

CITY COUNCIL WORKSHOP

Colorado Springs
Urban Renewal Authority
Strategic Plan

March 14th, 2024



Economic & Planning Systems, Inc.
The Economics of Land Use

730 17th Street, Suite 630 ■ Denver, CO 80202
303.623.3557 ■ www.epsys.com

ECONOMIC & PLANNING SYSTEMS (EPS)

EXPERTISE

REAL ESTATE ECONOMICS

PUBLIC FINANCE

LAND USE & TRANSPORTATION

ECONOMIC DEVELOPMENT & REVITALIZATION

FISCAL & ECONOMIC IMPACT ANALYSIS

HOUSING POLICY

PUBLIC-PRIVATE PARTNERSHIP (P3)

PARKS & OPEN SPACE ECONOMICS



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

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STRATEGIC PLAN PROCESS

- Series of 6 workshops with the CSURA Board 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
- Chapters drafted for 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



Closing Sections of Plan

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

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DISCUSSION

- Process Point:
 - This discussion topic is scheduled for a URA workshop in late spring/early summer
 - The URA has not defined these at this time
 - Council comments will be used to help frame the URA discussion

- Overarching Goals and Objectives for CSURA Consideration:
 - Elimination of blight
 - Geographical location within the city
 - Geographical scale
 - Types of uses
 - Programs
 - Initiation
 - Diversity of housing
 - Type of buildings and ability to stand out within the community
 - Pedestrian treatments and urban design investment

THANK YOU

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.

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?

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?

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.

DOWNTOWN MILWAUKEE BID

MISSION

We lead and inspire Milwaukee to engage in efforts that build Downtown as the thriving, sustainable, inclusive, innovative, and vibrant heart of the community.

VISION

Milwaukee Downtown is an economic catalyst creating opportunities for all. Downtown continues to be a premier destination of choice to live, work, learn, play, and stay. Milwaukee is a renowned world-class city adding value to the Great Lakes Region and the State.

STRATEGIC PRIORITIES

- **Clean, Safe, & Welcoming**
- **Economic Growth**
- **Placemaking, Marketing & Events**
- **Arts, Culture, Entertainment, & Sports**
- **Downtown Living**
- **Neighborhood and District Partnerships**

COLORADO MOUNTAIN COLLEGE

VISION

Colorado Mountain College aspires to serve and elevate the economic, social, cultural, and environmental vitality of its beautiful Rocky Mountain region by welcoming all learners through its doors, delivering highly relevant education and training, and serving as a trusted partner for strategic collaboration and innovation.

PURPOSE

(OUR MISSION)

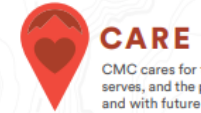
As a uniquely financed, Dual Mission, Hispanic Serving Institution, Colorado Mountain College offers accessible, personalized, and affordable programs across a vast array of disciplines – from the liberal and visual arts to career and outdoor industry training. Through specialized certificate and undergraduate degree programs, adult basic education, and lifelong learning opportunities, CMC's faculty and staff inspire, challenge, and prepare students to meaningfully impact Colorado's Western Slope and beyond. With a shared commitment to the health and well-being of place and one another, CMC maintains an enduring responsibility to contribute to the strength, resiliency, and sustainability of its local mountain communities.



EQUITY

CMC is unconditionally inclusive – striving to ensure and expand equitable access, opportunities, and outcomes for all.

CMC warmly welcomes all learners and strives to ensure that each experiences success through personalized academic and specialized training pathways as well as positive, often targeted, high-impact engagement. To accomplish excellence and achieve equity throughout the college, every member of the CMC community shares a responsibility to promote an environment in which all individuals enjoy respect and acceptance, civility abounds, and diversity of thought and expression are encouraged and celebrated. CMC strives to feel like a safe place for all who choose to interact with, work, learn, and grow at the college.



CARE

CMC cares for the people and communities it serves, and the planet – thoughtfully, intentionally, and with future generations in mind.

CMC is an integral part of Colorado's high country and the only higher education institution operating in its region. These are both facts and treasured responsibilities. As the mountain economy goes, so too goes CMC. Therefore, as an essential component of its rugged and vast region, the college intends to deliver educational excellence while modeling ethical conduct and sincere appreciation for its people, its communities, and its environment. In short, CMC cares.



INNOVATION

CMC leverages its unique operating structure, creative capacities, cutting-edge thinking, and data-informed approaches to provide exceptional teaching and learning, personalized student and employee support, and bold solutions to community needs.

CMC is a preeminent rural college and Hispanic Serving Institution that takes risks for the benefit of students and rebuffs the status quo when it impedes progress. At the same time, CMC accepts that adapting to change is not a choice in higher education and that mountain communities continue to evolve at an unprecedented pace. Therefore, CMC must continuously innovate while upholding the tried-and-true strategies and practices that have enabled the success of countless students. Leveraging its unique structure and funding, creative capacities, and data-informed approaches, CMC must confidently reach students with exceptional teaching and learning, deliver personalized support services, and create bold solutions to address the needs of employees and the communities the college serves.



INTEGRITY

CMC demonstrates a return on investment by effectively and ethically stewarding financial resources and building and maintaining thoughtful, strategic collaborations and partnerships.

CMC's unique locations and funding model enable it to focus on its purpose without the fiscal stresses and distractions that are common in public higher education. While the college is held in high esteem in its communities and has stewarded its resources responsibly and ethically, these attributes are earned – not assured – and must be maintained with principled effort. To ensure that the college has the resources necessary to fulfill the commitments expressed in this plan, CMC must manage its affairs with steadfast integrity. By demonstrating a return on the community's investments and forging thoughtful, strategic collaborations and partnerships, CMC will continue to dream bigger and accomplish more than might be assumed possible by a rural open-access college with few peers regionally or nationally.

U.S. AIR FORCE ACADEMY

- Mission

- To educate, 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