

# STRATEGIC PLAN WORKSHOP #3

Colorado Springs  
Urban Renewal Authority

May 22<sup>nd</sup>, 2024



# AGENDA

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- Project Overview
- Goals Framework & Examples
- Finish Goals Discussion
  - Geography types
  - Project types
  - Housing
  - Community benefits
  - Design
  - **Placemaking**
  - **Programs**
  - **Initiation of projects**
- **Relationships with Taxing Districts**
- Next Steps



# STRATEGIC PLAN ELEMENTS

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1. Introduction
2. Mission, Vision, & Values
  - Guiding principles for CSURA
3. How a URA Functions
  - Tools and purpose of urban renewal
- 4. Future Goals and Objectives**
  - Goals about project types, geographies, community benefit, programs, etc.
- 5. Organizational Relationships**
6. Taking Action
  - Decision making criteria and process
7. Operations & Fiscal Structure
8. Action Plan
  - 10-year implementation strategy linking values, goals, and actions together

# STRATEGIC PLAN PROCESS

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- 3<sup>rd</sup> out of 6 workshops
  - Consultants and staff will meet with each taxing district separately after this workshop
  - Additional meetings as needed for clear direction
- Finalizing mission, philosophy, and values
  - Revisions based on your feedback and edits
  - Send out “final” draft version
- Working on draft chapters
  - Chapters 1 (Introduction) and 2 (Mission, Philosophy, and Values)
- Estimated 11-month process

# GOALS

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# CURRENT GOALS

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- Cure blight
- Promote projects which provide public benefit
- Be proactive–player vs. performer
- Create quality sustainable places
- Raise standards of development
- Create jobs
- Promote public art
- Facilitate delivery of affordable housing

# SMART GOALS

- Goal: a predetermined target that an organization plans to achieve in a set period of time



## Specific

The goal is concrete and tangible - everyone knows what it looks like.



## Measurable

The goal has an objective measure of success that everyone can understand.



## Attainable

The goal is challenging, but should be achievable with the resources available.



## Relevant

The goal meaningfully contributes to larger objectives like the overall mission.



## Timely

This goal has a deadline or, better yet, a timeline of progress milestones.

# GOALS

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- Goals will be related to one or more values
  - In the Strategic Plan goals will nest under or be associated with corresponding value(s)
  
- Values
  - Transformational Transactions
  - Strategic Partnerships
  - Diverse Opportunities
  - High-Quality Placemaking
  - Resilient Communities

# GOAL TOPICS FOR DISCUSSION

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- Elimination of blight
- Geographical types and areas within the city
- Types of uses
- Diversity of housing
- Community benefit
- Quality and uniqueness of design
- **Walkability and placemaking**
- **Programs**
- **Project initiation**
- Others?

# WALKABILITY & PLACEMAKING

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- **Public Art Goal**
  - Artwork cost shall not be less than 1% of the total project cost within the redevelopment area (unless otherwise negotiated with the approval of CSURA)
  - Developer shall provide and install artwork reviewed by CSURA and/or the Art Commission of the Pikes Peak Region
- **Has the public art goal been enforced on projects?**
- **Are there other placemaking enhancements you want to encourage?**
- **Are there walkability, multimodal, and other transit related opportunities you want included?**

# PROGRAMS

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- Revolving loan fund
- Grants
  - Small business grants/loan
    - Façade improvements
    - ADA upgrades
  - Homeowner grants/loan
    - Age in place
- Project funds to ameliorate blight outside of TIF districts
  - Public art
  - Parklets
  - Road diet
- Others?
- URA general fund dollars (from URA developer fees) can be spent outside TIF districts
- **Why types of projects or programs would you like CSURA to support?**
- **Preference between a revolving loan fund or grant program?**
- **Should a match be required?**
- **Are there other organizations CSURA should partner with?**

# INITIATION OF PROJECTS

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- Reactive role responding to submitted URA applications
- URA Application
  - Questions and considerations
  - Project narrative and summary
  - Map
  - Location of parking, parking access, & total count
  - Description of art and affordable housing components when applicable
  - Plans for historic structures
- Is there desire to be more proactive?
- Are there opportunities for CSURA to partner with the City, CSHA, and other organizations to find projects that align with CSURA's goals?
- Should CSURA acquire & sell property to catalyze development in specific locations?
- Should CSURA issue Requests For Qualifications (RFQ) for developers for these specific sites where investment is needed?

# RELATIONSHIPS WITH TAXING DISTRICTS

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# TAX DISTRICTS

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- City of Colorado Springs
  - 3.579 mills
  - 1.0% sales tax
- El Paso County
  - 6.862 mills
  - 2.0% sales tax
- School Districts
  - #11: 40.069 mills
  - Academy 20: 47.867 mills
  - Harrison 2: 36.618 mills
- Pikes Peak Library District
  - 3.061 mills
- Downtown Development Authority
  - 5.000 mills
- Water Conservancy District
  - 0.888 mills
- Road & Bridge
  - County: 0.165 mills
  - City: 0.165 mills

# RECENT PLEDGES FROM TAX DISTRICTS

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- City Gate 2.0
  - Market rate with public parking
  - City property tax: 100%
  - City sales tax: 100%
  - County property tax: 100%
  - County sales tax: 75%
  - School District: 100%
  - Library District: 75%
- Almagre
  - Affordable housing
  - City property tax: 100%
  - County property tax: 100%
  - School District: 100%
  - Library District: 100
- Gold Hill Mesa Commercial
  - Environmental contamination & substantial community improvements
  - City property tax: 100%
  - City sales tax: 87.5%
  - County property tax: 100%
  - County sales tax: 100%
  - School District: 100%
  - Library District: 100%

# TAX DISTRICT PLEDGE EXPECTATIONS

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- What should be the standard ask (baseline) and expectation from each tax district to support URA projects?
  - Each district should have the understanding that the CSURA only brings them projects they have vetted and align with their mission, philosophy, and values, and support their goals
  - Full property tax from each district?
  - Library district property tax baseline lower at 50%–100%?
  - Identify criteria for deserving sales tax pledge
- What criteria do projects have to meet to warrant a full pledge of property and sales tax?
  - What type of project and project characteristics set the precedent?

# FRAMEWORK FOR FUTURE APPROVALS

Project Criteria	Pledge Expectation
Baseline	Minimum threshold
Project type	Market rate = baseline Mixed use = Affordable = max
# of blight factors present	8 or more = max
Specific blight factors present	Environmental contamination = max
Public/community benefit provided	
Others?	

# NEXT STEPS

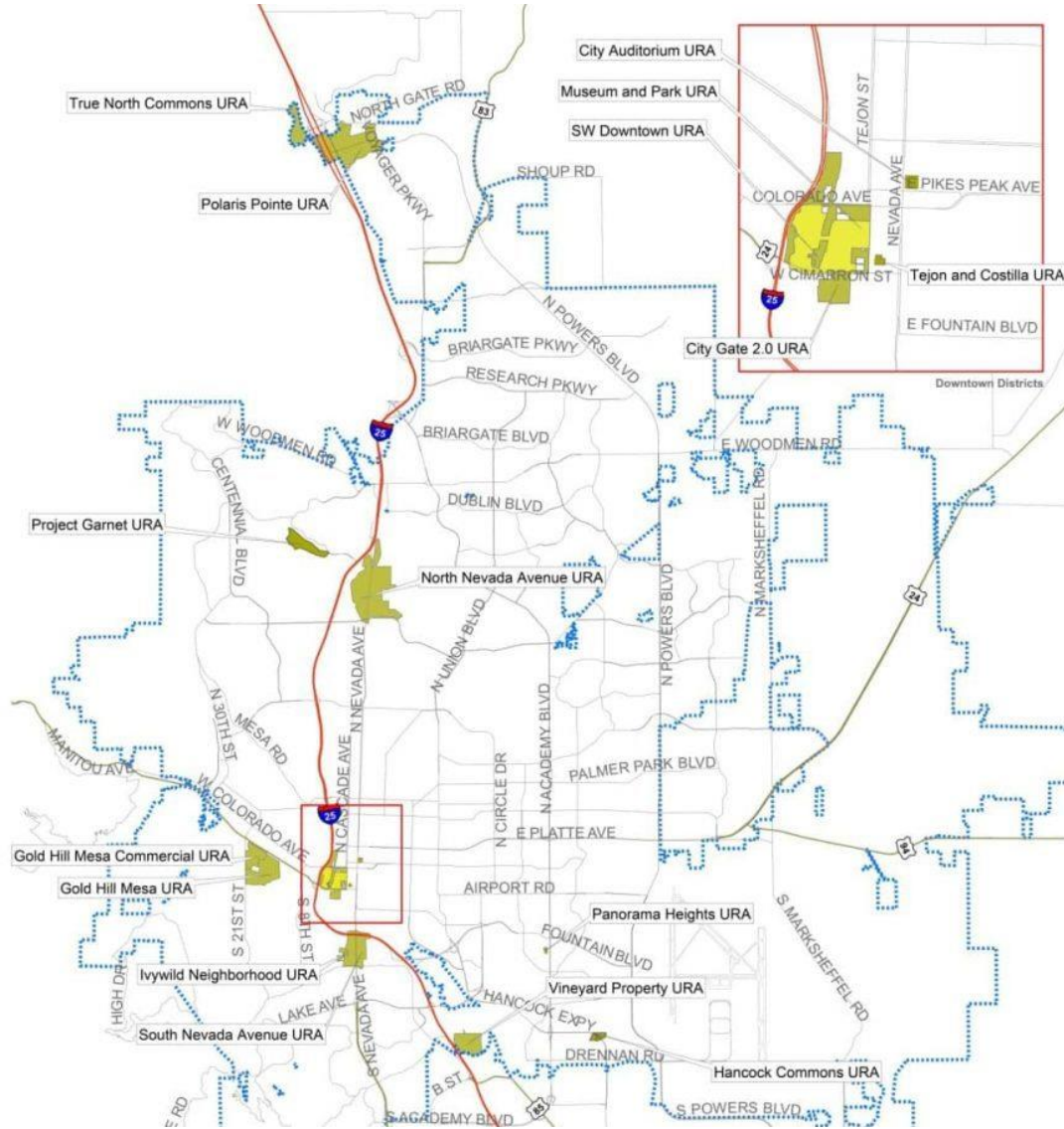
- Project team to meet with each tax district
- Workshop #4 in July
  - Refined list of goals
  - Focused on URA tools, criteria, and funding
- Draft Chapters 1 and 2 of Strategic Plan

Engagement	Description	Feb.	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
Workshop 1	Mission, vision, & values	X			D							
City Council	Project update & objectives		O									
Workshop 2	Geographies and project type			X		D						
Workshop 3	Relationships with taxing districts				X		D					
Workshop 4	URA tools, criteria, & funding						X	D				
City Council	Tools and criteria							O				
Workshop 5	Operations and fiscal structure								X			
Workshop 6	Draft plan review										D X	
City Council	Final plan											D O

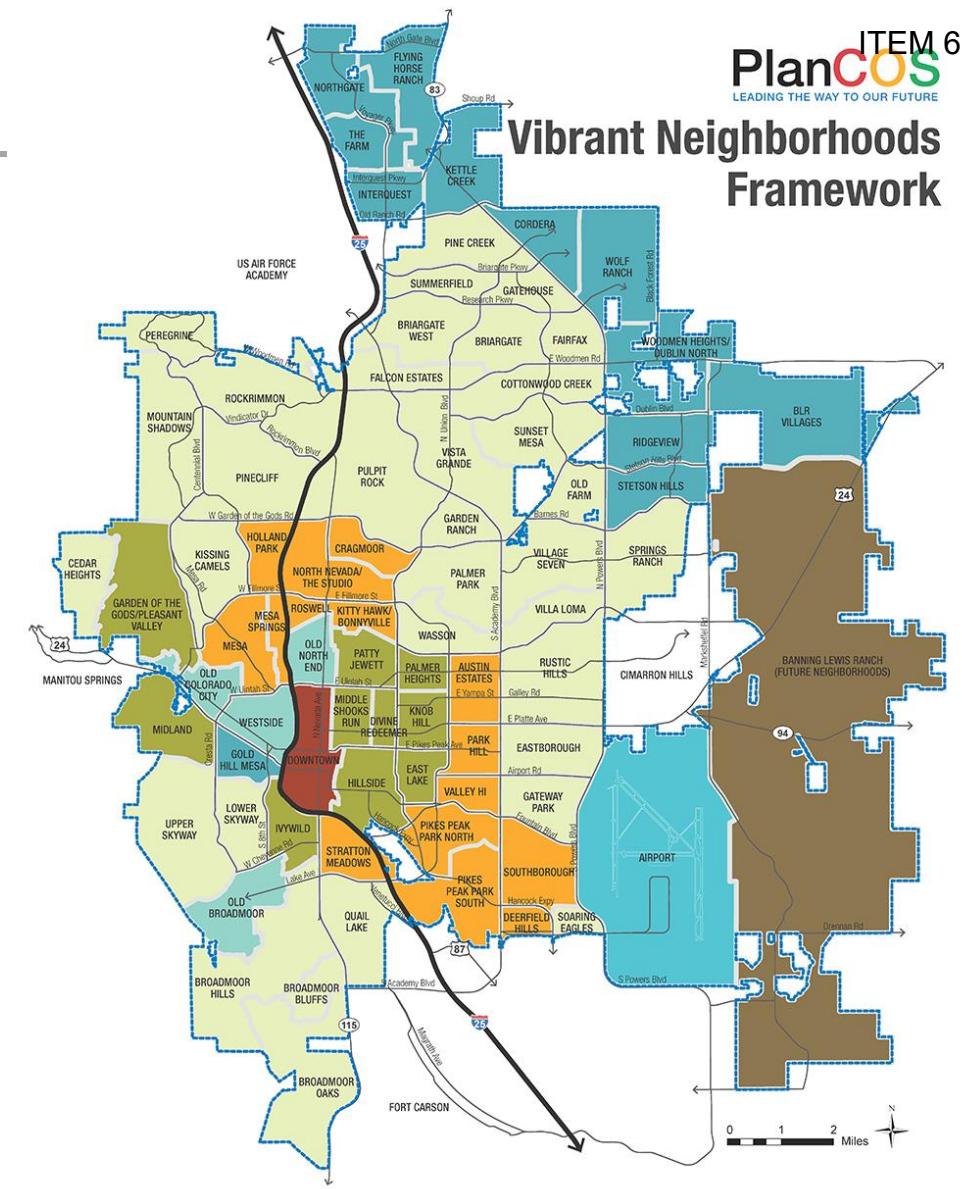
Board Workshop	X
City Council Presentation	O
Deliverable	D



# TYPES OF GEOGRAPHIES



## Vibrant Neighborhoods Framework



# TYPES OF USES

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- Residential
- Commercial
  - Retail and entertainment
  - Employment (office and industrial)
  - Tourism (visitor center, museum, etc.)
- Mixed use
- Market rate housing
- Affordable housing
- Civic/Public Uses
  - Parks/open space
  - Community center
  - Recreation facilities
- CSURA has supported a range of project types and uses
- **Are any uses a higher priority than others?**
- **Do specific geographies have a need for specific types of uses?**

# DIVERSITY OF HOUSING

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- Types
  - Single family
  - Attached/Townhome
  - Multifamily
    - Medium density
    - High density
  - Senior
- Tenure: rental vs. ownership
- Price points
  - Market rate
  - Attainable/workforce
  - Affordable
- CSURA has supported a variety of projects with a range of housing types
- **Are there specific types of housing that garner more CSURA support than others?**
- **Is it desirable to have projects that offer a mix of housing? What would that look like?**

# COMMUNITY BENEFIT

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- Public art
- Streetscape elements
- Parks/open space/trails
- Multimodal improvements
- Pedestrian/bike infrastructure
- Public spaces and plazas
- Subsidized retail space for local tenants
- Major infrastructure requirements
  - Roadway/intersections
  - Drainage
  - Grading due to steep slopes
- What constitutes as eligible costs for public and community benefit?
- What community benefits would you like to see incorporated more often?
- Do certain geographies have a need for certain public improvements?

# QUALITY & UNIQUENESS OF DESIGN

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- Design objectives
  - Comply with existing or planned zoning requirements
  - Comply with design guidelines for the urban redevelopment area established by the City or the Authority
  - Encourage the provision and installation of public art in project areas
  - Include elements that are pedestrian friendly and safe
  - Promote high quality urban design and architecture
- What do you think of these current design objects? What would you like to add or change?
- How can CSURA encourage design standards above and beyond what is required by the City?