

December Meeting ED Notes

C4C General Updates

- Semi-annual in person EDC report went great! Wynne, David and I attended and the board was very receptive. They want more details on the AFA and stadium projects soon.
- The city held its local RTA semi-annual meeting yesterday (12/12). At the meeting the AFA disclosed that they received 2 proposals for their project and will be going through their processes the first week in January. No new updates on sports and event center.
- We just completed requisition number 8 for the museum and things are flowing back and forth on that process well.

S/W Downtown

- Participated in the smart city "ideation summit" along with other city and community leaders. Panasonic and the internal city team did a great job leading the brainstorm effort. The internal city team is taking all of the ideas that were generated and are compiling them into a reportable form which I will pass on as soon as I receive them.

Gold Hill Mesa

- Took our comments in last meeting to heart and enjoyed presenting to the board last month.

City Aud:

- A&A development and Norwood meeting got pushed last minute but are now meeting next Thursday. Norwood has signed the retainer agreement and I'll be able to begin on the blight study process as soon as we have the other signature along with funds.

S. Nevada:

- David will be meeting with other attorneys on S. Nevada this Friday to seek a unified goal on corridor development and the handling of the 4th silo.
- Sam G's Ramona retail project (smash burger, massage therapy) has their plans submitted through planning.
- Sherman and Howard now have their entire URA questionnaire reports that they requested turned in and we're just waiting on bond docs now. I am making sure that we have charges for doing the bonds as well.
- Danny continues to close on more properties in his portion of the area.
- Chick-Fil-A should now be up by late March (got pushed back a bit.)
- Dunkin Donuts has submitted their plans to the city (marijuana shop on east side of Nevada.)

Polaris Point/Copper Ridge:

-Dean has been reaching out to Gary to get URA signage up at the property.

GENERAL UPDATES:

- 1) The Shook's run draft implementation plan should be completed soon but the internal team is still working on some internal remarks from various divisions within the city. Stantec is still running some potential grant and funding opportunities that could be secured or partnered up with other mechanisms like Urban Renewal.
- 2) Had a great discussion with other URA executive directors in a group put together by DCI (Downtown Colorado Inc.) Been discussing how they structure their agreements and I'll be presenting those findings to the finance committee before they meet.
- 3) I attended a late afternoon/evening ULI event in Denver a few weeks back that was focused on Belleview Station and the development of a downtown environment away from downtown. Very educational and it gave me a chance to talk about projects ideas down here.
- 4) DiBiase project's blight study was completed last week but Jim is now giving David some updated numbers to finalize it. I expect to have final numbers as well as a full project presentation for board approval in January.
- 5) Had a fantastic meeting with Chad Wright (Executive Director of the Housing Authority) to discuss his thoughts around affordable housing and how we can potential partner moving forward. Both of us are going to keep each other in mind as we seek or analyze future projects and I'm going to go on a tour with him to look at what they're projects look like.

Thank you and I hope you all have a WONDERFUL HOLIDAY!!!!!!!!!!

November Meeting ED Notes

C4C Updates

- Semi-annual in person EDC report will be taking place tomorrow up in Denver. The regional tourism act did go through an audit process and that report was issued last month. We came out good in the report but OEDIT is bringing in some more internal systems to go back and make sure everything is in place. City (as the applicant) is unable to send a representative but has issued a statement that I will be reading to the EDC board.

- URA banners are now at the USOM site

URA AREA UPDATES

Gold Hill Mesa:

-Presenting today!

City Aud:

-A&A development is meeting with Norwood next week so we can make sure everyone is on the same page before beginning blight study process. Sam and Perry still have interest in the city aud. space. Parking continues to be the tough question.

S. Nevada:

-URA Danny Mientka has a presentation he will be giving at December meeting regarding moving forward with the 4th silo and his project. We continue to work towards unity among the developers and the URA goals.

-URA signs are up around the new townhome developments.

Polaris Point/Copper Ridge:

-Thanks to Wynne are presenting today!

GENERAL UPDATES:

- 1) Had some great meetings with the shook's run team on funding strategy and development. The consulting team hired Stantec to run some potential grant and funding opportunities that could be secured or partnered up with other mechanisms like Urban Renewal. Still working through possible scenarios and details.
- 2) I attended a luncheon that DCI put on down in Pueblo focusing on rural or smaller authorities in the state. Great opportunity to meet some other players in the state as well as learning about some creative mechanisms that they're using to get things moving. (Summary is attached)
- 3) The local ULI committee had a meeting last week that focused on Plan COS and was seeking dialogue and comments on the plan with a focus of areas outside of the downtown boundaries.
- 4) No new updates around the field of dreams project.
- 5) Hyperloop test track group still has interest in working with URA but is still early in their process.
- 6) Finally. Thank you for the great retreat on the 30th. I included the distributed agenda sheets as well as some light notes (attached). Please let me know your thoughts as I would like to have a

first draft of some information that we can distribute to potential partners and developers of future projects by our December meeting.

- 7) I will be part of the upcoming Ideation Summit and will bring back information to the board. "City and Colorado Springs Utilities are launching a "Smart Cities" initiative, called SmartCOS. The main objective of SmartCOS is to utilize technology and the Internet of Things (IoT) to address challenges facing our community and improve the quality of life for our citizens. This is a very long-term mission and we are taking ideas and lessons learned from cities across the world, and determining which projects would make the most impact in Colorado Springs. In addition, we are very excited to announce that we have partnered with Panasonic CityNOW, to help us develop a SmartCOS Implementation Strategy. Panasonic CityNOW was selected through a competitive procurement process, and is a global leader in the Smart Cities space. We also have a shared connection to the Olympics, with Colorado Springs branded as Olympic City USA, and Panasonic's long standing relationship with the International Olympic Committee. We are thrilled to be partnering with such a leader in this industry who shares our same values to create a community that matches our scenery."
- 8) Blight study for DiBiase project should be completed by our next meeting in December.
- 9) Some N. Nevada property owners (Fillmore to Austin Bluffs) are expressing interest in projects. City and I have had some conversations with owners of K-Mart. Could be some potential for a project there.
- 10) I'm meeting with Chad Wright (Executive Director of the Housing Authority) later this month to discuss possible partnership opportunities moving forward.

Have a wonderful Thanksgiving!!!!!!

City of Colorado Springs - 2017 Salary Schedule

Effective January 1, 2017

Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly			Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average	
12825	Recreation and Administration Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47,689.423	\$59,611.538	
12825	Transit Systems Manager	2	MGR	6	\$99,194	\$123,992	\$136,391	\$8,266.17	\$10,332.67	\$47,689.423	\$59,611.538	
19797	City Budget Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
19654	City Human Resources Manager, Comp/Benefits	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
12643	Engineering Program Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
18250	Fire Administrative Services Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
18055	Fire Marshal	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
12713	Information Technology Manager I	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
17086	CEM Deputy Director	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
18497	Police Administrative Services Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
19773	Procurement Services Manager	2	MGR	5	\$90,176	\$112,720	\$123,992	\$7,514.67	\$9,393.33	\$43,353.846	\$54,192.308	
15091	Airport Operations and Airfield Maintenance Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
17203	City Accounting Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
16200	City Human Resources Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
18473	Community Development Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
17145	Sustainability & Support Services Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
14452	Public Safety Communications Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
17105	Real Estate Services Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
18300	Risk Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
19640	Streets Manager	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
19351	Urban Renewal Authority Executive Director	2	MGR	4	\$81,979	\$102,473	\$112,721	\$6,831.58	\$8,539.42	\$39,412.981	\$49,265.865	
17199	Airport Accounting Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
15093	Airport Design & Construction Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
15198	Airport IT Program Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
17207	Airport Marketing & Communications Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
17234	Airport Service Development Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
12027	Central Finance Manager I	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
17325	City Grants Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
19771	Cultural Services Division Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
18050	Deputy Fire Marshal	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
17018	Economic Development Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
17625	Legal Administrator	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
17595	Parking Systems Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
18221	Pikes Peak-America's Mountain Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
18013	Planning Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	
18484	Police Logistics Support Manager	2	MGR	3	\$74,526	\$93,158	\$102,473	\$6,210.50	\$7,763.17	\$35,829.808	\$44,787.500	

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Job Code	Job Title	Band #	Band Name	Zone #	Annual			Monthly			Hourly	
					Zone Minimum	Market Average	Zone Maximum	Zone Minimum	Market Average	Zone Minimum	Market Average	
12825	Transit Systems Manager	2	MGR	6	\$104,628	\$125,604	\$146,580	\$8,719	\$10,467	\$50.30	\$60.39	
19797	City Budget Manager	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
19654	City Human Resources Manager, Comp/Benefits	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
12643	Engineering Program Manager	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
18250	Fire Administrative Services Manager	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
18055	Fire Marshal	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
12713	Information Technology Manager I	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
17086	OEM Deputy Director	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
18497	Police Administrative Services Manager	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
19773	Procurement Services Manager	2	MGR	5	\$95,117	\$114,186	\$133,255	\$7,926	\$9,516	\$45.73	\$54.90	
15091	Airport Operations and Airfield Maintenance Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
17203	City Accounting Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
16200	City Human Resources Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
18473	Community Development Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
17145	Sustainability & Support Services Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
14453	Police Records Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
14452	Public Safety Communications Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
17105	Real Estate Services Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
18300	Risk Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
19640	Streets Manager	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
19351	Urban Renewal Authority Executive Director	2	MGR	4	\$86,470	\$103,805	\$121,140	\$7,206	\$8,650	\$41.57	\$49.91	
17199	Airport Accounting Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
15093	Airport Design & Construction Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
15198	Airport IT Program Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
17207	Airport Marketing & Communications Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
17234	Airport Service Development Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
12027	Central Finance Manager I	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
17325	City Grants Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
19771	Cultural Services Division Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
18050	Deputy Fire Marshal	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
17018	Economic Development Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
17625	Legal Administrator	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
17595	Parking Systems Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
18221	Pikes Peak-America's Mountain Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	
18013	Planning Manager	2	MGR	3	\$78,609	\$94,369	\$110,129	\$6,551	\$7,864	\$37.79	\$45.37	

Numbers are rounded for display purposes. Actual rates go out to 6 decimal places.

Q&A with Wynne Palermo: She's got the cure for what ails a blighted neighborhood

Author: Dan Njegomir - November 27, 2017 - Updated: November 27, 2017



Colorado Springs Urban Renewal Authority Chair Wynne Palermo. (Photo Courtesy Wynne Palermo)

Developers are great at looking over the horizon, envisioning what's next for a community and then building it. But how do you draw those same dynamic economic forces back to parts of the community that have seen better days and could use a turnaround before they hit bottom? That's where an agency like the Colorado Springs Urban Renewal Authority comes in. It partners with developers and creates incentives for them to inject a dose of vitality into declining neighborhoods. It's a complicated and lengthy undertaking that faces lots of political challenges, but a successful project can breathe new life into an area for miles around. Authority Chair Wynne Palermo — a veteran of the Colorado Springs real estate scene — walks us through the process. The longtime REALTOR, community volunteer and prominent civic activist has been a driving force with the influential Pikes Peak Association of REALTORS. In today's Q&A, she holds forth on the success of urban renewal in Colorado's Second City — offering what could be a template for other communities along the Front Range and beyond.

Colorado Politics: Many cities have an urban renewal authority, but let's make sure we understand what it is: What does the Colorado Springs Urban Renewal Authority do?

Wynne Palermo: We cure blight! Colorado Springs Urban Renewal Authority is a quasi-governmental agency operating under Colorado State Statute. As our city grows and the years pass, we are sometimes left with abandoned or neglected areas as businesses relocate to the new, hottest market or area. The only

purpose of the Urban Renewal Authority is to cure blight but along the way we create better economics and help grow businesses and private investment. Through the use of newly created property tax and sometimes sales tax, we are able to update old and outdated or useless utilities and infrastructure, incentivizing new businesses to come into the area. TIF (tax increment financing) is using the tax that the new improvements create over and above what was collected before the renewal project started. When improvements get built or re-built, property tax revenue increases, and it is only the portion of new tax revenue that is an increment and used for renewing the area. It's a way to give incentives to developers using the success to pay for new opportunities. It usually takes years to reach a point where the new urban renewal area is generating enough tax revenue to start to reimburse the developer for the new or updated utilities and infrastructure they put into the project to start. We stimulate private investment. The developer becomes the catalyst for an area and takes the investment risk with the hope it will create even bigger economic rewards for the neighborhood. A city that is economically healthy has a good quality of life, and that affects everyone in the city.

CP: And yet, important urban redevelopment tools, like TIFs and eminent domain authority, also stir controversy at times and can draw push-back. Not just in Colorado Springs but in the Denver area, as well.

Palermo: Certainly, they do at times draw opposition, but it's basically because of a lack of understanding as to how these tools really work. Regarding TIFs, a community has to understand there would be no new tax revenue in the first place if it weren't for the new development. And all of the revenue in a TIF stays with the city; it's just that it is used to provide infrastructure that the general public expects and needs in order to accommodate the development. As for condemnation power under eminent domain authority, it virtually never is used on behalf of a private-sector development. But its existence on the books can provide the incentive for property owners to come together not only for the overall community's benefit but also for their own. Very typically in a blighted area, no business or other property is thriving or increasing in value. It's the development that is suddenly ushering in opportunity for everyone.

CP: What impact is the authority having on your community?

Palermo: The first project I can remember was the South Central (or Lowell) project approved in 1988. It's just south of downtown next to where the Colorado Springs Police Department built their offices and dispatch services. It's surrounded by good residential homes along with senior living complexes as well as growing and expanding small businesses. It certainly revitalized that area successfully.

About 2004 the North Nevada project was approved. You will know it as University Village. That project catapulted UCCS into becoming the fastest growing university in the state. Big improvement projects became front and center for not only UCCS but the entire corridor improving the gateway to the city from I-25 to Austin Bluffs and beyond. The North Nevada project has become our poster child for retail redevelopment and private investment. Today, more than 450 students work at the stores in University Village part-time. Most of these students would not be able to have a college education if that opportunity were not there for them. Our Gold Hill Mesa project was approved in 2011 and was the site of a gold processing facility from 1906 to 1949. It processed ore from Cripple Creek and Victor gold mines and it took many years to clean up the environmental contamination left behind. Today it's a high quality mixed-use traditional neighborhood, and a commercial area has just begun next to the residential.

- Chair of the Colorado Springs Urban Renewal Authority.
 - Two-time chair of the board of the Pikes Peak Association of REALTORS.
 - Served on the original Steering Committee for the Pikes Peak Regional Transportation Authority.
 - Served on the boards of civic organizations including the Pikes Peak Library District Foundation, the American Red Cross and the UCCS University Club.
 - Named REALTOR of the Year in 2001.
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CP: How many urban renewal areas do you have in the Urban Renewal Authority?

Palermo: We currently have nine designated URA areas. Not all our projects are active, but with the improving economy and consumer confidence getting stronger recently, the possibilities for developers and the activity for inquiries has grown exponentially. We have high hopes that we can get a few of our older projects done or at least on the way to success in the next couple of years. We have a few making great strides and drastically changing the landscape as I speak to you today. We are very excited at the potential progress of Colorado Springs and see the real impact that our projects already are having on the community.

CP: What has the Regional Tourism Act done for Colorado Springs?

Palermo: Named City For Champions, the project awarded Colorado Springs in 2013 is taking shape. It is made up of four elements, which are the U.S. Olympic Museum, the Downtown Sports and Events Center, the William J. Hybl Sports Medicine and Performance Center at UCCS and the U.S. Air Force Academy Gateway Visitor Center. Colorado Springs will have the only U.S. Olympic and Paralympic Museum in the country. Colorado Springs is home to United State Olympic Committee and has more than 20 national governing bodies for Olympic sports as well. We are branded Olympic City USA so we think it is very fitting that the museum will be in our city.

CP: What do you expect for the future?

Palermo: So many possibilities, so little time. We can't get all our ideas done at once, but there are some great projects on the drawing board right now. We are talking about potential new projects to compliment the North Nevada project south into the north end of downtown proper. We have been working hard to do a project in our southeast quadrant that may get tied in with the airport someday.

Our South Nevada project is blossoming with new buildings going up pretty fast now. Elvira, Mistress of the Dark, (aka Cassandra Peterson) grew up in a small area called Ivywild south of downtown. Her parents owned a costume shop on south Tejon and that's where everyone went for Halloween or other costume occasions to get outfitted. Won't she be surprised to find there's a Hilton Hotel, fine dining and other restaurants, townhomes and many other mixed-use areas there instead of her parents' costume shop. One of the developers of the South Nevada project (approved in 2015) has torn down many old places but for the moment is using the costume shop as their construction offices. This project is cleaning up Cheyenne Creek and is connecting walking and bike trails for everyone to enjoy. Did I say we are excited?

CP: How have the authority and its agenda evolved over time?

Palermo: When (former) Mayor Bach appointed me to the board, and the City Council confirmed me in 2012, the authority was going through a tough time. The economy was suffering and our authority was not a strong link in the city's tool box. In fact, few citizens even knew we had an Urban Renewal Authority and certainly didn't know what an Urban Renewal Authority actually did. We had a part-time executive director and a part-time assistant for mostly office work.

Each one of the projects is unique and different and they always require undivided attention and many months to get them off the table and before City Council for approval.

I did not expect to become vice chairman of the board a year after being appointed when I still had a lot to learn. I still do. I've been on the board for almost six years as Mayor Suthers appointed me to stay for another five-year term. I was elected chair after the authority hired the chair to become our legal counsel. We made a great many changes pretty quickly and for a while we were without a director. Those were some long days with my real estate business so busy too. But today we are proud to say that the city considers us one of their most important tools for economic development and a lot more people know and have witnessed some significantly great change to some previously blighted areas.

We have taken the CSURA to a new level. We are, of course, market driven, and the desire for new development will continue day in and day out forever. We need to make sure we grow smartly and that our good economy works really hard and successfully for us when we have it. We hope to get quite a few blighted and neglected areas stronger and make improvements while we have possibilities for it to happen. These projects take a long time, but the fruits of our labor mean so much to the lives we improve. It just feels so good to make a difference to a place you love and call home.

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