
THE STRATEGIC PLAN
Urban Renewal Authority of Pueblo
(REVISED THROUGH 2008 LEGISLATION)

SECTION ONE

Executive Summary

The purpose of the Strategic Plan for the Urban Renewal Authority of Pueblo (the URAP) is to identify critical components of the development process from project area initiation to execution of development agreements. Additionally, a process is identified to engage community stakeholders, city leaders, and citizens of Pueblo. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted and objectives were identified to more effectively guide the URAP into the future.

The Strategic Plan will be primarily utilized as a procedural document to help guide URAP staff and the URAP Board of Commissioners when confronted with development opportunities.

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Definitions

Community Partner(s) means any entity, be it public, private, non-profit, civic, or an individual that may: 1) engage the Urban Renewal Authority of Pueblo, 2) that may be engaged by the Urban Renewal Authority of Pueblo, 3) that may be affected by the actions of the Urban Renewal Authority of Pueblo, and 4) may wish to influence the actions of the Urban Renewal Authority of Pueblo.

HARP means the Historic Arkansas Riverwalk of Pueblo.

Stakeholder(s) means any entity, be it public, private, non-profit, civic, or an individual that may experience financial consequences as a result of the Urban Renewal Authority of Pueblo's activities.

Taxing Entities means all taxing bodies that levy an ad valorem property tax within the municipal boundaries of the City of Pueblo.

Authority or the URAP means the Urban Renewal Authority of Pueblo.

Introduction

Urban Renewal Authorities are special purpose public corporations created by State Statute and established by municipal government with the primary goal of preventing or eliminating “slum” and “blight” influences in the community. The Urban Renewal Authority of Pueblo (URAP) was established in 1959 to stimulate development in specifically designated “project areas”. Project areas may be located anywhere within the City of Pueblo that meet the requirements of the law and are approved by the City Council, including undeveloped parcels, underdeveloped parcels, and established neighborhoods. By law URAP is required to work closely with the private sector. For a comprehensive list of all URAP projects, either completed or in process, please see Exhibit 1.

The Pueblo City Council has approved redevelopment plans to be carried out by URAP in the following project areas:

- Phase One Project Area, established in 1986;
- Expanded Phase One Project Area(downtown), established in 2004;
- South Santa Fe Project Area (downtown), established in 2006;
- North Pueblo Project Area (Eagleridge north), established in 2006;
- Lake Minnequa Project Area, established in 2007; and
- ThunderVillage Project Area (east of Colorado State Univ.), established in 2008.

The URAP Board of Commissioners, appointed by the Pueblo City Council, consists of eleven volunteer members, and one ex-officio City Council member. In addition, the URAP

owns and manages the Pueblo Convention Center by contract with an experienced facilities manager. In addition, URAP personnel includes an Executive Director hired by the URAP Board of Commissioners, and appropriate staff hired by the Executive Director.

SECTION TWO

Mission Statement

Making our community a better place to live, work, and play by fostering the revitalization of designated areas in Pueblo.

Values

The Urban Renewal Authority acknowledges its responsibility to:

- Protect and retain Pueblo's downtown as the true core of our community with the understanding that a community's potential need for revitalization is not confined to any one area;
- Inform, educate, and communicate toward a better understanding of our strategies and financing mechanisms;
- Maintain open and honest communication with Pueblo City Council, its Administration, and any other community partners that may, from time to time, be affected;
- Analyze and consider potential competitive consequences to established project areas as new project areas are considered;
- Consider the utilization of residential tax increment financing only upon agreement relative to its consequences on other tax entities; and
- Consider the use of eminent domain only after demonstration of clear and convincing evidence that the taking of property is necessary for the eradication of blight.

Tax Increment Financing (TIF) is a unique mechanism that enables an urban renewal authority to use the new tax revenues generated by projects within a designated urban renewal area to help finance improvements. TIF is a new source of tax revenue, not an additional tax, that would not be available but for new investment from the private sector. TIF may be utilized to finance debt or pledged for reimbursement to specific projects that stimulate the economic environment and quality of life of the City of Pueblo.

The URAP is the only public entity within the community whose mission is the revitalization of the City of Pueblo. The URAP is uniquely positioned to stimulate and guide creative economic development financing given the deep pool of consulting expertise the URAP has to draw upon.

SECTION THREE

Process Management

The Conditions Survey

An area may be designated as an urban renewal area after the following:

Phase 1

1. Developer/Owner(s), or as opportunities may surface, the URAP proposes a vision for a property, and questions the broader area as being blighted.
2. A proposal is brought before the URAP Planning and Development Committee identifying vision, objectives, and proposed conditions survey boundaries.
3. Committee reviews prospective plan area, consults City staff, and makes any boundary changes. Also, the presence and location of blighting conditions is verified (see Exhibit 3).
4. URAP requests an application to be completed by the developer, as prepared by the URAP, that includes answers as to how the conditions survey is to be paid for, scope of the development proposed, square footage, mix of commercial and residential uses, and the expectation of public improvements associated with the project (see Exhibit 4). URAP Executive Director will establish an informational meeting with all taxing entities.
5. All URAP project areas and subsequent agreements therein shall be charged a reasonable administrative fee to insure the continued existence of URAP services.
6. Upon Committee's initial acceptance, a letter will be sent to local taxing entities to engage their opinion. Comments will be submitted, within 4 weeks to:

URAP Executive Director
126 N. Mechanic
Pueblo, CO 81003
(719) 542-2577

7. Upon submission of application, the developer checklist and all Public Comments will then be reviewed by the Committee; forwarded to Board for its approval or disapproval (i.e. does it meet with our Strategic Plan?). Board then

forwards its letter to President of the City Council indicating URAP's preliminary position. A notification letter is sent to those included within the boundaries of the Conditions Survey, as well as any additional stakeholders indicating a Conditions Survey may begin.

8. Upon Board acceptance, all Board members will be expected to maintain a proactive position.

Phase 2

1. Once the Conditions Survey is complete, a presentation will be made to the URAP Board for acceptance.
2. Together with the Stakeholders, Planning and Development Committee will define future role of Plan Area in the community.
3. An urban renewal plan document with supporting financial impact plan (County Impact Report) will be prepared, and delivered to all taxing entities. The project area plan shall include scope of development(s) and public improvements considered for the project area.
4. Presentation of the project area plan will then be presented to City Council for adoption.
5. The URAP Planning and Development Committee will continue to assess the project and begin preliminary negotiations with the developer.

Adoption and Initiation

1. Final project area plan documents (Conditions Survey, Project Area Plan, and County Impact Report) are submitted to the City of Pueblo for statutory 30 day public notification (notice letters, newspaper publication, submittal of County Impact Report to County, school district(s) notification letter).
2. City Council consideration/approval.

SECTION FOUR

Individual Projects within Adopted Plan Areas

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1. URAP will publish a Request for Proposals (RFP) following a specific timeline.
 2. URAP will provide any and all developers with a list of approved public improvements and incentives.
 3. URAP will establish the projected TIF return on project(s).
 4. All URAP project areas and subsequent agreements therein shall be charged a reasonable administrative fee to insure the continued existence of URAP services.
 5. URAP will contact its consultants for professional analysis. The following concerns will be addressed:
 - Is the project desirable?
 - Is there sufficient confidence that the project can be successful?
 - Does the project justify the needs for public funds?
 - That the public funds are earmarked for a specific list of Qualified Public Improvements.
 - That the projected TIF revenues will be sufficient to fund the public obligation.
 6. All proposals will follow the Construction Specification Institute (CSI) language and will break out, for analysis, the proposed public improvements.

Project Area Exiting

1. At a minimum of three (3) years prior to the expiration of an URAP project area, a designated URAP subcommittee shall review all tax increment obligations to and from the Authority to insure contractual compliance and expiration of said contract upon expiration of the tax increment period.
2. Two (2) years prior to the final tax increment payment year within a URAP project area, the URAP will notify all taxing entities of prospective project area expiration.
3. It is recognized that final property tax payment is received upon the 26th year of project area adoption.
4. A designated URAP subcommittee shall review the financial consequences of project area expiration, including administrative funds and such effects on the entirety of the URAP budget in relation to other project areas and any reserves required to comply with legal and financial close-out requirements.

SECTION FIVE

Board Vision of the Future

As the URAP Board of Commissioners, we desire that all facets of our community would agree that we will have existed and performed according to our mission statement; that we as a Board will have advanced to the cutting edge of community revitalization and development; and that, as time passes, URAP sponsored initiatives will have instilled pride in the citizens of Pueblo.

Strategic Plan Updates

It is the intent of the URAP Board of Commissioners to maintain the body of this document intact and unchanged with the exception of revisions/updates caused by unforeseen circumstances.

Exhibits contained herein may be updated at a minimum of once per year, ideally at the URAP's Annual Retreat.

EXHIBIT 1: URBAN RENEWAL AUTHORITY OF PUEBLO PROJECTS

Since the URAP's inception, notable signature developments, many in partnership with developers and the City of Pueblo, include:

Phase 1 Project Area (adopted 1986):

Completed Projects:

- The Pueblo Convention Center and Pueblo Marriott Hotel.

Projects in Process:

- Pueblo Convention Center Expansion.

Expanded Phase 1 Project Area (adopted 2004):

Completed Projects:

- The McCarthy/Baker Building Parking Agreement;
- Cambria Suites Hotel;
- The Pueblo Main Street Parking Garage;
- HARP Lot 3 Development (Angelo's Pizza);
- 3rd and Main Building Façade Improvement Financing;
- The Riverview at Union Parking Agreement; and
- The Waterfront on the Riverwalk Parking Agreement.

Projects in Process:

- Continued development of the HARP.

South Santa Fe Project Area (adopted 2006):

Completed Projects: None

Projects in Process:

- Rehabilitation of the Alpha Beta Warehouse.

North Pueblo Project Area (adopted 2006):

Completed Projects: None

Projects in Process:

- Planning, Design, and Financing of the Dillon Split-Diamond Interchange and transportation Flyover.

Lake Minnequa Project Area (adopted 2007):

Completed Projects: None

Projects in Process:

- Lake Avenue Corridor Plan and Public Improvements; and
- The Redevelopment of the “old Lake Avenue Drive-In” property.

ThunderVillage Project Area (adopted 2008):

Completed Projects: None

Projects in Process:

- Financing Public Improvements Associated with ThunderVillage Commercial Activities.

Saint Charles Project Area (adopted 2008):

Completed Projects: None

Projects in Process:

- Financing Public Improvements Associated with Vestas Towers of America Industrial Activities.

EXHIBIT 2: SWOT ANALYSIS

SWOT Analysis

(Note: This SWOT Analysis was conducted by the URAP's Strategic Planning Committee and approved by the URAP Board of Commissioners. Methods to obtain this information stem from firsthand experience of the URAP Board of Commissioners, the URAP's Executive Director, and Community Partners.)

STRENGTHS

- Tax increment financing;
- Signature developments;
- In the public eye;
- Downtown implementation strategy;
- Executive Director position;
- Board diversity; and
- A broad foundation of professional experience and knowledge derived from 3rd party consulting entities.

WEAKNESSES

- Potential diverging opinions between URAP and City Administration;
- Managing perceptions and lack of education regarding the URAP;
- Not having procedures in place for prospective developers; and
- Insufficient marketing and educational pieces "Talking Points."

OPPORTUNITIES

- Communicating our success stories;
- Updating educational and marketing pieces including aerial photos, website, and single page talking points;
- Pueblo Convention Center expansion;
- HARP developments;
- Community collaboration on prospective URA project areas;
- Taking a lead role in community economic development to the extent permitted by law; and
- Increased communication with Pueblo City Council.

THREATS

- Economic changes and financing limitations;
- Potential of competing URA project areas; and
- Inadequate Board participation.

This SWOT analysis and elements of this plan are subject to annual review by the URAP Board of Commissioners.

SWOT Objectives

1. To maintain active participation and communication with the City and County governments and all taxing authorities.
2. To create a marketing flyer capable of educating the public in regard to Tax Increment Financing.
3. To establish an independent identity with office and office staff.
4. To implement The Downtown Implementation Strategy, along with design standards.
5. To continue to link URAP with other community partners.
6. To hold a meeting to update the phase three HARP design so as to create alternatives and strategies.
7. To establish exit procedures of plan areas.
8. To create a series of newspaper columns to run in early 2009.

EXHIBIT 3: BLIGHT CONDITIONS

“Blighted Area” means an area that, in its present condition and use and, by reason of the presence of at least four of the following factors, substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to public health, safety, morals, or welfare:

- [a] *Slum, deteriorated, or deteriorating structures;*
- [b] *Predominance of defective or inadequate street layout;*
- [c] *Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;*
- [d] *Unsanitary or unsafe conditions;*
- [e] *Deterioration of site or other improvements;*
- [f] *Unusual topography or inadequate public improvements or utilities;*
- [g] *Defective or unusual conditions of title rendering the title non-marketable;*
- [h] *The existence of conditions that endanger life or property by fire or other causes;*
- [i] *Buildings that are unsafe or unhealthy for persons to live or work because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;*
- [j] *Environmental contamination of buildings or property;*
- [k.5] *The condition of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings or other improvements;*
- [l] *If there is no objection of such property owner or owners and the tenant or tenants of such owners, in and, to the inclusion of such property in an urban renewal area, “blighted area” also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs [a] to [k.5] of this subsection (2), substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals or welfare. For purposes of this paragraph (1), the fact that an owner of interest in such property does not object to the inclusion of such property in the urban renewal area does not mean that the owner has waived any rights of such owner in connection with laws governing condemnation.*

SOURCE: COLORADO REVISED STATUTE 31-25-103(2).

EXHIBIT 4: DEVELOPMENT APPLICATION

Development Application

Urban Renewal Authority of Pueblo

Name: _____ Primary Contact Number: _____

Mailing Address: _____
Street City State Zip

Email Address: _____ Corporate Name: _____

Development Address: _____
Street City State Zip

On a separate sheet of paper, please outline a response to the following questions and requests:

- What is the expected scope of improvements associated with your project?
- What are the proposed public improvements associated with your project?
- Please describe the number of residential units associated with your project and the total square footage of commercial space.
- Please provide all preliminary development plan(s) associated with the project.
- Are you able to finance the completion of a Conditions Survey?

Please submit completed application to:

Urban Renewal Authority of Pueblo
Attn: Executive Director
126 N. Mechanic
Pueblo, CO 81003