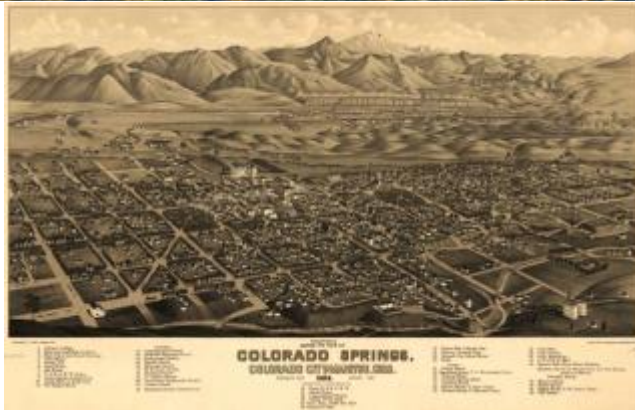


# An Era of a New Renaissance for Colorado Springs

Colorado Springs  
Colorado



A Joint Panel of the Urban Land Institute and the International Downtown Association

Advisory Services Panel

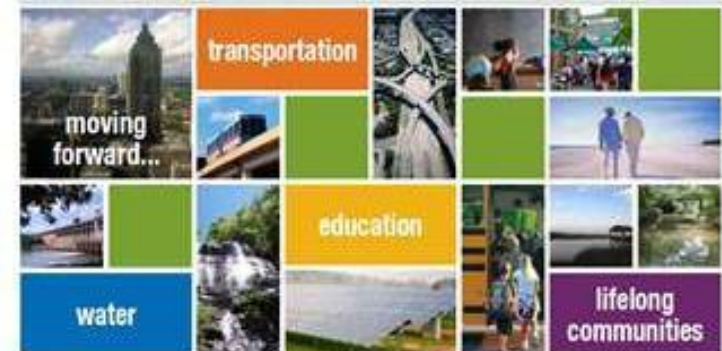
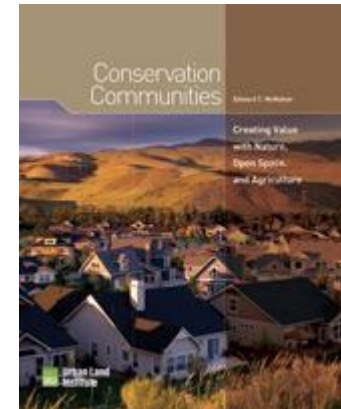
June 2012

**ULI** Urban Land Institute  
Advisory Services Program

**IDA** Inform. Influence. Inspire.  
International Downtown Association

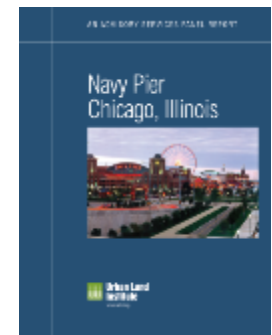
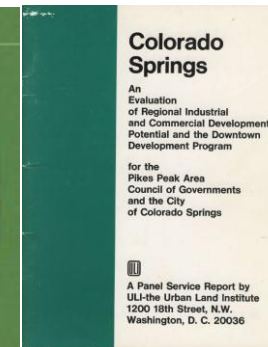
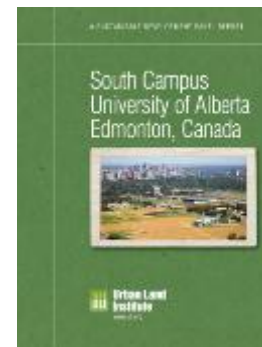
# About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conduct Advisory Services Panels



# The ULI Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



# International Downtown Association (IDA)

- The International Downtown Association is a champion for vital and livable urban centers and strives to inform, influence and inspire downtown leaders and advocates.
- Founded in 1954, the International Downtown Association has more than 600 members worldwide and is the guiding force in creating healthy and dynamic centers that anchor the well-being of towns, cities and regions of the world.
- IDA's Advisory Panels are a time-tested way to explore new ideas, solve difficult problems, and rally the board, staff and community around priority projects. Over the past five years, IDA has conducted more than 30 Advisory Panels.



Upcoming Events	Latest Downtown News	Downtown of the Month
 <p>September 21st-24th, 2012                      IDA 50th Annual Conference &amp; Tradeshow                      SAVE THE DATE                      Minneapolis, MN                      REGISTER NOW!</p>	<p><b>Cities Report Surge in Graffiti</b>                      New York Times                      Fresh blotches of graffiti decorate the beds of street signs here near the ocean.</p> <p><b>Miami's Urban Renaissance</b>                      Wallpaper*                      In the tourist shop windows of Miami Beach rows and rows of brightly coloured T-shirts proclaim...</p> <p><b>Kansas City Sues Over Plan to Move EPA Office to Suburbs</b>                      New York Times                      The city of Kansas City, Kan., went to federal court today to challenge...</p> <p><a href="#">Click for downtown newsletters...</a></p>	 <p><b>Mill Avenue District</b>                      Downtown Tempe Community                      Tempe, AZ</p>

# Sponsors

- Downtown Development Authority
- City of Colorado Springs
- El Paso County
- Nor'wood Development Group
- Griffis-Blessing
- Colorado Springs Utilities
- Pikes Peak Regional Building Department
- University of Colorado, Colorado Springs
- Colorado College
- Pikes Peak Community College
- The United States Olympic Committee
- The Convention and Visitors Bureau



## Sponsors

- Greater Colorado Springs Business Improvement District
- Colorado Springs Urban Renewal Authority
- The Greenway Fund
- Downtown Partnership
- Greater Colorado Springs Chamber and EDC
- Pikes Peak Community Foundation
- Council of Neighbors and Organizations (CONO)
- Colorado Springs Fine Arts Center
- HB&A Architects
- Downtown Residents Coalition
- Murphy Construction



The Greater Colorado Springs  
Chamber and EDC



# The Assignment

- Affect a downtown renaissance
- Help highlight and leverage assets
- Help mitigate challenges
- Identify the high-payoff actions, ideas and improvements in which to invest time and resources



# So..... Here We Are

- Our Assignment
- Our Vision
- Our Recommendations
- Our Panelists



# The Panel

## Chair

Hon. William H. Hudnut, III

## Panelists

Walt Bialas

Jim Cloar

David Gazek

Mike Higbee

Glenda Hood

Jan Minami

Ralph Nunez

Dave Stebbins



## Staff

Tom Eitler

Caroline Dietrich

David Downey

## Student Intern

Andrew Pattee

# Downtown Market Context

- Major employment center, anchored by government & public-service users.
- Private sector and non-profit groups are also key space users.
- Retail core is a diverse mix of boutiques and restaurants.
- Variety of high-quality cultural venues exist that serve the broader community.
- Downtown is vulnerable to changing economic conditions and competition.

# Economic Realities

- Expanding jobs in high-value sectors critical to a region's economic health.
- Region's economic engine is modest (employment totals just 250,000).
- Defense is key economic driver (36,000 military / 21,000 civilian jobs).
- Tourism also drives local economy (5.5 million visitors bring in \$1.2 billion in spending).
- 16,600 jobs added during boom – 15,000 jobs lost during recession.
- Minimal recent job gains – no sector stands out as economic driver.
- Defense makes region susceptible to spending cuts – limiting long-term growth.
- No sector can be forecasted to be the decisive growth engine going forward.
- Region's unique strengths may drive community development opportunities.

# Downtown Office Market

- Colorado Springs' CBD is modest in scale.
- Private sector office space totals 3.4 million SF (12% of the region).
- Class A space is less than 1.8 million SF.
- Net absorption totaled just 44,000 SF last year.
- Occupancy has been stable at around 90%.
- No meaningful recent demand (1Q12 net absorption negative-5,200 SF).
- Office demand outlook continued low.
- As downtown critical mass increases, new office development opportunities will emerge.



# Downtown Residential Market

- Significant single family housing options exist in the broader downtown area.
- Multi-family housing ranges from affordable rental flats to high-priced condos.
- Although number of multi-family units is modest, demand is high (occupancy is 96%).
- Average rental rate is around \$750/month (under \$1.00/SF).
- High demand has recently driven the strongest rent growth in the region (6.5%).



# Downtown Retail Market

- Diverse mix of shops and restaurants, with some higher-quality boutiques.
- Most shops are independents. Few national chains represented.
- Independents add character, but increase operational risk.
- Some retailers reportedly struggling. Long-term vacancies exist in prime locations.
- Retailers find it difficult to attract suburban customers due to greater shopping options.
- Appropriate retail and entertainment to serve residential base does not exist.



# Market Outlook

- Location & high quality-of-life contribute to positioning the region for future growth.
- Numerous sectors exist that could position the region to thrive.
  - Traditional / evolving defense sectors.
  - Health care.
  - Sports medicine.
  - Sports technology.
  - Higher education.
  - Green technology.
  - Tourism.
- Downtown leadership must proactively work to identify opportunities and ensure that they are “at the table” to advance downtown as the region’s “economic core”.

# Development Considerations

- Development must not overshoot demand to ensure near-term success and momentum.
- Housing is a critical in creating vitality.
- Pent-up demand may exist for 250-300 housing units in a variety of styles and price ranges.
- Rentals – Smaller units / lofts (\$800-\$1,200/month).
- For-sale – Flats / townhouses (\$180K-\$300K).
- The initial scale – projects of 50-75 units.
- As momentum is gained, project scale and pricing could be increased.
- Downtown residential – 3,000-4,000 units (6,000 units possible).
- Additional retail –100,000-150,000 SF over time.



# Opportunities and Challenges

## Big Picture

### Image

*Large American City, uncommon mountain setting of extraordinary beauty....  
...characterization as very conservative; may impact business development*

### Gateways

*Primary freeway access from Bijou and Cimarron...  
...few defining elements to celebrate sense of arrival; Visitor Center outside core*

### Common Purpose

*Pioneering, generous, giving spirit highly valued in the community ...  
...conservative approach to fiscal issues*

### Town and Gown

*Diversified and growing higher educational institutions...  
...limited engagement with Downtown*

### Assets

*Many “tent posts” of culture, commerce, open space and recreation...  
...little connection; need critical mass to support urban living, create sense of place*

# Opportunities and Challenges

## Infrastructure

### Roads

*Well developed and maintained road network...*

*...oversized widths, limited tree-scape and bike racks; not conducive to vibrant Downtown*

### Parking

*Over 10,000 public and private parking spaces...*

*...perceived as hard to find, unclean and unsafe*

### Assembled Parcels

*Tremendous supply of vacant land, available and ready for development...*

*...need clearer strategy to fill in the holes, create synergy and build community*

### Public Land

*Extensive public land holdings...*

*...need consensus on how to leverage opportunity to encourage, optimize development*

### Utilities

*Public ownership and control over water, sewer, gas and electric utilities...*

*...outdated infrastructure to meet the needs of future Downtown growth*

# Opportunities and Challenges

## Quality of Life

### **Multifamily Residential**

*Early adopters of multifamily living; opportunity to create vital residential community...  
...lack of basic amenities; need to manage conflicts as part of growing pains*

### **Workforce Housing**

*Concentration of workforce jobs...  
...lack of workforce housing*

### **Homelessness**

*Concern for needs of homeless, problems of loitering and panhandling...  
...Downtown concentration, visibility creates perception of fear and lack of safety*

### **Open Space and Trails**

*Extensive, well- funded necklace of urban parks and trails...  
...gaps, when filled, will provide an open space ring, 10K course around Downtown*

### **Development Tools**

*Wide range of legislative and regulatory tools to encourage, incentivize development...  
...largely untapped*

# Opportunities and Challenges

## Signature Attributes

### **Olympics**

*Only City in America to host headquarters of US Olympic Team, 40+ governing bodies...  
...haven't fully leveraged opportunities for Downtown presence, community engagement*

### **America the Beautiful**

*Major investment in this iconic, showcase park and opportunity to become Olympic Park...  
...isolated, difficult to access, enormous unmet potential as development centerpiece*

### **The Arts**

*Great strides with museums and public art...  
...emerging "underground" art scene that can also contribute to the vitality of Downtown*

### **Sustainability**

*Heightened awareness of the environment, respect for, enjoyment of nature...  
...limited green buildings, green infrastructure, initiatives, recycling*

### **Downtown Legacy**

*Rapidly expanding population and geographic area...  
...absence of tradition of Downtown as central core and community hub*

# Opportunities and Challenges

## *Getting It Done*

### **Vision**

*Plethora of plans, committees and volunteerism...*

*...lack priorities, focus, action regarding economic and real estate development*

### **Plans**

*Numerous governing documents...*

*...no mention of Downtown in 2012 Strategic Plan*

### **Governance**

*Strong Mayor City / City Council; opportunity for leadership, priority setting, focus...*

*...Partnerships, Bds, Districts, Authorities; responsibilities/accountability hard to track*

### **Mover and Shakers**

*History of accomplishment by small group of private sector leaders...*

*...strong, pent-up desire for greater inclusivity in discussion and decision-making*

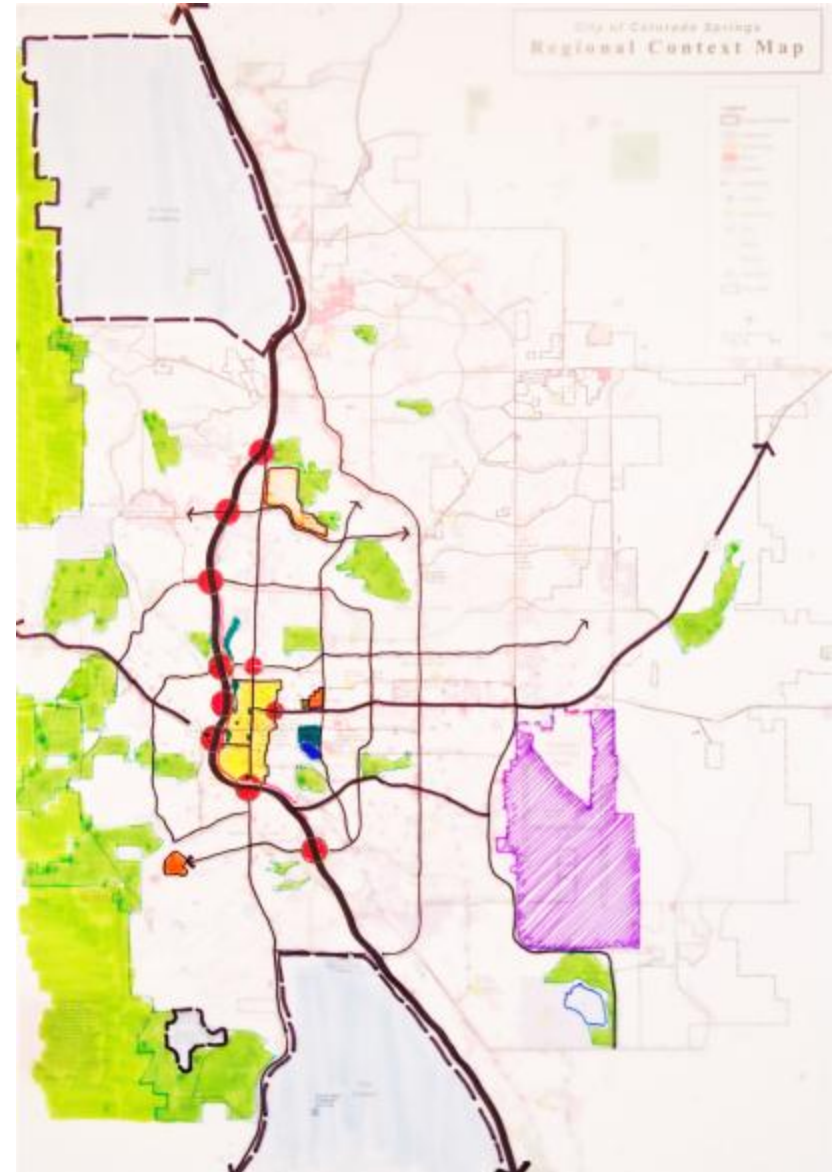
### **Champion**

*Significant community interest in and capability for Downtown development...*

*...need champion to build common ground and marshal resources to achieve goals*

# Regional Context

- Garden of the Gods
- Broadmoor
- University of Colorado-Colorado Springs
- C/S Airport
- I-25
- Ft. Carson, Air Force Academy
- World Arena & USA Hockey Complex



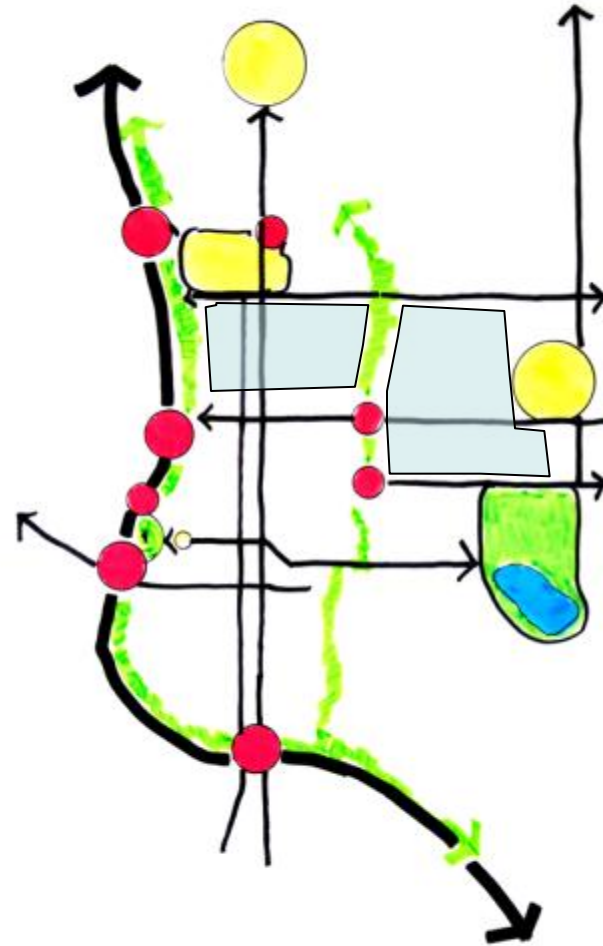
# Regional Context: The Mountains

- Unique
- Magnificent Vistas
- Easy Access for Recreation



# Near Downtown Context

- Colorado College
- USOC Training Center
- Memorial Park
- Stable residential neighborhoods





# Core Assets

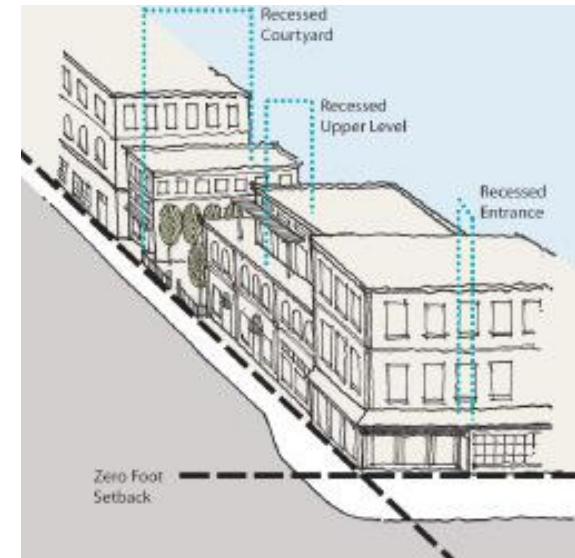
- Arts & Cultural facilities
  - Fine Arts Center
  - Pikes Peak Performing Arts Center
  - UCCS Gallery of Contemporary Art
  - Cottonwood Center for the arts
- Parks and Public spaces
  - America the Beautiful Park
  - Acacia Park
- Existing retail and restaurant district
  - Tejon Street



# Form-based Code

## Sets the Stage

- Focuses on forms not uses
- Creates urban fabric
- Encourages urban streetscape



# Urban Design Challenges

- Low Density
- Wide streets
- Gateways
- Connections
- Public realm
- Safety & security



# Placemaking

- Place Identity
- Focal point
- 24/7 activity
  - People !!



# Begin with the End in Mind

## Our Vision Statement:

“Colorado Springs, staying true to its pioneering spirit, creates a cohesive, vibrant, mixed-use center that embraces the region’s history, culture, natural assets to offer economic opportunity for its citizens”

*Colorado Springs ULI Advisory Services Panel - 2012*

# Vision – Support Themes

- Downtown as an Opportunity Center
- Downtown as place for the Young and Young Minded
- Downtown is Relevant to a Broader Market
- Colorado Springs & its Downtown reflects Wellness, Fitness, Health & Sport – ingrained in the community's DNA

# Development Directions

## Building Capacity

- Organize for Success
- Support for Programming
- Development Resources and Tools

# Development Directions

## Key Development Components

- Residential
- Business Development
- Attractions/Venues
- Public Realm



# From Direction to Programming

# Residential Development

	<u>Location</u>	<u>Timing</u>	<u>Community Benefit</u>	<u>Brief Description</u>
<b>Market Rate (81%- +)</b>				
Rental	C, SW,SE	S/M	ED, F, TR	mid-rise, focus on core
For-sale	C,SW,N	M	ED, F, TR	town homes & mid-rise
<b>Student Housing</b>	C,N	M	ED, E, TR	tie to ed. collaboration
<b>Affordable (30-80% AMI)</b>	C, SE	S/M	ED, TR , F	workforce housing
<b>Transitional Housing</b>	C, SW,SE	M	ED, F	address homeless need

## LEGEND

S/M/L = Short/Mid/Long Term  
 ED = economic development  
 SF = shared facilities  
 F = family oriented  
 V = visitor oriented  
 C&E = cultural & entertainment  
 E = education  
 TR = expands tax base

# Business Development

	<u>Location</u>	<u>Timing</u>	<u>Community Benefit</u>	<u>Brief Description</u>
<b>Retail</b>	C	S/M	ED, F, V, TR	in-fill & targeted uses
<b>Office</b>	C, SW	M	ED, TR	mid-size office users
<b>Incubator &amp; Co-work</b>	C, SE, N	S/M	ED, SF, E, TR	small business devel.
<b>Hospitality</b>	C, SW	M/L	ED,SF,V, TR	full service, 200 +rooms

**LEGEND**

ED = economic development  
 SF = shared facilities  
 F = family oriented  
 V = visitor oriented  
 C&E = cultural & entertainment  
 E = education  
 WFHS=wellness, fitness, health & sport  
 TR = expands tax base

# Cultural & Entertainment Village

<u>Development</u>	<u>Location</u>	<u>Timing</u>	<u>Community Benefit</u>	<u>Brief Description</u>
Create & Adopt C&E Village Strategy	SW	S	ED, Anchor C&E, ED, F, V,	mixed use "village"
Children's Museum	SW	M	SF, E	40K sf, 250K visitors
Olympics Museum/Hall of Fame	SW	M	C&E,V, F, SF, E	50-75K sf, 22K visitors,
Science Center	SW	M	C&E, F, V, ED, E	60K sf, aviation and technology oriented
Baseball Park/Outdoor	SW	S/M	C&E, ED, F, V, SF	12-14,000 seats for AAA & amateur use, multi-use facility for outdoor entertainment
Performance Center				
Conference Center	SW	L	ED, SF, V, E	lead w feasibility analysis
Supporting Mixed Use Development	SW	M/L	ED, SF, V,TR	residential, retail and other commercial

**LEGEND**

- ED = economic development
- SF = shared facilities
- F = family oriented
- V = visitor oriented
- C&E = cultural & entertainment
- E = education
- WFHS=wellness, fitness, health & sport
- TR = expands tax base

# Dallas Arts District



# Public Improvements & Amenities

	<u>Location</u>	<u>Timing</u>	<u>Community Benefit</u>	<u>Brief Description</u>
<b>Greenway Loop</b>	Dwtm	S/M	F, V, WFHS	fountain creek imp.,
<b>Gateways</b>	Dwtm	S/M	F, V, ED	identify and improve
<b>Connections</b>	Dwtm	S/M/L	F, V, WFHS	pedestrian and bike friendly
<b>Public Space &amp; Public Realm</b>	Dwtm	S/M/L	F, V, WFHS	parks and row

## LEGEND

ED = economic development

SF = shared facilities

F = family oriented

V = visitor oriented

C&E = cultural & entertainment

E = education

WFHS=wellness, fitness, health & sport

TR = expands tax base

# Development Resources

- Public Resources must be organized to assure quality development outcomes

## Potential Tools including:

- Publically owned land
- Tax Increment Financing
- Parking Enterprise as a Development Incentive
- Leverage other Public Enterprises to generate support development
- Form Based Code to create Flexible Development Program
- BID Programs and Technical Assistance
- Waiver of permits and fees

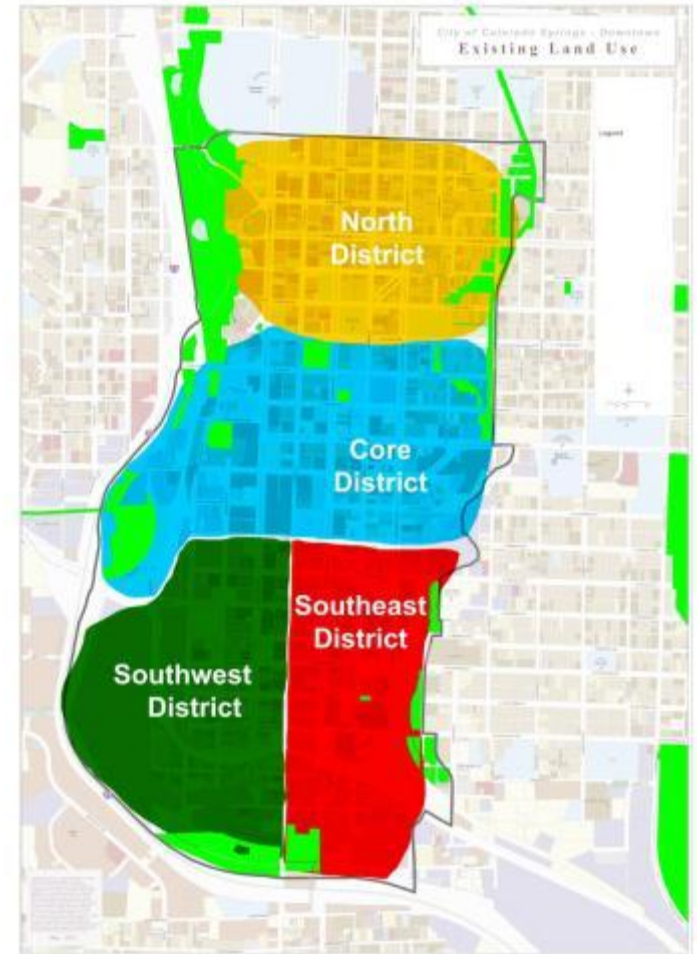
# Three Big Ideas

- There is significant opportunity and much to do.
- Short term there are three organizing elements, or big ideas that we would like to bring the forefront of this full agenda



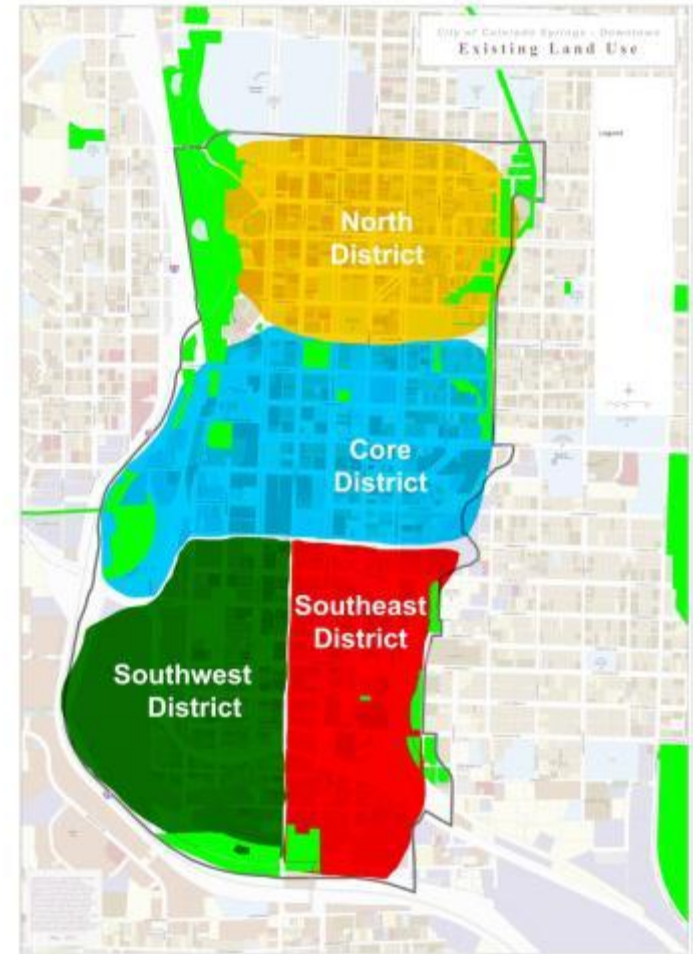
# Downtown Residential is an Essential Land Use

- Significant new residential ranging from transitional housing for the community's most needy to upscale housing bringing discretionary income and a demand for retail services will serve the community in a number of ways.
- Initial housing will likely require well thought out public-private partnerships.



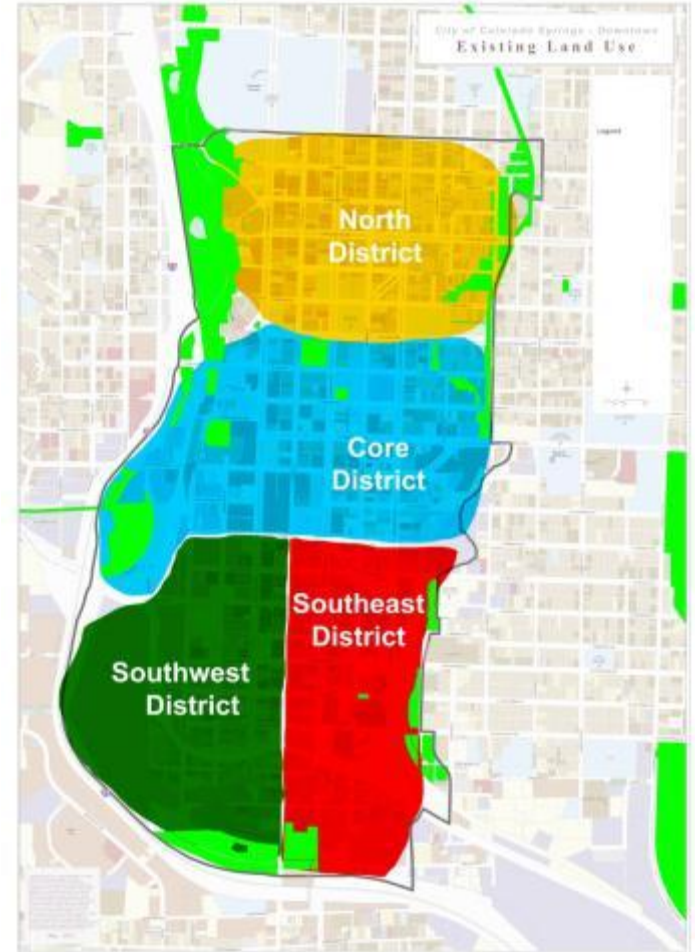
# Cultural & Entertainment Village

- Downtown is missing critical cultural and entertainment anchors.
- A location for new cultural, entertainment, and education venues if configured with forethought will help to create a critical mass of venues generating energy and momentum for additional downtown investment opportunities.



# Development Capacity

- As this community already knows, redeveloping, or put another way, repurposing downtown does not just happen.
- You must have enlightened private sector investors and developers willing to take risk, and a public sector with a clear agenda and well organized resources to carry out their role in the redevelopment process.

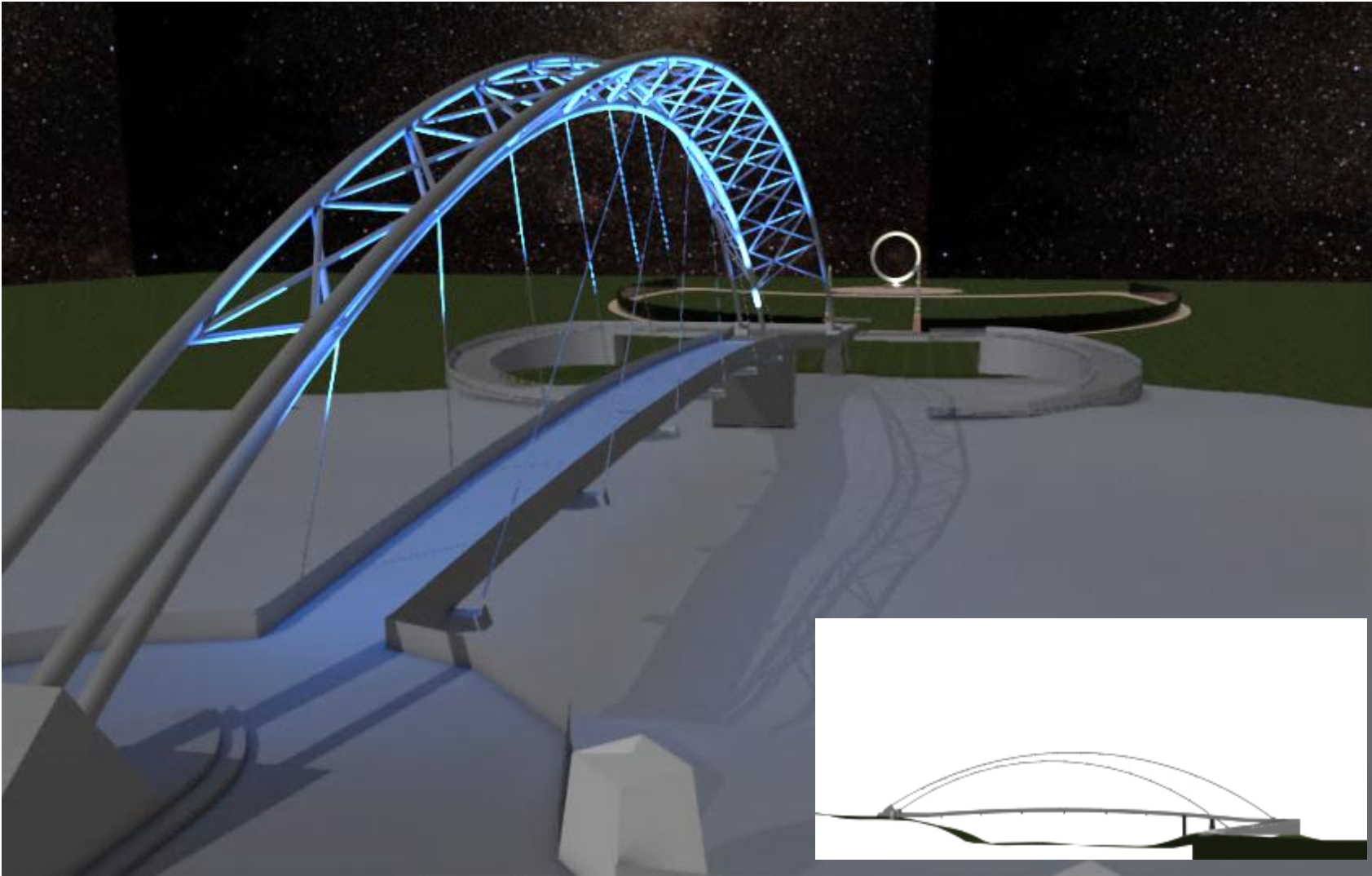




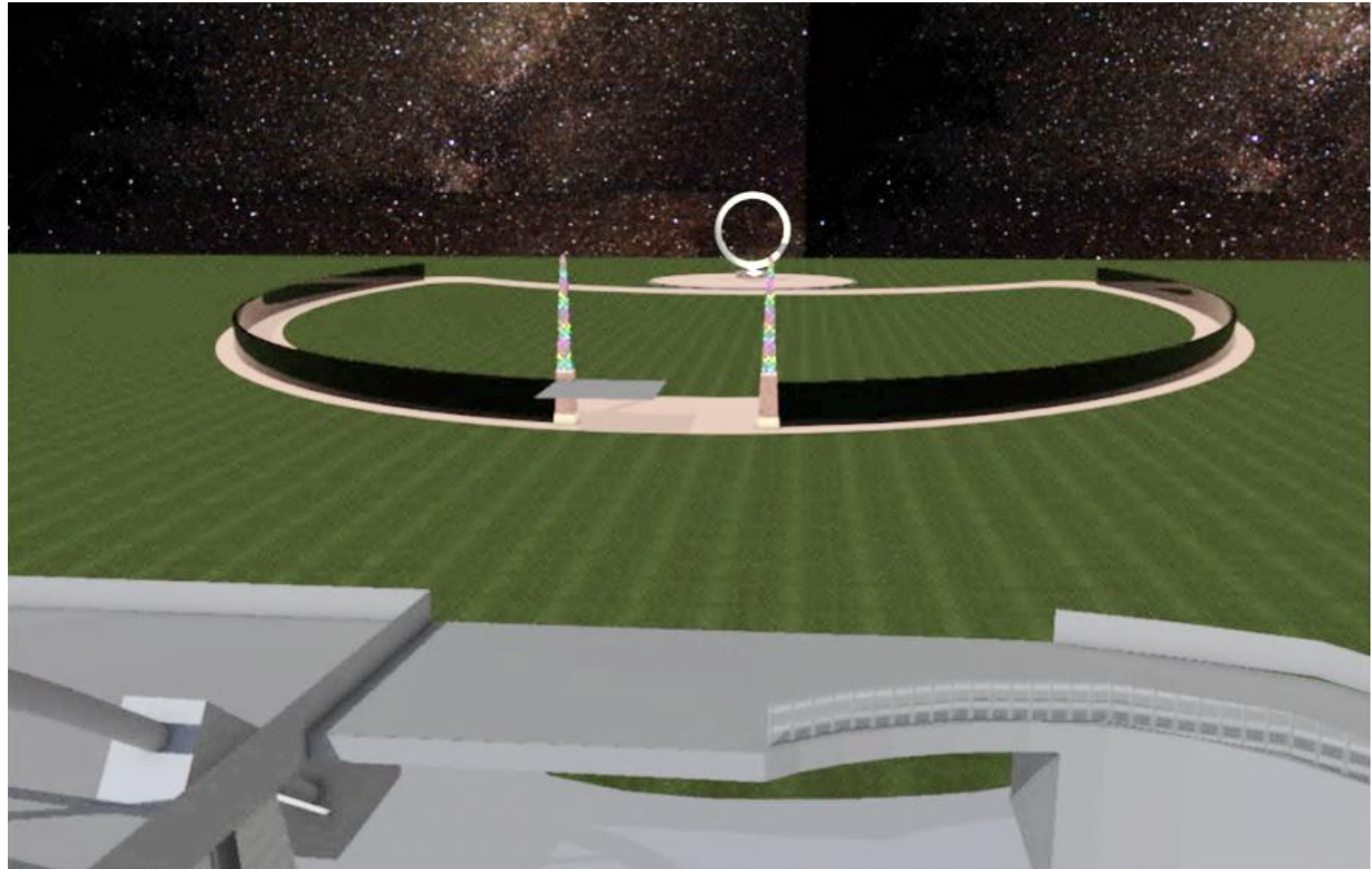
# Olympic Park



# Olympic Park

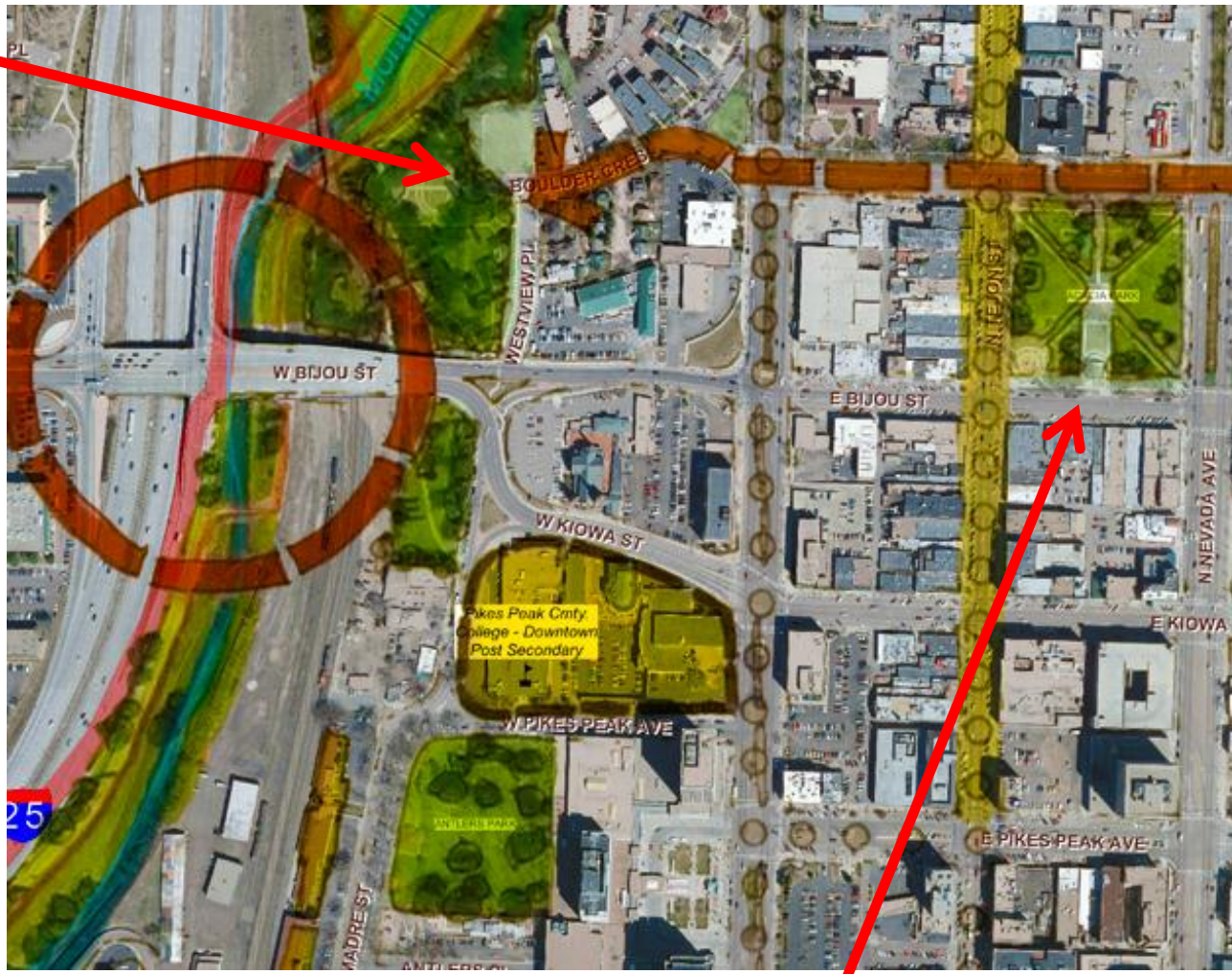


# Olympic Park



# Parks and Public Spaces

Monument Park



Acacia Park



# Streetscape Improvements



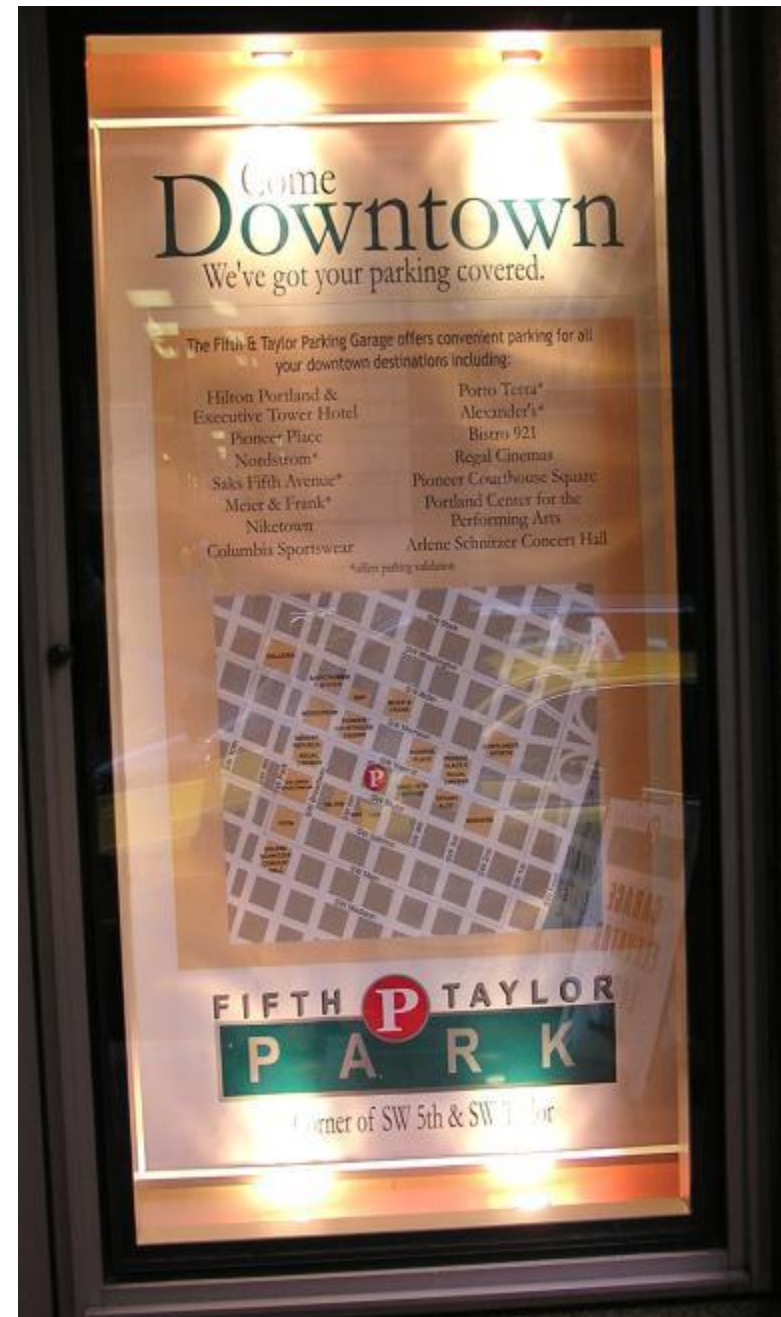
# Initial steps to success

- Public Safety
  - Homeless issues
  - Panhandling
  - Excessive noise and nuisance



# Initial steps to success

- Parking
  - Timed meters
  - Target marketing
  - Suggestions for the future



# Initial steps to success

- Activate Public Space
  - Acacia Park
  - Ambassadors
  - Fill the windows



# Initial steps to success

- Growing Business
  - Collecting business data
  - Championing business issues



# Initial steps to success

- Downtown Oversight
  - Organization
  - Message
  - Staff function
  - Board function



# Downtown Oversight

- Organizations
  - Downtown Partnership
  - Greater Colorado Springs Business improvement District
  - Downtown Development Authority
  - Community Ventures
  - Colorado Springs Urban Renewal Authority
  - Greater Colorado Springs Chamber and EDC
  - The Convention and Visitors Bureau

# Downtown Oversight

- Consistent Message
  - Led by Downtown Partnership
  - Include Colleges
  - Schedule Message Summit
  - Media Briefing Book
  - Public event to Launch message



# Downtown Oversight

- Staff function
  - Align staff with work functions
  - Effective executive management
  - Staff support for all boards and committees
  - Staff evaluations

# Downtown Oversight

- Board function
  - Job descriptions
  - Represent members and rate payers
  - Need appropriate skills sets and time commitment

# Downtown Oversight

- Assessing Relationships
  - Understand functions and responsibilities
  - Measure performance
  - Establish ground floor offices

# Downtown Oversight

We recommend that the Downtown Solutions Team take on the responsibility of overseeing this process and spearheading its implementation.

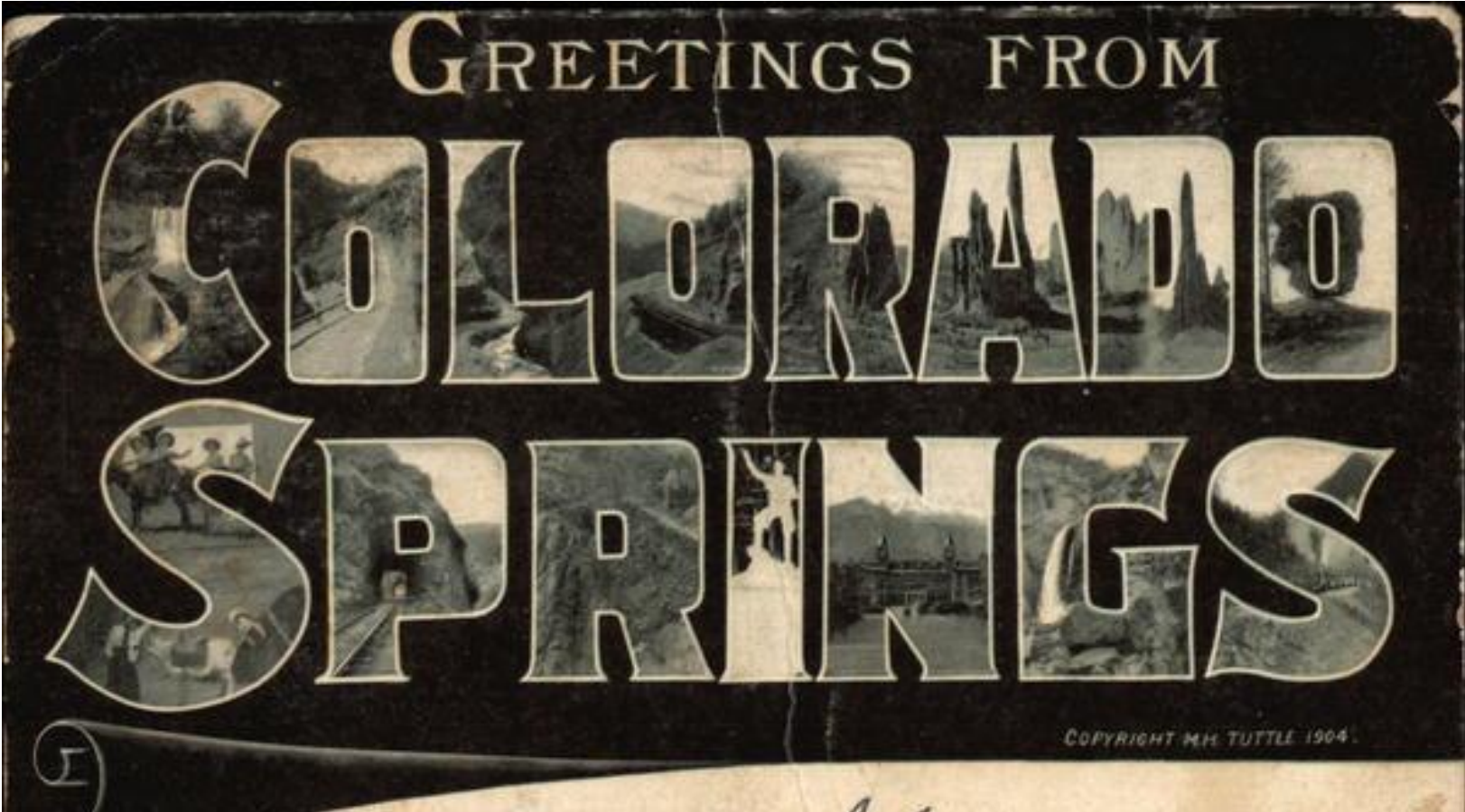
# Seize the Moment



# IT IS TIME.....

- Leadership
- Understanding
- Streamline
- Collaborate
- Communicate





# An Era of a New Renaissance for Colorado Springs

