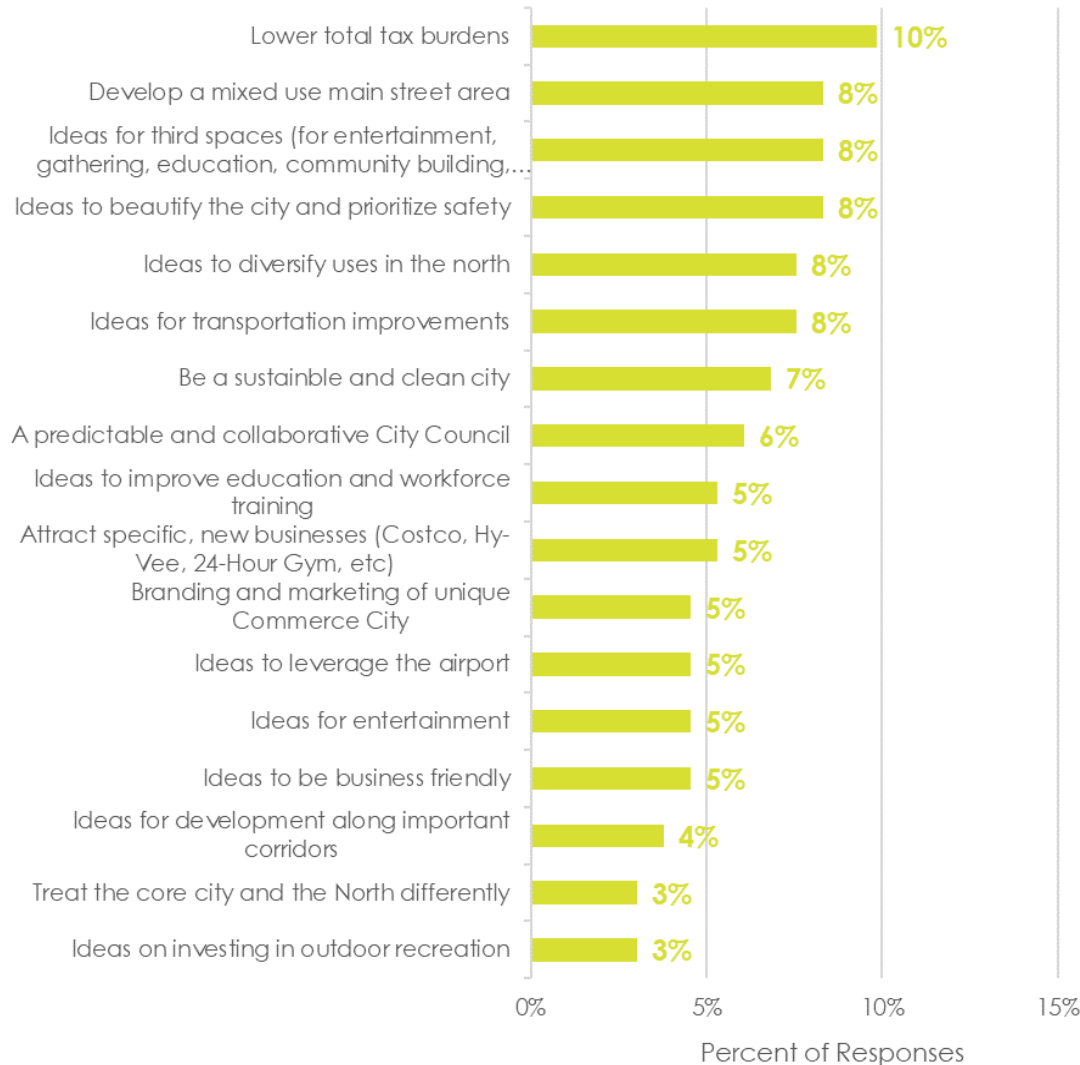


- Efforts to increase local job opportunities aim to reduce commuting, boost local spending, and enhance community involvement, with a focus on developing areas around the airport to attract businesses.

- Shortage of qualified employees residing in Commerce City hampers business growth, while rising labor costs and retention issues add to concerns.

- Affordable and workforce housing is vital for attracting and retaining employees and preventing displacement of residents.

One Big Idea for Economic Development in Commerce City, Most Common Survey Responses



Source(s): Resident and Business Survey, 2023; CAI, 2023.

Industry in Commerce City



- Another emergent theme is the desire to diversify Commerce City's economy, emphasizing clean energy and emerging technologies to become a leader in environmental sustainability and technology.
- Existing businesses increasingly focus on sustainability and electrification, creating opportunities for collaboration with the city to address infrastructure needs and opportunities for innovation.
- Supporting small businesses and entrepreneurs is a priority in Commerce City, requiring efforts to address bureaucratic challenges and cultivate an inclusive economic development ecosystem.
- Proximity to Denver International Airport may offer opportunities for new industry, but coordination and negotiation are required to overcome access limitations.

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Section Organization

The following section presents the **Strategies and Actions** at the heart of this Plan for achieving equitable economic development in the City of Commerce City. The plan contains **5 Goals** around which the Strategies and Actions are organized. Color-coding and icons distinguish each Focus Area section. Each of the eight sections begins with an introductory **Objective** statement.

Individual **Strategies** correspond to each Focus Area with like colors. Each Strategy represents one cohesive approach and consists of several specific, interrelated Actions.

Actions are where the rubber hits the road in this plan. Specific, implementable tactical measures are highlighted and organized numerically.

Complete Community 1

Strategy 1.1 Analyze Retail Needs and Compete for Retail Investment

- Action 1.1.1

Commission a detailed retail trade area analysis that presents data separately for different areas of the Commerce City community that can serve as a foundation for targeted land use strategies.
- Action 1.1.2

Design and distribute marketing materials that represent the uniquely attractive characteristics of Commerce City's various neighborhoods.
- Action 1.1.3

Communicate, via the city's website and all pertinent marketing materials, total retail sales potential at build out based on long range plans.
- Action 1.1.4

Standardize exit interviews with businesses that ultimately choose not to locate in Commerce City, to gather their feedback on how Commerce City could have better met their needs.
- Action 1.1.5

Ensure that City long range plans and land development code requirements include appropriate retail, hospitality and entertainment uses that align with community demographics and preferences.
- Action 1.1.6

Continue the implementation of existing incentives and assess the feasibility of new tools to spur development of targeted commercial development types – retail, hospitality & entertainment.

Goal 1

Complete Community

Become a complete and inclusive community where all residents have access to places to shop, dine, and play.

To grow your economy, you need to be a good place to live. The most consistent feedback received during this planning process revolved around increased options for eating, shopping, and entertainment. This requires strategic investment in community assets, a concerted effort to attract new business, and support for local businesses responding to community desires.



Strategy 1.1 Analyze Retail Needs and Compete for Retail Investment

Action 1.1.1

Commission a detailed retail trade area analysis that presents data separately for different areas of the Commerce City community that can serve as a foundation for targeted land use strategies.

Action 1.1.2

Design and distribute marketing materials that represent the uniquely attractive characteristics of Commerce City's various neighborhoods.

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Communicate, via the city's website and all pertinent marketing materials, total retail sales potential at build out based on long range plans.

Action 1.1.4

Standardize exit interviews with businesses that ultimately choose not to locate in Commerce City, to gather their feedback on how Commerce City could have better met their needs.

Action 1.1.5

Ensure that City long range plans and land development code requirements include appropriate retail, hospitality and entertainment uses that align with community demographics and preferences.

Action 1.1.6

Continue the implementation of existing incentives and assess the feasibility of new tools to spur development of targeted commercial development types – retail, hospitality & entertainment.

1 Complete Community

Action 1.1.7

Contract with a retail consultancy to assist in the identification and recruitment of targeted retail prospects to identified corridors and commercial development sites throughout the Commerce City community.

Action 1.1.8

Where appropriate, develop a certification program to market available development sites that are well-suited to retail uses and/or with advantages or incentives for retail development.

Action 1.1.9

Develop a section on the Redefining Commerce website targeting retail development to communicate community and neighborhood demographic and economic characteristics and available retail demand.

Strategy 1.2: Support existing Commerce City businesses and neighborhood business districts in meeting the needs of local residents.

Action 1.2.1

Create a dedicated channel or forum for small business support in Commerce City.

Action 1.2.2

Develop a campaign to highlight local business offerings and consider co-hosting periodic events.

Action 1.2.3

Identify and prioritize placemaking improvements unique to targeted geographic areas of Commerce City.

Action 1.2.4

Match vacant storefronts with growing local home-based or shared-space businesses to transition them to brick-and-mortar workplaces.

Action 1.2.5

Develop a business tool kit, potentially in partnership in collaboration with local partners, that will assist retail businesses in understanding permitting processes including information on financing improvements, modifications, and subdivisions, etc.

Action 1.2.6

Identify partnerships and programming opportunities, including pop-ups and programming by community organizations, to activate vacant spaces, with a focus on arts, culture, and entertainment that complements existing restaurant and retail uses.

Action 1.2.7

Create a standing arrangement with an array of food trucks to provide auxiliary food and beverage service at appropriate times and places.

Action 1.2.8

Continue working towards a launch of the new Open Rewards platform to align with Shop Local Saturday, to support and grow local businesses by offering incentives for residents to shop locally.

1 Complete Community

Strategy 1.3: Establish Commerce City as a regional hub for both community and business.

Action 1.3.1

Identify opportunities to bring different parts of the Commerce City community together at events or local businesses.

Action 1.3.2

Evaluate the feasibility of acquiring, developing, or temporarily using spaces for community events in strategic locations.

Action 1.3.3

Consider establishing an executive leadership council or roundtable composed of public and private sector leaders to foster relationships among key decision-makers and enhance collaboration around key regional challenges.

Action 1.3.4

Develop a signature event that is unique to Commerce City and market it throughout the region.

Action 1.3.5

Celebrate cultural events that are important to Commerce City's diverse population, such as Hispanic Heritage Month, Mexican Independence Day, or Dia de los Muertos.

Action 1.3.6

Proactively recruit, and work to retain, community service providers that serve not just Commerce City, but the region.

Action 1.3.7

Consider encouraging and supporting the creation of a roundtable forum for major employers in Commerce City and the region, particularly for industry sectors with a strong local presence, to share policies and best practices related to current business challenges and industry trends.

Action 1.3.8

Seek to host regional business events, such as through the Denver Metro Chamber of Commerce, Economic Development Council of Colorado (EDCC), National Association of Industrial and Office Properties (NAIOP), Urban Land Institute (ULI), International Council of Shopping Centers (ICSC) or others that bring companies and stakeholders together to share best practices, learn about economic and industry trends, or otherwise exchange information.

Action 1.3.9

Coordinate with Colorado Aerotropolis planning and leverage business traffic from DEN, as well as traffic for events, such as conferences, to drive traffic to Commerce City and its businesses or event spaces.

Action 1.3.10

Articulate the city's vision for its Urban Renewal Areas, while clearly promoting tools and incentives to facilitate their development as economic hubs.

Goal 2

Enterprise and Opportunity

Improve access to economic opportunity for residents and businesses.

Commerce City seeks to be a place where businesses and residents alike can thrive, with boundless opportunity for personal, professional, and economic growth. These opportunities must be broadly shared, leveraging and supporting regional resources and partnerships, while investing in the Commerce City community.



Strategy 2.1 Increase access to tools that promote upward mobility, including skills training, education, apprenticeship and mentorship programs, and others, as appropriate.

Action 2.1.1

Support and/or amplify efforts by prominent local employers and workforce development partners to highlight opportunities for training, mentorship, advising, or similar programs directed toward employees, entrepreneurs, or small businesses, with a focus on historically underrepresented groups.

Action 2.1.2

Identify and amplify support for programs (e.g., mentorship, career/tech ed) that develop youth and young adult skills to promote workforce readiness.

Action 2.1.3

Serve as a liaison between major employers and local educational institutions about current and anticipated high-demand skills.

Action 2.1.4

Connect vulnerable populations with appropriate third party resources.

2 Enterprise and Opportunity

Strategy 2.1 Align regulatory processes, procedures, and enforcement, as well as messaging about Commerce City's business climate, with the goal of improving access to opportunity.

Action 2.2.1

Consider the effectiveness of the new city planning review cycle, continue to employ the Local Business Manager, and continue working with community development and innovation teams to explore new ways for the land development and entitlement process to provide best-in-class predictability, effectiveness, and speed.

Action 2.2.2

Develop a system to monitor time-to-permit-issuance and regularly compare with other jurisdictions.

Action 2.2.3

Develop and track performance metrics around small business permitting process efficiency, time, cost and outcomes.

Action 2.2.4

Continue working to implement the recently completed Economic Development Marketing Plan which includes new key messages and marketing tactics to generate compelling messaging that Commerce City is a safe and welcoming business environment.

Action 2.2.5

Continue ongoing implementation of the City's recently launched business retention and expansion program, Elevate Commerce.

Goal 3

Approachable

Develop a reputation as a leading city to live, work, visit, and stay within the metro area.

To maximize the city's economic potential, the experience of being in Commerce City must make people want to stay -- to shop, recreate, or work. The city's reputation can also help or hinder efforts to grow the local economy. Commerce City should therefore work to create an attractive and enjoyable urban environment and project a safe and inviting image.



Strategy 3.1 Prioritize strategic public realm improvements that increase visitation and increase commerce.

Action 3.1.1

Identify, assess, and improve key gateways into Commerce City, such as Quebec St. between Northfield Blvd. and Prairie Parkway, Highway 6 at I-270, and Tower Rd. north of Pena Blvd. businesses, with a focus on historically underrepresented groups.

Action 3.1.2

Establish or support a formal effort intended to clean up and beautify primary thoroughfares.

Action 3.1.3

Develop a coordinated and comprehensive plan for wayfinding, placemaking, landscaping, signage, etc. that reinforces Commerce City's vision for the future while acknowledging its history.

Action 3.1.4

Work with appropriate partners to establish or improve signage along multimodal trails, such as the Sand Creek Greenway, South Platte River Trail, and Fernald Trail, ensuring that trail users know they are in Commerce City and how to access amenities within the city.



3 Approachable

Strategy 3.2 Ensure that Commerce City projects a safe and welcoming image.

Action 3.2.1

Work with appropriate partners to improve perceptions of public safety.

Action 3.2.2

Prioritize and support implementation of the 2023 Sustainability Action Plan, with a focus on air and water quality, community health, and biodiversity and tree canopy.

Action 3.2.3

Engage the private sector, and provide support where possible, to vocalize corporate values and corporate stewardship in alignment Commerce City's priorities.

Goal 4

Innovative and Industrious

Grow and innovate within existing legacy industries and new opportunity sectors alike.

Commerce City has tremendous opportunity to support private sector growth and investment in both new industry sectors and legacy industries. While the specific industry sectors may evolve as the regional economy grows, the City's assets within the region, including its existing business base, are valuable for several industries.



Strategy 4.1 Maximize the economic impact of Commerce City’s adjacency to Denver International Airport (DEN).

Action 4.1.1

Continue to advocate for through-the-fence access to DEN.

Action 4.1.2

Regularly market appropriately zoned, airport-adjacent sites for development to the DEN Division of Real Estate.

Action 4.1.3

Establish relationships and standing communication schedules with commercial real estate brokers and site selectors that specialize in airport-related development.

Action 4.1.4

Engage the private sector, including leaders of airport-related (including hospitality) or aerospace companies outside of Commerce City to evaluate and improve the city’s zoning.

Action 4.1.5

Evaluate the demand for, feasibility of and potential ROI on development of airport-adjacent facilities that could expand the types of events that Commerce City could attract.

4 Innovative and Industrious

Strategy 4.2 Help companies in the transportation, distribution and logistics (TDL) sector pioneer an innovative future for the sector.

Action 4.2.1

Connect companies to resources that support innovation.

Action 4.2.2

Encourage and support pilot projects in fleet electrification or other sustainability improvements.

Action 4.2.3

Communicate Commerce City's opportunity to incubate innovation that would change the TDL sector globally.

Action 4.2.4

Highlight project successes and advocate for recognition of individual companies for innovative projects or practices.

Strategy 4.3 Support growth opportunities in industries or practices that meet the city's interest in 'clean and green'.

Action 4.3.1

Prioritize and support implementation of the 2023 Sustainability Action Plan, with a focus on innovations in building performance, energy systems, and transportation.

Action 4.3.2

Consider the feasibility of offering a specific package of incentives for businesses that qualify as 'clean and green'.

Action 4.3.3

Collaborate with Commerce City's private sector companies to align corporate actions with citywide goals around climate and energy.

Strategy 4.4 Target businesses, organizations and institutions in health care and education, as appropriate for Commerce City's demographic and economic characteristics.

Action 4.4.1

Develop and distribute marketing materials that communicate Commerce City's population characteristics and other key metrics to regional hospital systems and large or expanding clinics.

Action 4.4.2

Identify and market sites appropriate for institutional uses, such as campuses or clinics.

Action 4.4.3

Establish and maintain regular lines of communication with key leaders of educational and health care institutions across the region.

4 Innovative and Industrious

Action 4.4.4

Identify opportunities for Commerce City to serve as a location for off-site activities and field work for university students at post-secondary institutions in the area.

Strategy 4.5 Establish policies and programs that facilitate growth for businesses across all industry sectors.

Action 4.5.1

Consider developing a program where fast-scaling businesses can pay a premium, possibly linked to the number of employees, for faster building permit processing associated with tenant improvements or other facility needs.

Action 4.5.2

Establish and track business attraction targets across all sectors of interest to Commerce City and where the City has a competitive advantage.

Action 4.5.3

Monitor land capacity and building inventory for advanced industries on an ongoing basis, and audit existing uses. As necessary, consider expanding zoning to allow complementary, supportive, or inter-related allowable uses.

Action 4.5.4

Connect small businesses and startups with SBA's SBIR (Small Business Innovation Research) program and provide application guidance; explore other avenues of grant assistance for small businesses under 100 employees.

Action 4.5.5

Perform periodic analyses of Commerce City employment across sectors or clusters to identify and target support and outreach for emerging and growing industries.

Action 4.5.6

Continue work with site selectors and brokers in targeted sectors to support business attraction.

Action 4.5.7

Consider development of a business appreciation program focused on retention of companies currently headquartered in Commerce City.

Action 4.5.8

Help existing major employers meet community needs by communicating available resources and amplifying corporate stewardship efforts.

Action 4.5.9

Create a centralized, visible channel to market the successes of Commerce City-based companies.

Action 4.5.10

Continue and, when feasible, expand outbound marketing activities in accordance with best practices and existing performance metrics.

Action 4.5.11

Ensure that ED staff participate proactively in updates to the city's capital facilities plan, communicating transportation and infrastructure needs based on ED priorities.

Goal 5

Collaborative and Can-Do

Foster a high-functioning economic development ecosystem.

Establish high-functioning and impactful partnerships and relationships across the economic development ecosystem.



 **5 Collaborative and Can-Do****Strategy 5.1 Create systems and standards for ED roles, responsibilities, and relationships.****Action 5.1.1**

Continue marketing and promotion, including through Redefining Commerce, of existing ED programs and resources.

Action 5.1.2

Formalize as a task (and track) the management of relationships with key ED partners within Commerce City and across the region

Action 5.1.3

Continue to work and partner with regional ED partners for business attraction, including Colorado Office of Economic Development and International Trade (OEDIT) and the Metro Denver Economic Development Corporation (MDEDC).

Action 5.1.4

Establish and maintain productive lines of communication with State and Federal agencies that manage transportation infrastructure critical to Commerce City's vitality.

Action 5.1.5

Expand collaboration opportunities with local development and community groups to partner on retention visits and business engagement.

Strategy 5.2 Consider more tailored or targeted approaches to regulating new development that would help Commerce City achieve its vision.

Action 5.2.1

Evaluate different approaches to working with the development community, such as development agreements or memorandums of understanding with requirements for phased development that prioritize commercial development in the early stages of projects.

Action 5.2.2

For large scale development projects explore partnering with private developers to negotiate Community Benefits Agreements (CBAs) that could provide targeted community uses of ground floor real estate.

Action 5.2.3

Explore a community benefit program for new development that provides scaling rent opportunities for experiential retail uses the first two years.

Section 1: Introduction

Section 2: Landscape Assessment

Section 3: Community Engagement

Section 4: Detailed Strategies & Actions

Section 5: Implementation

Appendices



Navigating this Section

ONE: Complete Community
Implementation

Strategy 1.1 Analyze Retail Needs and Compete for Retail Investment

Item	Timing	Action Step	LOE	KPIs
1.1.1	🕒	Retail Capture Analysis	▲	1, 2, 3
1.1.2	🕒	C3 Marketing and Attraction	▲▶	2, 3
1.1.3	🕒	Communicate Retail Potential	▲▶	1, 3
1.1.4	🕒	Exit Interviews	▲	1
1.1.5	🕒	Align Long-Range Planning	▲▶	1, 2, 3
1.1.6	🕒	Assess Feasibility of Incentives	▲	1, 2
1.1.7	🕒	Contract with a Retail Consultancy	▲	1
1.1.8	🕒	Certified Sites Program	▲▶	3
1.1.9	🕒	Retail Leakage Dashboard	▲▶	1, 2, 3

Key Performance Indicators (KPIs)

- 1 Growth in Sales Tax Collections (By location and type)
- 2 Value of Permitted Investment (By location and type)
- 3 Count of Available Sites (Listed on RedefiningCommerce.com)
- 4 Participation in Open Rewards Program (Count)
- 5 Number of Community Events and Attendance (Counts)

Action Steps

Three-part numbers indicate Focus Area, Strategy and Action Step. Action Step Titles are worded for a "quick read," or scanability.

Timing

- 🕒 Ongoing
- 🕒 Short Term (1-3 Years)
- 🕒 Mid Term (3-5 Years)
- 🕒 Longer Term (5-10 Years)

Estimated Level of Effort (LOE)

- ▲ Low
- ▲ Medium
- ▲ High
- ▲▶ Ongoing Commitment

Key Performance Indicators (KPIs)

These performance measures outline suggested methods for tracking progress in implementation of strategies. Numbers listed indicate relationships between the indicators and individual actions.

ONE: Complete Community
Implementation

Strategy 1.1 Analyze Retail Needs and Compete for Retail Investment

Item	Timing	Action Step	LOE	KPIs
1.1.1		Retail Trade Area Analysis		1, 2, 3
1.1.2		C3 Marketing and Attraction		2, 3
1.1.3		Communicate Retail Potential		1, 2, 3
1.1.4		Exit Interviews		1, 3
1.1.5		Align Long-Range Planning		1, 2, 3
1.1.6		Tools to Spur Development		1, 2
1.1.7		Contract with a Retail Consultancy		1
1.1.8		Certification Program for Developable Sites		3
1.1.9		Use Website to Target Retail Development		1, 2, 3

Key Performance Indicators (KPIs)

- 1** Growth in Sales Tax Collections
(By location and type)
- 2** Value of Permitted Investment
(By location and type)
- 3** Count of Available Sites
(Listed on RedefiningCommerce.com)
- 4** Participation in Open Rewards Program
(Count)
- 5** Number of Community Events and Attendance
(Counts)

Strategy 1.2 Support existing Commerce City businesses and neighborhood business districts in meeting the needs of local residents.

Item	Timing	Action Step	LOE	KPIs
1.2.1		Small Business Forum		1, 4
1.2.2		Highlight Local Businesses		1, 4
1.2.3		Targeted Placemaking		1, 5
1.2.4		Fill Vacant Storefronts		1, 2, 3
1.2.5		Develop Business Toolkit		1, 4
1.2.6		Partnerships and Programming Opportunities		4, 5
1.2.7		Coordinate with Food Trucks		4, 5
1.2.8		Launch the Open Rewards Platform		1, 4, 5

Key Performance Indicators (KPIs)

- 1** Growth in Sales Tax Collections
(By location and type)
- 2** Value of Permitted Investment
(By location and type)
- 3** Count of Available Sites
(Listed on RedefiningCommerce.com)
- 4** Participation in Open Rewards Program
(Count)
- 5** Number of Community Events and Attendance
(Counts)

Strategy 1.3 Establish Commerce City as a regional hub for both community and business.

Item	Timing	Action Step	LOE	KPIs
1.3.1		Bring Community Together		5
1.3.2		Space for Community Events		3, 5
1.3.3		Establish Leadership Roundtable		4, 5
1.3.4		Develop a Signature Event		5
1.3.5		Celebrate Cultural Events		5
1.3.6		Community Service Providers		1, 5
1.3.7		Major Employers Forum		1
1.3.8		Regional Business Events		5
1.3.9		Leverage Airport Traffic		1
1.3.10		Communicate Urban Renewal Areas		1, 3

Key Performance Indicators (KPIs)

- 1** Growth in Sales Tax Collections
(By location and type)
- 2** Value of Permitted Investment
(By location and type)
- 3** Count of Available Sites
(Listed on RedefiningCommerce.com)
- 4** Participation in Open Rewards Program
(Count)
- 5** Number of Community Events and Attendance
(Counts)

TWO: Enterprise and Opportunity

Implementation

Strategy 2.1 Increase access to tools that promote upward mobility, including skills training, education, apprenticeship and mentorship programs, and others, as appropriate.

Item	Timing	Action Step	LOE	KPIs
2.1.1		Amplify Workforce Development Efforts		2, 3
2.1.2		Amplify Youth Programs		2, 3
2.1.3		Bridge Employers and Education		3
2.1.4		Connect People to Resources		3

Key Performance Indicators (KPIs)

- 1 Number of New Jobs Created *(By business type)*
- 2 Growth in Median Household Income
- 3 Participation in Workforce Training Programs *(Including partners)*
- 4 Permit Review Time *(By business type)*

Strategy 2.2 Align regulatory processes, procedures, and enforcement, as well as messaging about Commerce City’s business climate, with the goal of improving access to opportunity.

Item	Timing	Action Step	LOE	KPIs
2.2.1		Streamline Development Process		1, 4
2.2.2		Monitor Time-to-Permit Issuance		4
2.2.3		Track Permitting for Small Businesses		4
2.2.4		Implement the ED Marketing Plan		1, 3, 4
2.2.5		Implement the Elevate Commerce Program		1, 2, 3, 4

Key Performance Indicators (KPIs)

- 1** Number of New Jobs Created *(By business type)*
- 2** Growth in Median Household Income
- 3** Participation in Workforce Training Programs *(Including partners)*
- 4** Permit Review Time *(By business type)*




THREE: Approachable
Implementation

Strategy 3.1 Prioritize strategic public realm improvements that increase visitation and increase commerce.

Item	Timing	Action Step	LOE	KPIs
3.1.1		Improve Gateways into the City		3
3.1.2		Clean and Beautify Thoroughfares		1, 3
3.1.3		Coordinate Wayfinding and Placemaking		2, 3
3.1.4		Partner for Signage		3

- Key Performance Indicators (KPIs)**
- 1** Building Occupancy Rates *(By type)*
 - 2** Growth in Residential Population and Households
 - 3** Amount of Budgeted or Leveraged Funds for Placemaking
 - 4** Number of Posts and Engagement On Social Media

Strategy 3.2 Ensure that Commerce City projects a safe and welcoming image.

Item	Timing	Action Step	LOE	KPIs
3.2.1		Perception of Public Safety		1, 2
3.2.2		Sustainability Action Plan		1, 2
3.2.3		Engage Corporate Stewardship		3, 4

Key Performance Indicators (KPIs)

- 1** Building Occupancy Rates *(By type)*
- 2** Growth in Residential Population and Households
- 3** Amount of Budgeted or Leveraged Funds for Placemaking
- 4** Number of Posts and Engagement On Social Media

FOUR: Innovative and Industrious

Implementation

Strategy 4.1 Maximize the economic impact of Commerce City’s DIA adjacency.

Item	Timing	Action Step	LOE	KPIs
4.1.1		Advocate for Through-the-Fence Access		1, 3
4.1.2		Advertize Airport-Adjacent Sites		2, 3
4.1.3		Communicate with Real Estate Brokers		3
4.1.4		Collaboratively Evaluate Zoning		2
4.1.5		Evaluate Airport-Adjacent Demand		2

Key Performance Indicators (KPIs)

- 1 Growth in Sales Tax Collections
(By location and type)
- 2 Growth in Property Tax Base
(By location and type)
- 3 The Number of Engagements by Staff
(By category)

Strategy 4.2 Help companies in the transportation, distribution and logistics (TDL) sector pioneer an innovative future for the sector.

Item	Timing	Action Step	LOE	KPIs
4.2.1		Connect Companies to Resources		1
4.2.2		Sustainability Pilot Projects		1, 2
4.2.3		Communicate Incubation Opportunity		2
4.2.4		Highlight Project Successes		1, 3

Key Performance Indicators (KPIs)

- 1 Growth in Sales Tax Collections
(By location and type)
- 2 Growth in Property Tax Base
(By location and type)
- 3 The Number of Engagements by Staff
(By category)

Strategy 4.3 Support growth opportunities in industries or practices that meet the city’s interest in ‘clean and green’.

Item	Timing	Action Step	LOE	KPIs
4.3.1		Sustainability Action Plan		2
4.3.2		Consider Sustainability Incentives		2
4.3.3		Align Corporate Actions		3

Strategy 4.4 Target businesses, organizations and institutions in health care and education, as appropriate for Commerce City’s demographic and economic characteristics.

Item	Timing	Action Step	LOE	KPIs
4.4.1		Market to Medical Facilities		2, 3
4.4.2		Advertise Sites for Institutional Use		2, 3
4.4.3		Connect with Medical / Education Leaders		3
4.4.4		Look for Off-Siting Opportunities		2

- Key Performance Indicators (KPIs)**
- 1** Growth in Sales Tax Collections
(By location and type)
 - 2** Growth in Property Tax Base
(By location and type)
 - 3** The Number of Engagements by Staff
(By category)

Strategy 4.5 Establish policies and programs that facilitate growth for businesses across all industry sectors.

Item	Timing	Action Step	LOE	KPIs
4.5.1		Program for Fast-Scaling Businesses		1
4.5.2		Track Business Attraction Targets		1, 2
4.5.3		Monitor Land Capacity		2
4.5.4		Small Business Innovation Research Program		1, 3
4.5.5		Analyze Employment in the City		1
4.5.6		Collaborate with Brokers		3
4.5.7		Business Appreciation Program		3
4.5.8		Amplify Corporate Stewardship		1
4.5.9		Market Successes in the City		1, 2
4.5.10		Continue Marketing Activities		1, 2
4.5.11		Capital Facilities Planning		1, 2

Key Performance Indicators (KPIs)

- 1 Growth in Sales Tax Collections
(By location and type)
- 2 Growth in Property Tax Base
(By location and type)
- 3 The Number of Engagements by Staff
(By category)

FIVE: Collaborative & Can-Do

Implementation

Strategy 5.1 Create systems and standards for ED roles, responsibilities, and relationships.

Item	Timing	Action Step	LOE	KPIs
5.1.1		Keep Redefining Commerce		2, 3
5.1.2		Track Relationship Management		2, 3
5.1.3		Business Attraction with Regional Partners		1, 3
5.1.4		Manage Regional Relationships		3
5.1.5		Collaborate with Community Partners		2, 3

Key Performance Indicators (KPIs)

- 1 New Business Openings
- 2 The Number of Ecosystem Partners
(Participating in ElevateCommerce.com)
- 3 The Number of Engagements with Ecosystem Partners

Strategy 5.2 Consider more tailored or targeted approaches to regulating new development that would help Commerce City achieve its vision.

Item	Timing	Action Step	LOE	KPIs
5.2.1		Collaborate with Development Community		1, 3
5.2.2		Consider Community Benefit Agreements		1
5.2.3		Explore Community Benefit Program		1

Key Performance Indicators (KPIs)

- 1** New Business Openings
- 2** The Number of Ecosystem Partners *(Participating in ElevateCommerce.com)*
- 3** The Number of Engagements with Ecosystem Partners

Section 1: Introduction

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Appendices



Appendix A: Economic Development Landscape Analysis

Appendix B: Community Engagement Report

Image Sources and Credit

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