

STRATEGIC PLAN WORKSHOP #2

Colorado Springs
Urban Renewal Authority

April 24th, 2024



AGENDA

- Project Overview
- Review Mission, Philosophy, & Values
- Goals Framework & Examples
- Goals Discussion
 - Geography types
 - Project types
 - Housing
 - Community benefits
 - Design
 - Placemaking
 - Programs
 - Initiation of projects
- Next Steps





STRATEGIC PLAN ELEMENTS

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

- 2nd out of 6 workshops
 - Additional meetings as needed for clear direction
 - Consultants and staff will meet with each taxing district separately after workshop #3
- Had work session with City Council in March
 - Will engage with Council again during mid–point and end of this process
- Planning first set of draft chapters for next month
 - Chapters 1 (Introduction) and 2 (Mission, Philosophy, and Values)
- Estimated 11–month process

MISSION, VISION, & VALUES

FRAMEWORK

- **Mission:** A brief description of the organization's fundamental purpose
- **Vision/Philosophy:** Where you're trying to take the organization over the next 10 years
- **Values & Value Statements:** Represent highest priorities and most important driving forces

Opening Sections of Plan

Mission

1. Vision

a. Value

i. Goal

• Action

Closing Sections of Plan

CURRENT 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.

PROPOSED MISSION STATEMENT

Join at [menti.com](https://www.menti.com) | use code 7894 6772

- To transform distressed areas throughout Colorado Springs by forging strategic partnerships, catalyzing development with community benefit, and creating long-term value.
- Mentimeter instructions
 - Go to [menti.com](https://www.menti.com)
 - Use code 7894 6772 to participate
 - Or use QR code



Or use QR code

CURRENT PHILOSOPHY

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

PROPOSED PHILOSOPHY

Join at menti.com | use code **7894 6772**

1. Capture and leverage new dollars from creation and enhancement of projects in blighted areas that the market wouldn't otherwise deliver.
2. Facilitate development of high-impact places that contribute to quality, sustainable environments where people live, work and come together as a community.
3. Advance fiscally prudent and culturally sensitive urban planning and design aligned with the City's plans and policies.

PROPOSED VALUES

- **Transformational Transactions** – CSURA is committed to contributing to projects that transform distressed areas and provide additional public benefit.
- **Strategic Partnerships** – CSURA is committed to being a proactive and collaborative partner with creative approaches to catalyzing development.
- **Diverse Opportunities** – CSURA is committed to curing blight by helping to deliver quality jobs, attainable housing, and missing amenities.
- **High-Quality Placemaking** – CSURA is committed to the creation of must-see places with iconic features, cool offerings, and memorable experiences.
- **Resilient Communities** – CSURA is committed to supporting smart growth, curbing urban sprawl, and raising the standards of development.

GOALS

CURRENT GOALS

- Cure bight
- 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

- It is important for goals to be measurable & meaningful
- 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

DOWNTOWN MADISON INC.

GOALS

1. ADVOCACY AND POLICY RESEARCH



A. ECONOMIC DEVELOPMENT

Create a diverse and culturally representative economy that provides opportunities for equitable business and employment growth, increases the size of the economy, expands housing options, and offers world-class attractions and experiences.



B. MOBILITY & CONNECTIVITY

Champion expanding transportation options with sustainable funding to ensure a safe, accessible, environmentally responsible, and easily navigable multimodal network in and around Downtown.



C. PLACEMAKING

Support high-quality mixed-use development and the creation of attractive, accessible, welcoming, and distinctive public and private spaces with opportunities for everyone to gather, work, play, and celebrate.



D. QUALITY OF LIFE

Establish Downtown as a place for all people to feel comfortable and safe, with opportunities to thrive emotionally, physically, spiritually, sustainably, culturally, and economically.

2. COMMUNITY BUILDING



A. NETWORKING

Be a convener of people from all backgrounds to address challenges and make the most of opportunities in Downtown Madison.



A. COMMUNICATIONS

Continue to communicate relevant and quality information to educate members and partners about Downtown's challenges and opportunities, and promote events and programs throughout Downtown.



B. PARTNERSHIPS

Continue to grow DMI as a leader in the equitable activation and revitalization of Downtown Madison, and expand DMI's capacity through strategic partnerships that support DMI's mission and values.



C. LEADERSHIP & PROFESSIONAL DEVELOPMENT

Support the professional growth of members and cultivate the next generation of leaders through mentorship, education, and sharing applicable experiences.

VALUES



Economically Vibrant & Inclusive



Connected & Accessible



Safe & Welcoming



Sustainable & Resilient



Diverse & Equitable

DOWNTOWN MILWAUKEE BID

- Clean, Safe, & Welcoming:
 - Continue to provide BID 21 services and expand programs that keep Downtown Milwaukee clean, safe, and welcoming for all
- Economic Growth:
 - Strengthen Downtown’s role as the best place in the Great Lakes region for local businesses, large and small employers, start-ups, retail, daytime and nighttime entertainment, and tourism to grow and thrive
- Placemaking, Marketing, & Events:
 - Bring people together through new and exciting shared experiences by activating Downtown’s public and privately owned/publicly accessible open spaces
- Arts, Culture, Entertainment, & Sports:
 - Grow Downtown Milwaukee’s reputation as a premier location for arts, culture, entertainment, nightlife, and sports
- Downtown Living:
 - Further engage residential developers and residents in ongoing revitalization and activation of Downtown through meaningful financial contributions and active participation

COLORADO MOUNTAIN COLLEGE



Goals & Priorities

1. Organize and implement the first year of a collegewide Shared Equity Leadership model.
2. Develop collegewide pathways and systems to advise, place, and support ESL and HSE students into certificate and degree programs.
3. Pilot a 2-gen initiative focused on creating access to education for the whole family (parents and their children).
4. Organize a task force to design and implement strategies to meaningfully improve the number of completed FAFSA and CASFA applications among enrolled students.
5. Determine and implement an annual, collegewide assessment of policies, procedures, and lived experiences of LGBTQ+ individuals at the college (students and employees) in order to improve inclusive programs and practices.
6. Complete collegewide audit and ensure compliance with new accessibility requirements under HB21-1110 for all digital, video, and online content, including instructional materials, Canvas, and student affairs systems.

Continued from 2022-23

- Evaluate, modify, and implement new admissions processes for high-demand academic programs to ensure greater accessibility and representation among certain subpopulations of students, including lower income, first generation college, dual language, and male students.
- Outline strategies to balance enrollments across gender categories.

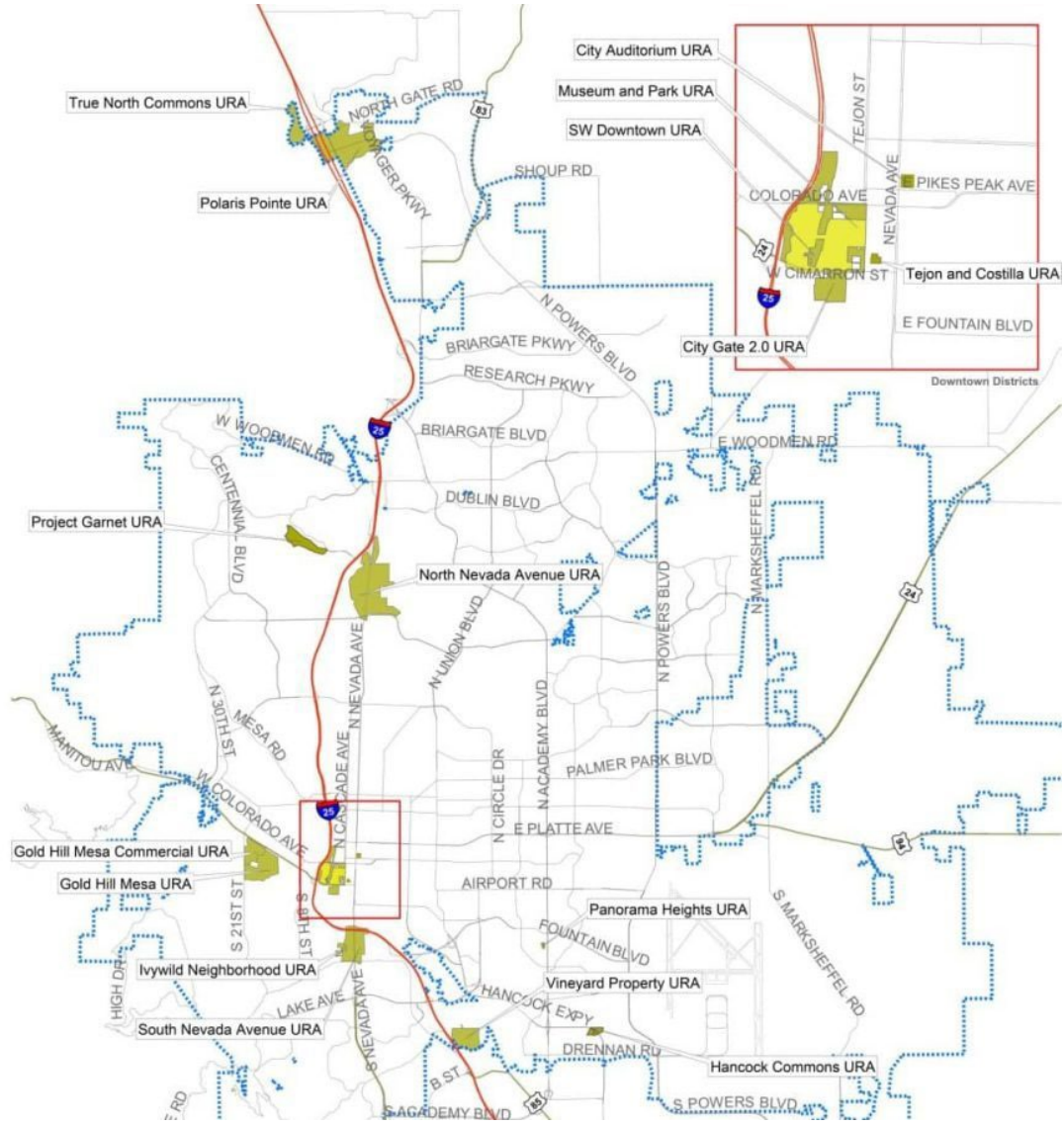
U.S. AIR FORCE ACADEMY

- Inspire and reinforce a culture of living honorably
- Prepare for future conflict
- Foster a culture that embraces innovation, fueled by Airmen and Guardians
- Execute operations in an integrated, accountable, and agile manner

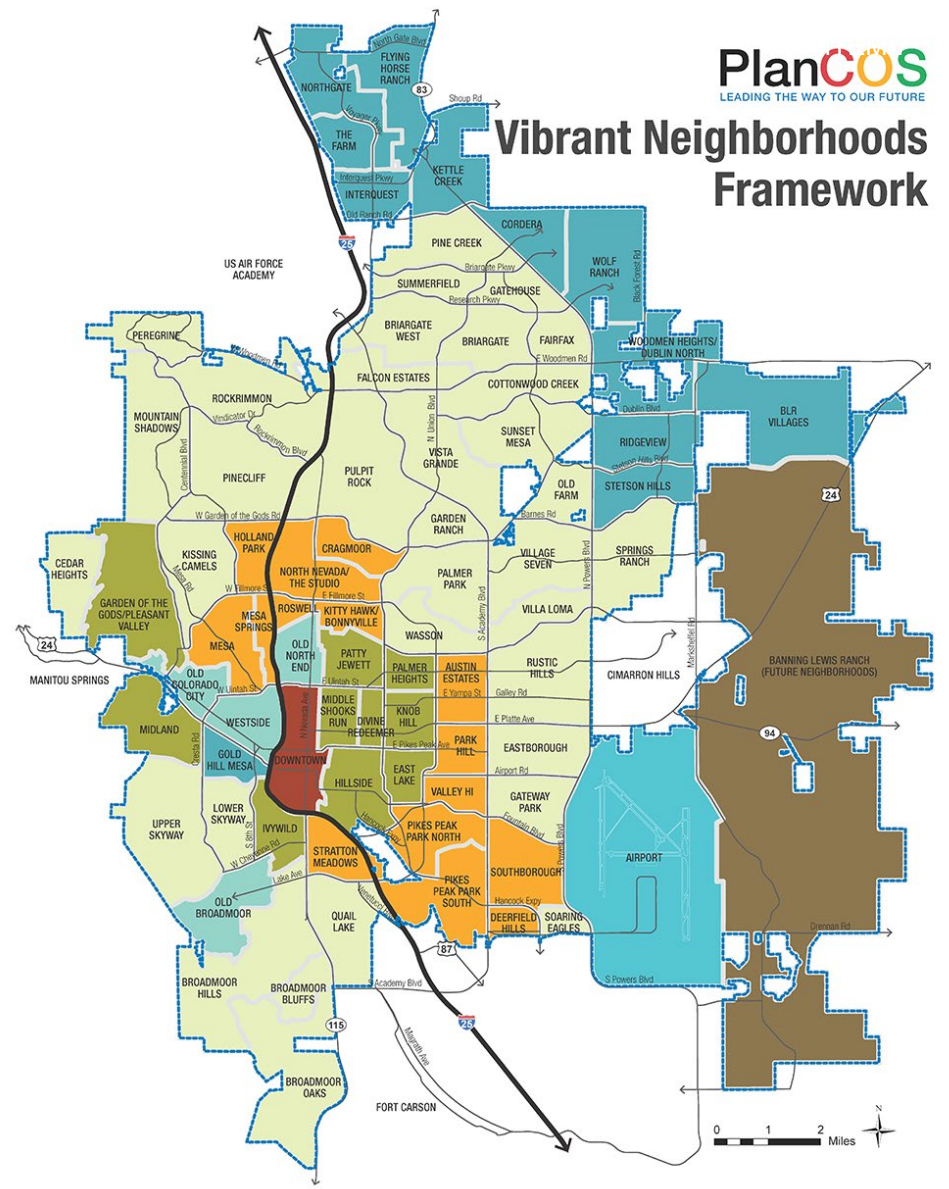
GOAL TOPICS FOR DISCUSSION

- 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?

TYPES OF GEOGRAPHIES



Vibrant Neighborhoods Framework



TYPES OF USES

- 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

- 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

- 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

- 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?

WALKABILITY & PLACEMAKING

- 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

- 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

- 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?

NEXT STEPS

- Workshop #3 in May
 - Refined list of goals
 - Focused on relationships with taxing districts

- 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