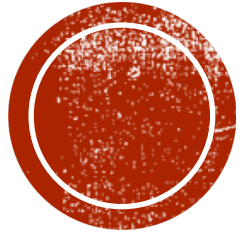


OLD COLORADO CITY



PROPOSAL FOR A DOWNTOWN DEVELOPMENT AUTHORITY

Presentation by:

Jamie Giellis, Centro Inc. | Consultant to Old Colorado City Partnership

PLANNING FOR OLD COLORADO CITY'S FUTURE

- **A Previous Study Set the Stage for This Work**
 - Downtown Colorado Inc. Assessment (September 2018)
- **Centro/Garnerist Team Approached in Fall 2022 to Implement Recommendations**
 - Strategy for long-term organizational and funding approach
 - Unify organizations representing Old Colorado City
 - Outline clear priorities for the area, align public and private sectors
- **Centro/Garnerist Work Initiated September 2023**
 - Fall/Winter 2023 – Engagement, research, data collection
 - Winter/Spring 2024 – Analysis of needs, financial opportunity, district tools
 - Spring 2024 – Another round of engagement to vet proposed direction; Begin work to advance a special district



OUR APPROACH

- Identify **existing conditions** of Old Colorado City, including organizational, physical, economic
- **Engage with the Old Colorado City community** to identify current perceptions, as well as needs and desires for the future
- **Work with the City** to understand their desires for the future of Old Colorado City
- Identify a clear **vision** for Old Colorado City and **priority investments** to achieve it
- Explore **organizational and funding tools** to achieve goals and establish clear partnership opportunities between the public and private sectors
- Make a recommendation on the best pathway forward and **guide Old Colorado City towards transformation**



PARTICIPATION IN INITIAL ENGAGEMENT

Postcards were mailed to all property owners and registered voters from I-25 to 31st and Pikes Peak to Cucharras; survey was also promoted through social media and other organizational channels

77 Commercial Property & Business Owners *(survey respondents)*

- 34% own a business and commercial property
- 32% own a business only
- 44% have owned their business or property for more than 15 years
- 30% have owned their business or property less than 3 years
- 30% own a commercial property only

449 Colorado Springs Residents *(survey respondents)*

- 52% live in OCC
- 26% live elsewhere in Westside
- 12% live in Gold Hill Mesa
- 10% live elsewhere in Colorado Springs
- 33% visited OCC the day they took the survey
- Half last visited OCC in Summer 2023

64 Focus Group & Interview Participants

(Business and property owners, Board members of OCCA, OCCP, SIMDs, OWN, GWNN, OCCP Steering Committee and City Department staff)



WHAT QUESTIONS WERE ASKED?

▪ **Property and Business Owners**

- 3 words to describe the greater OCC area to someone who is thinking of investing in a property or business here
- Greatest strengths of the OCC area to own a business or property
- What's not working in OCC? What would you change if you could?
- As a property/business owner, what services do you expect the City to provide in the commercial segments of OCC? And if you think the City is not delivering on these services, what needs to change?
- What is your awareness, understanding of OCCP and what they do?
- What is your participation in the various events happening here?
- What's the single most unique thing about OCC compared to other parts of Colorado Springs that should be protected, preserved and/or promoted? About the business offer?
- What specific things needs to be improved/addressed to ensure the success of everyone who is invested here? What is your #1, 2 and 3 priority among these things?
- Ultimately, what is most important to you as a stakeholder for the future of the OCC area?



WHAT QUESTIONS WERE ASKED?

▪ Residents

- When was the last time you spent time in OCC, and what motivated your visit? What did you do? If you went shopping, what were you shopping for?
- In 2023, did you participate in any of the OCC signature events?
- What 3 words would you use to describe the OCC area to somebody who hasn't been there before?
- What do you like most about the OCC area?
- What's not working in the OCC area? What would you change if you could?
- What is the single most unique thing about OCC compared to other parts of Colorado Springs that should be protected/preserved/promoted?
- What specific things do you think need to be improved/addressed in OCC to help it remain vibrant? Of these, what's your #1 priority?
- What do you generally consider to be the boundaries of OCC?



VISION FOR OLD COLORADO CITY

- **Colorado Springs' historic Main Street**
 - Reflect and celebrate the history
 - Establish OCC as a destination for locals and visitors
 - Create a mix of services and experiences that provides reasons to return
- **A central destination for local, eclectic businesses**
 - Create opportunities for entrepreneurialism, creativity
 - Nurture and support independent concepts
 - Encourage development and redevelopment in ways that support the local culture
- **Walkable, safe and people-focused**
 - Infrastructure that supports walkability, easy access to businesses
 - Address safety creatively, collaboratively
- **Community, collaboration, celebration**
 - Knit together diverse stakeholder groups with a collective vision, give everyone a voice
 - Activate the corridor through marketing and programming

Commercial Property & Business Owners



Residents



CHALLENGES TO ADDRESS

For Commercial Owners, Businesses

1. Address homelessness, improve public safety, lighting
2. Dedicated paid leadership for OCC
3. Marketing for OCC, branding
4. Slow traffic on Colorado, address street design, cleaner and better maintained sidewalks and public areas, placemaking, wayfinding
5. Improved parking management
6. Clear vision, more retail, economic development support
7. Events and activation

For Residents

1. Address homelessness, more safety patrols, better lighting
2. Improve buildings, facades
3. More retail, increased mix of offers
4. Improved parking management
5. More events, diverse activities, things to do
6. Improved maintenance and cleaning



DECIDING ON A TOOL TO SUPPORT OCC

QUESTIONS WE HAD TO EXPLORE:

- What services, investments, programs, projects does OCC need to help it thrive?
- What do the OCC stakeholders want? In particular, where is there alignment between different stakeholder groups?
- Are stakeholders willing to invest in additional services for the area?
- Is the City at the table to support OCC?
- What is the geography of the area that we are targeting?
- What is the makeup of ownership and businesses in the area?
- What tools exist, and how do they align with what we want to do?



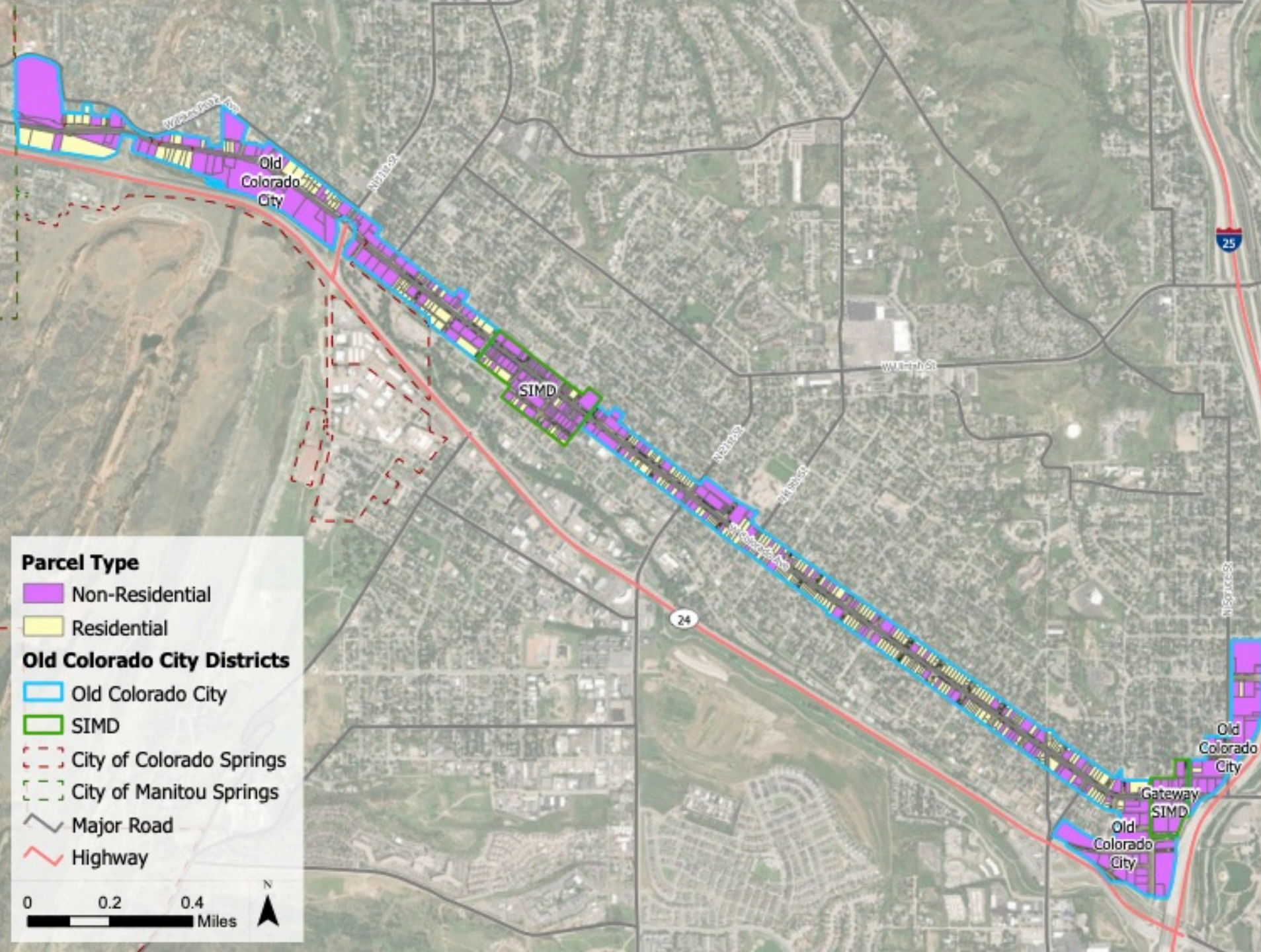
FOCUS AREAS FOR FUNDING, LEADERSHIP

- Leadership and Advocacy
- Safety and Security
- Placemaking
- Economic Development and Marketing
- Investment and Redevelopment
- Community Building and Activation



A Framework for the Plan of Development

	Old Colorado City New Organization	City of Colorado Springs
Leadership and Advocacy	<ul style="list-style-type: none"> • Paid staff • One organization that speaks for OCC and unites all interest groups 	<ul style="list-style-type: none"> • Dedicated liaison at the City of Colorado Springs • OCC organization given a seat at the table for all planning that impacts the area
Safety and Security	<ul style="list-style-type: none"> • Safety and homeless outreach services • Security cameras, other? 	<ul style="list-style-type: none"> • Partnership to support safety and homeless outreach
Placemaking	<ul style="list-style-type: none"> • Cohesive placemaking strategy for the district • Maintenance and care of existing and future investments 	<ul style="list-style-type: none"> • Colorado Ave. Redo • Zoning/Code Amendments • Design Guidelines/Design Overlay
Investment and Redevelopment	<ul style="list-style-type: none"> • Actively participate in development/redevelopment of buildings through funding and technical support – Building updates, water/fire suppression, code compliance, gap funding, facades 	<ul style="list-style-type: none"> • Underground infrastructure investments
Economic Development and Marketing	<ul style="list-style-type: none"> • Support a healthy independent retail environment - retain, recruit, nurture complementary uses • Comprehensive Old Colorado City marketing strategy 	<ul style="list-style-type: none"> • Economic development partnership • Improved parking management
Community Building	<ul style="list-style-type: none"> • Strategic programming and activation 	<ul style="list-style-type: none"> • Streamline event permitting, eliminate fees (e.g. Bancroft Park, street closure, insurance for lights)



EXPLORATORY DISTRICT BOUNDARY

- **WEST:** Colorado Springs/Manitou Boundary
- **NORTH:** Alley between W Pikes Peak Avenue and Colorado Blvd.
- **EAST:** I-25
- **SOUTH:** Alley between W Cucharras Street and Colorado Blvd.
- Nodes at I-25 and 21st

This incorporates the existing OCC and Gateway SIMD districts.



MAKEUP OF THE AREA

- ~425 businesses
- ~350 commercial properties
- ~250 residential properties
(Representing ~700 residents)



Potential Tools for Old Colorado City

	PROS	CONS
Business Improvement District (BID)	<ul style="list-style-type: none"> • Flexibility on the mill levy – no cap 	<ul style="list-style-type: none"> • Only assesses commercial • Can do most of the things identified but not the correct tool for targeted (re)development
General Improvement District (GID)	<ul style="list-style-type: none"> • Assesses both residential and commercial • Flexibility on the mill levy – no cap 	<ul style="list-style-type: none"> • Use of funds is limited to infrastructure, safety, maintenance – cannot do economic development, redevelopment, events, etc.
Downtown Development Authority (DDA)	<ul style="list-style-type: none"> • Can do all the things we want to do • Generates funding off of both a mill levy, and sales and property tax TIF • Burden for improvements doesn't all fall on owners and businesses – by capturing sales tax visitors participate too! • Assesses both residential and commercial 	<ul style="list-style-type: none"> • Mill levy capped at 5 for operations - low revenue in early years until additional activity begins to generate larger TIF revenues • Limits to how much TIF can support operations



OTHER QUESTIONS THAT CAME UP

- Why not expand the Downtown DDA?
- Why not expand the Downtown BID?
- Why not do multiple districts layered?



WHO GETS A SAY IN DDA FORMATION?

- Commercial property owners
- Businesses that hold a lease in a property within the DDA
- Residential property owners
- Residents who live within the DDA boundaries and are registered to vote there



DDA Funding and Financing

Total Assessed Value of Proposed Old Colorado City DDA

\$56,101,090

Possible Revenue from a Old Colorado City DDA Mill Levy

1 mill	\$56,101/year
2 mills	\$112,202/year
3 mills	\$168,303/year
4 mills	\$224,404/year
5 mills	\$280,505/year

Total Assessed Values:

Commercial - ~\$47.5M

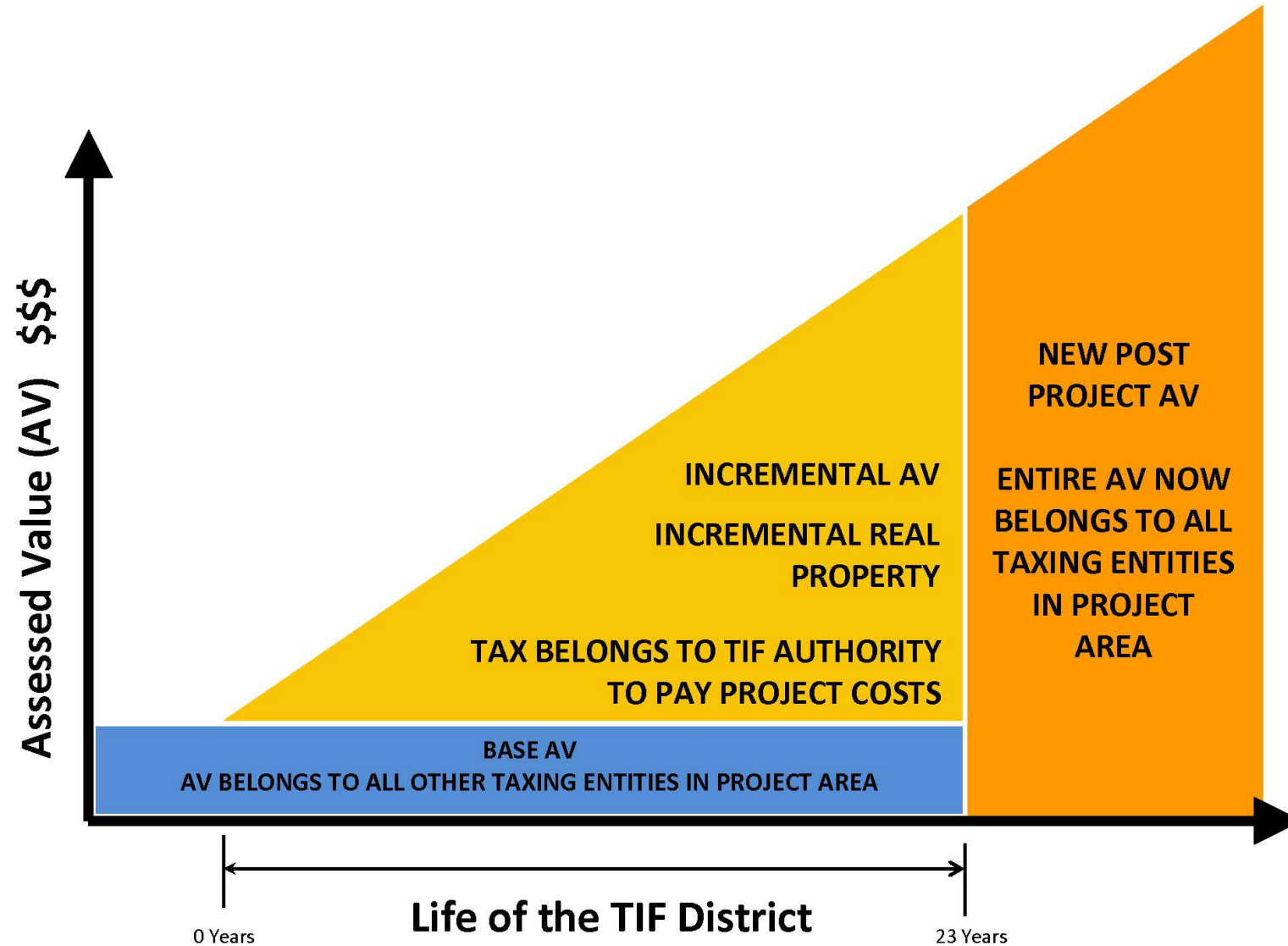
Residential - ~\$8.7M

CONSIDERATIONS:

- With a DDA, we can never go beyond 5 mills
- Initial TIF term is 30 years; can extend an additional 20 years
- The DDA would replace and take over the responsibilities of the two SIMDs that are located within the proposed DDA boundaries
- In the future, if there were a specific project that the stakeholders agreed to pay more for, you can bond against TIF or create an overlay district just to fund something



Understanding TIF



WHAT DOES THE COST LOOK LIKE FOR AN OWNER?

For a residential owner:

- There are 266 residential parcels representing \$8.7M of Assessed Value (AV) in the boundaries
- Average AV of a residential parcel is \$32,706 (actual value would be \$488,149)
- At 5 mills, that would be an assessment of **\$136/year**

For a commercial owner:

- There are 346 commercial parcels representing \$47.5M of AV
- Average AV of a commercial parcel is \$137,283 (actual value would be \$473,390)
- At 5 mills, that would be an assessment of **\$686/year**



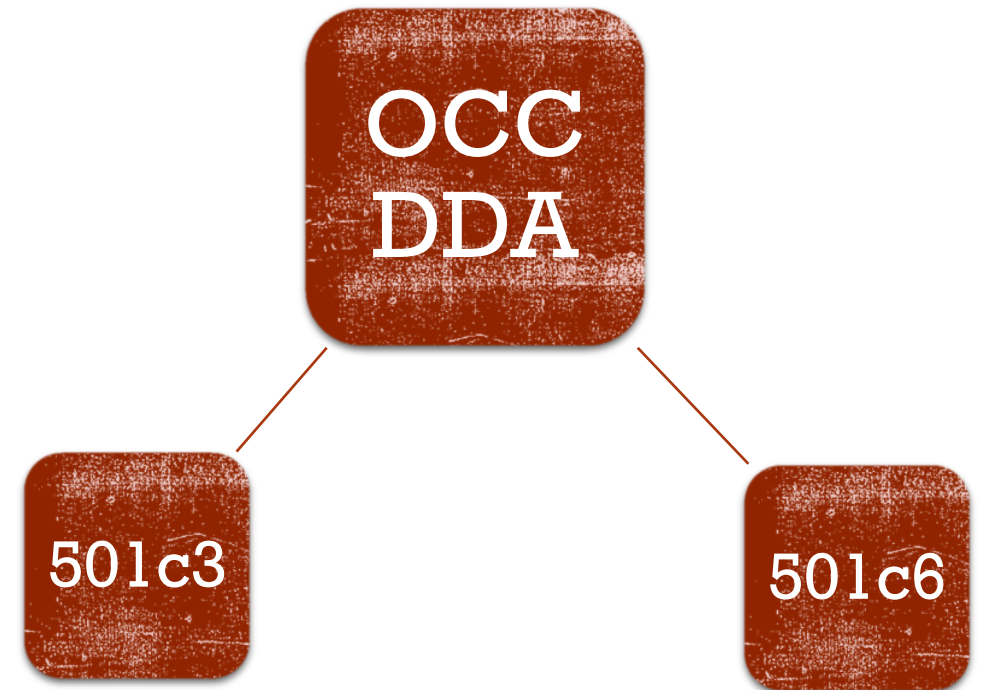
LEVERAGING ADDITIONAL FUNDING

It is the intent that – should the DDA be formed – the Old Colorado City Associates (OCCA, a 501c6) and the Old Colorado City Partnership (OCCP, a 501c3) will **come together in one organizational structure**

This would allow the consolidated organization to **leverage funding from multiple sources**, including but not limited to:

- DDA mill levy
- DDA TIF
- Event revenue
- Membership
- Local grants (e.g., LART, etc.)
- State grants and federal grants
- Historic preservation grants

EXAMPLE Organizational Structure:



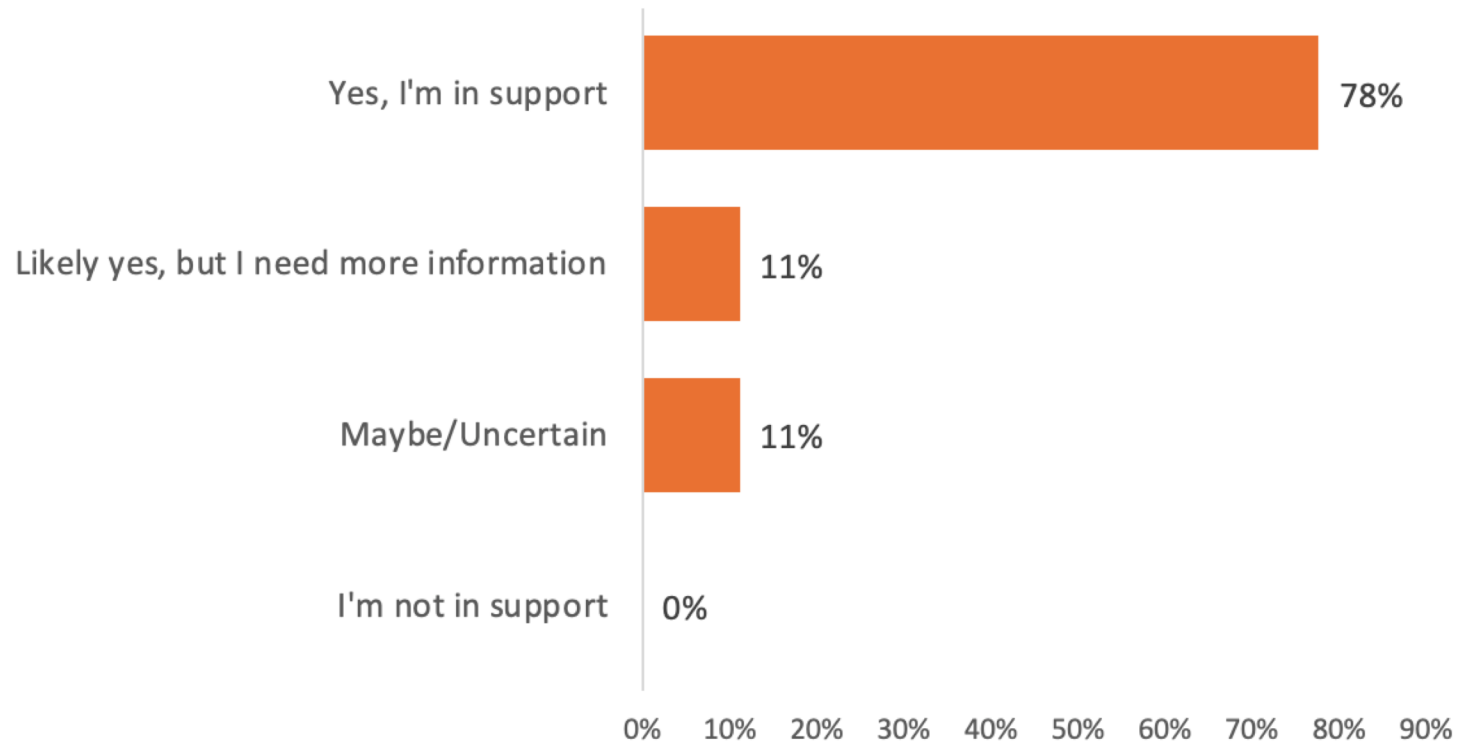
RESULTS OF 2ND ROUND OF ENGAGEMENT

- A second round of engagement was conducted in **late April 2024** to vet the DDA concept with stakeholders.
 - Property owners and businesses in the proposed DDA area received postcards
 - 6 focus groups were held with a total of 31 individuals attending
- At each session, we provided a short, anonymous worksheet for individuals to fill out and leave behind, indicating their interest in and support for the DDA concept and the approach proposed.



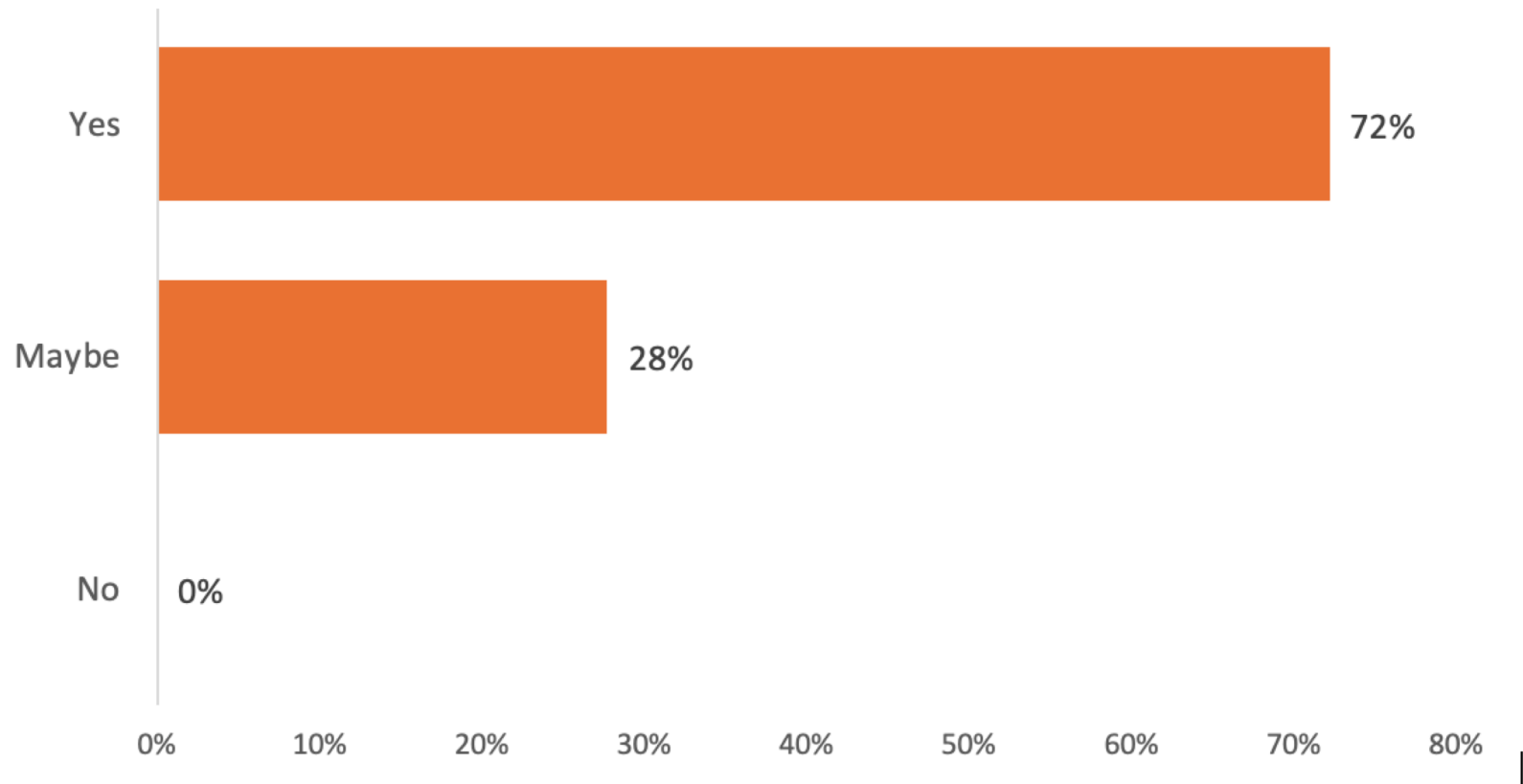
RESULTS OF 2ND ROUND OF ENGAGEMENT

Do you feel like a new funding and organizational tool is critical to the future of OCC?



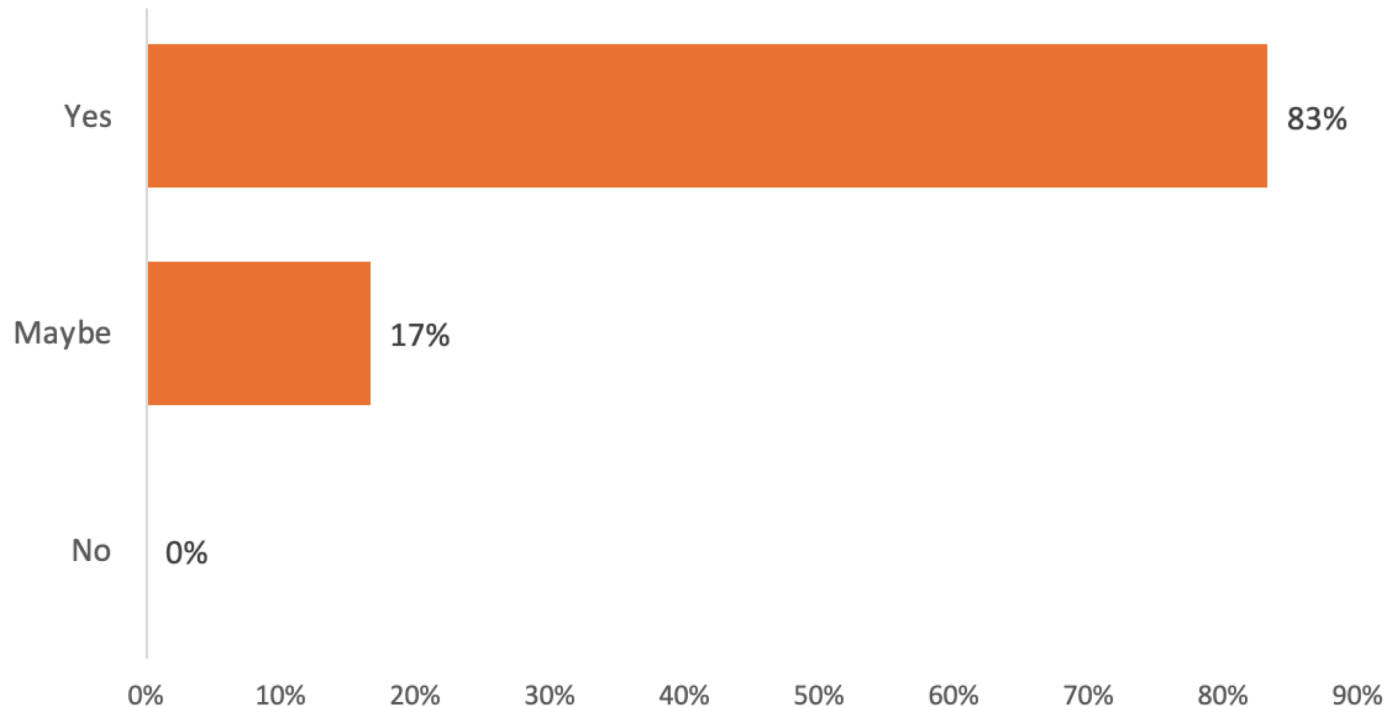
RESULTS OF 2ND ROUND OF ENGAGEMENT

Do you feel a DDA makes sense for what OCC stakeholders desire to achieve?



RESULTS OF 2ND ROUND OF ENGAGEMENT

Are you supportive of the SIMDs being dissolved?



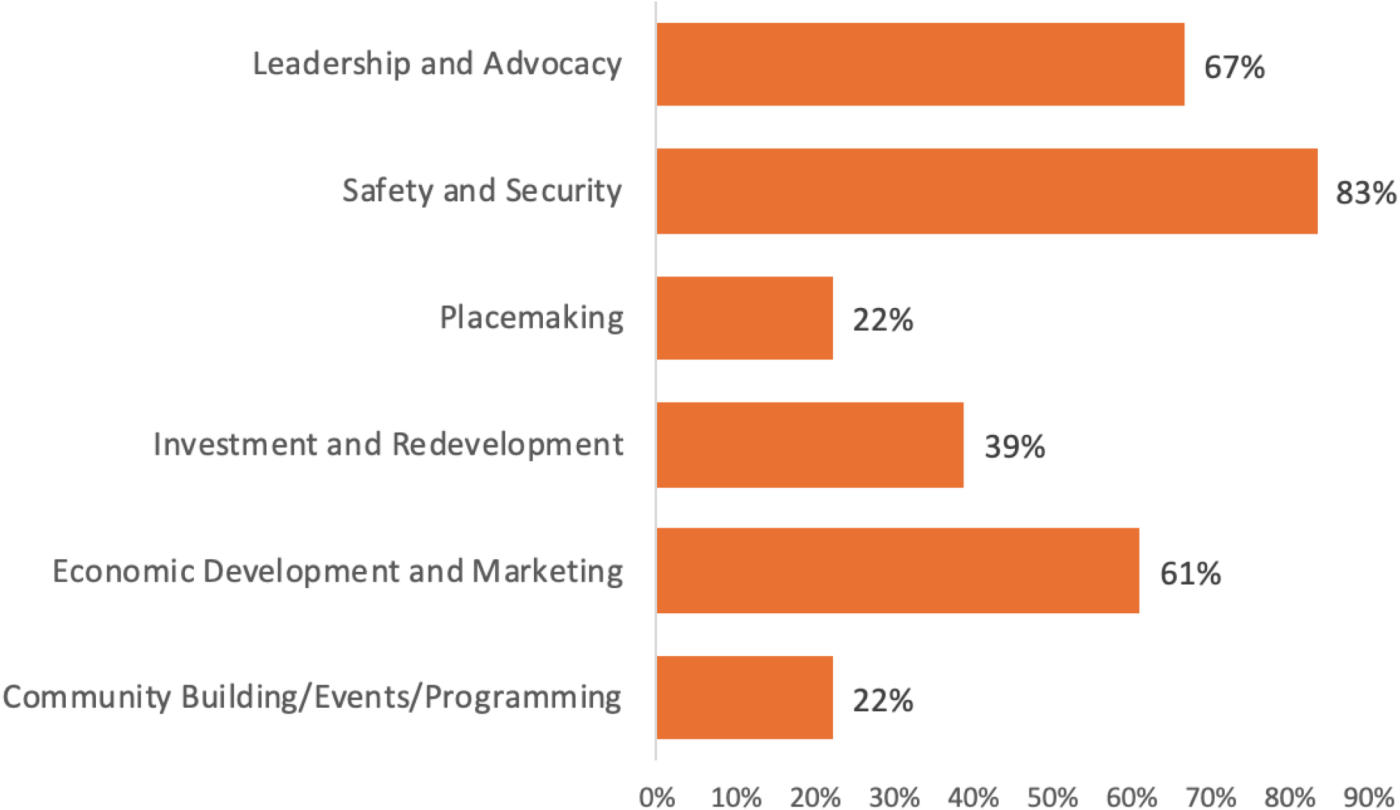
Comments:

- Supportive if something new is created
- Need to be clear as to what responsibilities will be transferred to the DDA, and how



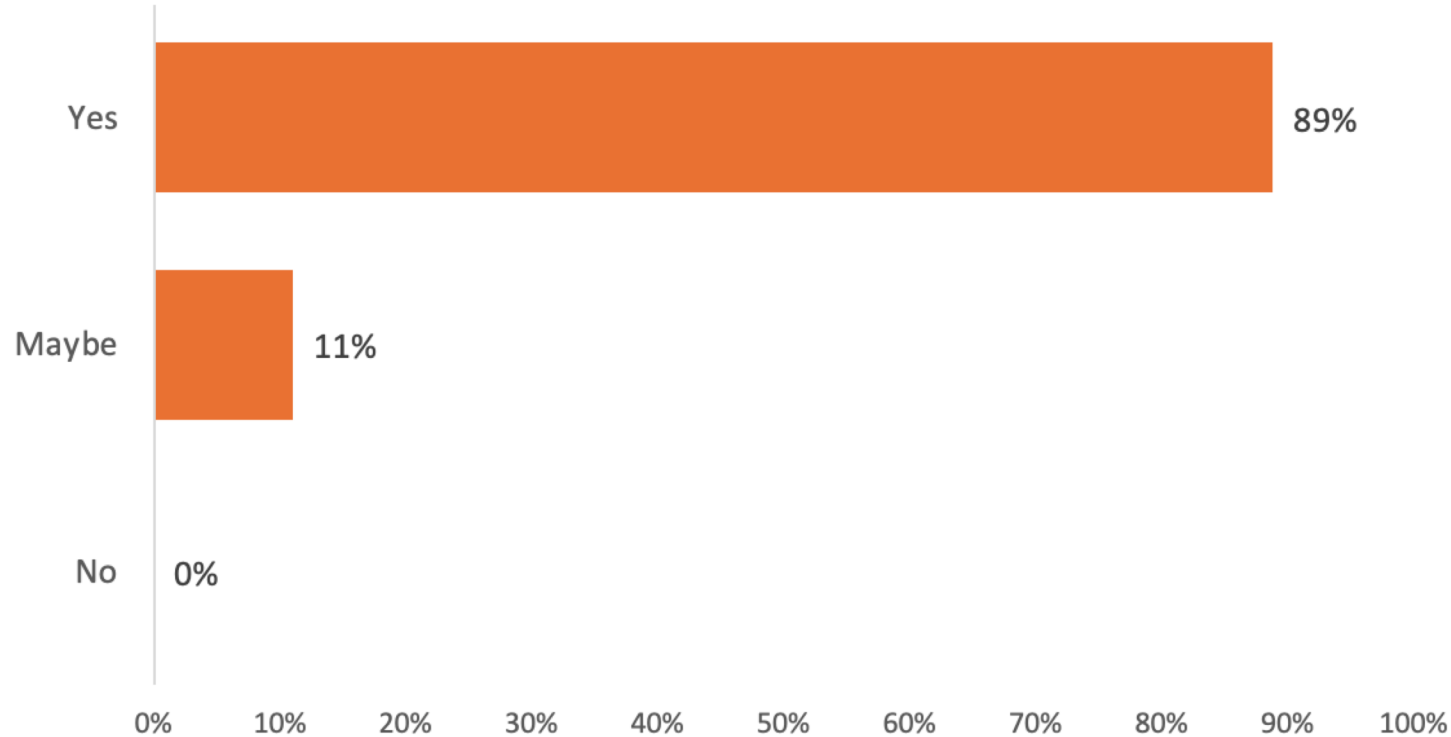
RESULTS OF 2ND ROUND OF ENGAGEMENT

What things would you most like DDA dollars to be spent on, should one be created?



RESULTS OF 2ND ROUND OF ENGAGEMENT

If these services could be effectively delivered and a strong partnership forged with the City of Colorado Springs, would you support a DDA?



BOARD COMPOSITION

- The board is comprised of **11 members**:
 - One (1) member shall be a member of the City Council; in this case CW Talarico
 - Ten (10) members who are residents, landowners, or business lessees within the boundaries of the DDA
- Additionally, the following parameters are set out in the ordinance:
 - At least one but not more than three Board members who are either residents within the Authority boundaries, or owners or representatives of owners of residential property in the Authority boundaries;
 - At least one but not more than three Board members who are owners or representatives of businesses operating in the Authority boundaries, with the goal of having one representative from each of the following areas within the Authority: Gateway (I-25/Colorado to 21st), Old Colorado City (21st to 31st), and W. Colorado Ave (31st to city limits);
 - At least one but not more than three Board members who are owners or representatives of owners of commercial property in the Authority boundaries, with the goal of having one representative from each of the following areas within the Authority: Gateway (I-25/Colorado to 21st), Old Colorado City (21st to 31st), and W. Colorado Ave (31st to city limits); and
 - One “at large” Board member who may or may not qualify for any of the foregoing groups of characteristics.



BOARD VACANCIES

Board vacancies are filled in the following way:

- The Board shall by reasonable methods of its choosing solicit and accept submissions of interest for any existing or upcoming vacancy(ies);
- The Board shall, at a properly noticed public meeting of the Board, consider submissions of interest for any existing or upcoming vacancy(ies) and thereafter provide the City Council with one or more recommended nominees to fill the vacancy(ies), taking into account the qualifications thereof, the desired composition of the Board, the nominee's willingness to serve, and any other considerations in the Board's discretion;
- The City Council shall review the recommendation(s) and may require additional information from the Board or the nominee(s); and
- Thereafter, the City Council may appoint the nominee(s) to the Board.



DDA Creation Process

TIMELINE	PROCESS STEP
Summer 2024	<ul style="list-style-type: none">• City establishes DDA ordinance to send DDA to an election; Election set
Late Summer/Early Fall 2024	<ul style="list-style-type: none">• Outreach to stakeholders regarding ballot; education and information
Mid-October 2024	<ul style="list-style-type: none">• Ballots mailed out
November 5, 2024	<ul style="list-style-type: none">• DDA Election: Commercial Property Owners, Businesses, Residential Properties Owners and Residential Renters who live in the boundaries
Early 2025	<ul style="list-style-type: none">• Plan of Development approved• DDA begins operations



HOW WILL DDA ELECTION BE FUNDED?

- ~\$25K is the estimated cost of the election
- Some of the current contract funds will go towards those costs
- Individual fundraising is underway by OCCP, who fundraised for the initial contract
- Responsibility will be on OCCP to fund the election; first year DDA funds can be used to repay/cover election related costs



WHAT DOES THE DDA PLAN OF DEVELOPMENT INCLUDE?

While the primary areas of focus have been identified, the Plan of Development will put concrete details to the work of the DDA. The plan will include:

- Vision
- Goals
- Strategies, programs, projects
- Implementation plan
- Financing plan and budget

Work on the framework of the plan will continue throughout the summer and fall so that the plan is largely ready for approval post-election.



QUESTIONS AND DISCUSSION

Jamie Giellis

Centro, Inc.

Jamie@becentro.com

303-345-8285

