

STRATEGIC PLAN WORKSHOP #1

Colorado Springs
Urban Renewal Authority

February 21st, 2024



ECONOMIC & PLANNING SYSTEMS (EPS)

EXPERTISE





ITEM 5.2



AGENDA

- Introductions
- Project Overview
- Workshop Framework
- Discussion
 - Mission
 - Vision/Philosophy
 - Values
- 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

- Series of 6 workshops to cover each topic area
 - Additional meetings as needed for clear direction
 - Consultants and staff will meet with each taxing district separately after workshop #3
- Engagement with City Council at beginning, middle, and end of process
- Draft chapters for your review after workshops
- Estimated 11-month process

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

DOWNTOWN MADISON, INC. STRATEGIC PLAN

MISSION

WHAT WE DO

Make Downtown Madison an **economically strong, inclusive, equitable, and vibrant** place to live, work, and visit.

VALUES

WHAT DRIVES US AND OUR WORK?



Economically Vibrant & Inclusive

DMI and its members support efforts to make Downtown Madison an even more economically thriving mixed-use activity center with businesses, diverse employment, housing, shopping, dining, cultural, and entertainment offerings that attract, serve, and reflect all Madison residents.



Safe & Welcoming

DMI and its members strive to create an overall Downtown environment and experience that is comfortable and inviting for all employers, employees, residents, and visitors regardless of age, gender, race, ethnicity, sexual orientation, mobility, or other identifying characteristics.



Diverse & Equitable

DMI and its members celebrate the diversity and history of Madison and Downtown. DMI understands that dedicated resources, cultural competency, mutually beneficial partnerships and representation are critical to supporting and lifting up emerging and established minority and women leaders and entrepreneurs.



Connected & Accessible

DMI and its members promote accessible movement and mobility in and around Downtown because a well-connected network is core to an exciting, vibrant, inclusive, and equitable place. Offering multi-modal transportation networks that are connected to key destinations, services, retail, and entertainment is essential for a healthy and thriving Downtown.



Sustainable & Resilient

DMI and its members are committed to collaborating and addressing complicated environmental, social, and economic issues and needs while positioning Downtown Madison for future success, growth, and continued prosperity through education, advocacy, and partnerships.

U.S. AIR FORCE ACADEMY

- Mission

- To education, train and inspire men and women to become officers of character motivated to lead the Air Force and Space Force in service to our nation.

- Vision

- The U.S. Air Force and U.S. Space Force premier institution for developing leaders of character.

- Values

- Integrity First

- Service Before Self

- Excellence In All We Do

DENVER URBAN RENEWAL AUTHORITY

2. MISSION, VISION, AND VALUES

The Strategic Plan development process provided an opportunity for the organization to revisit its Mission, articulate its Vision for the coming decades, and define its Values.

MISSION

DURA promotes inclusive reinvestment, equitable growth, community building, and environmental sustainability throughout Denver.

VISION

DURA is a valued partner in the collective efforts to

- 1) create opportunity through development and redevelopment and
- 2) sustain and stabilize communities throughout Denver.

VALUES

- Denver's marginalized communities deserve the most assistance
- Gentrification and involuntary displacement should be avoided and/or mitigated
- DURA contributes to neighborhood stability and preservation of community culture and heritage
- DURA's investments enhance the physical characteristics of buildings and neighborhoods
- DURA's investments enhance the physical characteristics of transportation networks, with an emphasis on multimodal mobility
- DURA supports and creates economic prosperity
- Innovation and creativity must be cultivated
- Environmental sustainability, climate change resilience, and neighborhood health should be prioritized for all DURA projects
- All Denver residents deserve access to healthy food, opportunities for recreation and active living, safe streets and neighborhoods, and access to health care
- Development and redevelopment should improve community safety and well-being through activation and quality design

MISSION

- A brief description of the organization's fundamental purpose
- Answers the question, "Why do we exist?"
- Raison d'être – the most important reason or purpose for something's existence
- Broadly describes an organization's present customer focus in a way all internal and external stakeholders can understand
- Focuses on why the organization exists, not the products or services the organization provides
- Values speak to what drives the organization and the work they do
- Tends to stay very consistent over time, but doesn't need to

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.

DISCUSSION

- Comments for Storyboard Graphic
 - Initial reactions
 - Alternative considerations

- Mentimeter instructions
 - Go to menti.com
 - Use code 5386 7615 to participate
 - Or use QR code

Join at menti.com | use code 5386 7615



VISION / PHILOSOPHY

- Where you're trying to take the organization over the next 10 years
- Articulation of the organization's hopes for what change they will affect
- A picture of the organization in the future – looking more than a few years ahead
- Both the inspiration and the framework for strategic and operational planning
- It will influence the decision making on how to allocate resources
- Doesn't include the how

VISION / PHILOSOPHY

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

Additional Options

- Deliver housing that serves the needs across the income spectrum with a focus on affordable housing
- Support the creation of places that draw the community together
- Cure blight
- Others?

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VALUES & VALUE STATEMENTS

- Values
 - Values are traits or qualities
 - Represent highest priorities and most important driving forces
- Value Statements
 - Statements about how the organization will value community members, employees, and stakeholders
- What are the values of CSURA?

MENTIMETER INSTRUCTIONS

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NEXT STEPS

- Present to City Council in March
 - Listen to Council’s desired objectives for CSURA

- Workshop #2 in April
 - Focused on goals for tactical project priorities, geographies, and programs

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