



Colorado Springs Urban Renewal Authority (CSURA) Strategic Plan, 2023 – 2033

Proposed Approach

Submitted: 6.6.2023



Submitted by:



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Introduction



As we understand the situation, the Colorado Springs Urban Renewal Authority (CSURA or Authority) is seeking the assistance of an independent specialist, practiced in the field of urban renewal, familiar with their organization, and knowledgeable about the Colorado Springs market, to participate with them in preparing a strategic plan with long-term intentions and near-term impacts. The purpose of such a document will be to provide Board Members, their partners, and larger Colorado Springs community, with an understanding of its role as an essential participant in the advancement of city policies, steward of municipal resources, and proponent of targeted and meaningful investment.

With experience in real estate economics, market analysis, public finance, community development, and strategic planning, and having completed more than 20 assignments for CSURA, Colorado Springs Downtown Development Authority (DDA), City of Colorado Springs, and private development interests, we believe we are uniquely qualified to support your efforts in this regard. As seasoned advisors to more than half of the state's urban renewal agencies, we are confident the approach presented herein will afford the Board, its executive leadership, and partner entities, with information that will lead to informed decision-making and a well-served market. Materials developed during the assignment will be useful in communications to a range of audiences, and a detailed list of priority initiatives will ensure the prudent use of authority resources.

Please refer to a summary of our urban renewal experience presented at the end of this submittal. A list of client communities for whom we have completed strategic planning assignments is provided below.

Town of Avon, Colorado (URA)
Brighton, Colorado (URA)
Canon City, Colorado (City Council)
Castle Rock, Colorado (URA and DDA)
Colorado Springs, Colorado (URA)
Edgewater, Colorado (URA)
Erie, Colorado (URA)
Grand Junction, Colorado (DDA)
Leadville, Colorado (URA)
Manitou Springs, Colorado (URA)
Parker, Colorado (URA)
Pueblo, Colorado (URA)
Silverthorne, Colorado (URA)



Wheat Ridge, Colorado (URA)
City of Rowlett, Texas
City of Farmers Branch, Texas
City of Fort Worth, Texas
City of Austin, Texas
City of Henderson, Nevada

Pursuant to the provisions of the Urban Renewal Law of the State of Colorado, Part 1 of Article 25 of Title 31, CO Rev Stat § 31-25-105 (1) (i) (I), the powers of an authority include the preparation of plans to assist the municipality in the preparation of a workable program to eliminate and prevent the development or spread of slum and blighted areas, to encourage needed urban rehabilitation, and advance community objectives in furtherance of the same. To this end, activities of the Authority should be informed by the expressed goals of the community. PlanCOS, the city's comprehensive plan and principal policy document, describes those goals through a Vision Statement, Themes, and supporting Ideas. Also, presented in the plan, is a Vision Map, which illustrates sectors of the city where the Themes and Ideas might be manifested. (See excerpts below.)

Our Vision

We will build a great city that matches our scenery.

In the coming decades, Colorado Springs will become a vibrant community that reflects our engaging outdoor setting as pioneers of health and recreation. Our city will be filled with unique places of culture and creative energy, sustainably designed around our natural environment. We will attract and retain residents of all generations with an innovative, diverse economy, and dynamic, well-connected neighborhoods that provide viable housing opportunities for all.

Vision Themes and Big Ideas

Vibrant Neighborhoods

Everybody is in a Neighborhood
Housing for All
Reclaim Neighborhood Space

Unique Places

Be a City of Places
Embrace Creative Infill, Adaptation, and Land Use Change
Grow the City's Heart
Focus on Corridors and Centers
Create Sustainable and Resilient Places

Thriving Economy

Brand as the Best
Expand our Base
Think and Act Regionally
Embrace Sustainability
Become a Smart Cities Leader

Strong Connections

Connect Multimodal Transportation
Take Transit to the Next Level
Remain Focused on Stormwater
Support Smart and Connected Utilities

Renowned Culture

Honor our History
Grow and Celebrate our Culture
Create Cross-Cultural Connections
Celebrate Our Partnerships
Strengthen Our Educational Resources

Majestic Landscapes

Provide Parks for the People
Engage with Our Landscapes
Celebrate Our Scenery and Environment
Invest in Resilient and Adaptable Landscapes
Complete Our Creeks



Whereas, CSURA is a leading participant in the city's efforts to accomplish these goals, it's Mission, Philosophy, and Goals align with the city's intentions.

Mission Statement

The mission of the Colorado Springs Urban Renewal Authority is to encourage private investment and reinvestment which restores targeted areas with strong community benefits while strengthening the tax base of the whole city. Through partnerships and collaboration, we advance sound urban planning and design, fiscal prudence, and cultural sensitivity. Our objective is to facilitate development of balanced, sustainable environments where people, live, work, and come together as a community.

Philosophy

- *Community-wide, not just downtown*
- *Resources used to accelerate and enhance development*
- *Project participation only where (the) private market has not or cannot work*
- *Implementer of city's approved plan*

Goals

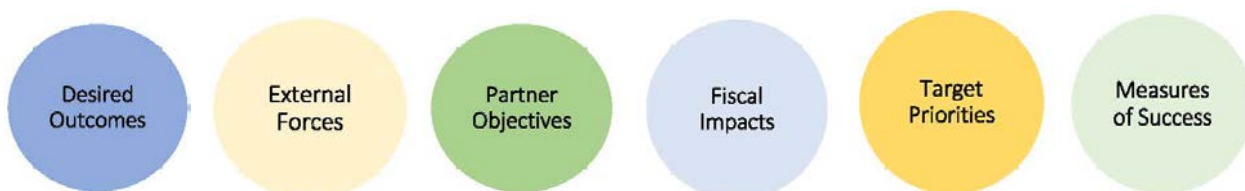
- *Cure blight*
- *Promote projects which provide public benefit*
- *Be proactive-player vs. performer*
- *Create quality sustainable places*
- *Raise standards of development*
- *Create jobs*
- *Promote public art*
- *Facilitate delivery of affordable housing*


Approach

Based on discussions with representatives of CSURA, you desire four (4) principal outcomes from this assignment:

1. Guidance regarding the types of projects and location of projects that will be a priority of the Authority over the near- and long-term.
2. Framework (including criteria) for evaluating projects which most effectively address community objectives given the capacity and resources of the Authority.
3. Identification of initiatives that advance desired outcomes of the city and other partner organizations (e.g., taxing entities).
4. Fiscally-prudent program, including tools and tactics, that most effectively leverage private investment and foster delivery of community benefits.

With these outcomes in mind, we have prepared the following approach, involving the following key components:





Desired
Outcomes

Task 1: Representatives of Ricker | Cunningham will facilitate a discussion (or discussions) among Authority Board Members, the executive leadership, and other individuals as may be identified (project representatives), to articulate how CSURA would like to participate in or lead strategic initiatives that result in desired outcomes for the community.

Collectively ...

Task 1.1: review the community Vision, Themes, and Big Ideas (presented above and in PlanCOS), and identify those that CSURA is particularly well-suited to support;

Task 1.2: based on CSURA's expressed philosophy, and given parameters defined in the urban renewal law, describe the range of roles it could play with respect to the identified initiatives;

Task 1.3: discuss potential types of projects (e.g., land uses, real estate product types, development concepts, public investments, other) that would satisfy the particular themes and ideas;

Task 1.4: select potential locations (or geographies) where these projects could be accommodated, and where your participation would be appropriate, meaningful, and prudent;

Task 1.5: define what resources will be needed to support your efforts (e.g., monetary, policy, regulatory, staff, partnership, other); and

Task 1.6: compile input received related to each of the above topics, and use it as a platform for proceeding with subsequent components of the assignment.

Note 1: In the final phase of this assignment, we will present CSURA's intentions regarding the themes and ideas to city leaders and staff, solicit their input, and request their support and participation in ensuring your efforts are successful.

Note 2: Prior to documenting the final recommendations, we will meet, again, with the project representatives to discuss potential modifications and | or amendments to the organization's mission, philosophy, and | or goals to ensure alignment with stated intentions and desired outcomes resulting from this work.



External
Forces

Task 2: Representatives of Ricker | Cunningham will prepare an overview of historical and projected economic, demographic, psychographic, and market indicators for the city of Colorado Springs and its larger service area such as ...

- Task 2.1:** economic, demographic and psychographic data points including: population projections by age and income; household projections by size, age, gender, ethnicity, income relative to affordability, and lifestyle; consumer spending by category, geography, and consumer type; employment by industry and classification;
- Task 2.2:** market indicators among principal land uses including: inventory size by product type; new construction; vacancy; lease rates and sale prices; and rates of absorption;
- Task 2.3:** qualitative indices that impact the market’s climate for investment including:
Political Climate Conditions – within the city and select submarkets-- public and private attitudes towards growth and development, recent legislation and growth management policies, and regulations (in place and pending);
Physical and Sociological Climate Conditions – within the city and select submarkets-- unique attributes, capacity of infrastructure, character and profile, and presence of public services and facilities;
Development Climate Conditions – within the city and select submarkets-- historical and projected building permits, factors which set sale prices, “delivery system”¹ experience and capacity (e.g., developers (individual, wholesale, tract), builders, joint venture partnerships), presence of funding mechanisms (e.g., special districts, overlays, others); and
- Task 2.4:** investment and industry trends (national, regional, and local) impacting development of certain real estate product types using sources such as: Urban Land Institute (ULI), American Planning Association (APA), Congress for New Urbanism (CNU), and Ricker | Cunningham’s active project database.

Note 1: A synthesis of market conditions and industry trends will serve as a baseline from which to measure the effectiveness of future initiatives.

Note 2: This work will provide CSURA with insight regarding the range of forces impacting the feasibility and delivery of specific product types.

Task 3: Representatives of Ricker | Cunningham will meet with and solicit the input of representatives from relevant organizations and individuals including taxing entities (with a presence in an existing urban renewal planning area or the potential to have a presence in a future planning area), elected and | or appointed officials, and the “delivery system” to understand investment opportunities and obstacles, and identify potential alliances.



Partner Objectives

¹ Delivery system representatives include individuals and entities that affect the delivery of projects to a market such as: regulators, lenders, developers, builders, property owners, brokers, institutional leaders, special interest groups, and others.

Topics to discuss with ...

Task 3.1: taxing entities and public officials include: outcomes from completion of Task 1 and CSURA's desire to align strategic activities with the organizational goals of their partner organizations; inquire about-- service area boundaries, internal and external challenges, strategic priorities, and opportunities for partnering; and

Task 3.2: private sector include: outcomes from completion of Tasks 1 and 2, and CSURA's desire to prioritize certain types of projects in targeted locations; inquire about-- opportunities and constraints to investment in the city and certain submarkets, planned projects, and opportunities for partnering;

Note 1: A synthesis of findings from these discussions will be used to inform early initiatives, essential tools and tactical offerings and resources, possible impacts, and potential outcomes. Conclusions derived from these findings will be shared with project representatives, and potentially result in changes to early suppositions articulated during Task 1.



Fiscal
Impacts

Task 4: Representatives of Ricker | Cunningham will prepare a conceptual development program for strategically-positioned parcels in select submarkets to understand potential impacts using information including ...

Task 4.1: map of vacant and or under-utilized tracts and parcels in select submarkets;

Task 4.2: variety of market-supported development concepts within these submarkets;

Task 4.3: estimate of economic "gap" based on the presence of adverse circumstances;²

Task 4.4: fiscal and economic impacts in terms of job generation, sales and use tax collection, property and sales tax revenue, and delivery of municipal services; and

Task 4.5: potential tax increment revenues (property, sales, use, lodging, etc.) generated by development programs; and

Task 4.6: potential influence on surrounding properties.

² Circumstances will include several representing blighting conditions as defined in the urban renewal law.

Note 1: Analyses conducted as part of this task will provide CSURA with an understanding of conditions in the submarkets, and magnitude of future funding requests.



Target
Priorities

Task 5: Representatives of Ricker | Cunningham will meet with the project representatives to share findings from completion of Tasks 1, 2, 3, and 4, and discuss how they inform preliminary suppositions arrived at during Task 1.

Provide participants with an overview of the following findings in a variety of formats (numeric, written, and illustrative) ...

Task 5.1: elements of the city Vision, Themes, and Big Ideas which will inform strategic initiatives of the Authority over the near- and long-term;

Task 5.2: description of roles the Authority may play in furtherance of certain objectives;

Task 5.3: market-supportable land uses, product types, and development concepts, along with essential capital improvements, by submarket;

Task 5.4: activities and resources necessary to capitalize on investment opportunities and overcome investment obstacles;

Task 5.5: objectives of public and private sector partners that will be advanced through initiatives of the Authority; and

Task 5.6: list of partnership opportunities along with a description of the “project” (or initiative), CSURA’s role, partner entity, required resources, and potential impacts.

Using this knowledge ...

Task 5.7: considering CSURA’s mission, philosophy, and goals, facilitate a discussion of criteria for screening future funding requests, and prioritizing strategic initiatives; and

Task 5.8: use the same to review and prioritize actions of the Authority, its resources, and outreach efforts.

Note 1: In the absence of a formal policy regarding project participation, we will provide the Authority with a similar document, incorporating information derived from this work including the screening criteria, target submarkets, priority development types, available resources (tools and tactics), etc.

Measures
of Success

Task 6: Representatives of Ricker | Cunningham will develop a program for monitoring the effectiveness of the Authority’s efforts to advance priority initiatives documented in the strategic plan including ...

Task 6.1: data points that align with the screening criteria referenced above;

Task 6.2: qualitative variables that similarly represent desired impacts and outcomes;

Maintain and distribute ...

Task 6.3: an electronic spreadsheet populated with the indicators that reflect desired outcomes and best practices; and

Task 6.4: dashboard reports tailored to address information meaningful to a variety of audiences.

Summary

Interim documents and the final work product will be designed to inform the investment decisions of the Authority and its partners. Ideally, the information presented therein will be used to inform land use decisions, and advance communitywide goals and objectives. Significant elements of the plan will be made available in an electronic format, to encourage frequent review and revisions, and its ongoing relevance. Finally, the intent of the approach described above is to provide the Authority with a document that fully aligns with similar reports used by its partner organizations and entities, to ensure the judicious use of limited public resources.

Timing and Fees

The estimated time to complete Work Tasks 1 through 6 will be approximately 10 to 12 months, although individual tasks may be conducted concurrently, and interim findings shared throughout the assignment timeframe. Total professional fees associated with these tasks are based on the hourly rates for the individuals involved (see below).

Hourly Rates

| | |
|----------------------------|----------------|
| Anne Ricker, Principal | \$200 per hour |
| Bill Cunningham, Principal | \$200 per hour |
| GIS/Associate | \$125 per hour |



Because we anticipate reviewing our approach with you and the Authority Board, and potentially modifying certain elements, we have provided a range of fees, by task, to account for those changes. In the event there is a significant shift in our approach, we may need to revise our estimates of both timing and fees. Out-of-pocket expenses related to travel, data purchases, preparation of maps, and reproduction of work products and related materials will be billed at-cost, and are not anticipated to exceed 10% of professional fees.

| Work Task | Work Task Description | Professional Fees |
|--------------------------------|-----------------------|-------------------------------------|
| 1 | Desired Outcomes | \$10,500 to \$11,700 |
| 2 | External Forces | \$19,000 to \$21,300 |
| 3 | Partner Objectives | \$25,600 to \$28,100 |
| 4 | Fiscal Impacts | \$19,100 to \$23,300 |
| 5 | Target Priorities | \$14,500 to \$16,900 |
| 6 | Measures of Success | \$5,200 to \$6,400 |
| Total Professional Fees | | <u>\$93,900 to \$107,700</u> |

Proposed Project Budget

| | |
|--------------------------------------|--------------------------------------|
| Professional Fees: | \$ 93,900 to \$107,700 |
| Project Expenses (10%): | \$ 9,390 to \$10,770 |
| Not-To-Exceed Project Budget: | <u>\$103,290 to \$118,470</u> |

Project invoices will be issued every two weeks, and due within 15 days of receipt. A final invoice for the balance of any professional fees and expenses will be due prior to delivery of final documents or presentation of the same.

We have thoroughly enjoyed our long-standing working relationship with the Colorado Springs community and would welcome the opportunity to work with you, your Board, and other project representatives again. If you have any questions regarding this submittal, please contact either Anne Ricker or Bill Cunningham at 303.458.5800. Both of these individuals are authorized to execute an agreement on behalf of the firm. Thank you again for your interest.

Sincerely,

Ricker | Cunningham

Anne B. Ricker
Principal
anne@rickercunningham.com

Bill J. Cunningham
Principal
bill@rickercunningham.com



Advising communities with integrity

A trusted team in the real estate advisory community since 1993, the company's Principals have decades of experience understanding and communicating the challenges of public-private partnerships. Formerly with the Denver office of Leland Consulting Group, Anne Ricker and Bill Cunningham coordinate with an organization's staff to bring clients a knowledgeable, personal approach to the development and redevelopment processes. You will interface closely with one or both of these Principals, often and throughout the process, to achieve your community's goals and vision.

Ricker | Cunningham, Community Strategists, is a regional firm based in Denver, Colorado. The firm is comprised of urban economists, real estate market analysts, planning and development advisors, and project managers who specialize in analyzing market and economic factors that affect public and private sector development. Our business objective is to bring a high level of reality and practical experience to our assignments. We accomplish this through extensive cross-training in market research, economic analysis and development. Over the past 25 years, the firm's principals and associates have completed more than 500 real estate and economic consulting assignments for public and private sector clients. This industry exposure has built a rich base from which to draw focused experience that is thoughtfully applied to each project.

Ricker | Cunningham provides the following advisory services:

- Market Strategies
- Community Impact Analyses
- Development Economics
- Redevelopment Plans
- Economic Development Strategies
- Ongoing Guidance

Contact

For additional information about Ricker | Cunningham, or a specific request for services, please contact Anne Ricker or Bill Cunningham at 303.458.5800, or visit us at our website www.rickercunningham.com. References furnished upon request.

Anne B. Ricker Principal



With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that make for successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them, with preparation of strategies for development and redevelopment and identification of partner roles and resources. From 1993 until 2010, Anne and Bill worked together to expand the geographical scope of Leland Consulting Group, which became Ricker | Cunningham in 2010. As an Owner and Managing Principal for the firm, she assists clients with understanding opportunities for and barriers to investment while defining tools and tactics to achieve success. As a former senior associate in the international real estate advisory services division of Laventhol & Horwath (L&H), she managed teams working with the FSLIC and Resolution Trust Corporation (RTC) to identify solutions for problem assets.

Consulting Experience:

Colorado, Texas, California, Oregon, Washington, Nebraska, Idaho, New Mexico, Arizona, Montana, Nevada, Utah, Wyoming, Oklahoma, Arkansas, Louisiana, Alabama, Kansas, Missouri, Wisconsin, Iowa, Minnesota, and Michigan

Affiliations:

Urban Land Institute
International Downtown Association
American Planning Association
Downtown Colorado, Inc. (DCI)
National Trust for Historic Preservation

Honors and Awards:

Texas Chapter, American Planning Association (APA)
North Central Texas Council of Governments
State of Iowa America's River Project
International Downtown Association

Presentations:

Colorado Chapter, American Planning Association
Colorado Chapter, Urban Land Institute
Colorado Real Estate Journal – Trammell Crow Symposium
Colorado Municipal League
Colorado Springs Downtown Leadership Summit
Colorado University Urban Design and Planning Studio
Boulder County Realtors Association
Texas Chapter, American Planning Association
Greater Dallas Planning Commission
Urban Land Institute



Special Services

Expert Testimony
Leadership Team
Facilitation
Urban Renewal Training

Colorado State University
Bachelor of Science
Consumer Science and
Public Housing
Construction Management

Concentrations:

Housing and Public Policy
Consumer Housing
Real Estate
Real Estate Law
Land Use Planning
Natural Resource Law
Social Welfare
Special Housing Needs

Anne B. Ricker Principal



City of Thornton, Colorado
City of Commerce City, Colorado
City of Dacono, Colorado
City of Federal Heights, Colorado
City of Northglenn, Colorado
City of Glendale, Colorado
City of Brighton, Colorado
City of Loveland, Colorado
City of Greeley, Colorado
City of Platteville, Colorado
City of Westminster, Colorado
City & County Broomfield, Colorado
City of Aurora, Colorado
City of Arvada, Colorado
City & County of Denver, Colorado
City of Lakewood, Colorado
City of Boulder, Colorado
City of Louisville, Colorado
City of Lafayette, Colorado
City of Golden, Colorado
City of Pueblo, Colorado
City of Longmont, Colorado
City of Fort Collins, Colorado
City of Canon City, Colorado
Town of Superior, Colorado
Town of Windsor, Colorado
Town of Lyons, Colorado
Town of Berthoud, Colorado
Town of Elizabeth, Colorado
Town of Dillon, Colorado
Town of Frisco, Colorado
Town of Breckenridge, Colorado
Town of Vail, Colorado
Town of Silverthorne, Colorado
Town of Snowmass Village, Colorado
City of Manitou Springs, Colorado
Town of Del Norte, Colorado
City of Colorado Springs, Colorado
City of Longmont, Colorado
City of Fort Collins, Colorado
City of Pueblo, Colorado
City of Grand Junction, Colorado
City of Montrose, Colorado
City of Paonia, Colorado
City of Salida, Colorado
Weld County, Colorado
Arapahoe County, Colorado
Elbert County, Colorado
Pitkin County, Colorado
Gunnison County, Colorado
Saguache County, Colorado
Jefferson County, Colorado
Greeley-Weld Econ Development Partnership
Denver Urban Renewal Authority
Colorado Springs Urban Renewal Authority
Lakewood Redevelopment Authority
Denver Housing Authority
Boulder Housing Authority
Aurora Housing Authority
Regional Transportation District
Colorado Housing Finance Authority
Rocky Mountain Mutual Housing
Colorado Springs Transit
State of Colorado
General Services Administration (GSA)
Salvation Army
Southern Ute Indian Tribe
City of Bulverde, Texas
City of Burleson, Texas
City of Dallas, Texas
City of Denton, Texas

City of DeSoto, Texas
City of Mansfield, Texas
City of Fort Worth, Texas
City of Frisco, Texas
City of Carrollton, Texas
City of Plano, Texas
City of Richardson, Texas
City of Richland Hills, Texas
City of North Richland Hills, Texas
City of Abilene, Texas
City of Midland, Texas
Town of Addison, Texas
City of Burleson, Texas
City of Garland, Texas
Dallas Area Rapid Transit (DART)
North Central Texas Council of Governments (NCTCOG)
Texas Tech University, Texas
Greater Greenspoint Redevelopment Authority
Corpus Christi DT Management District
Downtown Lincoln Association
City of Texarkana, Arkansas
Fort McClellan, Alabama
Sand Springs, Oklahoma
Oklahoma City, Oklahoma
Clinton, Oklahoma
Tooele Army Depot, Utah
City of St. George, Utah
Missoula County, Montana
Lincoln County, Montana
City of Palm Springs, California
City of Dubuque, Iowa
City of Cedar Rapids, Iowa
Des Moines Downtown Partnership
State of Nevada
Middleton, Idaho
Blue Springs, Missouri
Brooklyn Park, Minnesota
Lawrence County, South Dakota
Santa Fe, New Mexico
Los Alamos, New Mexico
City of Gresham, Oregon
City of Tualatin, Oregon
City of Portland, Oregon
City of Beaverton, Oregon
City of Medford, Oregon
City of Coos Bay, Oregon
City of Lake Oswego, Oregon
Portland Development Commission
Kitsap County, Washington
City of Federal Way, Washington
City of Boise, Idaho

Major Private Sector Clients:

The Taubman Company
Newland Communities
Valencia Capital Management
Hunt Properties
Village Homes
Davis Graham & Stubbs LLP
Abernathy, Roeder, Boyd & Hullet, P.C.
Unocal Corporation
Public Service Company
National Association of Realtors
Gold Hill Mesa Metro District
Marksheffel Road Metro District
120th Interchange Metro District
MidCities Metro District
St. Luke's Maintenance District
Terry Erwin Properties
Dupont Corporation

Bill J. Cunningham Principal



Mr. Cunningham has extensive experience providing a wide variety of economic development and real estate advisory services to public and private sector clients throughout the United States. Mr. Cunningham was formerly a Manager with the nation's largest real estate advisory firm, GA Partners/Arthur Andersen and a Senior Real Estate Associate with the international accounting firm of Laventhol & Horwath. His areas of expertise include market and financial feasibility analyses for real properties, as well as a special focus on public finance; commercial revitalization plans; and asset management and disposition strategies. In 1993, Mr. Cunningham, together with Ms. Ricker, established the Denver office of Leland Consulting Group and since has developed the firm's reputation as a leader in real estate advisory services in the Central, Western and Southwestern United States. Together with Ms. Ricker, Mr. Cunningham focuses on assisting urban and suburban entities with implementation strategies for real estate redevelopment and development and successful community revitalization.

Consulting Experience:

Colorado, Texas, California, Oregon, Washington, Nebraska, Idaho, New Mexico, Arizona, Montana, Nevada, Utah, Wyoming, Oklahoma, Arkansas, Louisiana, Alabama, Kansas, Missouri, Wisconsin, Iowa, Minnesota, and Michigan

Affiliations:

Urban Land Institute
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Colorado University Urban Design and Planning Studio
Boulder County Realtors Association
Texas Chapter, American Planning Association
Greater Dallas Planning Commission
Urban Land Institute



Special Services

Expert Testimony
Urban Renewal Training

University of Northern
Colorado
Bachelor of Arts, History

University of Denver
*Master of Business
Administration*

Concentrations:

Market Research
Consumer Research
Real Estate Finance

Bill J. Cunningham Principal



City of Thornton, Colorado
City of Commerce City, Colorado
City of Federal Heights, Colorado
City of Northglenn, Colorado
City of Glendale, Colorado
City of Brighton, Colorado
City of Loveland, Colorado
City of Greeley, Colorado
City of Platteville, Colorado
City of Westminster, Colorado
City & County Broomfield, Colorado
City of Aurora, Colorado
City of Arvada, Colorado
City & County of Denver, Colorado
City of Lakewood, Colorado
City of Boulder, Colorado
City of Louisville, Colorado
City of Lafayette, Colorado
City of Golden, Colorado
City of Pueblo, Colorado
City of Longmont, Colorado
City of Fort Collins, Colorado
City of Canon City, Colorado
City of Dacono, Colorado
Town of Superior, Colorado
Town of Windsor, Colorado
Town of Lyons, Colorado
Town of Berthoud, Colorado
Town of Elizabeth, Colorado
Town of Dillon, Colorado
Town of Frisco, Colorado
Town of Breckenridge, Colorado
Town of Vail, Colorado
Town of Silverthorne, Colorado
Town of Snowmass Village, Colorado
City of Manitou Springs, Colorado
Town of Del Norte, Colorado
City of Colorado Springs, Colorado
City of Longmont, Colorado
City of Fort Collins, Colorado
City of Pueblo, Colorado
City of Grand Junction, Colorado
City of Montrose, Colorado
City of Paonia, Colorado
City of Salida, Colorado
Weld County, Colorado
Arapahoe County, Colorado
Elbert County, Colorado
Pitkin County, Colorado
Gunnison County, Colorado
Saguache County, Colorado
Jefferson County, Colorado
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Denver Housing Authority
Boulder Housing Authority
Aurora Housing Authority
Regional Transportation District
Colorado Housing Finance Authority
Rocky Mountain Mutual Housing
Colorado Springs Transit
State of Colorado
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City of Bulverde, Texas
City of Burleson, Texas
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City of DeSoto, Texas
City of Mansfield, Texas
City of Fort Worth, Texas
City of Frisco, Texas
City of Carrollton, Texas
City of Plano, Texas
City of Richardson, Texas
City of Richland Hills, Texas
City of North Richland Hills, Texas
City of Abilene, Texas
City of Midland, Texas
Town of Addison, Texas
City of Burleson, Texas
City of Garland, Texas
Dallas Area Rapid Transit (DART)
North Central Texas Council of Governments (NCTCOG)
Texas Tech University, Texas
Greater Greenspoint Redevelopment Authority
Corpus Christi DT Management District
Downtown Lincoln Association
City of Texarkana, Arkansas
Fort McClellan, Alabama
Sand Springs, Oklahoma
Oklahoma City, Oklahoma
Clinton, Oklahoma
Tooele Army Depot, Utah
City of St. George, Utah
Missoula County, Montana
Lincoln County, Montana
City of Palm Springs, California
City of Dubuque, Iowa
City of Cedar Rapids, Iowa
Des Moines Downtown Partnership
State of Nevada
Middleton, Idaho
Blue Springs, Missouri
Brooklyn Park, Minnesota
Lawrence County, South Dakota
Santa Fe, New Mexico
Los Alamos, New Mexico
City of Gresham, Oregon
City of Tualatin, Oregon
City of Portland, Oregon
City of Beaverton, Oregon
City of Medford, Oregon
City of Coos Bay, Oregon
City of Lake Oswego, Oregon
Portland Development Commission
Kitsap County, Washington
City of Federal Way, Washington
City of Boise, Idaho

Major Private Sector Clients:

The Taubman Company
Newland Communities
Valencia Capital Management
Hunt Properties
Village Homes
Davis Graham & Stubbs LLP
Abernathy, Roeder, Boyd & Hullet, P.C.
Unocal Corporation
Public Service Company
National Association of Realtors
Gold Hill Mesa Metro District
Marksheffel Road Metro District
120th Interchange Metro District
MidCities Metro District
St. Luke's Maintenance District
Terry Erwin Properties
Dupont Corporation

Ricker | Cunningham

Colorado Urban Renewal Project Experience

[As of March 2023]

| Municipality | Project Name | Client (City, Authority, DDA, Developer) | Conditions Survey | Urban Renewal Plan | Impact Report | Developer Funding Request | Authority Funding Request Review | Advisory Services (Training and Research) | Expert Testimony |
|-----------------------------|---|--|----------------------|-----------------------|---------------|------------------------------|--|---|------------------|
| Arvada, CO | | | | | | | | | |
| | Solana Olde Town Station | Authority | | | | | x | | |
| | Arvada TOD | Authority | | | | | x | | |
| | Park Place Olde Town | Authority | | | | | x | | |
| Aurora, CO | | | | | | | | | |
| | Colorado Science and Technology Park | Authority | | x | x | | | | |
| | City Center | Authority | | x | | | | | |
| | Horizon Uptown | Authority | x | x | | | | | |
| | Centrepont | Authority | | x | x | | | | |
| | High Point East | Authority | x | | | | | | |
| | Nine Mile Station | Authority | x | | | | | | x |
| | 13th & Sable Station Area | Developer | x | | | x | | | |
| | POM Market | Developer | | | | x | | | |
| Avon, CO | | | | | | | | | |
| | Town Center West | City | | x | x | | | | |
| | Avon Urban Renewal Authority | Authority | | | | | | x | |
| Black Hawk, CO | | | | | | | | | |
| | Gregory Street Corridor | City | x | | | | | | |
| | Development Advisory Support | City | | | | | | | |
| Boulder, CO | | | | | | | | | |
| | 9th & Canyon | Authority | x | | | | | | |
| Brighton, CO | | | | | | | | | |
| | Southeast Brighton (Prairie Center) | Authority | x | | | | | | |
| | South Brighton | Authority | x | | | | | | |
| | URA Protocols and Advisory Support | Authority | | | | | | x | |
| Broomfield, CO | | | | | | | | | |
| | North Park | Authority | x | | | | | | |
| | North Park West | Authority | x | | | | | | |
| | Northlands | Authority | x | | | | | | |
| | Original Broomfield | Authority | x | | | | | | |
| | US 36 West Corridor | Authority | x | | | | | | |
| | West 120th Avenue | Authority | x | | | | | | |
| Cañon City, CO | | | | | | | | | |
| | Cañon City Reinvestment Expansion Area | City Authority | x | x | x | | | | |
| | URA Protocols and Advisory Support | Authority | | | | x | x | x | |
| Castle Rock, CO | | | | | | | | | |
| | Citadel Station - Castle Meadows | Authority | x | x | x | | | | |
| | Castle Rock Urban Renewal Authority | Authority | | | | | | x | |
| | URA Protocols and Advisory Support | DDA | | | | | | x | |
| | Acme Brick Company Parcel | Developer | x | x | x | | | | |
| Castle Pines, CO | | | | | | | | | |
| | Castle Pines North | City | x | x | x | | | | |
| Colorado Springs, CO | | | | | | | | | |
| | City Auditorium - Transit-Block | Authority | x | x | x | | | | |
| | CityGate | Authority | x | x | x | | | | |
| | Gold Hill Mesa | Authority | x | x | x | | | | |
| | Gold Hill Mesa - Amended and Restated | Authority | x | x | x | | | | |
| | North Nevada Corridor | Authority | x | x | x | | | | |
| | South Nevada Corridor | Authority | x | x | x | | | | |
| | Ivywild Neighborhood | Authority | x | x | x | | | | |
| | Broadmoor Gateway | Authority | x | x | x | | | | |
| | Railway Lofts | Authority | x | x | x | | | | |
| | Lowell School | Authority | | | | | | | |
| | Southwest Downtown | Authority | x | x | x | | | | |
| | Southwest Downtown Amended and Restated | Authority | x | x | x | | | | |
| | Vineyards | Authority | x | x | x | | | | |
| | Copper Ridge at Northgate | Authority | x | x | x | | | | |
| | Pikes Peak America's Mountain | City | | | | x | x | | |

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Colorado Urban Renewal Project Experience

[As of March 2023]

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|--------------------------------------|---|--|----------------------|-----------------------|---------------|------------------------------|--|---|------------------|
| | Urban Renewal Portfolio Impact Analysis | Authority | | | | | x | x | |
| | Colorado Springs Downtown Development Authority | DDA | | | | | x | x | |
| | Colorado Springs Urban Renewal Authority | Authority | | | | | x | x | |
| | Regional Transportation Act Funding Request | City | | | | | x | x | |
| | True North Urban Renewal Area | Authority | x | x | x | | | | |
| | USAF Visitors Center Development | Authority | x | x | x | | | | |
| Commerce City, CO | | | | | | | | | |
| | Sand Creek Business Area | Authority | x | x | x | x | x | | |
| Dacono, CO | | | | | | | | | |
| | Dacono Commercial Areas | City | x | x | x | | | | |
| | I-25 Corridor Funding Request | Authority | | | | x | x | | |
| | Dacono Urban Renewal Area II | Authority | x | x | x | | | | |
| Denver, CO | | | | | | | | | |
| | Dahlia | Authority | x | | | | | | |
| | Northeast Park Hill | City | x | | | | | | |
| | Union Station | Authority | x | | | | | | |
| | 16th Street Mall (Economic Benefit Study) | Partnership | | | | | x | | |
| Dillon, CO | | | | | | | | | |
| | Town-Wide | Town | x | x | x | | | | |
| Edgewater, CO | | | | | | | | | |
| | Edgewater Marketplace | Authority | x | x | x | | | | |
| | 20th and Depew Redevelopment Project | Developer | | | | x | | | |
| | Edgewater Marketplace - Amended and Restated | Authority | | x | x | | | | |
| | URA Protocols and Advisory Support | Authority | | | | | x | x | |
| Englewood, CO | | | | | | | | | |
| | South Broadway Corridor | City | x | | | | | x | |
| Erie, CO (On-Call Contractor) | | | | | | | | | |
| | Town-Wide | Town | x | x | x | | | | |
| | Airport Area | Authority | x | x | x | | | | |
| | Airport Area II | Authority | x | x | x | | | | |
| | Area No. 4 (Daybreak) | Authority | x | x | x | | | | |
| | Highway 287 | Authority | x | x | x | | | | x |
| | Four Corners | Authority | x | x | x | | | | |
| | Four Corners Funding Request | Developer | | | | x | | | |
| | Historic Old Town | Authority | x | x | x | | | | |
| | County Road 7 Anadarko | Authority | x | x | x | | | | |
| | URA Protocols and Advisory Support | Authority | | | | | x | x | |
| Evans, CO | | | | | | | | | |
| | Highway 85 Corridor | City | x | | x | | | | |
| | Highway 85 Corridor - Amended | Authority | x | | x | | | | |
| | Historic Evans | City | x | | x | | | | |
| Federal Heights, CO | | | | | | | | | |
| | Commercial Areas | City | x | | | | | | |
| Fort Collins, CO | | | | | | | | | |
| | 140 East Oak Street Redevelopment Project | DDA | | | | | x | | |
| Fountain, CO | | | | | | | | | |
| | U.S. Highway 85 Corridor | City | x | x | x | | | | |
| | Academy Boulevard | Developer | x | | x | | | | |
| Glendale, CO | | | | | | | | | |
| | Glendale (City-Wide) | Authority | x | | x | | | | |
| | Amended Glendale (Citywide) | Authority | x | | x | | | | |
| | Stonebridge | Developer | x | x | | | | | |
| | CitySet | Developer | x | x | x | | | | |
| | Cherry Creek Corporate Center | Authority | | x | x | | | | |
| | Riverwalk | Authority | x | | x | | | | x |
| Glenwood Springs, CO | | | | | | | | | |
| | West Glenwood Springs | Authority | x | x | x | | | | |
| Golden, CO | | | | | | | | | |

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|---|---------------------------------------|--|----------------------|-----------------------|---------------|------------------------------|--|---|------------------|
| | DDA Expansion | Authority | | | | | x | | |
| | Central Neighborhood | Authority | x | x | x | | | | |
| | Gateway Village | Authority | x | x | x | | | | |
| | Gateway Village Development Project | Developer | | | | x | | | |
| | Corporate Center | Authority | x | x | x | | | | |
| Grand Junction, CO | | | | | | | | | |
| | Downtown Investment Strategy | DDA | | | | | | x | |
| Greeley, CO | | | | | | | | | |
| | Northeast Greeley | Authority | | x | x | | | | |
| Hayden, CO | | | | | | | | | |
| | Downtown Hayden | Town | x | | | | | | |
| Lafayette, CO | | | | | | | | | |
| | South Public Road | Authority | x | | | | | | |
| | South Public Road II | Authority | | | | x | x | | |
| Lakewood, CO | | | | | | | | | |
| | Colfax-Wadsworth South Revitalization | Authority | x | | | | | | |
| | West Alameda Avenue Corridor | Authority | x | | | | | | |
| | Villa Italia Revitalization | Authority | X | | | | | | |
| | Villa Italia Alameda Corridor | Authority | x | | | | | | |
| | Jewell Wadsworth | Authority | x | | | | | | |
| | Holiday Shopping Center | Developer | x | | | | | | |
| | Cottonwood Plaza Shopping Center | Developer | x | | | | | | |
| | 1434 South Sheridan Boulevard | Authority | x | | | | | | |
| | Colfax Corridor | Authority | x | | | | | | |
| | Federal Center | Authority | x | x | x | | | | |
| Lamar, CO | | | | | | | | | |
| | Downtown Lamar | City | x | x | x | | | | |
| | Downtown Lamar - Expansion | Authority | x | x | x | | | | |
| Leadville, CO (On-Call Contractor) | | | | | | | | | |
| | Central Area | Authority | x | x | x | x | x | x | x |
| Littleton, CO | | | | | | | | | |
| | Columbine Square | Authority | x | x | x | | | | x |
| | Littleton Boulevard | Authority | x | x | x | | | | x |
| | North Broadway | Authority | x | x | x | | | | x |
| | Santa Fe | Authority | x | x | x | | | | x |
| Louisville, CO | | | | | | | | | |
| | Highway 42 Revitalization Area | Authority | x | x | x | | | | |
| Longmont, CO | | | | | | | | | |
| | Southeast Longmont | Authority | x | x | x | | | | |
| | Twin Peaks Mall | Authority | x | x | x | | | | |
| | Downtown Development Project | DDA | | | | | x | | |
| | Main Street Redevelopment Plan | City | x | | | | x | | |
| | Southwest Longmont | Developer | x | x | x | | | | |
| | Rivertown | Developer | x | x | x | | | | |
| Loveland, CO | | | | | | | | | |
| | Centerra | Authority | | x | | | | | |
| | Lincoln Place (TIF) | City | | | | | x | | |
| Lyons, CO | | | | | | | | | |
| | Commercial Areas | Town | x | x | x | | | | |
| Manitou Springs, CO | | | | | | | | | |
| | East Corridor | City | x | x | x | | | | |
| | Trinity Brewery | Developer | | | | x | | | |
| | URA Protocols and Advisory Support | Authority | | | | | | x | |
| Meeker, CO | | | | | | | | | |
| | Downtown Meeker | Town | x | | | | | | |
| Northglenn, CO | | | | | | | | | |
| | City-Wide | Authority | x | x | x | | | | x |
| | Garland Center | Authority | | | x | | x | | |

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|---|---|--|----------------------|-----------------------|---------------|------------------------------|--|---|------------------|
| | Webster Lake Promenade | Authority | | | X | | X | | |
| | 120th & Grant | Authority | | | | | X | | |
| | Northglenn URA No. 1 Amended | Authority | | | X | | X | | |
| | Huron Center | Authority | X | | | | X | | |
| | 104th & Huron Center Development Project | Authority | | | | | X | | |
| Oak Creek, CO | | | | | | | | | |
| | Main Street | Town | X | | | | | | |
| Parker, CO | | | | | | | | | |
| | Cottonwood Commercial Area | Authority | | | X | | | | |
| | Parker Road - Ponderosa Drive | Authority | | | X | | | | |
| | Parker Road Area (Central) - Amended and Restated | Authority | | X | X | | | | |
| | Main Street | Authority | | X | X | | | | |
| | Parker Authority for Reinvestment | Authority | | | | | | X | |
| Pueblo, CO | | | | | | | | | |
| | North Downtown Pueblo | Authority | X | X | X | | | | |
| | Downtown Investment Strategy | Authority | | | | | | X | |
| | Thunder Village | Authority | X | X | | | | | |
| | Union Avenue Expansion | Authority | X | X | X | | | | |
| | Black Hills | Authority | X | X | X | | | | |
| | Regional Tourism Act Funding Request | Authority | | | | | X | | |
| | Thunder Village II | Authority | X | | | | | | |
| Silverthorne, CO | | | | | | | | | |
| | Central Area | Town | X | | | | | | |
| | 4th Street Crossing | Authority | | | | X | X | | |
| | Town-Wide | Town | X | X | X | | | X | |
| Steamboat Springs, CO | | | | | | | | | |
| | Downtown Steamboat Springs | City | X | X | X | | | | |
| Snowmass Village, CO | | | | | | | | | |
| | Snowmass Village | Village | X | | | | | | |
| Thornton, CO | | | | | | | | | |
| | North Washington | Authority | X | X | X | | | | |
| | Original Thornton | Authority | X | X | X | | | | |
| | South Thornton | Authority | X | X | X | | | | |
| | East 144th and I-25 | Authority | X | X | X | | | | |
| | South Thornton Area II | Authority | X | | | | | | |
| Trinidad, CO | | | | | | | | | |
| | Downtown Trinidad | City | X | | X | | | | |
| Westminster, CO | | | | | | | | | |
| | Westminster (City) Center | Authority | | | X | | | | |
| | Westminster Mall | Authority | X | | | | | | |
| Windsor, CO | | | | | | | | | |
| | Windsor Main Street (State Highway 392) | Town | | | X | | | | |
| Wheat Ridge, CO (On-Call Contractor) | | | | | | | | | |
| | 38th & Kipling | Authority | | X | X | | | | |
| | 38th Avenue Corridor - Amended | Authority | | X | X | | | | |
| | Wadsworth Boulevard Corridor - Amended | Authority | | X | X | | | | |
| | West 44th Avenue and Ward Road - Amended | Authority | | X | X | | | | |
| | I-70 and Kipling Corridors | Authority | | X | X | | | | |
| | I-70 and Kipling Corridors - Amended | Authority | | X | X | | | | |
| | West End 38th | Developer | X | X | X | | | | |
| | 38th & Kipling Sprouts | Developer | | | | X | | | |
| | Clear Creek Crossing | Developer | | | | X | | | |
| | Renewal Wheat Ridge | Authority | | | | | X | X | |
| State of Colorado | | | | | | | | | |
| | State Legislation | State | | | | | | X | |
| | Statewide Urban Renewal Impact Study | State | | | | | | X | |

Source: Ricker | Cunningham.