

# Video

## Advisory Services Presentation: Colorado Springs, CO

Date: March 27, 2025

00:00:14 --> 00:00:15: Good morning, everyone.

00:00:15 --> 00:00:18: It's an absolute honor to welcome you all to this

00:00:18 --> 00:00:21: pivotal moment for the future of the North Nevada Corridor.

00:00:21 --> 00:00:24: This week has been a remarkable journey with the Urban

00:00:24 --> 00:00:28: Land Institute, engaging with hundreds of community

00:00:28 --> 00:00:31: stakeholders, each of you playing a role in shaping the

00:00:31 --> 00:00:33: vision of what's ahead.

00:00:34 --> 00:00:37: Today we are not just talking about redevelopment, but we

00:00:37 --> 00:00:39: are continuing a vision that began 2 decades ago.

00:00:40 --> 00:00:43: It was a visionary leaders like Stephanie Finley Fortune who

00:00:43 --> 00:00:46: saw the potential for this corridor to become a thriving

00:00:46 --> 00:00:47: gateway to our city.

00:00:47 --> 00:00:51: Stephanie championed this project long before many others

00:00:52 --> 00:00:54: did, advocating

00:00:55 --> 00:00:58: for fiercely for a better, more connected community.

00:00:59 --> 00:01:02: Though she lost her battle with leukemia on June 13th,

00:01:02 --> 00:01:03: 2023, her passion and dedication lived on in the work

00:01:03 --> 00:01:06: we do today.

00:01:06 --> 00:01:08: This moment is this testament to her vision, and we

00:01:09 --> 00:01:13: proudly carry it forward in her honor.

00:01:13 --> 00:01:13: This redevelopment is about more than buildings and

00:01:14 --> 00:01:18: infrastructure, it's

00:01:18 --> 00:01:19: about people.

00:01:20 --> 00:01:23: It's about creating a space that fosters opportunity, growth,

00:01:23 --> 00:01:26: and

00:01:26 --> 00:01:27: inclusivity.

00:01:27 --> 00:01:30: And none of this would be possible without the incredible

00:01:30 --> 00:01:33: partners and sponsors who have dedicated the past year to

00:01:33 --> 00:01:36: making this a reality.

00:01:27 --> 00:01:30: Today, I want to extend a heartfelt thank you to  
00:01:30 --> 00:01:35: the North Nevada Corridor Redevelopment Committee  
comprised of UCCS, the  
00:01:35 --> 00:01:39: Urban Renewal Authority, the City of Colorado Springs, Co  
Springs  
00:01:39 --> 00:01:42: Utilities, and the Chamber EDC.  
00:01:43 --> 00:01:45: Can all of you that worked on this please stand.  
00:01:55 --> 00:01:58: The leadership, investment, and belief in this vision have  
brought  
00:01:58 --> 00:02:00: us to this moment and we are deeply grateful for  
00:02:00 --> 00:02:01: your commitment.  
00:02:02 --> 00:02:05: I'd be remiss if I did not introduce two of  
00:02:05 --> 00:02:09: the strongest forces that the committee, this ULI team and  
00:02:09 --> 00:02:13: myself could not have done without the work from Jen  
00:02:13 --> 00:02:15: Ferda at UCS and Ledmer Acre.  
00:02:15 --> 00:02:16: Can you please stand?  
00:02:23 --> 00:02:25: They were definitely our kryptonite.  
00:02:27 --> 00:02:30: Your voices matter, your ideas matter, and together we will  
00:02:30 --> 00:02:32: build something extraordinary.  
00:02:33 --> 00:02:35: At the end of this presentation, we will take some  
00:02:35 --> 00:02:36: time for questions.  
00:02:36 --> 00:02:39: You might have received a card when you checked in  
00:02:39 --> 00:02:41: at the door, or we can pass one out.  
00:02:41 --> 00:02:43: If you would like a card, just raise your hand  
00:02:43 --> 00:02:44: and someone will bring one to you and we will  
00:02:45 --> 00:02:46: collect them at the end of this presentation.  
00:02:48 --> 00:02:50: Now, I am proud to introduce a leader who understands  
00:02:50 --> 00:02:52: the balance of progress and preservation.  
00:02:52 --> 00:02:56: Rodney Milton joins us today as the Executive Director of  
00:02:56 --> 00:02:59: ULI Colorado, bringing with him a wealth of experience from  
00:02:59 --> 00:03:02: the city of Atlanta, where he spent nearly a decade  
00:03:02 --> 00:03:07: revitalizing neighborhoods while ensuring communities could  
grow without displacement.  
00:03:08 --> 00:03:12: As Assistant Director of the Neighborhood Revitalization, he  
played a  
00:03:12 --> 00:03:15: key role in remaining areas like Fort McPherson and the  
00:03:16 --> 00:03:19: former Turner Field, and his experience is both placemaking  
and  
00:03:19 --> 00:03:20: place keeping.  
00:03:21 --> 00:03:23: We will be in.  
00:03:23 --> 00:03:26: He will be invaluable as we shape the future of  
00:03:26 --> 00:03:26: North Nevada.  
00:03:26 --> 00:03:29: So, Rodney, the floor is yours.

00:03:36 --> 00:03:38: Good morning, everyone.

00:03:38 --> 00:03:40: As I had mentioned, I'm Rodney Milton.

00:03:40 --> 00:03:43: I'm the Executive Director of ULI Colorado.

00:03:43 --> 00:03:47: And I interrupt this programming for a commercial break.

00:03:48 --> 00:03:52: So ULI is an organization whose members shape cities and

00:03:52 --> 00:03:56: create places and that work is so critical and important

00:03:56 --> 00:03:58: that we need to collaborate.

00:03:58 --> 00:04:02: We need to create opportunities like this advisory services

00:04:02 --> 00:04:05: panel

00:04:05 --> 00:04:10: to address the issues that we all collectively face.

00:04:10 --> 00:04:14: Now, ULI Colorado is the District Council that we represent

00:04:14 --> 00:04:17: and I've got about 1400 members here locally.

00:04:17 --> 00:04:18: We have a local chapter that's led by Jariah Walker

00:04:18 --> 00:04:19: and John Olson.

00:04:19 --> 00:04:22: And we do a lot of programming similar to this

00:04:22 --> 00:04:24: work for all of Colorado.

00:04:24 --> 00:04:27: And so for Colorado Swing specifically, I don't know if

00:04:27 --> 00:04:30: many of you might have been there last month.

00:04:30 --> 00:04:32: We were here for our emerging trends event.

00:04:32 --> 00:04:36: That's where we bring market expertise and local

00:04:36 --> 00:04:41: professionals to

00:04:41 --> 00:04:44: highlight best practices and understand catalytic projects

00:04:44 --> 00:04:45: within your community.

00:04:45 --> 00:04:47: So we will be instrumental when it comes.

00:04:47 --> 00:04:51: This is the framework portion.

00:04:51 --> 00:04:53: But when we start talking about implementation, ULI

00:04:53 --> 00:04:55: Colorado would

00:04:55 --> 00:04:59: be a guide for that.

00:04:59 --> 00:05:04: And so we have similar programs like this.

00:05:04 --> 00:05:07: Our technical advisory panel was the way that we support

00:05:07 --> 00:05:09: local jurisdictions and helping them solve sticky situations.

00:05:09 --> 00:05:10: And so I want to make sure that you recognize

00:05:10 --> 00:05:12: that we are here for you, that we are part

00:05:12 --> 00:05:13: of this community.

00:05:13 --> 00:05:14: We will be here as is as you go through

00:05:14 --> 00:05:18: your implementation.

00:05:18 --> 00:05:22: And then finally, ULI, the larger ULI with 47,000 members

00:05:22 --> 00:05:24: host two major events each year, their fall meeting and

00:05:24 --> 00:05:27: their spring meeting.

00:05:27 --> 00:05:28: Last year's spring meeting was in New York City.

00:05:28 --> 00:05:30: The year prior was in Toronto.

00:05:30 --> 00:05:34: This year for spring meeting, which is occurring May 12th

00:05:34 --> 00:05:36: through the 14th, will be in Denver.

00:05:36 --> 00:05:40: We'll have lots of presents here in Colorado Springs.

00:05:40 --> 00:05:42: So I believe there will be tours, but I would

00:05:42 --> 00:05:44: encourage you to get involved in that meeting.

00:05:44 --> 00:05:48: You're talking about 5000, 1000 professionals across the world looking

00:05:48 --> 00:05:51: at ways to understand what's happening both in Colorado Springs,

00:05:51 --> 00:05:54: throughout the Front Range, and our beautiful state.

00:05:55 --> 00:05:58: So with that, I'd like to offer an opportunity to

00:05:58 --> 00:06:02: introduce the Honorable Glenda Hood, who served as a Chair

00:06:02 --> 00:06:05: of our Advisory Services Panel and will guide us through

00:06:05 --> 00:06:07: our program this morning.

00:06:07 --> 00:06:08: Linda.

00:06:16 --> 00:06:18: Thank you very much, Rodney.

00:06:18 --> 00:06:20: And I just like to say welcome to all of

00:06:20 --> 00:06:20: you.

00:06:20 --> 00:06:23: And our panel is very pleased to be here this

00:06:23 --> 00:06:27: morning to and to give you the conclusions and recommendations

00:06:27 --> 00:06:29: that we've been working on all week.

00:06:29 --> 00:06:33: Rodney talked about the Urban Land Institute and one of

00:06:33 --> 00:06:37: the programs of the Urban Land Institute is Advisory Services,

00:06:37 --> 00:06:39: and that's what we represent.

00:06:39 --> 00:06:43: And advisory services is invited into a community to address

00:06:43 --> 00:06:47: specific land use or real estate or economic development or

00:06:47 --> 00:06:48: similar issues.

00:06:49 --> 00:06:52: We select panel members based on their knowledge of the

00:06:52 --> 00:06:56: panel topic and they volunteer their time for the week

00:06:56 --> 00:06:57: that they're here.

00:06:58 --> 00:07:03: We provide unbiased advice to the community, to the sponsor

00:07:03 --> 00:07:07: group and the process is quite interesting.

00:07:07 --> 00:07:11: We have briefings prior to arriving on site.

00:07:11 --> 00:07:13: We have on site briefings, we do tours.

00:07:13 --> 00:07:16: And of course many of you were involved in our

00:07:16 --> 00:07:18: stakeholder interviews on Tuesday.

00:07:19 --> 00:07:24: And then we also have several days of deliberations among

00:07:24 --> 00:07:28: the panel so that we can on Friday morning present

00:07:28 --> 00:07:31: to in an oral form our conclusions.

00:07:32 --> 00:07:35: And then later, the final report will be provided to

00:07:36 --> 00:07:37: the sponsor team.

00:07:38 --> 00:07:42: I want to thank all of the sponsors for the  
00:07:42 --> 00:07:45: hospitality that you've shown us this week.  
00:07:45 --> 00:07:48: Lynette went through all the names, but we were very  
00:07:48 --> 00:07:51: pleased to be able to meet with and get to  
00:07:51 --> 00:07:52: know all of you.  
00:07:52 --> 00:07:56: And also you prepared us well prior to our arrival  
00:07:56 --> 00:07:58: here in Colorado Springs.  
00:08:01 --> 00:08:03: I also want to thank all of you who did  
00:08:03 --> 00:08:05: participate in the interviews on Tuesday.  
00:08:05 --> 00:08:08: You know, that's a critical time because we can really  
00:08:09 --> 00:08:12: get some candid ideas and thoughts about the study area  
00:08:12 --> 00:08:14: that we've been asked to look at.  
00:08:14 --> 00:08:18: And we interviewed nearly 100 people here in the  
community,  
00:08:18 --> 00:08:23: elected and government officials and community leaders and  
volunteers, education  
00:08:23 --> 00:08:25: leaders, business owners and developers.  
00:08:26 --> 00:08:29: So thank you all for participating in that.  
00:08:29 --> 00:08:33: I'd also like to say that our panel has just  
00:08:33 --> 00:08:39: been expert and dynamic in all the conversations this week.  
00:08:39 --> 00:08:41: And I'm not going to introduce them to you individually,  
00:08:41 --> 00:08:44: but when they come up for their presentation, they're going  
00:08:44 --> 00:08:47: to introduce themselves to you so you'll get to know  
00:08:47 --> 00:08:47: them.  
00:08:50 --> 00:08:50: The study area.  
00:08:50 --> 00:08:52: What were we asked to do?  
00:08:53 --> 00:08:57: We were asked to offer recommendations to facilitate the  
redevelopment  
00:08:57 --> 00:09:01: and revitalization of the North Nevada Corridor from the north  
00:09:01 --> 00:09:04: edge of the old North End neighborhood to the South,  
00:09:04 --> 00:09:05: Austin Bluffs Ave.  
00:09:05 --> 00:09:08: to the north, the railroad right of way to the  
00:09:08 --> 00:09:12: east in the Monument Creek watershed to the West, as  
00:09:12 --> 00:09:15: well as looking at surrounding areas of influence.  
00:09:20 --> 00:09:22: I think what the panel has realized is that Colorado  
00:09:23 --> 00:09:27: Springs just enjoys the extraordinary natural beauty of this  
mountain  
00:09:27 --> 00:09:27: setting.  
00:09:27 --> 00:09:31: It's a place where you as residents want to call  
00:09:31 --> 00:09:35: home and visitors want to regularly be attracted here and  
00:09:35 --> 00:09:35: and visit.  
00:09:36 --> 00:09:39: And the panel has observed the rich history of generosity  
00:09:39 --> 00:09:42: and proud spirit of the city, which is evident in

00:09:42 --> 00:09:44: all that's been accomplished here.

00:09:45 --> 00:09:48: The US Olympic Committee presence in the new venue editions

00:09:49 --> 00:09:53: through the City of Champions initiative represent successful outcomes which

00:09:53 --> 00:09:57: have been brought about through the collaborative efforts that we

00:09:57 --> 00:10:01: see between the public and private sector and philanthropy, and

00:10:01 --> 00:10:04: all within a highly conservative attitude on fiscal matters.

00:10:05 --> 00:10:10: The many military installations here, including the Air Force Academy,

00:10:10 --> 00:10:14: is a significant and distinguishing factor for Colorado Springs as

00:10:14 --> 00:10:15: well.

00:10:15 --> 00:10:18: As you know, you have much to celebrate and you're

00:10:18 --> 00:10:21: now at a juncture we believe in the community to

00:10:21 --> 00:10:24: determine what you want your city to be in the

00:10:24 --> 00:10:26: future and how you want to be known.

00:10:28 --> 00:10:31: Our panel has made some observations that we want to

00:10:31 --> 00:10:31: share with you.

00:10:32 --> 00:10:36: We've observed that you enjoy a plethora of plans and

00:10:36 --> 00:10:41: committees and organizations that do didn't know I was going

00:10:41 --> 00:10:44: to get laughter on that one, but that do very

00:10:44 --> 00:10:45: important work.

00:10:45 --> 00:10:49: But we also observe that there has often been difficulty

00:10:49 --> 00:10:53: in finding what the real priorities are or to be

00:10:53 --> 00:10:57: able to focus or the ability to act quickly among

00:10:57 --> 00:11:01: the leadership because of that plethora of organizations.

00:11:01 --> 00:11:06: And then with the many partnerships, boards, districts and authorities,

00:11:06 --> 00:11:11: the Division of Responsibility and accountability remains difficult to determine.

00:11:13 --> 00:11:16: Well, the North Avenue, the North Nevada Ave.

00:11:16 --> 00:11:19: corridor, which as we all know is once part of

00:11:19 --> 00:11:23: the county, now has the opportunity to bring city standards

00:11:23 --> 00:11:23: to the area.

00:11:24 --> 00:11:27: And to do so, the area will need a focus

00:11:27 --> 00:11:32: strategy to create synergy, to generate economic development and to

00:11:32 --> 00:11:33: build true community.

00:11:34 --> 00:11:38: There should be a clear concept of community expectations and

00:11:38 --> 00:11:42: thorough guide for transition to meet the goals for economic development and community development at the local level.

00:11:42 --> 00:11:45:

00:11:47 --> 00:11:51: The panel recommends a community based, proactive and thoughtful planning

00:11:51 --> 00:11:55: approach to establish the best direction for redevelopment in this

00:11:56 --> 00:11:56: area.

00:11:56 --> 00:12:01: Leadership and stakeholders must be able to understand what their

00:12:01 --> 00:12:05: role is in bringing strength to the engagement process.

00:12:05 --> 00:12:10: Those leaders and stakeholders from government, business and the civic

00:12:10 --> 00:12:14: sectors and the need for partnerships and collaborations will continue.

00:12:14 --> 00:12:18: Those must happen across the board to ensure strategically focused

00:12:18 --> 00:12:21: decision making in the community.

00:12:22 --> 00:12:26: The panel believes that success will be achieved if you

00:12:26 --> 00:12:30: put in place a singular champion and we recommend that

00:12:30 --> 00:12:35: that sole responsibility and accountability should reside in a new

00:12:35 --> 00:12:36: entity.

00:12:36 --> 00:12:41: The champion represented by the establishment of a new redevelopment

00:12:41 --> 00:12:45: corporation where their only task is to look at this

00:12:45 --> 00:12:50: corridor and deal with the needs and make the decisions

00:12:50 --> 00:12:51: on a day-to-day basis.

00:12:52 --> 00:12:55: So you'll hear more about this later in the report,

00:12:55 --> 00:12:59: but right now let's look forward 1020, thirty years.

00:13:00 --> 00:13:02: Let's go back to the future, if you will, and

00:13:02 --> 00:13:04: imagine what N Nevada Ave.

00:13:04 --> 00:13:08: can be over the coming decades for this area to

00:13:08 --> 00:13:13: really capitalize upon the assets that you have here and

00:13:13 --> 00:13:17: to create a neighborhood which both grows new aspects of

00:13:18 --> 00:13:22: and supports the existing economy of Colorado Springs.

00:13:22 --> 00:13:27: The panel recommends the North Nevada Corridor redevelopment focus upon

00:13:27 --> 00:13:33: specific drivers toward that transformation, and these drivers should contribute

00:13:33 --> 00:13:37: to overcoming the existing barriers that we see of ownership,

00:13:37 --> 00:13:39: leadership and resources.

00:13:40 --> 00:13:42: To piece this N Nevada Ave.

00:13:42 --> 00:13:46: area into the fabric of Colorado Springs and to complement

00:13:46 --> 00:13:50: the work that's already transpired in the downtown and on

00:13:50 --> 00:13:55: the UCCS campus, the panel recommends that you transform this

00:13:55 --> 00:14:01: corridor into a thriving, diverse, sustainable, innovation neighborhood that is

00:14:01 --> 00:14:03: authentic to Colorado Springs.

00:14:04 --> 00:14:08: A neighborhood, if you will, rooted in aerospace and defense,

00:14:08 --> 00:14:12: health and sports, tech and climate, security and resilience.

00:14:12 --> 00:14:16: Expanded opportunities should be created, along with a sense of

00:14:16 --> 00:14:18: place for talent and growth.

00:14:19 --> 00:14:20: The whoops.

00:14:23 --> 00:14:27: The panel recommends maintaining balance between old and new.

00:14:29 --> 00:14:33: They recommend that we connect the uses in the area

00:14:33 --> 00:14:39: to the reimagined community, to education, to economic development and

00:14:39 --> 00:14:42: workforce development opportunities.

00:14:42 --> 00:14:45: You're going to hear from our panelists around the following

00:14:46 --> 00:14:49: opportunity sectors, as we call them, which build upon much

00:14:49 --> 00:14:52: of the work, again, that's already been completed in the

00:14:52 --> 00:14:52: community.

00:14:53 --> 00:14:56: And in addition, we want you to recognize the potential

00:14:56 --> 00:14:59: for overlap among these opportunities sectors.

00:15:02 --> 00:15:07: Create R&D tech hub for cyber engineering, aerospace and defense.

00:15:07 --> 00:15:12: Focus on health and Wellness through medical research, hospital partnerships

00:15:12 --> 00:15:14: and a connection between medical and industry.

00:15:15 --> 00:15:20: Sports Performance tech with a collaborative business center, Olympic facilities

00:15:21 --> 00:15:25: and youth sports programs, and develop an active innovation neighborhood

00:15:26 --> 00:15:31: providing housing affordability, supportive amenities and spaces for arts and

00:15:31 --> 00:15:32: entertainment.

00:15:33 --> 00:15:37: The panel wants you to think differently, to think of

00:15:37 --> 00:15:41: the North Nevada corridor not as merely a connection in

00:15:41 --> 00:15:44: your community, but as a definable and valuable space.

00:15:45 --> 00:15:47: Again, think of it as a neighborhood.

00:15:48 --> 00:15:52: The panel aspires for these recommendations to reinforce the demonstrated

00:15:52 --> 00:15:57: capability and accomplishments through past planning within the corridor.

00:15:57 --> 00:16:01: We want to give you a renewed vision and the



00:16:01 --> 00:16:04: unrestrained encouragement to move forward.

00:16:05 --> 00:16:09: You're going to hear presentations from our panelists under the

00:16:09 --> 00:16:15: headings of current market conditions, the development program including infrastructure

00:16:15 --> 00:16:20: and utilities, housing and transportation design catalyst sites, the connection

00:16:20 --> 00:16:23: to Monument Creek and finally implementation.

00:16:23 --> 00:16:24: So let's get started.

00:16:25 --> 00:16:27: And 1st, I'm going to turn it over to David

00:16:27 --> 00:16:28: Greenfelder.

00:16:32 --> 00:16:32: Thank you.

00:16:40 --> 00:16:42: So good morning everyone.

00:16:42 --> 00:16:43: My name is David Greensfelder.

00:16:43 --> 00:16:47: I'm the founder and managing principal of Greensfelder Real Estate

00:16:47 --> 00:16:47: Strategy.

00:16:47 --> 00:16:51: We work on place based plans across the country very

00:16:51 --> 00:16:52: similar to this.

00:16:52 --> 00:16:54: And thank you Glenda for your comments.

00:16:54 --> 00:16:57: I'd like to key in on a few things that

00:16:57 --> 00:17:03: are really needed to function, needed for an innovation district,

00:17:03 --> 00:17:06: innovation neighborhood to function well.

00:17:07 --> 00:17:10: The first is proximity to a university, the second is

00:17:11 --> 00:17:15: an environment in which knowledge workers want to live, and

00:17:15 --> 00:17:19: the third is an abundant supply of those knowledge workers

00:17:19 --> 00:17:20: themselves.

00:17:26 --> 00:17:29: Colorado Springs is a diverse community with some enviable demographic

00:17:30 --> 00:17:30: attributes.

00:17:30 --> 00:17:34: For example, the community has seen 25% population growth in

00:17:34 --> 00:17:36: just the past 15 years.

00:17:36 --> 00:17:39: Housing permit activity reflects this growth.

00:17:40 --> 00:17:43: The cost of living in Colorado Springs is considered more

00:17:43 --> 00:17:45: reasonable than in nearby Denver.

00:17:45 --> 00:17:49: 44% of your population has ABA degree or above.

00:17:50 --> 00:17:54: This metric correlates with income, but also with the sort

00:17:54 --> 00:17:57: of worker that will be in demand in the study

00:17:57 --> 00:17:57: area.

00:17:57 --> 00:18:01: As envisioned, While military makes up only 6 1/2% of

00:18:01 --> 00:18:06: the region's workforce, the employment impact is significantly greater when

00:18:07 --> 00:18:11: military and defense adjacent jobs and industries are considered.

00:18:12 --> 00:18:15: Overall, El Paso County is at what economists consider to

00:18:15 --> 00:18:19: be full employment with less than 5% unemployment rate, perhaps

00:18:19 --> 00:18:23: reflecting people moving to where the cost of living is

00:18:23 --> 00:18:24: more manageable.

00:18:24 --> 00:18:28: Both household and per capita incomes are lower than in

00:18:28 --> 00:18:32: the Colorado, the state of Colorado as a whole.

00:18:34 --> 00:18:37: When thinking about how a neighborhood might be programmed, it's

00:18:37 --> 00:18:39: important to look at the region's economy.

00:18:40 --> 00:18:45: The Colorado Springs economy is distinct for many reasons, including

00:18:45 --> 00:18:50: it's to fix diverse mix of industries to which Glenda

00:18:50 --> 00:18:51: alluded.

00:18:51 --> 00:18:57: Military employs approximately 36,000 persons across 5 installations, yet it

00:18:57 --> 00:19:02: creates many, many more military and defence adjacent jobs.

00:19:03 --> 00:19:08: In addition, defence, aerospace, tourism here is a huge economic

00:19:08 --> 00:19:08: driver.

00:19:09 --> 00:19:13: The healthcare industry is represented by two major health systems,

00:19:13 --> 00:19:17: Technology is an increasingly important part of the local economy.

00:19:17 --> 00:19:21: Organized sports is a true differentiator for your community.

00:19:21 --> 00:19:26: And finally, higher education is a key economic driver and

00:19:26 --> 00:19:30: will be a key driver of this innovation neighborhood.

00:19:32 --> 00:19:36: An opportunity like an innovation neighborhood to which Glenda alluded

00:19:36 --> 00:19:39: means that economic drivers need to align with place.

00:19:40 --> 00:19:44: I want to highlight this intersection of interest not only

00:19:44 --> 00:19:48: because of the economic opportunity that it represents, but also

00:19:48 --> 00:19:52: because of the opportunity to rethink the study area, not

00:19:52 --> 00:19:55: just as an area that one transits through or is

00:19:55 --> 00:19:58: a blighted zone with undesirable uses, but as a place

00:19:58 --> 00:19:59: in its own right.

00:20:00 --> 00:20:03: That has the potential to be an important, vibrant and

00:20:03 --> 00:20:07: resilient part of the Colorado Springs ecosystem.

00:20:07 --> 00:20:09: The study area has many strengths.

00:20:09 --> 00:20:14: Located together in the right geographic part of Colorado Springs.

00:20:14 --> 00:20:20: It's centrally located right for redevelopment, and in close proximity to UCCS.

00:20:20 --> 00:20:21:

00:20:22 --> 00:20:27: The timing is now because the area enjoys solidly performing real estate in all asset classes and specifically for the study area in office and light industrial office has some near term risk associated with corporate office campuses in the

00:20:31 --> 00:20:35:

00:20:35 --> 00:20:39:

00:20:39 --> 00:20:43: area, but has been healthy from a rent growth and

00:20:43 --> 00:20:45: stable occupancy perspective.

00:20:45 --> 00:20:49: Medical office even more stable.

00:20:49 --> 00:20:55: Industrial land is also strong, the area's supply constrained with

00:20:55 --> 00:21:01: existing, even obsolete warehouse buildings fetching healthy rents on a

00:21:01 --> 00:21:05: triple net basis and selling for healthy valuations.

00:21:06 --> 00:21:09: The area is well served by nearby retail.

00:21:09 --> 00:21:12: Of all asset classes, retail is the most sensitive on

00:21:12 --> 00:21:17: location and retail is predictably located at key intersections with

00:21:17 --> 00:21:20: high traffic counts as opposed to mid block along the

00:21:20 --> 00:21:21: corridor.

00:21:21 --> 00:21:26: There'll be some opportunistic retail opportunities in the study area,

00:21:26 --> 00:21:30: but overall they'll be modest compared to the adaptive reuse

00:21:30 --> 00:21:34: potential of industrial land for R&D, warehouse and office uses.

00:21:35 --> 00:21:38: The area has a strong housing market from an occupancy

00:21:38 --> 00:21:39: perspective.

00:21:39 --> 00:21:44: While not fancy, many manufactured home communities that we observed

00:21:44 --> 00:21:48: were well kept, active communities and they fill an important

00:21:48 --> 00:21:51: void in the Colorado Springs housing market.

00:21:51 --> 00:21:55: Best uses for the study area are those that can

00:21:55 --> 00:22:00: easily adapt and backfill warehouse space as evidenced by U

00:22:00 --> 00:22:04: CS cybersecurity facility, but also residential and a focus on

00:22:04 --> 00:22:08: clean and safe for which there is a real need.

00:22:09 --> 00:22:13: This begs looking at the opportunity to adapt existing buildings

00:22:13 --> 00:22:17: to R&D or office uses, and to consider new office

00:22:17 --> 00:22:21: construction for a variety of uses, including housing and modest

00:22:21 --> 00:22:23: amounts of amenity retail.

00:22:25 --> 00:22:29: Creating certainty is key for successful redevelopment.

00:22:29 --> 00:22:33: A lack of a master plan with the appurtenant zoning

00:22:33 --> 00:22:37: and design standard updates, combined with outdated or missing infrastructure

00:22:37 --> 00:22:40: is doing the corridor no favours.

00:22:40 --> 00:22:44: The zoning code can be used strategically to create desired

00:22:44 --> 00:22:46: landowner and developer behaviours.

00:22:46 --> 00:22:49: For example, UPS zoning properties so the greater density can

00:22:49 --> 00:22:53: be built than is presently allowed will result in a

00:22:53 --> 00:22:54: higher residual land value.

00:22:55 --> 00:23:00: These higher values will translate into higher transaction prices and

00:23:00 --> 00:23:04: that may incent hold out land owners to trade their

00:23:04 --> 00:23:07: properties, allowing needed assemblages to occur.

00:23:09 --> 00:23:13: Density and development bonuses can be leveraged to incentivize desired

00:23:13 --> 00:23:17: building and land use typologies again for example, allowing a

00:23:17 --> 00:23:21: higher floor area ratio in exchange for public green space

00:23:21 --> 00:23:26: and connectivity between projects will benefit both developers and the

00:23:26 --> 00:23:27: neighborhood as a whole.

00:23:28 --> 00:23:33: Codifying these strategies also removes development uncertainty and will result

00:23:33 --> 00:23:35: in shorter pre development timelines.

00:23:39 --> 00:23:43: There is benefit to Co location and collaboration.

00:23:44 --> 00:23:47: The study area has great potential for businesses to Co

00:23:47 --> 00:23:50: locate with each other, with Uccs and with other nearby

00:23:50 --> 00:23:53: institutions such as the Department of Defence and the Olympics

00:23:53 --> 00:23:54: community.

00:23:55 --> 00:24:00: In short, capital follows talent, talent follows place.

00:24:01 --> 00:24:04: Place needs investment.

00:24:07 --> 00:24:10: There are a couple ways to think about economic development.

00:24:11 --> 00:24:13: The first is to make a significant investment in the

00:24:14 --> 00:24:14: right thing.

00:24:14 --> 00:24:17: The jump starts other economic development around it.

00:24:19 --> 00:24:25: Examples range from Denver's Union Station, Lodo and Rhino neighborhoods

00:24:25 --> 00:24:31: to the economic development that the Highline in New York

00:24:31 --> 00:24:33: fostered once it opened.

00:24:34 --> 00:24:37: The second is to let the market respond by building

00:24:37 --> 00:24:39: new product in response to increases in demand.

00:24:40 --> 00:24:44: This approach may be better suited to assembling smaller properties

00:24:44 --> 00:24:46: not under common ownership.

00:24:53 --> 00:24:55: In the case of the study area, here's how we

00:24:55 --> 00:24:59: recommend you think about redevelopment along the corridor.

00:24:59 --> 00:25:04: Look for opportunities to make key investments in opportunity sites

00:25:04 --> 00:25:08: with enough scale to make a splash along the corridor

00:25:08 --> 00:25:14: and in coordinated infrastructure investment in roadway and utility improvements

00:25:14 --> 00:25:16: to make an even bigger impact.

00:25:17 --> 00:25:21: Investment could be made in cooperation with partners where they're

00:25:21 --> 00:25:25: intersecting Co benefits such as UCS partnerships in the study

00:25:25 --> 00:25:27: area with opportunity sector players.

00:25:28 --> 00:25:31: With that kick start in hand, decisions can be made

00:25:31 --> 00:25:35: about whether to bite off another signature project, to transition

00:25:35 --> 00:25:39: to the more balanced development approach that I described, or

00:25:39 --> 00:25:39: both.

00:25:39 --> 00:25:46: And finally, infrastructure is a condition president to creating opportunity

00:25:46 --> 00:25:51: and to foster the development of an integrated neighborhood.

00:25:52 --> 00:25:56: It must be addressed programmatically at the neighborhood level as

00:25:56 --> 00:25:59: opposed to at the project level in the study area.

00:25:59 --> 00:26:02: The question is how best to utilize the abundant right

00:26:02 --> 00:26:06: of way to foster the development of an innovation neighborhood

00:26:06 --> 00:26:07: and to create Co benefits.

00:26:08 --> 00:26:09: N Nevada Ave.

00:26:09 --> 00:26:11: needs improvement end to end.

00:26:11 --> 00:26:15: State law adds challenges such as addressing storm water and

00:26:15 --> 00:26:16: water quality.

00:26:16 --> 00:26:19: There's an opportunity to deal with these things from a

00:26:19 --> 00:26:21: district wide perspective.

00:26:22 --> 00:26:26: As you can see, the transformation can be absolutely eye

00:26:26 --> 00:26:27: popping.

00:26:28 --> 00:26:30: I'd like to take this opportunity to hand things off

00:26:30 --> 00:26:31: to Michael.

00:26:32 --> 00:26:34: We'll do our next session.

00:26:40 --> 00:26:41: Thank you, David.

00:26:41 --> 00:26:42: Good morning, everyone.

00:26:42 --> 00:26:45: My name is Michael Samwellian from Cornell Tech in New York City.

00:26:45 --> 00:26:45: I work a couple of different hats at Cornell, the

00:26:45 --> 00:26:48: director of campus planning and Sustainability, and I also run

00:26:48 --> 00:26:51: a small think tank focused on urban technology.

00:26:51 --> 00:26:53: So based on a lot of the features that David

00:26:54 --> 00:26:56: shared with you in the region as we were studying

00:26:56 --> 00:26:59: over the past week, what makes Colorado Springs strong, what

00:26:59 --> 00:27:02: makes it different, what makes it unique?

00:27:02 --> 00:27:05: We see a growing population, we see a highly educated

00:27:05 --> 00:27:08: population, and we see a impressive and incredible collection of

00:27:08 --> 00:27:12: really important institutions that can get involved here.

00:27:12 --> 00:27:15: So we've honed in on the idea of creating an

00:27:16 --> 00:27:19: innovation neighborhood and we use the word neighborhood as opposed

00:27:19 --> 00:27:22: to district.

00:27:22 --> 00:27:23: And you will see why later in the presentation.

00:27:23 --> 00:27:25: But I'm going to show you a bunch of ideas

00:27:25 --> 00:27:28: on what makes an innovation district tick.

00:27:28 --> 00:27:31: And as a resident academic, they asked me to give

00:27:31 --> 00:27:34: you kind of a innovation district one O 1 and

00:27:34 --> 00:27:36: what makes neighborhoods innovative.

00:27:36 --> 00:27:38: Now, there are a number of features, there are 10

00:27:39 --> 00:27:41: and all, but I'll go through these relatively quickly.

00:27:41 --> 00:27:42: I mean, what's absolutely critical to most innovation

00:27:43 --> 00:27:46: neighborhoods across

00:27:46 --> 00:27:48: the country is the fact that you have an anchor

00:27:48 --> 00:27:48: institution.

00:27:49 --> 00:27:52: We have great institutions in this neighborhood, but that's absolutely

00:27:52 --> 00:27:55: crucial for success to actually have an institution that could

00:27:55 --> 00:27:58: really help be the rallying cry for bringing people together.

00:27:58 --> 00:28:03: Similarly, innovation neighborhoods also clusters, clusters where academia and industry

00:28:03 --> 00:28:07: come together in important ways to undertake research, to help

00:28:07 --> 00:28:09: startups and to really help scale technologies.

00:28:10 --> 00:28:13: And then something also unique to innovation neighborhoods is the

00:28:14 --> 00:28:16: fact that they tend to occur in areas not unlike

00:28:16 --> 00:28:20: those in older parts of town, where there's adaptive reuse,  
 00:28:20 --> 00:28:23: taking an old building and rethinking it and giving a  
 00:28:23 --> 00:28:26: neighborhood a degree of authenticity that you don't often find  
 00:28:26 --> 00:28:28: in newer parts of the district.  
 00:28:29 --> 00:28:34: In terms of space, helping start-ups grow and helping them  
 00:28:34 --> 00:28:38: really excel in terms of their technologies.  
 00:28:38 --> 00:28:41: start-ups are unique in terms of needing a lot of  
 00:28:41 --> 00:28:41: space.  
 00:28:41 --> 00:28:43: They are very small in the beginning and then they  
 00:28:43 --> 00:28:44: tend to grow very quickly.  
 00:28:44 --> 00:28:47: So having incubator space, which you already start to have  
 00:28:47 --> 00:28:50: in the industry, is critical to helping to bring the  
 00:28:50 --> 00:28:51: tech ecosystem together.  
 00:28:52 --> 00:28:55: Also, many of these start-ups, they're not well capitalized, but  
 00:28:55 --> 00:28:59: they need very expensive types of spaces like makerspaces.  
 00:28:59 --> 00:29:01: So having shared degrees of spaces where you could have  
 00:29:01 --> 00:29:05: expensive equipment where people can work on hardware together or  
 00:29:05 --> 00:29:08: prototyping is crucial to helping these start-ups kind of begin  
 00:29:08 --> 00:29:09: to get to the growth stage.  
 00:29:10 --> 00:29:13: And then similarly to a space like this collaboration space,  
 00:29:13 --> 00:29:15: the tech ecosystem is very interactive and there's a lot  
 00:29:15 --> 00:29:19: of back and forth between funders, between investors, between customers.  
 00:29:19 --> 00:29:23: So having convening spaces where people come together, really supercharging  
 00:29:23 --> 00:29:27: the network is crucial to success at a more granular  
 00:29:27 --> 00:29:27: level.  
 00:29:27 --> 00:29:30: And something that may seem a little bit in the  
 00:29:30 --> 00:29:33: weeds to talk about when we're talking about a huge  
 00:29:33 --> 00:29:35: mile and a half district here in Colorado Springs.  
 00:29:35 --> 00:29:38: But coffee culture, having these kind of third places where  
 00:29:38 --> 00:29:42: casual collaborations actually happen is incredibly important to really bringing  
 00:29:42 --> 00:29:45: the ecosystem together, kind of creating workspaces, but also casual  
 00:29:45 --> 00:29:47: places to come together.  
 00:29:47 --> 00:29:50: And something you may not think about when you consider  
 00:29:50 --> 00:29:53: technology companies, but in the words of Richard Florida, a  
 00:29:53 --> 00:29:56: renowned urbanist thinking about cities in the 21st century, tech  
 00:29:56 --> 00:29:58: workers are creative workers.

00:29:58 --> 00:29:59: They're part of what we call the creative class.

00:29:59 --> 00:30:01: So I want you to start to think about the

00:30:01 --> 00:30:04: idea of bringing creative industries in with technology.

00:30:04 --> 00:30:07: It helps draw tech workers to the neighborhood, but it

00:30:07 --> 00:30:10: also is a way of kind of hyper and supercharging

00:30:10 --> 00:30:12: attraction to a particular district.

00:30:12 --> 00:30:14: And all of this is not in the for the

00:30:14 --> 00:30:14: developers in the room.

00:30:15 --> 00:30:16: It's not about buildings.

00:30:16 --> 00:30:17: I mean, we know that it's about the customer.

00:30:17 --> 00:30:21: It's about drawing and attracting talent to this district, but

00:30:21 --> 00:30:24: also retaining talent, making sure that graduates from UCCS, folks

00:30:24 --> 00:30:27: coming out of the military stay in Colorado Springs and

00:30:27 --> 00:30:29: help to build it and grow it into a larger

00:30:29 --> 00:30:30: neighborhood.

00:30:31 --> 00:30:34: And in many cases, this can be incredibly powerful.

00:30:35 --> 00:30:37: And now this is a maybe aspirational, this is Cambridge

00:30:37 --> 00:30:39: crossing in Kendall Square, Boston.

00:30:39 --> 00:30:43: But in many cases, these innovation districts and mature innovation

00:30:43 --> 00:30:46: districts, which are real powerhouses across the country, they start

00:30:46 --> 00:30:49: as these relatively small and scrappy neighborhoods in town and

00:30:49 --> 00:30:50: they grow.

00:30:50 --> 00:30:53: So this in many ways, small tech companies, start-ups attract

00:30:53 --> 00:30:54: big tech companies.

00:30:54 --> 00:30:56: It was a great back and forth in that ecosystem

00:30:56 --> 00:30:59: between small tech companies and larger ones.

00:31:00 --> 00:31:01: And so we're going to go a little bit from

00:31:01 --> 00:31:03: theory into practice right now.

00:31:03 --> 00:31:07: There are really great examples of tech innovation districts and

00:31:07 --> 00:31:10: innovation neighborhoods in our new world across the country.

00:31:11 --> 00:31:13: This is my home, Cornell Tech in New York City,

00:31:13 --> 00:31:16: which is a great example of how a city, and

00:31:16 --> 00:31:19: this was led by the city during the Bloomberg administration.

00:31:20 --> 00:31:23: It really leveraged a research institution to create an engine

00:31:23 --> 00:31:25: of economic development.

00:31:25 --> 00:31:26: And this engine has been incredibly successful.

00:31:26 --> 00:31:30: We're barely a decade old and already we we recently



00:31:30 --> 00:31:33: did an economic impact report last year and it showed  
00:31:33 --> 00:31:37: that 650 students generate \$750 million in economic impact  
for  
00:31:37 --> 00:31:41: New York City, which comes out to about \$300,000 per  
00:31:41 --> 00:31:44: student of economic impact in the city, which is impressive  
00:31:44 --> 00:31:47: even by New York City standards.  
00:31:47 --> 00:31:49: And since we're growing at a rate of about 14%  
00:31:49 --> 00:31:52: a year, those numbers will double by 20-30.  
00:31:52 --> 00:31:54: And this very, very small campus will be generating a  
00:31:54 --> 00:31:57: billion and a half dollars in economic impact in New  
00:31:57 --> 00:31:58: York.  
00:31:58 --> 00:32:03: We already generate nearly 2800 jobs and that will again  
00:32:03 --> 00:32:06: double to about 3000 jobs a year in 20-30.  
00:32:06 --> 00:32:08: But we also focus on start-ups.  
00:32:08 --> 00:32:09: So it's not just big tech, it's not just deep  
00:32:09 --> 00:32:10: research.  
00:32:10 --> 00:32:13: Already we've incubated over 115 companies.  
00:32:13 --> 00:32:16: And what's most important for maybe the politicians in the  
00:32:16 --> 00:32:19: room, 95% of those companies stay in New York City.  
00:32:19 --> 00:32:21: So it's not just about training people, but training them  
00:32:21 --> 00:32:22: and making them stay.  
00:32:22 --> 00:32:25: And they're staying because of the strength of the  
ecosystem,  
00:32:25 --> 00:32:28: not the technology itself, but the ecosystem that New York  
00:32:28 --> 00:32:29: City is giving them.  
00:32:29 --> 00:32:33: And those 117 companies already directly employing over  
500 people  
00:32:33 --> 00:32:34: in the city.  
00:32:35 --> 00:32:37: Now you don't have to create a Cornell Tech by  
00:32:37 --> 00:32:37: any means.  
00:32:37 --> 00:32:41: Closer to home, Fort Collins, Co anchored by Colorado State  
00:32:41 --> 00:32:44: University is focused on the innovation economy, similar to  
Cornell  
00:32:45 --> 00:32:47: Tech, but with a real focus on smart city, something  
00:32:48 --> 00:32:51: close to my heart and focusing on the climate economy  
00:32:51 --> 00:32:51: as well.  
00:32:51 --> 00:32:54: So there are different flavors to what innovation districts and  
00:32:54 --> 00:32:55: innovation neighborhoods can be.  
00:32:56 --> 00:32:59: Two other examples of of mid size cities in Madison,  
00:32:59 --> 00:33:01: WI or Chattanooga, TN.  
00:33:01 --> 00:33:04: You create your own innovation neighborhood.  
00:33:04 --> 00:33:07: You could focus, in the case of Wisconsin on statewide  
00:33:07 --> 00:33:11: initiatives focusing on Biosciences or in Chattanooga,

00:33:11 --> 00:33:14: focusing on a more community oriented innovation neighborhood.

00:33:14 --> 00:33:15: So there's a lot of choice here when it comes

00:33:15 --> 00:33:18: to thinking about what type of neighborhood you're going to

00:33:18 --> 00:33:18: be.

00:33:19 --> 00:33:22: Now we've laid out two basically 2 pronged strategy for

00:33:22 --> 00:33:25: what we're calling neighborhood economic development.

00:33:25 --> 00:33:29: As Glenda showed you, we have 4 different opportunity sectors

00:33:29 --> 00:33:32: that we're describing that are kind of themes, for lack

00:33:32 --> 00:33:33: of lack of a better term.

00:33:33 --> 00:33:35: And these themes can be mixed and matched.

00:33:35 --> 00:33:36: You could lean into one of them, you could lean

00:33:36 --> 00:33:38: into two of them, you could lean into all four

00:33:38 --> 00:33:39: of them if you want.

00:33:39 --> 00:33:42: But these are different high level themes when we look

00:33:42 --> 00:33:43: at the strength of this district.

00:33:44 --> 00:33:46: But none of these can happen, in our view, without

00:33:46 --> 00:33:49: some foundational improvements to the district.

00:33:50 --> 00:33:52: Think of it like the infrastructure for the urbanists in

00:33:52 --> 00:33:54: the room, the urban armature.

00:33:54 --> 00:33:56: We call it the kind of the bones, if you

00:33:56 --> 00:33:58: will, by which everything gets built upon.

00:33:59 --> 00:34:02: So the four different opportunity sectors for neighborhood development are

00:34:02 --> 00:34:03: different themes.

00:34:03 --> 00:34:06: Focusing R&D, tech hub, As Glenda pointed out, looking at

00:34:06 --> 00:34:08: when we looked at the site, we saw that we

00:34:09 --> 00:34:11: were smack dab in the middle of a lot of

00:34:11 --> 00:34:13: major hospitals along the corridor.

00:34:13 --> 00:34:15: So focusing on health and Wellness, you can't talk about

00:34:15 --> 00:34:19: Colorado Springs, I think without addressing the Olympics and the

00:34:19 --> 00:34:21: fact that it's such a strong component of the brand

00:34:21 --> 00:34:22: and the place.

00:34:22 --> 00:34:25: So focusing on sports tech and sports performance, but also

00:34:25 --> 00:34:28: thinking about the fact that with this growing population with

00:34:28 --> 00:34:31: historic high rental costs, affordable housing is incredibly important to

00:34:31 --> 00:34:34: making sure that you hang on to that talent, that

00:34:34 --> 00:34:36: people just don't come here and leave, but you want

00:34:36 --> 00:34:38: them to grow with a community.

00:34:38 --> 00:34:41: So for the research and development hub, we think it's

00:34:41 --> 00:34:44: important to begin to leverage the relationships you have with  
00:34:44 --> 00:34:46: DODUCCS and the aerospace industry.  
00:34:46 --> 00:34:50: Focusing on developing business park, for lack of a better  
00:34:50 --> 00:34:53: term, but really focusing on incubator spaces for small  
00:34:53 --> 00:34:55: companies  
00:34:55 --> 00:34:58: to grow into large companies.  
00:34:58 --> 00:35:01: And a great opportunity you have from a physical  
00:35:01 --> 00:35:03: infrastructure  
00:35:03 --> 00:35:06: standpoint is a lot of the light manufacturing spaces.  
00:35:06 --> 00:35:09: These are spaces that we would call hackable.  
00:35:09 --> 00:35:12: They're relatively cheap buildings that people can grow into.  
00:35:12 --> 00:35:16: They could test and prototype new types of technology.  
00:35:16 --> 00:35:19: So we're strongly pushing you to to retain some of  
00:35:19 --> 00:35:22: the light manufacturing buildings there, but looking at  
00:35:22 --> 00:35:26: adaptive reuse  
00:35:26 --> 00:35:29: of those buildings, pivoting to the health and Wellness, you  
00:35:29 --> 00:35:33: know, focusing on medical research and growing an  
00:35:33 --> 00:35:37: increasingly growing  
00:35:37 --> 00:35:42: part of this country's economy, building on the strength of  
00:35:42 --> 00:35:44: having UCS, but go beyond UCS and foster partnerships with  
00:35:44 --> 00:35:49: other hospital systems.  
00:35:49 --> 00:35:52: And all of that in the in the goal of  
00:35:52 --> 00:35:54: creating commercialization of medical research and what we  
00:35:54 --> 00:35:57: would call  
00:35:57 --> 00:36:01: Cornell Tel Tech health tech.  
00:36:01 --> 00:36:04: But sports and performance is something that we started to  
00:36:04 --> 00:36:06: hear a little bit more about in our hundred plus  
00:36:06 --> 00:36:07: interviews.  
00:36:07 --> 00:36:09: But having the Olympic Committee here begin to leverage  
00:36:09 --> 00:36:12: that  
00:36:12 --> 00:36:14: and combine it with the technology focus of the area  
00:36:14 --> 00:36:16: and think about sports tech.  
00:36:16 --> 00:36:18: So leverage the Olympic relationships to focus on sports  
00:36:18 --> 00:36:20: performance  
00:36:20 --> 00:36:22: developing even maybe new training and training facilities  
00:36:22 --> 00:36:24: and event  
00:36:24 --> 00:36:26: venues to bring people to the community, increase tourism,  
00:36:26 --> 00:36:28: but  
00:36:28 --> 00:36:30: don't just go top, top down.  
00:36:30 --> 00:36:32: Also go bottom up.  
00:36:32 --> 00:36:34: Make sure that you don't forget about Youth and Sports  
00:36:34 --> 00:36:36: programs and feeder programs to really help build a healthy  
00:36:36 --> 00:36:38: community.  
00:36:38 --> 00:36:40: Beginning to also focus on community thinking about

expanding housing  
 00:36:18 --> 00:36:19: choice and diversity.  
 00:36:20 --> 00:36:23: As as mentioned, there's already a relatively good amount of  
 00:36:23 --> 00:36:25: diversity, but we want you to push the density of  
 00:36:25 --> 00:36:28: the housing for students, for faculty, for seniors, for singles,  
 00:36:28 --> 00:36:31: for young families, but also making sure that you keep  
 00:36:31 --> 00:36:34: the eye on the ball of complimenting all the great  
 00:36:34 --> 00:36:35: stuff that's happening downtown.  
 00:36:35 --> 00:36:38: But think about this neighborhood is different and distinct  
 from  
 00:36:38 --> 00:36:41: downtown, maybe denser and maybe perhaps more  
 affordable.  
 00:36:42 --> 00:36:44: And that will help attract new residential amenities and also  
 00:36:44 --> 00:36:46: draw arts and entertainment facilities to the area.  
 00:36:47 --> 00:36:50: So before seeding my time to my partners, there's three  
 00:36:50 --> 00:36:54: really important foundational improvements as we were  
 saying, beyond these  
 00:36:54 --> 00:36:56: themes which you should all begin to Mull about and  
 00:36:56 --> 00:36:59: how you want to begin to combine any of them.  
 00:36:59 --> 00:37:02: The foundational improvements which have to happen for  
 any of  
 00:37:02 --> 00:37:05: this to happen are to integrate your infrastructure.  
 00:37:05 --> 00:37:07: That is a really a first mover to make any  
 00:37:07 --> 00:37:11: economic development happen, strengthening connections,  
 not just connections within the  
 00:37:11 --> 00:37:14: community to the creekers of the communities to the east,  
 00:37:14 --> 00:37:17: but also the urban connections both North and South.  
 00:37:17 --> 00:37:21: And then maybe most importantly from an economic  
 development standpoint,  
 00:37:21 --> 00:37:24: densifying housing, making sure that you have far more  
 people  
 00:37:24 --> 00:37:26: in this community to help service any of those sectors  
 00:37:26 --> 00:37:28: that you might begin to develop.  
 00:37:28 --> 00:37:30: Now I'd like to turn it over to my friend  
 00:37:31 --> 00:37:34: from Sacramento to go into the foundational improvements,  
 Jose.  
 00:37:44 --> 00:37:45: Good.  
 00:37:48 --> 00:37:49: Morning, everyone.  
 00:37:49 --> 00:37:51: My name is Jose Bulipo Memba.  
 00:37:52 --> 00:37:55: I am an executive with the Sacramento Municipal Utility  
 District  
 00:37:55 --> 00:37:57: in Sacramento, CA It's great to be back here in  
 00:37:57 --> 00:37:58: Colorado Springs.  
 00:37:59 --> 00:38:02: And as mentioned by my colleague Michael, in order to

00:38:02 --> 00:38:06: really catalyze development, the infrastructure improvements do need to be

00:38:07 --> 00:38:08: a first movement.

00:38:08 --> 00:38:10: But one of the things that we want you to

00:38:10 --> 00:38:13: think about as a part of our proposal is ensuring

00:38:13 --> 00:38:16: that the utilities leaders like lead not just by providing

00:38:16 --> 00:38:19: the support by lead by proactive action and creativity.

00:38:19 --> 00:38:23: So really looking for a focus on innovation in terms

00:38:23 --> 00:38:26: of mindset delivery and outcomes coming out of the utility

00:38:26 --> 00:38:27: space.

00:38:28 --> 00:38:30: 2 looking at operational improvements.

00:38:31 --> 00:38:35: There's great operational foundations, but identifying incremental improvement ways to

00:38:35 --> 00:38:38: provide better support for development community and for growth and

00:38:39 --> 00:38:40: looking at program creativity.

00:38:41 --> 00:38:43: How do you look at new programs to incentivize development

00:38:44 --> 00:38:44: in this corridor?

00:38:45 --> 00:38:48: And lastly, leveraging the strong partnership foundation that can be

00:38:48 --> 00:38:50: seen by all of the stakeholders here today.

00:38:53 --> 00:38:57: So as mentioned before, we've been able to interview over

00:38:57 --> 00:39:01: 100 folks or close to 100 individuals, many of whom

00:39:01 --> 00:39:02: are in this room.

00:39:02 --> 00:39:06: We reviewed a number of studies including the North Nevada

00:39:06 --> 00:39:09: Master Plan or the renewed N Nevada Master Plan and

00:39:09 --> 00:39:12: other documents from ERA and from UCCS.

00:39:13 --> 00:39:16: With all that information in place, we've recognized this is

00:39:16 --> 00:39:19: a really strong foundation, particularly as it relates to utilities.

00:39:20 --> 00:39:23: You have strong leadership in place both at with with

00:39:23 --> 00:39:27: Colorado Springs Utilities and city's Public Works Department and also

00:39:27 --> 00:39:29: at the board level and City Council level.

00:39:30 --> 00:39:33: That strong leadership really makes us a a great time

00:39:33 --> 00:39:36: and place to be able to to spur economic development

00:39:36 --> 00:39:36: in that space.

00:39:37 --> 00:39:40: Having a centralized utility, again, I come from Sacramento where

00:39:41 --> 00:39:44: gas, water, electricity are all spread out and makes for

00:39:44 --> 00:39:45: a lot of confusion.

00:39:45 --> 00:39:48: Having most of those utilities centralized is a strength that

00:39:48 --> 00:39:49: you offer.

00:39:49 --> 00:39:52: I'm not sure if folks realize that national reputation that

00:39:52 --> 00:39:54: that Colorado Springs Utilities has.

00:39:54 --> 00:39:56: They're in the top 10 for both gas and electricity

00:39:56 --> 00:39:58: delivery in in their business sector size.

00:39:59 --> 00:40:02: And also you guys offer 11%, your rates are 11%

00:40:02 --> 00:40:05: lower than the state and 17% lower than the national

00:40:05 --> 00:40:08: average in terms of electricity and gas.

00:40:08 --> 00:40:11: So you have incentives that really want businesses to focus

00:40:11 --> 00:40:12: on this area.

00:40:12 --> 00:40:16: The partnership with UCCS the Internships is a great

00:40:16 --> 00:40:18: foundation

00:40:16 --> 00:40:18: for all the ideas we've discussed before.

00:40:19 --> 00:40:23: Additionally, from an economic development resource

00:40:23 --> 00:40:24: perspective, the strategy alignment

00:40:23 --> 00:40:24: is clear.

00:40:24 --> 00:40:26: I know you laughed earlier about the number of plans,

00:40:26 --> 00:40:28: but the good thing about all those plans, they're aligned

00:40:28 --> 00:40:29: in the same direction.

00:40:29 --> 00:40:31: And we're going to hopefully continue in that, in that

00:40:31 --> 00:40:32: space.

00:40:32 --> 00:40:35: And the fact that there's assets in place on that

00:40:35 --> 00:40:38: corridor can actually cause or allow for some cost reduction

00:40:38 --> 00:40:39: for developing that space.

00:40:40 --> 00:40:43: So again, there's preparation to serve in that area, both

00:40:43 --> 00:40:46: from an infrastructure standpoint and from a planning

00:40:47 --> 00:40:48: standpoint, which

00:40:47 --> 00:40:48: really is a strategic advantage.

00:40:51 --> 00:40:54: So there are challenges, and we want to be straightforward

00:40:54 --> 00:40:55: in terms of what those challenges are.

00:40:55 --> 00:40:58: And I think prioritizing those challenges is extremely

00:40:59 --> 00:41:02: important.

00:40:59 --> 00:41:02: Challenge #1 is really making sure there's community buy in

00:41:02 --> 00:41:05: related to the prioritization of investment on North Nevada

00:41:06 --> 00:41:08: Corridor.

00:41:06 --> 00:41:08: Again, there's a lot of competing priorities, but there's a

00:41:08 --> 00:41:11: lot of reasons why this area should be focused.

00:41:11 --> 00:41:13: And we'll talk a little bit more about that.

00:41:14 --> 00:41:16: Two, fiber as we if we're looking at some of

00:41:16 --> 00:41:19: those themes that have been discussed so far, we need

00:41:19 --> 00:41:22: to make sure that fiber timeline, which is scheduled right

00:41:22 --> 00:41:24: now for 2028 completion needs to be on time and

00:41:24 --> 00:41:27: on schedule and delivered in the key spaces.

00:41:28 --> 00:41:32: Resources at the water, sewer, storm water, Those

00:41:28 --> 00:41:32: improvements again

00:41:32 --> 00:41:33: need to be able to be on pace to meet

00:41:33 --> 00:41:35: the pace of growth to be able to serve.

00:41:36 --> 00:41:39: And then the elephant in the room is all of

00:41:39 --> 00:41:41: this cost money.

00:41:41 --> 00:41:43: How do we make sure that funding is secured and

00:41:43 --> 00:41:46: is stable to ensure that the growth and development at

00:41:46 --> 00:41:48: a reasonable pace, recognizing that a lot of the funding,

00:41:49 --> 00:41:51: particularly in the energy space has changed in 2025 S

00:41:51 --> 00:41:53: many sources that were available a year ago.

00:41:54 --> 00:41:56: Creativity is going to have to be a key component

00:41:56 --> 00:41:58: of of ensuring the funding is in place.

00:41:58 --> 00:42:00: And Anthony will talk later about some ideas we have

00:42:00 --> 00:42:01: in that space.

00:42:01 --> 00:42:05: And lastly, we want to make sure that we're building

00:42:05 --> 00:42:08: on Community Trust and communication.

00:42:08 --> 00:42:11: It's important we heard from interviews that they're not sure

00:42:12 --> 00:42:13: what improvements are happening.

00:42:13 --> 00:42:16: So how we make sure that communication takes place so

00:42:16 --> 00:42:18: folks who stay along and build trust that this is

00:42:18 --> 00:42:20: going to come to reality.

00:42:23 --> 00:42:26: So again, we talked about being a catalyst.

00:42:26 --> 00:42:27: We want to lean in and think big.

00:42:28 --> 00:42:32: So for recommendation number one, we're looking at

00:42:32 --> 00:42:35: Colorado Springs

00:42:35 --> 00:42:39: Utilities to really be a catalyst in this space and

00:42:39 --> 00:42:41: actually lean in and reimagining the bird saw plant as

00:42:41 --> 00:42:44: an R&D tech hub, first mover.

00:42:44 --> 00:42:46: Really looking at the retirement plan in 2027 and putting

00:42:46 --> 00:42:49: that stake in the ground that this will be a

00:42:49 --> 00:42:50: place to help catalyze that growth would be an important

00:42:51 --> 00:42:53: key first step.

00:42:53 --> 00:42:56: I'd like to follow up with that to double down

00:42:56 --> 00:42:59: and lean in and really look at that space as

00:42:59 --> 00:43:02: an R&D tech space for exploring energy reliability projects.

00:43:03 --> 00:43:05: There's a number of investors throughout the United States

00:43:05 --> 00:43:10: are

00:43:10 --> 00:43:13: looking for places to plant bear flag and grow new

00:43:13 --> 00:43:16: technology, whether it be small modular reactors,

00:43:16 --> 00:43:19: clean energy opportunities, There's a number of different

00:43:19 --> 00:43:22: spaces and

00:43:22 --> 00:43:25: this is being done all over the US We're actually

00:43:25 --> 00:43:28: doing it in Sacramento where we're at attracting businesses

in

00:43:19 --> 00:43:21: our old facilities and growing them.

00:43:22 --> 00:43:24: This is something that that Colorado Springs can catalyze on

00:43:24 --> 00:43:25: as well.

00:43:25 --> 00:43:29: We're asking that expand on that great partnership foundation, particularly

00:43:29 --> 00:43:33: the partnership foundation between UCCS and Power Springs Utilities, but

00:43:33 --> 00:43:35: expand it all the way down to the K through

00:43:35 --> 00:43:35: 12.

00:43:36 --> 00:43:40: Making sure there's strong workforce development and training opportunities that

00:43:40 --> 00:43:43: are connected because that workforce is in that talent development

00:43:43 --> 00:43:46: won't just help one utility sector, it'll actually help the

00:43:46 --> 00:43:50: entire region as their love of matching skills and capabilities.

00:43:51 --> 00:43:53: We want to make sure that the planning at the

00:43:53 --> 00:43:56: utility level supports all of the opportunity sector alignments that

00:43:56 --> 00:43:59: we are proposing to make sure there's some flexibility in

00:43:59 --> 00:44:02: that planning process to allow for those to grow.

00:44:02 --> 00:44:06: And then lastly, really be a leader in talent development and retention.

00:44:06 --> 00:44:07:

00:44:07 --> 00:44:11: Again, there's a strong energy already happening between Uccs and

00:44:11 --> 00:44:15: Colorado Springs utilities grow that talent and and support all

00:44:15 --> 00:44:18: the sectors that this region needs to be able to

00:44:18 --> 00:44:20: grow and recruit and retain new business.

00:44:23 --> 00:44:27: Some examples again, so just so folks know, this adaptive reuse process occurs and it's been successful.

00:44:27 --> 00:44:30:

00:44:30 --> 00:44:34: Beloit College is a great example of former powerhouse, a

00:44:34 --> 00:44:38: power plant and a coal power plant, 120,000 square feet.

00:44:38 --> 00:44:41: They're working with the local university and convert it into

00:44:41 --> 00:44:45: a student work play location that is been awarded a

00:44:45 --> 00:44:47: top design project in Wisconsin in 2021.

00:44:48 --> 00:44:52: Again, it's something that is architecturally dynamic, but also very

00:44:52 --> 00:44:55: useful and flexible, a hackerspace as was said by my

00:44:55 --> 00:44:56: colleague earlier on.

00:44:58 --> 00:45:01: Another example that's a little more close to home for

00:45:01 --> 00:45:04: me is the R&D La France campus run by Los

00:45:04 --> 00:45:06: Angeles Department of Power and Water.

00:45:07 --> 00:45:08: They call it the Lacey campus.



00:45:08 --> 00:45:11: It's a Los Angeles clean energy incubator or clean tech incubator.

00:45:11 --> 00:45:11: incubator.

00:45:12 --> 00:45:13: But it's more than just clean tech.

00:45:14 --> 00:45:16: It's a space, again, as you can see on the

00:45:16 --> 00:45:19: screen that has energy R&D, but also it has prototype

00:45:19 --> 00:45:20: testing.

00:45:20 --> 00:45:23: It also offers energy solutions for customers.

00:45:23 --> 00:45:24: So it's a customer facing space.

00:45:24 --> 00:45:26: And then there's a number of nonprofit and for profit

00:45:27 --> 00:45:29: businesses that invest in that space well over 30.

00:45:29 --> 00:45:30: I was just there two weeks ago.

00:45:30 --> 00:45:34: The level of activity, creativity and new business being spurred

00:45:34 --> 00:45:34: is tremendous.

00:45:34 --> 00:45:37: And again, it's a reuse of a 60,000 square foot

00:45:37 --> 00:45:39: brick building similar to the ones that we see on

00:45:39 --> 00:45:40: North Nevada Corridor.

00:45:42 --> 00:45:46: So recommendation #2 really is the why.

00:45:47 --> 00:45:50: We need to make sure we prioritize and explain why

00:45:50 --> 00:45:54: we should be investing and then what we should be

00:45:54 --> 00:45:55: doing first.

00:45:56 --> 00:45:57: So explain why.

00:45:57 --> 00:46:01: Again, there's some key nodes that need to be communicated.

00:46:02 --> 00:46:04: The economic development benefit of that investment needs to be

00:46:04 --> 00:46:07: communicated to your customers and to your community members.

00:46:07 --> 00:46:10: There's lots of great data of what is happening, what

00:46:10 --> 00:46:11: can happen.

00:46:11 --> 00:46:14: Make sure folks realize that the fact that developers can

00:46:14 --> 00:46:16: can invest in that corridor at a lower level than

00:46:16 --> 00:46:20: Greenfield development because of the existing infrastructure is something that

00:46:20 --> 00:46:21: needs to be communicated.

00:46:21 --> 00:46:25: So folks continue that investment and look elsewhere as opposed

00:46:25 --> 00:46:26: to the outskirts.

00:46:27 --> 00:46:29: Community support, there's already been community support.

00:46:29 --> 00:46:31: You did lots of outreach as a part of the

00:46:32 --> 00:46:33: Renew on North Nevada Ave.

00:46:33 --> 00:46:34: master plan.

00:46:34 --> 00:46:37: You also have voter support improvements on the corridor at

00:46:37 --> 00:46:38: a very high level.

00:46:38 --> 00:46:41: So making sure folks realize this is an area that

00:46:41 --> 00:46:43: they said that they're supporting and want to see investment

00:46:43 --> 00:46:43: in.

00:46:44 --> 00:46:47: And then lastly, making sure that the developers understand the

00:46:47 --> 00:46:48: cost savings as mentioned before.

00:46:48 --> 00:46:51: And then lastly, we need to make sure we're communicating

00:46:52 --> 00:46:53: what projects are prioritized.

00:46:53 --> 00:46:56: And our recommendation is again, making sure fiber is a

00:46:56 --> 00:46:59: high level priority, making sure that the the the bird

00:46:59 --> 00:47:03: saw plant site operations, that planning starts now because there's

00:47:03 --> 00:47:05: a number of of factors that need to be considered

00:47:05 --> 00:47:08: in terms of reactivating or re imagining that site.

00:47:09 --> 00:47:11: And then sewer and water, making sure that it's ready

00:47:11 --> 00:47:13: and in in, in the ground to be able to

00:47:13 --> 00:47:15: support new business and opportunities.

00:47:18 --> 00:47:23: Recommendation #3 Again, provide program improvements.

00:47:23 --> 00:47:24: This is some great programs.

00:47:24 --> 00:47:27: The work the Colorado Springs Utilities does in the economic

00:47:27 --> 00:47:28: development space is great.

00:47:28 --> 00:47:30: I took a look at their handbook.

00:47:30 --> 00:47:31: I've looked at a lot of the work that's being

00:47:31 --> 00:47:31: done.

00:47:32 --> 00:47:34: They have 4 dedicated staff that are in that space

00:47:34 --> 00:47:35: doing amazing work.

00:47:35 --> 00:47:39: But there's some opportunities to even enhance more

00:47:40 --> 00:47:42: programs.

00:47:42 --> 00:47:45: You have in place right now the system improvement

00:47:45 --> 00:47:49: program,

00:47:49 --> 00:47:53: which is great, but are there ways to incentivize infill

00:47:53 --> 00:47:57: development, particularly along this corridor, that offer

00:47:58 --> 00:48:01: additional cost savings?

00:47:58 --> 00:48:01: There's other programs that are doing that in Austin and

00:48:01 --> 00:48:05: also in Sacramento #2 looking at streamlining processes.

00:48:05 --> 00:48:08: An idea that's been used very effectively is developing a

00:48:08 --> 00:48:12: commercial development portal online and identifying

00:48:12 --> 00:48:12: essentially a concierge service

00:48:12 --> 00:48:12: for development so that developers really don't have to go

00:48:12 --> 00:48:12: through different, different departments, but someone guides

00:48:12 --> 00:48:12: them through the

00:48:12 --> 00:48:12: process.

00:48:13 --> 00:48:15: Even a cross between the city and the the Colorado  
00:48:15 --> 00:48:16: Springs utilities.  
00:48:17 --> 00:48:19: It's something that's worked very successfully on the West  
Coast  
00:48:19 --> 00:48:21: and think of something you should apply here as well.  
00:48:22 --> 00:48:25: And then lastly, to communicate what work is being done  
00:48:25 --> 00:48:29: in a way that's transparent, the city public Works department  
00:48:29 --> 00:48:31: has a great interactive map.  
00:48:31 --> 00:48:33: How do you make sure that's getting out and maybe  
00:48:33 --> 00:48:36: align that technology between Colorado Springs utilities and  
the city  
00:48:37 --> 00:48:39: Public Works so that there is a consistent message that  
00:48:39 --> 00:48:42: the maps were overlaying because of the compatibility of all  
00:48:42 --> 00:48:44: the infrastructure work that's being done?  
00:48:47 --> 00:48:53: So in closing, last recommendation here is to communicate  
and  
00:48:53 --> 00:48:55: fortify and grow that trust.  
00:48:56 --> 00:48:59: It's important that folks know you, you're by doing this  
00:48:59 --> 00:49:03: work here, you're always showing that commitment, getting  
out into  
00:49:03 --> 00:49:06: the community and making sure folks know what and why  
00:49:06 --> 00:49:07: is happening.  
00:49:08 --> 00:49:10: And then making sure you're going back and executing on  
00:49:10 --> 00:49:11: those promises.  
00:49:11 --> 00:49:13: That's how trust is truly built.  
00:49:13 --> 00:49:16: But then when those things get completed, when those  
projects  
00:49:16 --> 00:49:19: get completed, going back to the community and celebrating  
those  
00:49:19 --> 00:49:21: victories, a lot of times works gets done in the  
00:49:22 --> 00:49:24: dark and folks don't see the progress as it's happening.  
00:49:24 --> 00:49:29: So our recommendation is communicate, execute, and  
communicate.  
00:49:31 --> 00:49:33: So I'll just leave you with this.  
00:49:33 --> 00:49:36: The art of communication is the language of leadership.  
00:49:36 --> 00:49:39: We've asked for the utility sector to lead in this  
00:49:39 --> 00:49:39: space.  
00:49:39 --> 00:49:42: And that's exactly how we'll be successful in seeing all  
00:49:42 --> 00:49:44: of this vision come to fruition.  
00:49:45 --> 00:49:46: And now to talk about transportation and housing.  
00:49:47 --> 00:49:48: I'm bringing up how.  
00:49:59 --> 00:50:00: Thank you Jose.  
00:50:01 --> 00:50:02: My name is Hal Ferris.  
00:50:02 --> 00:50:05: I'm with Ferris Advisors out of Bellevue, WA.

00:50:06 --> 00:50:09: The work I did was mixed-use, mixed income development along

00:50:09 --> 00:50:11: with other community development work.

00:50:12 --> 00:50:15: I'm semi retired now which means I failed at retirement.

00:50:15 --> 00:50:19: So housing and transportation are not employment drivers as are

00:50:19 --> 00:50:23: the opportunity sectors you've heard about.

00:50:23 --> 00:50:28: However, similar to infrastructure, housing and transportation are foundational elements

00:50:29 --> 00:50:32: needed to support and drive the success of this emerging

00:50:32 --> 00:50:33: neighborhood.

00:50:36 --> 00:50:39: Fast facts that we found that was provided in our

00:50:39 --> 00:50:43: briefing materials that are they're influential in our recommendations are

00:50:44 --> 00:50:47: El Paso County will see a 32% increase in population

00:50:47 --> 00:50:48: in the next 20 years.

00:50:49 --> 00:50:52: Colorado Springs is expected to pass Denver in population in

00:50:52 --> 00:50:54: the next 40 years.

00:50:55 --> 00:51:00: Fastest growing demographics are between ages 20 and 35 and

00:51:00 --> 00:51:04: 65 plus between 32,000 and 43,000.

00:51:04 --> 00:51:08: Apartments need to be built to close the housing deficit

00:51:08 --> 00:51:12: gap for the projected population growth through 2028.

00:51:13 --> 00:51:17: Housing affordable to the workforce, seniors and students is increasingly

00:51:17 --> 00:51:20: hard to find due to the high construction costs and

00:51:20 --> 00:51:21: rising interest rates.

00:51:24 --> 00:51:24: Mobile home parks.

00:51:25 --> 00:51:28: Our panel was was pleasantly surprised as we toured the

00:51:28 --> 00:51:31: area and read the briefing materials and looked at the

00:51:31 --> 00:51:31: maps.

00:51:31 --> 00:51:35: There's a large amount of mobile home parks in the

00:51:35 --> 00:51:37: study area, the broader study area.

00:51:38 --> 00:51:41: These homes provide a place that is safe and secure

00:51:41 --> 00:51:44: for the residents that live there.

00:51:44 --> 00:51:47: They are a strong asset for this community.

00:51:48 --> 00:51:50: We it is and not just the local community, but

00:51:50 --> 00:51:52: Colorado Springs as a whole.

00:51:52 --> 00:51:56: Mobile home communities are frequently protected and they would be

00:51:56 --> 00:51:58: very expensive to replace.

00:51:58 --> 00:52:00: We estimate over \$400 million.

00:52:01 --> 00:52:02: The the.

00:52:04 --> 00:52:06: We believe that this is a real strong asset for  
00:52:06 --> 00:52:08: this community and needs to be part of the long  
00:52:08 --> 00:52:09: term plan for the area.  
00:52:12 --> 00:52:14: North Nevada neighborhood of the future.  
00:52:15 --> 00:52:19: N Nevada District is strategically located close to  
employment centers,  
00:52:19 --> 00:52:22: educational services, healthcare and outdoor recreation.  
00:52:23 --> 00:52:27: N Nevada District can become a neighborhood that is urban,  
00:52:27 --> 00:52:32: energetic, healthy, accessible, and affordable to a broad  
range of  
00:52:32 --> 00:52:34: families and incomes.  
00:52:34 --> 00:52:38: With a robust urban zoning, our panel believes N Nevada  
00:52:38 --> 00:52:41: could provide homes for over 6000 families.  
00:52:43 --> 00:52:46: Why is our panel focused on housing when the questions  
00:52:46 --> 00:52:48: asked by the sponsors did not dwell on housing?  
00:52:49 --> 00:52:51: Why the briefing materials had to quite a bit of  
00:52:51 --> 00:52:54: material about housing in them, but it was in our  
00:52:54 --> 00:52:55: interviews.  
00:52:55 --> 00:52:58: Housing came up repeatedly when we met and talked with  
00:52:58 --> 00:53:00: you, of which we see many familiar and friendly faces  
00:53:00 --> 00:53:01: in the audience today.  
00:53:02 --> 00:53:05: And affordable housing was a recurring theme throughout  
our interviews  
00:53:05 --> 00:53:05: and discussions.  
00:53:05 --> 00:53:08: So we our panel felt we had to dive into  
00:53:08 --> 00:53:11: this and provide some recommendations to deal with those  
issues.  
00:53:13 --> 00:53:18: Our recommendations include changing zoning designation  
to be based on  
00:53:18 --> 00:53:22: floor area ratio rather than units per acre to encourage  
00:53:22 --> 00:53:24: a broader range of housing types.  
00:53:24 --> 00:53:26: And I won't go into a bunch of geeky discussions  
00:53:26 --> 00:53:27: about what that means.  
00:53:28 --> 00:53:30: But what it means is that for a piece of  
00:53:30 --> 00:53:33: land, you can triple the amount of housing built on  
00:53:33 --> 00:53:36: that land than you can on your current zoning designations,  
00:53:36 --> 00:53:39: and that density will result in a different type of  
00:53:39 --> 00:53:39: housing.  
00:53:39 --> 00:53:42: You'll see more studios and 1 bedrooms and smaller units  
00:53:42 --> 00:53:45: that will provide a a complement to the housing that's  
00:53:45 --> 00:53:48: being built downtown, but it will also provide a greater  
00:53:48 --> 00:53:51: level of affordability for the demographic that is coming in  
00:53:51 --> 00:53:53: and wants to live in this community.

00:54:03 --> 00:54:09: Additional recommendations include decreasing or eliminating parking requirements to reduce

00:54:09 --> 00:54:13: the development cost and encourage the use of the to

00:54:13 --> 00:54:18: be established reliable transit and flexible shared transportation options.

00:54:19 --> 00:54:22: In addition, we believe that you should increase your maximum

00:54:22 --> 00:54:24: building height from the current 60 feet to 85 feet,

00:54:24 --> 00:54:27: which is a maximum height for mid rise buildings where

00:54:27 --> 00:54:30: you can take advantage of the lower construction materials compared

00:54:30 --> 00:54:33: to the concrete and steel that is needed for high

00:54:33 --> 00:54:34: rise construction.

00:54:35 --> 00:54:39: And in in adopting all of these changes, it's important

00:54:39 --> 00:54:42: to provide what we call incentive zoning, where you encourage

00:54:42 --> 00:54:46: the development to occur to the higher density, but you

00:54:46 --> 00:54:50: can also identify some incentives and some contributions to public

00:54:50 --> 00:54:54: benefits, including open space and affordable housing in return for

00:54:54 --> 00:54:57: that additional development capacity.

00:55:00 --> 00:55:02: Second, there's a need for student housing to serve a

00:55:02 --> 00:55:03: broad range of students.

00:55:04 --> 00:55:08: We believe that collaboration can be done with UCS to

00:55:08 --> 00:55:12: develop and operate purpose built student housing in the North

00:55:12 --> 00:55:16: Nevada neighborhood attractive to junior, senior and graduate students.

00:55:17 --> 00:55:21: In addition, UCS be encouraged to increase the supply of

00:55:21 --> 00:55:25: student housing on campus focused on freshman and sophomore students

00:55:25 --> 00:55:26: in area.

00:55:26 --> 00:55:29: In the area shown on the campus master plan, it

00:55:29 --> 00:55:35: is statistically been shown overwhelmingly the student success is significantly

00:55:35 --> 00:55:39: improved if the student can begin their journey in higher

00:55:39 --> 00:55:42: education if they start by living on campus.

00:55:46 --> 00:55:50: Other recommendations include enhance the connections to Monument Creek Parks

00:55:50 --> 00:55:52: and Community Services.

00:55:52 --> 00:55:54: We took a tour on our own, walked around and

00:55:55 --> 00:55:57: we found our way down to Monument Creek.

00:55:57 --> 00:55:59: It's hard to find it because you have to be

00:55:59 --> 00:56:01: a detective to find the entrances to Monument Creek and  
00:56:01 --> 00:56:04: find there's no wayfinding sign or very little and there's  
00:56:04 --> 00:56:06: no really designated parking and want you to get down  
00:56:06 --> 00:56:07: there.  
00:56:07 --> 00:56:09: So we really believe that you need to improve the  
00:56:09 --> 00:56:11: wayfinding and how you get to it and improve the  
00:56:11 --> 00:56:13: porosity and access to the Creek.  
00:56:13 --> 00:56:15: It's going to be a wonderful asset.  
00:56:15 --> 00:56:17: It is a wonderful asset and it's to be enhanced.  
00:56:17 --> 00:56:18: It really needs to be celebrated.  
00:56:19 --> 00:56:23: Further encourage connected and healthy housing for all  
residents in  
00:56:23 --> 00:56:26: the Nevada N Nevada neighborhood to provide new health  
clinic,  
00:56:26 --> 00:56:30: including mental health services needed to support the  
growing community.  
00:56:32 --> 00:56:38: Incentivize uses such as affordable grocery, arts,  
entertainment, neighborhood restaurants,  
00:56:38 --> 00:56:42: coffee shops and food halls and modify the to allow  
00:56:42 --> 00:56:45: land the mobile home land use that is already existing  
00:56:45 --> 00:56:49: in the designated areas that currently is in a zoning  
00:56:49 --> 00:56:53: characteristic that's allowed in your land use zone.  
00:56:55 --> 00:56:57: Transportation is the key.  
00:56:57 --> 00:56:59: You've heard that from Jose and others.  
00:57:00 --> 00:57:04: Reliable and frequent transit is essential to the development  
and  
00:57:04 --> 00:57:06: future of the North Nevada neighborhood.  
00:57:07 --> 00:57:12: As you heard, capital follows talent, talent follows place, and  
00:57:12 --> 00:57:14: place needs investment.  
00:57:15 --> 00:57:19: Investment is needed to catalyze the transformation of the  
North  
00:57:19 --> 00:57:23: Nevada urban neighborhood and connect Uccs to downtown.  
00:57:24 --> 00:57:26: The public sector needs to lead with the investment in  
00:57:26 --> 00:57:27: transit and infrastructure.  
00:57:30 --> 00:57:31: Current conditions.  
00:57:31 --> 00:57:34: As you all know, North Nevada can be congested at  
00:57:34 --> 00:57:35: peak times in the day.  
00:57:35 --> 00:57:40: Alternative means of transportation, including pedestrian,  
bicycle and transit are  
00:57:41 --> 00:57:43: slow, unreliable and frequently unsafe.  
00:57:44 --> 00:57:49: Streets are disconnected and limited access to UCCS,  
downtown and  
00:57:49 --> 00:57:52: Monument Creek and all regional ball fields.  
00:57:54 --> 00:57:57: Our recommendations are to provide a bus rapid transit or

00:57:58 --> 00:58:02: fixed guideway with 18 hour service, 15 minute headways during

00:58:02 --> 00:58:05: peak times, 30 minute headways and off times.

00:58:05 --> 00:58:07: 60 minute headways Don't work.

00:58:09 --> 00:58:13: Design BRT with fewer stops and ideally A dedicated rather

00:58:13 --> 00:58:14: than shared right of way.

00:58:15 --> 00:58:19: Connect Transit, bus rapid transit or light rail to UCCS

00:58:19 --> 00:58:20: and downtown.

00:58:21 --> 00:58:25: Improve the pedestrian connections and wayfinding and signage to Monument

00:58:25 --> 00:58:25: Creek.

00:58:27 --> 00:58:28: And with that, I'll turn it over to Todd.

00:58:28 --> 00:58:30: We'll share some of our planning ideas from the panel.

00:58:37 --> 00:58:39: All right, how's everybody doing?

00:58:39 --> 00:58:40: Are we still you still with us?

00:58:41 --> 00:58:44: This is the point where we invite people to stand

00:58:44 --> 00:58:47: up if you'd like, and, you know, bounce on your

00:58:47 --> 00:58:49: toes and, you know, to get some energy going.

00:58:50 --> 00:58:51: My name is Todd Meyer.

00:58:52 --> 00:58:54: My background is design and development.

00:58:54 --> 00:58:58: And we're, you've heard a lot about our vision.

00:58:58 --> 00:59:01: Now we want to dive into a little bit of,

00:59:01 --> 00:59:03: you know, what, what does that mean and how does

00:59:03 --> 00:59:05: it translate to the corridor?

00:59:05 --> 00:59:08: So as you heard, Glenda and, and David and others

00:59:08 --> 00:59:11: talk about this and Michael talk about the idea of

00:59:11 --> 00:59:13: an innovation neighborhood.

00:59:14 --> 00:59:18: It really is fostering this ecosystem of the University of

00:59:18 --> 00:59:23: the city, the residents, the companies all coming together to

00:59:23 --> 00:59:28: provide this, this destination and, and, and there's, there's

00:59:28 --> 00:59:32: proven ways that that we know how to do this.

00:59:32 --> 00:59:37: I've, I've got experience with innovation districts in San Antonio,

00:59:37 --> 00:59:40: in Chicago and even Dayton, OH, where this is a,

00:59:40 --> 00:59:44: a proven method to attract and retain businesses, jobs and

00:59:45 --> 00:59:45: talent.

00:59:46 --> 00:59:50: And as as Glenda mentioned in her opening, right now,

00:59:50 --> 00:59:54: there's a lot of people, our perception in the Colorado

00:59:54 --> 00:59:59: Springs community that pass through the North Nevada corridor.

01:00:00 --> 01:00:03: But unless you work or live there, it's, it's not

01:00:03 --> 01:00:06: as much of A destination as downtown or, or other



01:00:06 --> 01:00:08: parts of the community.

01:00:08 --> 01:00:11: And so that is that's something that as we're talking

01:00:12 --> 01:00:13: about talent attraction.

01:00:14 --> 01:00:16: I mean, this is a fantastic place to live, right?

01:00:16 --> 01:00:21: And anybody that visits Colorado Springs can appreciate the natural

01:00:21 --> 01:00:24: beauty and, and why it would be attractive to live

01:00:24 --> 01:00:25: here.

01:00:26 --> 01:00:31: But in many cases that is, that's for some, that's

01:00:31 --> 01:00:33: enough for other people.

01:00:33 --> 01:00:37: They're looking for a combination of things that are coming

01:00:37 --> 01:00:41: together and, and the university obviously brings people here

01:00:41 --> 01:00:43: it, it provides a pipeline of talent.

01:00:44 --> 01:00:47: But if we are talking about people that are not

01:00:47 --> 01:00:50: coming right out of school, what is going to attract

01:00:50 --> 01:00:51: them to the area?

01:00:51 --> 01:00:54: High paying jobs and good jobs is 1.

01:00:54 --> 01:00:57: But two, it's really having the, the shopping, the dining

01:00:57 --> 01:01:01: and the entertainment that go along with that, that provide

01:01:01 --> 01:01:02: that quality of life.

01:01:03 --> 01:01:07: So what we've what we've looked at in terms of

01:01:07 --> 01:01:11: the corridor and this is forgive the the dumb rough

01:01:11 --> 01:01:15: sketches here, but as as Hal mentioned, you know, 11

01:01:15 --> 01:01:19: strategy is to look at re stitching the street network

01:01:20 --> 01:01:20: together.

01:01:21 --> 01:01:24: As many of you know, the North Nevada corridor was

01:01:24 --> 01:01:28: originally designed as a limited access highway and the city

01:01:28 --> 01:01:31: took control over that some time ago.

01:01:31 --> 01:01:36: And, and so providing greater access, particularly east, West

01:01:36 --> 01:01:39: through the corridor is, is one of our recommendations.

01:01:40 --> 01:01:43: Along with that, Hal mentioned Monument Creek.

01:01:43 --> 01:01:45: And of course, many of you know all about the

01:01:45 --> 01:01:47: grand plans for Monument Creek.

01:01:48 --> 01:01:52: But providing that east West access from the neighborhoods

01:01:52 --> 01:01:55: and, and the different parts of the corridor over to Monument

01:01:55 --> 01:01:59: Creek is another important part, important part of it.

01:02:00 --> 01:02:03: We, we also Hal touched on the neighborhoods.

01:02:03 --> 01:02:06: You know, on the east side you've got a lot

01:02:06 --> 01:02:10: of single family detached neighborhoods and then along

Monument Creek

01:02:10 --> 01:02:14: you have the manufactured home communities that we, we think

01:02:14 --> 01:02:17: those are as, as Hal mentioned, great assets and, and

01:02:18 --> 01:02:20: much of those should be preserved.

01:02:20 --> 01:02:24: But in addition, we think that we can provide some,

01:02:24 --> 01:02:29: some market rate multifamily apartments that would support the folks

01:02:29 --> 01:02:32: that would be working in some of these new, new

01:02:32 --> 01:02:34: commercial office buildings.

01:02:35 --> 01:02:38: And we know that there's a lot of industrial space

01:02:39 --> 01:02:42: and, and fabrication space that's in the, in the corridor.

01:02:43 --> 01:02:45: We think there's a value and a benefit to, to

01:02:45 --> 01:02:46: preserving some of that as well.

01:02:46 --> 01:02:49: So in the end, it becomes a, a, a rich

01:02:49 --> 01:02:53: mix of land uses and building types that are coming

01:02:53 --> 01:02:54: together.

01:02:54 --> 01:02:58: And as you see on the on the map here,

01:02:58 --> 01:03:02: those, those sort of red things with the, the green

01:03:02 --> 01:03:07: dots in the middle, those represent a, a neighborhood centre,

01:03:07 --> 01:03:08: right?

01:03:08 --> 01:03:11: So imagine a, a mini version or, or a block

01:03:11 --> 01:03:16: of two of downtown where people come together and there

01:03:16 --> 01:03:20: might be shops and restaurants or, or places to even

01:03:20 --> 01:03:25: have mixed-use development above those, those, those places.

01:03:25 --> 01:03:28: So when we look at the corridor, there were 33

01:03:28 --> 01:03:31: sites that really stood out to us in terms of

01:03:31 --> 01:03:34: where, where would we maybe want to start or look

01:03:34 --> 01:03:37: for early winds of of where we might look at

01:03:37 --> 01:03:38: development.

01:03:39 --> 01:03:44: The Birdsall Power plant really represents a great opportunity.

01:03:44 --> 01:03:47: We know that that some of those facilities will stay

01:03:47 --> 01:03:48: online for some time.

01:03:48 --> 01:03:51: But looking to the future, what, what could that look

01:03:51 --> 01:03:54: like in terms of accommodating some of the vision that

01:03:54 --> 01:03:55: we're talking about?

01:03:56 --> 01:04:00: The second one is of course the the cybersecurity building.

01:04:02 --> 01:04:05: If we can look at land around that and build

01:04:05 --> 01:04:08: on that building and expand that into more of a

01:04:08 --> 01:04:11: campus that that's the the second one.

01:04:11 --> 01:04:14: And then the third one is of course the the

01:04:14 --> 01:04:18: former Greyhound Park, which now is is providing a use

01:04:18 --> 01:04:20: to the community.

01:04:20 --> 01:04:24: But we think there's probably a higher and better use

01:04:24 --> 01:04:28: that could, could, you know, support our notion of this

01:04:28 --> 01:04:31: innovation neighborhood for Birdsall.

01:04:31 --> 01:04:33: Here's a, here's a, a quick idea of what that

01:04:33 --> 01:04:34: might look like.

01:04:35 --> 01:04:40: So obviously preserving the existing building, the two existing

01:04:40 --> 01:04:41: buildings

01:04:41 --> 01:04:44: that are there.

01:04:41 --> 01:04:44: We understand there's critical infrastructure in the office

01:04:45 --> 01:04:49: building.

01:04:49 --> 01:04:52: The, the, the building, the, the, the existing building with

01:04:52 --> 01:04:53: the stacks on top, as Jose mentioned, could, could be

01:04:54 --> 01:04:57: an adaptive reuse.

01:04:57 --> 01:05:01: We, we would, that would be a great addition to

01:05:02 --> 01:05:05: the neighborhood and then layering in new office buildings.

01:05:05 --> 01:05:09: In this case we tested three story buildings that were

01:05:09 --> 01:05:10: about 90,000 square foot each 30,000 square feet on each

01:05:10 --> 01:05:13: level.

01:05:13 --> 01:05:17: And then just north of Nichols, we start to see

01:05:17 --> 01:05:19: maybe some of that neighborhood retail that would come in

01:05:19 --> 01:05:23: to support some of that development.

01:05:23 --> 01:05:26: So just a, a quick concept there in terms of

01:05:26 --> 01:05:29: what that might look like as we look at, at

01:05:29 --> 01:05:33: some of the development strategies.

01:05:33 --> 01:05:38: Then there's there's a few things that, you know, the

01:05:38 --> 01:05:40: my other colleagues have mentioned about what we may

01:05:41 --> 01:05:46: want

01:05:46 --> 01:05:51: to do in terms of next steps.

01:05:52 --> 01:05:54: And the, the North Nevada corridor itself provides a great

01:05:54 --> 01:05:56: opportunity to deal with this stormwater management, you

01:05:56 --> 01:05:59: know, issue

01:05:59 --> 01:06:03: that we have in the area.

01:06:03 --> 01:06:05: And we talked to a lot of folks over the

01:06:05 --> 01:06:07: last week about that, as well as the, the utility

01:06:07 --> 01:06:10: infrastructure that's really needed to, to promote the kind of

01:06:10 --> 01:06:13: development we'd like to see here.

01:06:13 --> 01:06:16: So what does that look like?

01:06:16 --> 01:06:21: Well, if if we look at the corridor, you know,

01:06:21 --> 01:06:23: there's a, a large median in the center of the

01:06:23 --> 01:06:25: northbound and southbound lanes on Nevada.

01:06:25 --> 01:06:27: And then we have this fairly wide former railroad easement

01:06:27 --> 01:06:29: that is on the east side of Nevada.

01:06:24 --> 01:06:27: And so if we imagine you could have PED and  
01:06:27 --> 01:06:30: bike trails there that are part of the network, but  
01:06:30 --> 01:06:33: then also use quite a bit of that for a,  
01:06:33 --> 01:06:37: a, a regional or district wide stormwater detention facility that  
01:06:38 --> 01:06:41: would really help to facilitate that development.  
01:06:43 --> 01:06:46: Another, another couple of ways to look at it.  
01:06:46 --> 01:06:49: So the top view here, these are just a, a  
01:06:49 --> 01:06:52: couple cartoon sections, but the top is sort of what  
01:06:53 --> 01:06:53: we have today.  
01:06:54 --> 01:06:57: And, and you can see on the left side, the,  
01:06:57 --> 01:06:59: the right of way is very large.  
01:06:59 --> 01:07:02: It's about 220 feet wide.  
01:07:02 --> 01:07:05: And then we have another 80 feet of that railroad  
01:07:05 --> 01:07:06: easement on the right.  
01:07:06 --> 01:07:09: So that's a tremendous amount of area to work with.  
01:07:10 --> 01:07:14: And you can see the, the the section below would  
01:07:14 --> 01:07:17: be not not modifying that to A to a large  
01:07:17 --> 01:07:22: degree, but introducing the idea that there was a recent  
01:07:22 --> 01:07:26: study done for the BRT study by Kinley Horn.  
01:07:26 --> 01:07:30: So this shows what that might look like a dedicated  
01:07:30 --> 01:07:33: lane there for the the BRT.  
01:07:33 --> 01:07:35: And then you can see the, the storm water on  
01:07:35 --> 01:07:35: the right.  
01:07:37 --> 01:07:41: A couple of other ideas how mentioned the idea of,  
01:07:41 --> 01:07:44: of either, you know, the, the BRT could be in  
01:07:44 --> 01:07:45: the center.  
01:07:45 --> 01:07:48: We this is testing it on the edges, right, for  
01:07:48 --> 01:07:49: easier boarding.  
01:07:50 --> 01:07:54: And then the idea of introducing stormwater on both sides  
01:07:54 --> 01:07:55: of the Nevada corridor.  
01:07:56 --> 01:07:58: The previous one had parking on the on the West  
01:07:59 --> 01:07:59: side.  
01:07:59 --> 01:08:02: So, you know, depending on how much capacity we need  
01:08:02 --> 01:08:05: to deal with that stormwater issue.  
01:08:05 --> 01:08:07: And then the bottom one, of course.  
01:08:07 --> 01:08:07: Yeah.  
01:08:08 --> 01:08:11: You know, if, if we're fortunate as a community in  
01:08:12 --> 01:08:15: Colorado Springs to be able to get the kind of  
01:08:15 --> 01:08:19: funding to to be able to afford a fixed guideway  
01:08:19 --> 01:08:23: this, you know, think trolley or streetcar or even light  
01:08:24 --> 01:08:27: rail that could be in the center of the corridor  
01:08:27 --> 01:08:30: with platforms and stations.

01:08:33 --> 01:08:36: The the other the, the next development strategy is I,  
 01:08:36 --> 01:08:39: I mentioned the, the sort of the, the grid, right.  
 01:08:39 --> 01:08:42: And so the, the three black lines that you see  
 01:08:42 --> 01:08:46: on the screen, Fillmore Garden of the Gods, which turn  
 01:08:46 --> 01:08:49: in turns into Austin Bluffs, as you know, and then  
 01:08:49 --> 01:08:53: Nevada are really the the key kind of arterial corridors.  
 01:08:53 --> 01:08:56: The blue are the blue ones are existing.  
 01:08:57 --> 01:09:00: And what we're proposing is that if you know, in  
 01:09:00 --> 01:09:04: order to take some of the pressure off of Nevada,  
 01:09:04 --> 01:09:08: complete that grid to, to provide more than one way  
 01:09:08 --> 01:09:09: to get from A to B.  
 01:09:09 --> 01:09:13: And two, really provide that, that access from folks that  
 01:09:13 --> 01:09:17: might live in, in these, these the neighborhoods to the  
 01:09:17 --> 01:09:20: east and within the corridor to be able to get  
 01:09:20 --> 01:09:24: over to the Greenway and to, you know, the shopping,  
 01:09:24 --> 01:09:26: dining and other, other amenities.  
 01:09:27 --> 01:09:29: You will see a, a couple of areas.  
 01:09:31 --> 01:09:32: I don't know if my pointer works, does it?  
 01:09:32 --> 01:09:35: Yeah, right here and right here.  
 01:09:35 --> 01:09:38: Those two would involve bridges over the drainage way.  
 01:09:39 --> 01:09:42: So a little bit more expensive than just, you know,  
 01:09:42 --> 01:09:43: building a road.  
 01:09:43 --> 01:09:44: We understand that.  
 01:09:45 --> 01:09:49: And some areas might involve, you know, repositioning,  
 01:09:49 --> 01:09:51: repositioning some buildings.  
 01:09:51 --> 01:09:55: So we understand the, there are some challenges there.  
 01:09:56 --> 01:10:01: Development strategy #3 if we think about the neighborhood  
 01:10:01 --> 01:10:05: preservation  
 01:10:05 --> 01:10:08: and some of the preservation of the industrial area being  
 01:10:08 --> 01:10:09: a little bit, you know, further away from the Nevada  
 01:10:09 --> 01:10:13: corridor.  
 01:10:13 --> 01:10:16: If we we're thinking about that first 4 to 500  
 01:10:16 --> 01:10:20: feet from the right of way of Nevada, if we  
 01:10:20 --> 01:10:24: could focus on land acquisition there to really start to  
 01:10:24 --> 01:10:29: think about how those areas could be redeveloped and and  
 01:10:29 --> 01:10:33: really reimage the corridor into this innovation district that we  
 01:10:33 --> 01:10:37: feel would be the prime opportunity because it would be  
 01:10:37 --> 01:10:41: visible from Nevada and people could see start to see  
 01:10:41 --> 01:10:45: the effect of the innovation neighborhood come to life.  
 01:10:45 --> 01:10:48: The 4th 1 is, is this identifying these nodes that  
 01:10:48 --> 01:10:52: that would be along that corridor and these would be

01:10:52 --> 01:10:53: those areas.

01:10:53 --> 01:10:57: Think, think about the social gathering spaces or, you know,

01:10:57 --> 01:11:01: the, the village green or the, the neighborhood Town Center

01:11:02 --> 01:11:04: where people can, can come together.

01:11:05 --> 01:11:07: You, you, if you live or work nearby, you can

01:11:08 --> 01:11:10: get a cup of coffee, you can grab lunch, you

01:11:11 --> 01:11:13: can meet, meet a friend or a, or a colleague

01:11:13 --> 01:11:15: or a business associate.

01:11:16 --> 01:11:18: It's those those places that we want to come together.

01:11:19 --> 01:11:23: The dots that you're seeing are are about a half

01:11:23 --> 01:11:24: a mile apart.

01:11:24 --> 01:11:29: So that means that essentially within 1/4 mile walk, which

01:11:29 --> 01:11:32: is what we we envisioned to be about a 5

01:11:32 --> 01:11:36: minute walk, you could easily get to one of those,

01:11:36 --> 01:11:40: those nodes for those convenience items and those amenities.

01:11:41 --> 01:11:45: And then finally, our final, our final development strategy is

01:11:45 --> 01:11:49: really about image and branding of the corridor, right?

01:11:49 --> 01:11:53: That it should have clearly defined edges.

01:11:53 --> 01:11:57: You should know when you're entering the, the innovation neighborhood

01:11:57 --> 01:12:00: and, and it should be very clear as you're moving

01:12:00 --> 01:12:03: through it that you've arrived at this place.

01:12:03 --> 01:12:07: So those clearly defined centres and, and nodes that I

01:12:07 --> 01:12:11: talked about, but then also things like streetscapes and signage

01:12:11 --> 01:12:15: and logos and graphics and even even a colour scheme

01:12:15 --> 01:12:19: that that can really support and reinforce the, the, the,

01:12:19 --> 01:12:23: the neighborhood that we're, we're trying to create.

01:12:24 --> 01:12:25: So thank you for your time.

01:12:25 --> 01:12:27: I'm now going to turn it over to Anthony to

01:12:27 --> 01:12:28: talk about implementation.

01:12:37 --> 01:12:37: Good morning, everyone.

01:12:37 --> 01:12:40: Congratulations on making it this far in the presentation.

01:12:40 --> 01:12:41: We're nearly there.

01:12:41 --> 01:12:42: We're nearly there.

01:12:42 --> 01:12:43: My name is Anthony Graves.

01:12:44 --> 01:12:46: I serve as the principal of Graves Civic Solutions of

01:12:46 --> 01:12:49: Public Affairs and Economic Development Consultancy, and I'm excited to

01:12:50 --> 01:12:52: talk to you a little bit about the rubber meeting,

01:12:52 --> 01:12:53: the road for implementation.

01:12:55 --> 01:12:59: The cruel reality of economic growth is that cities across

01:12:59 --> 01:13:03: the United States and around the world are competing against

01:13:03 --> 01:13:07: each other for finite economic resources to serve their constituents.

01:13:08 --> 01:13:12: As a result, it creates fierce competition for business attraction.

01:13:13 --> 01:13:17: Really thinking through start up activity and really attracting and

01:13:17 --> 01:13:20: retaining that workforce that willpower the jobs of the future.

01:13:21 --> 01:13:25: So in order to have the North Nevada corridor positioned

01:13:25 --> 01:13:29: to have the greatest competitive advantage, to go out and

01:13:29 --> 01:13:34: compete for those resources for a vibrant innovation community, the

01:13:34 --> 01:13:37: Colorado Springs community, all of you in the the key

01:13:37 --> 01:13:41: institutions you represent need to come together to create a

01:13:41 --> 01:13:45: centralized authority in an agile organization.

01:13:45 --> 01:13:48: In short, North Nevada needs a champion.

01:13:49 --> 01:13:54: We strongly recommend the development of a redevelopment corporation that

01:13:54 --> 01:13:58: will aggressively push this vision for the development of the

01:13:58 --> 01:14:01: North Nevada corridor and to really go out to find

01:14:01 --> 01:14:04: a strong CEO that will come together to represent your

01:14:04 --> 01:14:08: cumulative voices to take this community to the next level.

01:14:09 --> 01:14:12: Let's talk a little bit about what it could look

01:14:12 --> 01:14:15: like in some of the dynamics you should consider in

01:14:15 --> 01:14:19: pulling together your community to work together around a defined

01:14:19 --> 01:14:21: presence in a corporate organization.

01:14:22 --> 01:14:25: An independent redevelopment corporation is the first thing we think

01:14:25 --> 01:14:28: is quite important to sit outside of the city government,

01:14:28 --> 01:14:31: but to have it be a collaborative entity whereby the

01:14:31 --> 01:14:35: governance has the city, civic and business organizations and other

01:14:35 --> 01:14:36: community voices.

01:14:36 --> 01:14:40: I believe that the more stakeholders that have pockets of

01:14:40 --> 01:14:44: influence in this community that come together in this entity,

01:14:44 --> 01:14:47: the better so that you have numerous tools in your

01:14:47 --> 01:14:50: belt to be able to compel this organization to have

01:14:50 --> 01:14:53: significant change along the North Nevada corridor.

01:14:54 --> 01:14:58: Further, hiring a Chief Executive officer that really represents your

01:14:58 --> 01:15:01: cumulative voices is going to be very important because they

01:15:01 --> 01:15:04: are going to be that senior states person for this

01:15:04 --> 01:15:08: organization that will bring together numerous constituencies to tell your

01:15:08 --> 01:15:12: story and to really cultivate champions, other champions out in

01:15:12 --> 01:15:13: the community.

01:15:14 --> 01:15:16: We've put on the slide here just a few logos,

01:15:16 --> 01:15:17: many of our sponsors.

01:15:17 --> 01:15:20: Thank you for having us here, which which we think

01:15:20 --> 01:15:23: are automatic seats on this bus, but we believe that

01:15:23 --> 01:15:26: it should be much larger to really ensure that you

01:15:26 --> 01:15:29: have all of the entities that could really bring value.

01:15:29 --> 01:15:33: A couple that you might consider are organizations like visit

01:15:33 --> 01:15:37: Colorado Springs, your, your sports Commission, key foundations in the

01:15:37 --> 01:15:39: the in the area, etcetera.

01:15:41 --> 01:15:44: Structure, roles and responsibilities often and all of us here

01:15:44 --> 01:15:47: in the audience are working for organizations or maybe have

01:15:47 --> 01:15:49: served on boards or or special committees.

01:15:50 --> 01:15:53: We know that interpersonal dynamics are a critical factor in

01:15:53 --> 01:15:55: the success of these organizations.

01:15:56 --> 01:15:59: And so in setting up a new a redevelopment corporation,

01:15:59 --> 01:16:02: we think that the bifurcation of responsibility and a clear

01:16:02 --> 01:16:05: management and governance structure are very important.

01:16:06 --> 01:16:09: So the CEO should be solely responsible for executing the

01:16:09 --> 01:16:11: vision that is set by the board of directors and

01:16:12 --> 01:16:15: really providing that clarity and defining the roles that will

01:16:15 --> 01:16:16: drive this vision forward.

01:16:17 --> 01:16:20: They also will have the daunting task perhaps of taking

01:16:20 --> 01:16:23: these recommendations that we are providing to you and really

01:16:23 --> 01:16:26: thinking through what the prioritization will be and how to

01:16:26 --> 01:16:28: move it forward and make it a reality.

01:16:29 --> 01:16:32: They also have the ability to elevate issues of strategic

01:16:32 --> 01:16:36: importance to this group of stakeholders on the board of

01:16:36 --> 01:16:39: directors that can help them problem solve and really bring

01:16:39 --> 01:16:43: a level of sophistication to the decision making associated with

01:16:43 --> 01:16:45: the the operations of this entity.

01:16:46 --> 01:16:49: And perhaps most importantly, you are a strong community of

01:16:49 --> 01:16:52: leaders in each of the organizations that are represented here

01:16:52 --> 01:16:55: have gotten incredible tractions in your lanes, but each of

01:16:55 --> 01:16:58: you have your own mandate around the types of services



01:16:58 --> 01:17:02: or products that you're delivering on behalf of this community.

01:17:02 --> 01:17:06: And so that can sometimes create politicization right when you're

01:17:06 --> 01:17:08: working on large capital improvement projects.

01:17:09 --> 01:17:12: So having this sort of Switzerland right that comes together

01:17:12 --> 01:17:16: will help to depoliticize decision making and allow you to

01:17:16 --> 01:17:19: move more efficiently forward in into the future.

01:17:20 --> 01:17:22: On the governance side, this Board of directors is really

01:17:22 --> 01:17:25: an amazing opportunity for you to come together and reduce

01:17:25 --> 01:17:28: silos between the respective work streams that are happening.

01:17:29 --> 01:17:32: It also gives you executive oversight of that chief executive

01:17:32 --> 01:17:36: that you hireright in both creating, hopefully a national search

01:17:36 --> 01:17:39: for this position and then setting key performance indicators and

01:17:39 --> 01:17:43: evaluating the performance and deliverables of that chief executive officer.

01:17:45 --> 01:17:47: One of the things that's really compelling to me is,

01:17:47 --> 01:17:50: is someone who thinks that every project should have a

01:17:51 --> 01:17:54: positive community impact is trying to have some meaningful dialogue

01:17:54 --> 01:17:57: about how you keep the needs of your constituents front

01:17:57 --> 01:17:58: and center.

01:17:58 --> 01:18:01: And when you're governed by a very clear vision and

01:18:01 --> 01:18:04: mission statement that the board of directors and then that

01:18:04 --> 01:18:06: chief executive are, are led by, that's one of the

01:18:06 --> 01:18:08: things that will allow you to keep the voices and

01:18:08 --> 01:18:11: needs of those constituencies top of mind at every step

01:18:11 --> 01:18:12: of your evolution.

01:18:13 --> 01:18:17: So what exactly does a, a redevelopment corporation do?

01:18:17 --> 01:18:19: Well, I really want you to think about two sides

01:18:19 --> 01:18:20: of a coin.

01:18:20 --> 01:18:22: The first side of the coin is about strong leadership

01:18:23 --> 01:18:26: in the community that is really driving, you know, assemblage,

01:18:26 --> 01:18:29: like bringing together all the, the property parcels, right?

01:18:29 --> 01:18:32: Going out, finding the deals, really helping people understand the

01:18:32 --> 01:18:35: value proposition or working on something that is bigger than

01:18:35 --> 01:18:36: themselves.

01:18:36 --> 01:18:39: And then driving, right, all of the, the follow up

01:18:39 --> 01:18:43: and project management and the, the various contractors that, that

01:18:43 --> 01:18:45: really bring real estate developments to life.

01:18:46 --> 01:18:48: There's also a huge amount of back and forth as

01:18:48 --> 01:18:50: we know with the city of Colorado Springs and the

01:18:51 --> 01:18:54: utilities, right, thinking through the infrastructure that Jose spent a

01:18:54 --> 01:18:56: great deal of time talking about today.

01:18:56 --> 01:18:59: And so the the soft skills for this person, the

01:18:59 --> 01:19:02: follow up and project management will be critically important working

01:19:02 --> 01:19:04: closely with the the chamber and the EDC.

01:19:04 --> 01:19:06: You have a very strong chamber and EDC here, but

01:19:06 --> 01:19:10: really thinking how you partner with them around targeted business

01:19:10 --> 01:19:13: attraction and retention, specifically on the North Nevada corridor.

01:19:14 --> 01:19:18: And then perhaps most importantly, thinking about enabling legislation, right,

01:19:19 --> 01:19:22: What the public affairs strategy will be for the organization

01:19:22 --> 01:19:25: so that you can go out and assert leverage to

01:19:25 --> 01:19:29: bring on new resources and laws that will help you

01:19:29 --> 01:19:32: to accelerate the development and service to this community.

01:19:33 --> 01:19:36: I wanted to highlight just a couple of quick real

01:19:36 --> 01:19:38: world examples of redevelopment corporations are out there in the

01:19:38 --> 01:19:41: United States, some of which you may have visited in

01:19:41 --> 01:19:41: this room.

01:19:42 --> 01:19:44: The first Rodney Milton can tell you a ton about

01:19:44 --> 01:19:45: which is the Atlanta Beltline.

01:19:46 --> 01:19:48: So they they have a system of 22 miles of

01:19:49 --> 01:19:52: old railroad tracks that have come together in this beautiful

01:19:52 --> 01:19:56: community, right where you have trails and parks and transit.

01:19:56 --> 01:20:00: But it also has catalytic hubs for economic development where

01:20:00 --> 01:20:04: tech companies are coming in and bringing real value to

01:20:04 --> 01:20:05: the community.

01:20:05 --> 01:20:08: And so it has attracted about \$9 billion of private

01:20:08 --> 01:20:11: investment in this area and has created thousands of jobs.

01:20:12 --> 01:20:15: It's getting almost impossible to find homes near and around

01:20:15 --> 01:20:19: the Beltline because people are so drawn to this community.

01:20:19 --> 01:20:21: You have many of the assets that we see along

01:20:21 --> 01:20:22: the Atlanta Beltline.

01:20:22 --> 01:20:26: And so this, I believe, is a really wonderful aspirational

01:20:26 --> 01:20:28: model for you to consider.

01:20:28 --> 01:20:30: Bring it down to earth just a little bit.

01:20:30 --> 01:20:33: Know that there are much smaller communities as well that

01:20:33 --> 01:20:35: are engaging these structures and getting traction.

01:20:35 --> 01:20:39: Looking at the Memphis Riverfront Development Corporation, they're thinking critically

01:20:39 --> 01:20:42: about the use and reactivation of the Mississippi River.

01:20:42 --> 01:20:45: And their nonprofit board is also thinking through, you know,

01:20:45 --> 01:20:48: land assembly and real estate development in a way that's

01:20:48 --> 01:20:51: already paying dividends to their community to the tune for

01:20:51 --> 01:20:54: about \$4 million in revenues each year they're coming in.

01:20:55 --> 01:20:58: So all of those pretty pictures and many of the

01:20:58 --> 01:21:01: ones that you've seen from my colleagues here, they don't

01:21:01 --> 01:21:02: come together by themselves.

01:21:03 --> 01:21:05: There was a lot of hard work and strategy that

01:21:05 --> 01:21:09: that really precipitated those projects coming to life.

01:21:09 --> 01:21:13: But behind all of that hard work and strategy was

01:21:13 --> 01:21:17: a full tool belt of a financial tools and strategies.

01:21:17 --> 01:21:19: You know, if ever you've had like a faucet break

01:21:19 --> 01:21:22: at your house or maybe a light switch cover falls

01:21:22 --> 01:21:24: off, it gets really frustrating when you go to your

01:21:24 --> 01:21:27: toolbox and you don't have the right thing to make

01:21:27 --> 01:21:27: that repair at home.

01:21:28 --> 01:21:29: My wife yells at me about that all of the

01:21:29 --> 01:21:30: time, right.

01:21:31 --> 01:21:33: But it's the same thing with these financial tools.

01:21:33 --> 01:21:37: This list is not comprehensive, but it really represents sort

01:21:37 --> 01:21:40: of the bread and butter of economic development, especially for

01:21:40 --> 01:21:42: large scale redevelopment projects.

01:21:44 --> 01:21:47: Briefly speaking to legislation when when my colleague Michael was

01:21:48 --> 01:21:51: up and he talked about Cornell Tech and he spotlighted

01:21:51 --> 01:21:54: numerous innovation neighborhoods across the United States.

01:21:55 --> 01:21:59: Most of the largest innovation neighborhoods have actually had enabling

01:21:59 --> 01:22:02: legislation from their state legislatures that have helped to create

01:22:03 --> 01:22:04: baseline investment.

01:22:04 --> 01:22:06: Even down in Denver, many of you have been to

01:22:06 --> 01:22:09: the The Stock Show and know about the National Western Centre development.

01:22:09 --> 01:22:10: Through our state legislature, there was about \$400 million of

01:22:11 --> 01:22:14: enabling investment that came through from 2 core bills into

01:22:14 --> 01:22:17:

01:22:17 --> 01:22:18: the state of Colorado.

01:22:18 --> 01:22:20: And that's just one of several examples.

01:22:21 --> 01:22:22: Local, state and federal.

01:22:22 --> 01:22:24: Federal grants will continue to be important.

01:22:24 --> 01:22:27: This is sort of a a shifting sand environment where

01:22:27 --> 01:22:30: you have to constantly think through the current sources, whether

01:22:30 --> 01:22:33: they're federal or state, to determine whether or not they're

01:22:33 --> 01:22:35: going to be here from from 1 decade to the

01:22:35 --> 01:22:35: next.

01:22:36 --> 01:22:40: Understanding that local, state and federal political issues will directly

01:22:40 --> 01:22:42: impact the availability of those funds.

01:22:42 --> 01:22:46: One good example is the Economic Development Administration's EDA Tech

01:22:47 --> 01:22:51: Hub grant that Colorado recently participated in through our quantum

01:22:51 --> 01:22:55: computing cluster, P Threes public private partnerships.

01:22:55 --> 01:22:58: For anybody who deals with P Threes, there's often an

01:22:58 --> 01:23:01: expression that if you've seen one P3, you've seen one

01:23:01 --> 01:23:01: P3.

01:23:03 --> 01:23:06: The idea here is that there's such unique instruments that

01:23:06 --> 01:23:09: are they're, they're like a thumbprint, right?

01:23:09 --> 01:23:12: Each one has an, A unique identity, but one of

01:23:12 --> 01:23:15: the things they share in common is that public entities

01:23:15 --> 01:23:18: and the private sector come together and that the private

01:23:18 --> 01:23:21: sector will kind of take on a little bit of

01:23:21 --> 01:23:24: the risk, the burden of design, build, operate and maintain.

01:23:24 --> 01:23:27: But then they share on the upside the monetization of,

01:23:27 --> 01:23:30: of key parcels and, and opportunities.

01:23:30 --> 01:23:32: And so it's a critical tool that gives you a

01:23:32 --> 01:23:35: great deal of leverage and flexibility.

01:23:35 --> 01:23:37: Urban renewal, a tool that you are already using, I

01:23:37 --> 01:23:39: think effectively in this community.

01:23:40 --> 01:23:43: Urban renewal really gives you sort of the platform to

01:23:43 --> 01:23:46: 1st identify blight in the community and really determine how

01:23:46 --> 01:23:49: you can use future tax increment that can be reinvested

01:23:50 --> 01:23:52: for future development in that area.

01:23:52 --> 01:23:56: So thinking of urban renewal as a baseline tax increment

01:23:56 --> 01:23:58: financing sort of folds over the top of that with

01:23:59 --> 01:24:02: special districts and, and other mechanisms that allow you to

01:24:02 --> 01:24:05: find new sort of tax increment that you can continue

01:24:05 --> 01:24:07: to funnel into key projects.

01:24:07 --> 01:24:10: It's like different flavours of ice cream, especially in the  
01:24:10 --> 01:24:13: special districts you can really target, you know, fiber  
implementation  
01:24:13 --> 01:24:15: or other other elements.  
01:24:15 --> 01:24:18: So once you start to have some of these tools  
01:24:18 --> 01:24:22: in place and you know, you started to assemble parcels  
01:24:22 --> 01:24:26: and more development is happening, there's a great  
opportunity to  
01:24:26 --> 01:24:31: start pursuing financing, leveraging right those those incomes  
through municipal  
01:24:31 --> 01:24:34: bonds and loans and other sort of last mile financing  
01:24:34 --> 01:24:35: instruments.  
01:24:35 --> 01:24:38: New market tax credits, My colleague Hal, remind me about  
01:24:38 --> 01:24:39: this yesterday.  
01:24:39 --> 01:24:42: They're also a wonderful tool that really allows you to  
01:24:42 --> 01:24:45: work with a community development entity to get a seven-  
year  
01:24:45 --> 01:24:49: tax credit, which can be transformational for communities,  
especially that  
01:24:50 --> 01:24:52: have a certain income in the community.  
01:24:52 --> 01:24:54: And then finally, philanthropy.  
01:24:54 --> 01:24:57: You have a strong philanthropic base here in the Pikes  
01:24:57 --> 01:24:57: Peak region.  
01:24:58 --> 01:25:01: Often times philanthropy has one of the toughest jobs  
because  
01:25:01 --> 01:25:04: they are getting a sea of requests that come in  
01:25:04 --> 01:25:06: to, to have a really effective strategy.  
01:25:06 --> 01:25:11: Think about pulling them together around 1 compelling  
vision, right?  
01:25:11 --> 01:25:13: And and working collaboratively to think how you might get  
01:25:14 --> 01:25:16: transformational investments from philanthropy.  
01:25:17 --> 01:25:19: Now that I've given a quick overview of the various  
01:25:19 --> 01:25:22: tools in the belt, I just wanted to spotlight a  
01:25:22 --> 01:25:25: couple of things that you might want to consider creatively  
01:25:25 --> 01:25:28: around the the financial tools you have at your disposal.  
01:25:28 --> 01:25:31: So that the current urban renewal area that you have  
01:25:31 --> 01:25:34: in place that is actually with the TIF that that  
01:25:34 --> 01:25:37: has a 25 year horizon, it's getting ready to expire.  
01:25:37 --> 01:25:41: And so this is actually an exciting opportunity for you  
01:25:41 --> 01:25:45: because in 2029, you have an opportunity to reimagine how  
01:25:45 --> 01:25:48: the boundary for that that area is drawn and maybe  
01:25:48 --> 01:25:52: ship some things around when an urban renewal area is  
01:25:52 --> 01:25:54: created is created around blight.

01:25:55 --> 01:25:57: Well, if you look at your Costco, maybe there's not  
01:25:57 --> 01:25:58: blight in there anymore, right?  
01:25:58 --> 01:26:01: So maybe you can like ship the urban renewal area  
01:26:01 --> 01:26:04: and a special district or the TIF so that you  
01:26:04 --> 01:26:08: can capture light industrial behind Nevada or even think  
01:26:08 --> 01:26:12: about  
01:26:08 --> 01:26:12: creating a brand new opportunity to, to create a new  
01:26:12 --> 01:26:16: special district around the, the Greyhound stadium that that  
01:26:12 --> 01:26:16: was  
01:26:16 --> 01:26:18: was spoken about by by Todd.  
01:26:19 --> 01:26:22: So this this is a really interesting opportunity to to  
01:26:23 --> 01:26:26: reassess how you are using these tools and to redraw  
01:26:26 --> 01:26:30: key boundaries that can create new increment or revenues  
01:26:26 --> 01:26:30: that  
01:26:30 --> 01:26:33: you can use for future development, for infrastructure and to  
01:26:33 --> 01:26:36: move your project forward decisively.  
01:26:38 --> 01:26:41: Finally, one of the things you might consider with the  
01:26:41 --> 01:26:44: incredible economic asset you have with the University of  
01:26:41 --> 01:26:44: Colorado  
01:26:44 --> 01:26:47: Springs is to engage with the university to talk about  
01:26:47 --> 01:26:49: the possibility of a land swap.  
01:26:49 --> 01:26:53: Really thinking through how you can leverage the university's  
01:26:49 --> 01:26:53: 0  
01:26:53 --> 01:26:56: tax base as a state institution to swap that out  
01:26:56 --> 01:27:00: and get pretty significant incremental revenues right by by  
01:26:56 --> 01:27:00: working  
01:27:00 --> 01:27:04: creatively to to leverage this community partner that you  
01:27:00 --> 01:27:04: have  
01:27:04 --> 01:27:04: at the table.  
01:27:04 --> 01:27:08: This is really a powerful strategy to bring in new  
01:27:08 --> 01:27:12: resources for the community and so to pull this all  
01:27:12 --> 01:27:12: together.  
01:27:13 --> 01:27:17: This really is the turning point for this community around  
01:27:17 --> 01:27:20: the North Nevada corridor and you have a very clear  
01:27:20 --> 01:27:23: a line of sight to milestones that you can begin  
01:27:23 --> 01:27:26: working on today to start realizing this vision.  
01:27:26 --> 01:27:32: So again, creating an independent redevelopment  
01:27:26 --> 01:27:32: corporation that really brings  
01:27:32 --> 01:27:36: together a various influential entities across your community.  
01:27:36 --> 01:27:39: So you can take some time to think through who  
01:27:39 --> 01:27:41: will be on the in the seats on that bus  
01:27:41 --> 01:27:45: that will serve on that board of directors doing a  
01:27:45 --> 01:27:49: national search for a a powerful and focused chief executive  
01:27:49 --> 01:27:52: officer that will really drive the bus and and bring

01:27:52 --> 01:27:54: this community where it wants to go.

01:27:55 --> 01:27:59: Taking some time to thoughtfully re evaluate how you're using

01:27:59 --> 01:28:04: your current financial instruments, those various overlays that you currently

01:28:04 --> 01:28:07: have in place and taking some time to shift those

01:28:08 --> 01:28:11: in 2029, considering the leveraging UCCS and land swap, and

01:28:11 --> 01:28:13: then finally competing to win.

01:28:14 --> 01:28:16: So by following this road map and all of these

01:28:16 --> 01:28:20: incredible recommendations that our colleagues have worked very hard on,

01:28:20 --> 01:28:23: we feel that this will enable you to compete more

01:28:23 --> 01:28:26: effectively to bring more resources to the North Nevada corridor.

01:28:27 --> 01:28:29: With that, it's been a pleasure to be with you

01:28:29 --> 01:28:31: and it's my privilege to bring back the chair of

01:28:31 --> 01:28:32: our panel, Glenda.

01:28:41 --> 01:28:44: So you're probably on overload by this time, but we're

01:28:45 --> 01:28:47: almost there and we welcome your questions.

01:28:47 --> 01:28:48: Of course.

01:28:49 --> 01:28:52: I don't think there's any denying that this N Nevada

01:28:52 --> 01:28:54: corridor is a very complicated mix of uses.

01:28:54 --> 01:28:57: And it's kind of been that area that's been passed

01:28:57 --> 01:29:00: through or passed over over many years.

01:29:00 --> 01:29:03: And you've got those two anchors with the university in

01:29:03 --> 01:29:06: downtown that are developing and thriving.

01:29:06 --> 01:29:11: And so connecting those two anchors and generating those viable

01:29:11 --> 01:29:15: clusters for commerce and learning and livability, it is going

01:29:15 --> 01:29:16: to be a heavy lift.

01:29:17 --> 01:29:21: It's one that takes time, it's a long term project.

01:29:22 --> 01:29:26: It takes patience, it takes creative resources, as you've heard,

01:29:26 --> 01:29:29: it takes very bold leadership and it takes big thinking.

01:29:30 --> 01:29:33: But I don't think there are many cities across this

01:29:33 --> 01:29:35: country who are better prepared to do that.

01:29:35 --> 01:29:38: You've proven that over and over in this community.

01:29:39 --> 01:29:41: I mean, just look at the renewed downtown activity.

01:29:42 --> 01:29:44: I was fortunate to be here in 2012 on the

01:29:44 --> 01:29:47: ULI panel that looked at downtown.

01:29:47 --> 01:29:50: And when I see it now and all the significant

01:29:50 --> 01:29:53: changes, it's a real wow factor quite honestly.

01:29:54 --> 01:29:57: And so your community is always willing to take on

01:29:57 --> 01:30:00: a challenge and to deliver on it.

01:30:00 --> 01:30:01: And I don't think this is going to be any

01:30:01 --> 01:30:02: different for you.

01:30:03 --> 01:30:05: So I need to reinforce a couple things to kind

01:30:05 --> 01:30:07: of tell you what you've heard.

01:30:07 --> 01:30:12: You've heard opportunities around defined sectors with that R&D tech

01:30:12 --> 01:30:16: hub, the focus on Wellness and and health, the sports

01:30:16 --> 01:30:22: performance tech, and the development of the active innovation neighborhood.

01:30:23 --> 01:30:28: You've heard best practices around market potential and development program

01:30:28 --> 01:30:32: and design possibilities and certainly implementation as well.

01:30:34 --> 01:30:38: You've also heard that the panel believes that there's a

01:30:38 --> 01:30:41: need to re evaluate and streamline and simplified some of

01:30:42 --> 01:30:45: the existing policies and processes that are out there.

01:30:46 --> 01:30:50: And then you've also heard that robust and consistent communication

01:30:50 --> 01:30:54: with stakeholders in the corridor is critical as you move

01:30:54 --> 01:30:58: forward, and also to look at broader citizen participation and

01:30:58 --> 01:31:03: engagement to really develop those enthusiastic advocates across the community.

01:31:04 --> 01:31:07: It's going to be imperative, we feel, to seek engagement

01:31:07 --> 01:31:11: from the US Olympic Committee, the governing bodies of the

01:31:11 --> 01:31:15: Olympics, and the military for involvement in this N Nevada

01:31:15 --> 01:31:18: corridor because they could have a major stake in this

01:31:18 --> 01:31:19: area.

01:31:19 --> 01:31:22: The panel's going to give you a call to action.

01:31:23 --> 01:31:24: You're the city of champions.

01:31:24 --> 01:31:28: And as we've said, it's time to identify a new

01:31:28 --> 01:31:30: champion for the North Nevada Ave.

01:31:30 --> 01:31:36: corridor, and that should be that new redevelopment corporation that

01:31:36 --> 01:31:41: will put politics aside or pride of any individual ownership.

01:31:41 --> 01:31:46: And it captures the strengths of all those appropriate stakeholders.

01:31:46 --> 01:31:51: As Anthony told you, it can prioritize projects, prioritize development

01:31:51 --> 01:31:56: ideas and sites, and it can drive the right investment

01:31:56 --> 01:31:57: at the right time.

01:31:58 --> 01:32:01: So we believe as a panel that the city of

01:32:01 --> 01:32:05: Colorado Springs and its utility must take the lead and

01:32:05 --> 01:32:10: be the first in making those foundational investments that will



01:32:10 --> 01:32:15: show commitment to the area and attract private investment.

01:32:15 --> 01:32:17: And you've heard that through the presentations.

01:32:17 --> 01:32:22: We believe that the mayor and City Council must work

01:32:22 --> 01:32:26: together and solidify around the North Nevada Ave.

01:32:26 --> 01:32:29: as #1 priority in the community at this time.

01:32:30 --> 01:32:33: Giving that designation or brand to the corridor is going

01:32:33 --> 01:32:37: to make the community realize that something's happening here.

01:32:37 --> 01:32:40: It will build excitement and make voices in the air.

01:32:40 --> 01:32:43: Want to buy in to the vision and to feel

01:32:43 --> 01:32:45: ownership to the change.

01:32:45 --> 01:32:50: And then aggressive advocacy to identify and attract both state

01:32:50 --> 01:32:52: and federal resources must occur.

01:32:52 --> 01:32:56: And that may at times require a third party to

01:32:56 --> 01:33:00: be brought in to be effective for those advocacy efforts.

01:33:01 --> 01:33:05: Colorado Springs, we know has unparalleled beauty and we've talked

01:33:05 --> 01:33:06: about that.

01:33:06 --> 01:33:11: That's really the asset that everywhere you look is visible

01:33:11 --> 01:33:16: and you also have unparalleled spirit to get things done.

01:33:17 --> 01:33:19: And we feel that now is the time for you

01:33:19 --> 01:33:23: to aggressively communicate that the North Nevada Ave.

01:33:23 --> 01:33:26: is the city's next big idea and to communicate that

01:33:27 --> 01:33:31: clear vision to seize the moment and make things happen.

01:33:31 --> 01:33:36: During that 2012 ULI Downtown panel, we shared a quote

01:33:36 --> 01:33:40: that's on the wall in the Olympic Training Center that

01:33:40 --> 01:33:43: we felt was appropriate at the time.

01:33:43 --> 01:33:46: And again, it seems very appropriate.

01:33:46 --> 01:33:49: Success is a journey, not a destination.

01:33:49 --> 01:33:52: And the remainder of that quote from Arthur Ashe is

01:33:52 --> 01:33:56: the doing is usually more important than the outcome.

01:33:56 --> 01:33:59: So think about that as you move forward with this

01:33:59 --> 01:34:00: initiative.

01:34:01 --> 01:34:03: This time in the history of Colorado Springs is a

01:34:03 --> 01:34:04: turning point.

01:34:04 --> 01:34:07: As we've said over and over, it's a time to

01:34:07 --> 01:34:11: connect sports and training and resilience and innovation and defense

01:34:11 --> 01:34:12: and endurance.

01:34:12 --> 01:34:14: It's a time to hit your stride.

01:34:14 --> 01:34:17: We thought that stride was something that you could pick

01:34:18 --> 01:34:20: up on and kind of use as you move forward.

01:34:21 --> 01:34:25: So as is typical with ULI panels, we always give  
01:34:25 --> 01:34:30: you an assignment for Monday morning and this is your  
01:34:30 --> 01:34:31: assignment.  
01:34:31 --> 01:34:35: We want the public and private stakeholders to gather and  
01:34:36 --> 01:34:40: to begin that conversation around the process to create the  
01:34:40 --> 01:34:46: champion, the independent redevelopment Corporation, that  
new champion that will  
01:34:46 --> 01:34:50: focus solely and day-to-day on the North Nevada Ave.  
01:34:50 --> 01:34:51: corridor.  
01:34:52 --> 01:34:55: Let me just say that this week has been an  
01:34:55 --> 01:34:57: exceptional experience for our panel.  
01:34:57 --> 01:35:01: We've gotten to know Colorado Springs so much better.  
01:35:01 --> 01:35:02: We've gotten to know many of you.  
01:35:02 --> 01:35:07: And you know, your spirit is so contagious and your  
01:35:07 --> 01:35:12: confidence is also something that we admire, and we  
applaud  
01:35:12 --> 01:35:13: you for that.  
01:35:13 --> 01:35:16: It's a great place to call home and it's a  
01:35:16 --> 01:35:17: great place to visit.  
01:35:18 --> 01:35:22: Our panel believes that that same spirit and that same  
01:35:22 --> 01:35:25: confidence is going to transform this corridor.  
01:35:26 --> 01:35:29: And we look forward to seeing all your work and  
01:35:29 --> 01:35:32: realizing what you bring about in the future.  
01:35:32 --> 01:35:35: So again, we thank you for the opportunity to be  
01:35:35 --> 01:35:35: here.  
01:35:55 --> 01:35:57: So we are going to whoa, I don't know that  
01:35:57 --> 01:35:57: we have we're.  
01:35:58 --> 01:35:58: Running.  
01:35:59 --> 01:35:59: Behind.  
01:36:00 --> 01:36:03: OK, yeah, we're, we're just going to address a few  
01:36:04 --> 01:36:05: of these questions.  
01:36:05 --> 01:36:08: I know that we've run over a little bit, but  
01:36:08 --> 01:36:11: we felt it was all very important information for you.  
01:36:12 --> 01:36:15: So I'm going to start with these and I'm going  
01:36:15 --> 01:36:18: to hand it to one of our panel members or  
01:36:18 --> 01:36:21: ask whoever would like to address it.  
01:36:21 --> 01:36:25: A lot of overlap with oh, yeah, If you do  
01:36:25 --> 01:36:30: have a question, please let us know, raise your hand,  
01:36:30 --> 01:36:33: and we'll give you a card so that we can  
01:36:34 --> 01:36:36: take care of that for you.  
01:36:37 --> 01:36:39: A lot of overlap with the downtown.  
01:36:40 --> 01:36:44: How can this neighborhood interplay with downtown without  
cannibalizing one

01:36:44 --> 01:36:45: another?

01:36:45 --> 01:36:48: And this is something we talked about a lot on

01:36:48 --> 01:36:49: our panel.

01:36:49 --> 01:36:52: So, David, can I ask you to handle that?

01:36:54 --> 01:36:55: Thank you.

01:36:58 --> 01:37:02: So I, I think it's an excellent question and, and

01:37:02 --> 01:37:06: I'm going to approach it from the perspective of one

01:37:07 --> 01:37:11: particular land use, one that I happen to be more

01:37:11 --> 01:37:15: familiar with than all the others, which is retail.

01:37:16 --> 01:37:18: And so when you're looking at downtown in the North

01:37:18 --> 01:37:21: Nevada corridor, I think that there are a couple of

01:37:21 --> 01:37:23: things that it's important to keep in mind.

01:37:23 --> 01:37:26: The 1st is different kinds of uses want to go

01:37:26 --> 01:37:29: in different areas just by a show of hands.

01:37:29 --> 01:37:33: I'm just curious how many of you would willingly make

01:37:33 --> 01:37:36: a right hand turn to get a cup of coffee

01:37:36 --> 01:37:40: when you're on your rush to work in the morning,

01:37:40 --> 01:37:42: right hand turn into a Starbucks.

01:37:43 --> 01:37:44: OK, how many of you are going to be willing

01:37:44 --> 01:37:45: to make a left hand turn?

01:37:47 --> 01:37:51: OK, so it's, it's, it's important things go in different

01:37:51 --> 01:37:52: places for a reason.

01:37:52 --> 01:37:56: And it's the reason that the retail along the corridor

01:37:56 --> 01:37:59: is, is really at the South and and then at

01:37:59 --> 01:38:03: the North End downtown has a much different character than

01:38:03 --> 01:38:04: the corridor.

01:38:05 --> 01:38:08: It's it's a different kind of place for for a

01:38:08 --> 01:38:09: different experience.

01:38:10 --> 01:38:13: And we're not, we don't want to compete with downtown.

01:38:13 --> 01:38:15: We don't want to try to replicate something I hear

01:38:15 --> 01:38:18: so often people saying, oh, you know, we want a

01:38:18 --> 01:38:19: project like that.

01:38:19 --> 01:38:22: But I'll tell you that for every great retail district

01:38:22 --> 01:38:24: out there, there's an anti district.

01:38:24 --> 01:38:26: So for 5th Ave.

01:38:26 --> 01:38:28: in New York, there's Chelsea, OK.

01:38:28 --> 01:38:31: And what we want is for North Nevada to be

01:38:31 --> 01:38:34: a differentiated area and we want it to be a

01:38:34 --> 01:38:37: unique place that you go to on its own merits,

01:38:37 --> 01:38:41: not because it's replicated something else.

01:38:41 --> 01:38:42: OK, thank you.

01:38:43 --> 01:38:47: Next question is, how are these recommendations different

01:38:47 --> 01:38:49: from the  
 01:38:49 --> 01:38:51: plan that was done 10 years ago and how will  
 01:38:51 --> 01:38:54: this be implemented?  
 01:38:54 --> 01:38:58: I think we've answered the how will this be implemented  
 by forming that redevelopment corporation and letting them  
 take the  
 01:38:58 --> 01:39:02: lead will really be the implementer for the future of  
 01:39:02 --> 01:39:03: whatever happens here.  
 01:39:03 --> 01:39:06: But who'd like to take how does this differ from  
 01:39:06 --> 01:39:07: the plans 10 years ago?  
 01:39:07 --> 01:39:08: How you want to take that?  
 01:39:08 --> 01:39:09: Sure.  
 01:39:09 --> 01:39:11: We did read the plans from 10 years ago and  
 01:39:12 --> 01:39:14: we thought a lot of good work went into those  
 01:39:14 --> 01:39:14: plans.  
 01:39:14 --> 01:39:17: We didn't try to start over again.  
 01:39:17 --> 01:39:20: So we really our recommendations are just building on those  
 01:39:20 --> 01:39:23: recognizing 10 years gone by, things have happened here  
 that  
 01:39:23 --> 01:39:25: influences what to go forward.  
 01:39:25 --> 01:39:28: And even our recommendation is to take a look at  
 01:39:28 --> 01:39:31: those, what's been done, look at the recommendations we've  
 made  
 01:39:31 --> 01:39:34: and then build on those are the new strategy to  
 01:39:34 --> 01:39:35: go forward.  
 01:39:35 --> 01:39:36: So there's a lot of good work done.  
 01:39:36 --> 01:39:39: We're not seeing a huge course correction, but we're seeing  
 01:39:39 --> 01:39:42: something that builds on that with maybe a more robust  
 01:39:42 --> 01:39:46: urban vision in mind than what that plans identified then.  
 01:39:47 --> 01:39:47: And how?  
 01:39:47 --> 01:39:49: There's a question here for you specifically.  
 01:39:49 --> 01:39:51: Any ideas on the dog track?  
 01:39:52 --> 01:39:57: On the dog track, well that Todd has identified something  
 01:39:57 --> 01:39:57: there.  
 01:39:57 --> 01:40:00: I my personal feeling it could be used for a  
 01:40:00 --> 01:40:04: commercial office development, but I could really see a  
 mixture  
 01:40:04 --> 01:40:07: of a open space, some parks there surrounded by housing.  
 01:40:07 --> 01:40:08: I think that would be ideal.  
 01:40:09 --> 01:40:10: Use in that location.  
 01:40:10 --> 01:40:13: I think it would really Berber the proximity to the  
 01:40:13 --> 01:40:16: university and the large open space and you need open  
 01:40:16 --> 01:40:17: space in this area.

01:40:17 --> 01:40:19: There's none really existing right there, and that part of  
01:40:19 --> 01:40:21: the ultimate plan needs to include that there.  
01:40:22 --> 01:40:25: And we heard a lot of ideas about that during  
01:40:25 --> 01:40:29: our interviews, you know, outdoor venues, the things that Hal  
01:40:29 --> 01:40:30: talked about.  
01:40:30 --> 01:40:32: So there's a lot of opportunities.  
01:40:32 --> 01:40:34: There, and the one idea that came up in one  
01:40:34 --> 01:40:36: of my interviews was in with the name of adaptive  
01:40:36 --> 01:40:37: reuse in mind.  
01:40:37 --> 01:40:39: Can you keep the dog track and make it a  
01:40:39 --> 01:40:41: little bit more family focused like go karts or recreation  
01:40:41 --> 01:40:43: and then build and densify around it?  
01:40:46 --> 01:40:46: OK.  
01:40:46 --> 01:40:47: Here's a question.  
01:40:47 --> 01:40:52: How would you suggest addressing the unhoused if  
01:40:52 --> 01:40:54: manufactured housing  
01:40:52 --> 01:40:54: is part of the solution along the Creek?  
01:40:56 --> 01:41:00: The unhoused homelessness is a challenge for all of our  
01:41:00 --> 01:41:04: community and all across the country and everybody.  
01:41:04 --> 01:41:04: It's a deep dive.  
01:41:04 --> 01:41:06: It does not get solved easily.  
01:41:07 --> 01:41:10: It takes a combination of social services to find a  
01:41:11 --> 01:41:15: placement for the individuals and to to provide services, wrap  
01:41:15 --> 01:41:17: around services to really help them.  
01:41:18 --> 01:41:19: So I think it really, I can't give you an  
01:41:19 --> 01:41:22: easy answer for that one because there are not any  
01:41:22 --> 01:41:22: easy answers.  
01:41:23 --> 01:41:25: But you do need to look at it closely and  
01:41:25 --> 01:41:28: come up with the best strategy that Colorado Springs can  
01:41:28 --> 01:41:32: offer because it is a problem throughout our communities,  
01:41:32 --> 01:41:33: throughout  
01:41:32 --> 01:41:33: our whole country.  
01:41:34 --> 01:41:38: In my own city of Orlando, FL, we've been working  
01:41:38 --> 01:41:42: with our social service agencies for many, many years and  
01:41:42 --> 01:41:45: trying to deal with the homeless issue.  
01:41:45 --> 01:41:49: And it is very complicated and some cities have better  
01:41:49 --> 01:41:51: practices than others.  
01:41:51 --> 01:41:55: But we do see that you're experiencing some of those  
01:41:55 --> 01:41:57: issues here in Colorado Springs.  
01:41:57 --> 01:42:00: And I think that's something that the community is just  
01:42:00 --> 01:42:04: going to have to come together with your faith-based  
01:42:04 --> 01:42:06: community,  
01:42:04 --> 01:42:06: with your social service agencies and try to come up

01:42:06 --> 01:42:08: with the best solution.

01:42:08 --> 01:42:13: Here in Colorado Springs, we've had so many plans and

01:42:13 --> 01:42:14: no action.

01:42:14 --> 01:42:17: So who owns this plan?

01:42:17 --> 01:42:20: I think we've addressed that a redevelopment corporation would own

01:42:20 --> 01:42:22: the plan and how to pay for it.

01:42:22 --> 01:42:25: And again, I think Anthony touched on some of those

01:42:25 --> 01:42:26: issues.

01:42:26 --> 01:42:28: I don't know if you want to add anything more

01:42:28 --> 01:42:28: Anthony to that.

01:42:29 --> 01:42:32: You know, I, I will just say very quickly that

01:42:32 --> 01:42:35: moving aggressively to adopt these structures is part of it,

01:42:35 --> 01:42:38: but looking for new social activities in this community to

01:42:38 --> 01:42:42: continue to bring leaders together to discuss these things sort

01:42:42 --> 01:42:43: of off the clock.

01:42:43 --> 01:42:46: I think it's really important in building that social infrastructure

01:42:46 --> 01:42:47: in the community to move things forward.

01:42:49 --> 01:42:51: OK, Todd, I think this is one that you might

01:42:51 --> 01:42:52: want to address.

01:42:52 --> 01:42:56: How can this redevelopment create an appropriate transition through the

01:42:56 --> 01:42:58: city's first historic neighborhood?

01:43:00 --> 01:43:01: Great question.

01:43:01 --> 01:43:04: And we were able to tour that that neighborhood and

01:43:04 --> 01:43:08: we appreciate the, you know, the historic homes that are

01:43:08 --> 01:43:11: there and many of which are on the register and

01:43:11 --> 01:43:15: the proximity to Colorado College and really in some ways

01:43:15 --> 01:43:18: one of the front doors into downtown Colorado Springs.

01:43:19 --> 01:43:22: So I, I think we were very aware of the

01:43:22 --> 01:43:26: fact that we have, we have downtown and we have,

01:43:26 --> 01:43:30: you know, this really great neighborhood.

01:43:31 --> 01:43:33: And then we have the North Nevada corridor and then

01:43:33 --> 01:43:35: we have the university and, and the, you know, the

01:43:36 --> 01:43:37: shopping that is, is at the North End.

01:43:38 --> 01:43:41: So our vision here is really to complement all of

01:43:41 --> 01:43:43: those things, right?

01:43:43 --> 01:43:45: And not to to compete as Hal, as Hal was

01:43:45 --> 01:43:48: saying and and David earlier, you know, one of the

01:43:48 --> 01:43:51: things you know, we don't want to compete with downtown

01:43:51 --> 01:43:54: and we don't want to, we don't want to compete

01:43:54 --> 01:43:56: with these other neighborhoods.

01:43:56 --> 01:43:57: We want to compliment them.

01:43:57 --> 01:44:01: And so, you know, from a retail perspective, you know,

01:44:01 --> 01:44:05: David mentioned, you know, if you're working or living in

01:44:05 --> 01:44:10: the North Nevada, you know, innovation neighborhood, you shouldn't necessarily

01:44:10 --> 01:44:13: have to go north on the other side of Garden

01:44:13 --> 01:44:16: of the Gods or Austin Bluffs to go, you know,

01:44:16 --> 01:44:19: get your average daily needs or to buy a sandwich

01:44:19 --> 01:44:21: or a cup of coffee.

01:44:21 --> 01:44:24: Now, if you need to go to Costco or Lowe's,

01:44:24 --> 01:44:26: that's where you go, right?

01:44:26 --> 01:44:30: So we're not, I think, competing with those areas.

01:44:30 --> 01:44:31: We want to complement them.

01:44:31 --> 01:44:34: And this area would be very different because the the

01:44:34 --> 01:44:37: mix of uses that is that is here would be

01:44:37 --> 01:44:40: very different than that neighborhood, right.

01:44:40 --> 01:44:44: So that's a very solid single family detached neighborhood, a

01:44:44 --> 01:44:48: lot of long term residents and even generational from what

01:44:48 --> 01:44:51: we heard, this neighborhood is very diverse.

01:44:51 --> 01:44:54: It is diverse today and as we talked about, would

01:44:55 --> 01:44:56: remain diverse in the future.

01:44:58 --> 01:45:02: Michael, I think this is a good question for you.

01:45:02 --> 01:45:07: Military research and tie to the university is in need.

01:45:07 --> 01:45:09: Do you want to expand on that a little bit?

01:45:09 --> 01:45:12: What we talked about in our band, all the discussions?

01:45:12 --> 01:45:12: Sure.

01:45:12 --> 01:45:16: I mean without have really understanding like the the nature

01:45:16 --> 01:45:20: of military research and its degree of confidentiality, we think

01:45:20 --> 01:45:23: there's a huge opportunity to leverage existing research at UCCS

01:45:23 --> 01:45:27: and attract more faculty to to expand their research in

01:45:27 --> 01:45:27: their lab.

01:45:27 --> 01:45:29: So there was a great really, I mean, I did

01:45:29 --> 01:45:30: have a conversation.

01:45:30 --> 01:45:33: I won't name someone who told it to me, but

01:45:33 --> 01:45:36: if they if there could be, if there was one

01:45:36 --> 01:45:40: challenge used to CS has it's attracting more aerospace faculty.

01:45:40 --> 01:45:42: So I think creating an opportunity to create facilities and

01:45:42 --> 01:45:45: have facilities to attract faculty, give them the labs to

01:45:45 --> 01:45:48: work on expanding their research and then having the industrial

01:45:48 --> 01:45:52: partnerships and corporate partnerships to help them

accelerate that research.

01:45:52 --> 01:45:54: I think it's a very unique opportunity in this place.

01:45:54 --> 01:45:57: There are very few places in the country that have

01:45:57 --> 01:46:00: kind of the strength of aerospace and DoD together and

01:46:00 --> 01:46:04: the and the existence of Space Force that could actually

01:46:04 --> 01:46:06: become a real national hub, not just kind of a

01:46:06 --> 01:46:09: local hub for the region or the state, but I

01:46:09 --> 01:46:12: think it could give this place real national prominence.

01:46:14 --> 01:46:19: Anthony, you talked about the land swap potential with the

01:46:19 --> 01:46:24: university and this question is about asking more detail on

01:46:24 --> 01:46:27: that and how it benefits the university.

01:46:28 --> 01:46:28: Absolutely.

01:46:29 --> 01:46:30: Well, a couple of quick thoughts there.

01:46:31 --> 01:46:34: One of the things that's really difficult about having a

01:46:35 --> 01:46:38: university or any major entity near a blighted area like

01:46:38 --> 01:46:41: N Nevada Corridor is it directly impacts your ability to

01:46:41 --> 01:46:42: market, bring new students.

01:46:42 --> 01:46:47: It's it's directly impacting people's perceptions, right, of the

01:46:47 --> 01:46:51: university,

01:46:51 --> 01:46:53: the neighborhood, the safety of the area, whether it's viable.

01:46:53 --> 01:46:55: You know, as a, as somebody who's got a daughter

01:46:55 --> 01:46:56: who's 10 years old, who gosh, I'm going to blink

01:46:56 --> 01:46:59: and she'll be going to college.

01:46:59 --> 01:47:01: I'll be thinking critically about the types of experiences she

01:47:01 --> 01:47:04: has when she comes into a college environment.

01:47:04 --> 01:47:08: So taking some time to partner around a swab to

01:47:08 --> 01:47:11: elevate the entire performance and livability of the North

01:47:11 --> 01:47:15: Nevada

01:47:15 --> 01:47:19: corridor, I think will directly impact the future revenues and

01:47:19 --> 01:47:20: enrolment for the university, especially in a highly competitive

01:47:20 --> 01:47:22: space.

01:47:22 --> 01:47:25: We're experiencing, as UCS folks know, know well, a

01:47:25 --> 01:47:28: demographic

01:47:28 --> 01:47:30: Cliff.

01:47:30 --> 01:47:34: So fewer babies are being born, fewer kids are going

01:47:34 --> 01:47:36: to high school, and so fewer folks are enrolling in

01:47:36 --> 01:47:39: college, which means that revenues are challenged and

01:47:39 --> 01:47:42: becoming more

01:47:42 --> 01:47:45: competitive across the United States.

01:47:45 --> 01:47:48: So being a good community partner, looking at land swaps

01:47:48 --> 01:47:51: to try to elevate the whole of the area, I

01:47:51 --> 01:47:54: think will have a positive impact for the university.

01:47:54 --> 01:47:57: One of the things that would actually recommend if you



01:47:42 --> 01:47:44: start to look at a land swap is to really

01:47:44 --> 01:47:46: bring in a public finance consultant to look at the

01:47:46 --> 01:47:48: details for how that is configured.

01:47:48 --> 01:47:52: There's really delicate timing issues for sort of the last

01:47:52 --> 01:47:55: raised value of those parcels by the tax assessor.

01:47:56 --> 01:47:59: But I think that there are numerous benefits to the

01:47:59 --> 01:48:02: university to be flexible and thoughtful about the possibility of

01:48:02 --> 01:48:05: examining a swap to elevate the entirety of the area

01:48:05 --> 01:48:09: for your marketing and and future revenue purposes for

01:48:10 --> 01:48:13: enrollment.

01:48:13 --> 01:48:16: And there was a comment on one of these questions

01:48:16 --> 01:48:18: just said safety and that was not something that we

01:48:18 --> 01:48:21: were asked to address.

01:48:21 --> 01:48:23: And we don't have any crime stats or anything like

01:48:23 --> 01:48:27: that for this corridor area.

01:48:27 --> 01:48:31: But it is certainly something that a few of you

01:48:31 --> 01:48:36: brought up during those interviews and it's something that

01:48:36 --> 01:48:37: the

01:48:37 --> 01:48:41: community needs to address if there are safety concerns in

01:48:41 --> 01:48:46: that corridor.

01:48:46 --> 01:48:51: And as you go through this transformation and and develop

01:48:51 --> 01:48:54: this innovation neighborhood, certainly your Police

01:48:54 --> 01:48:55: Department and public safety

01:48:55 --> 01:48:57: and again social service agencies, faith-based communities

01:48:57 --> 01:49:01: and everyone needs

01:49:01 --> 01:49:05: to come together to address any safety concerns for the

01:49:05 --> 01:49:08: future.

01:49:08 --> 01:49:11: Glenda, can I just jump in on that too?

01:49:11 --> 01:49:13: I think one thing, while we didn't specifically talk about

01:49:13 --> 01:49:17: safety, when we talk about increasing density, it really

01:49:17 --> 01:49:20: increases

01:49:20 --> 01:49:21: the eyes and presence on that corridor which which

01:49:21 --> 01:49:24: consequently

01:49:24 --> 01:49:28: will increase safety in that area.

01:49:28 --> 01:49:30: So again, one of the reasons why all of the

01:49:30 --> 01:49:33: alternatives that we looked at all increased density was again

01:49:33 --> 01:49:36: thinking of that the overall impact of safety on the

01:49:36 --> 01:49:39: community.

01:49:39 --> 01:49:42: Yeah.

01:49:42 --> 01:49:45: I think bottom line, the more activity you have in

01:49:45 --> 01:49:48: areas and the type of activity that you have in

01:49:48 --> 01:49:51: areas that's going to make places safer.

01:49:51 --> 01:49:54: Are there any other questions?

01:49:33 --> 01:49:35: Those were the cards that we received.  
01:49:39 --> 01:49:39: OK.  
01:49:40 --> 01:49:43: Well, again, thank you so much for the opportunity to  
01:49:43 --> 01:49:43: be here.  
01:49:44 --> 01:49:47: We appreciate your patience this morning with us.  
01:49:47 --> 01:49:51: We wish you the very best as you move forward  
01:49:51 --> 01:49:55: with this big idea for Colorado Springs and we wish  
01:49:56 --> 01:49:57: you every success.  
01:49:57 --> 01:49:58: Thank you.

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