


**Urban Renewal Board Training**

Colorado Municipal League & Downtown Colorado, Inc. August 6, 2015



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**John Batey**  
Downtown Colorado, Inc. Urban Renewal Committee

**Welcome and Introductions**



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**Maureen Phair**  
Arvada Urban Renewal Authority

**ABC's of Urban Renewal**



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Why was urban renewal created?

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To Alleviate Local Communities of Blight . . .



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**Urban renewal was created to:**

- Direct private sector investment to blighted areas
- Reduce urban sprawl
- Revitalize local economies
- Stabilize property values
- Create new jobs
- Remediate contaminated sites
- Improve overall quality of life

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**Revitalizes local economies**



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**Establishes family friendly public amenities**



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Cultivates safer environments and remediates contaminated sites



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How Does Urban Renewal Work?

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### Urban Renewal Board

- Two ways to set up the Board:
  - City Council can be the URA Board
  - Council can appoint an independent Board
- 5 – 11 members (before HB-15-1348)

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### How does urban renewal work?

- Urban renewal plan
- Blight Study – 4 of 11 possible blight findings
- County Impact Report (before 15-1348)
- City Council approves all Urban Renewal Plans and related Blight Studies – Public Process
- The Plan has specific boundaries
- Urban Renewal Last 25 Years

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### URA Tools

- Tax Increment Financing (TIF):
  - TIF is a financing tool that urban renewal uses to redevelop property within an Urban Renewal District
  - Through TIF, URA's works hand-in-hand with private property owners and developers to rehabilitate or redevelop a designated area
- Eminent Domain

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### What is TIF?

- TIF can be sales, property, use and/or lodging tax
- When a Plan is adopted the tax base for that Urban Renewal District is established
- The existing taxing agencies receive that base amount for the next 25 years
- If any of the taxes increase over the base amount, URAs receives that "incremental tax"
- Two ways to set up TIF:
  - One TIF district
  - Chocolate cookie approach

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### Why do developers need help?

- Environmental contamination – soil, water, building
- Complicated property assemblage
- Number of tenants
- Aging infrastructure/utilities
- Topography
- Flood plain/way issues
- City/URA requirements

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### The “But-For” Argument

- Without Urban Renewal assisting property owners and developers – development may not happen
- Without development, taxes stagnate or decline
- With URA’s investment, sales and property taxes increase – that incremental increase goes to URA to reinvest in the district.

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### Case Study - City Center

Arvada’s First Urban Renewal Area  
1981 - 2006

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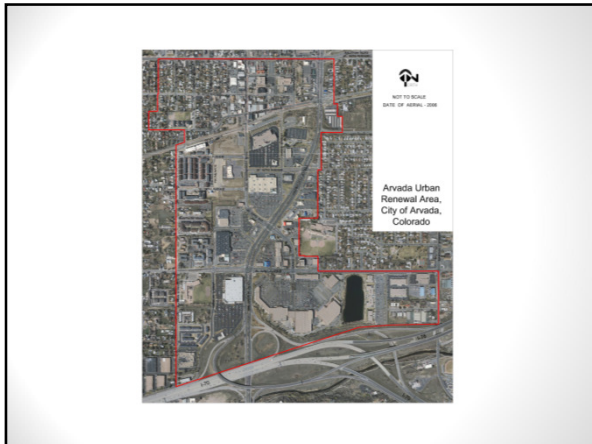
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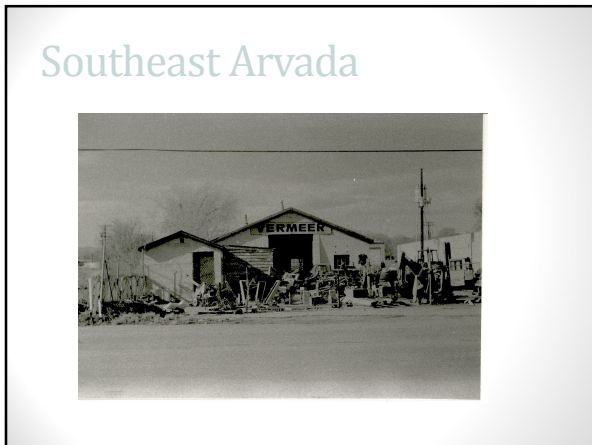
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52nd Street



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Arvada's Motel . . .



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AURA First Focus –  
a Thriving Power Center

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### Large Format Stores



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### Restaurants



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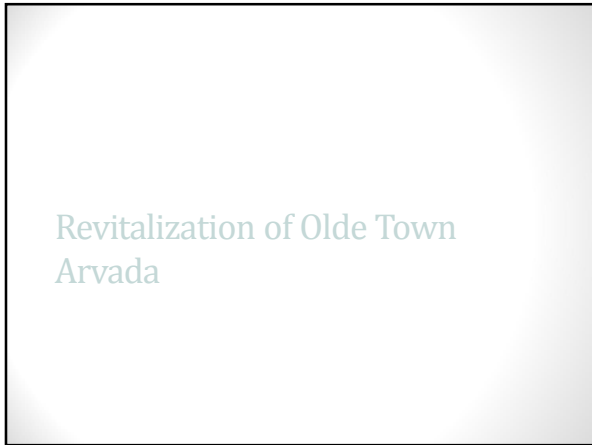
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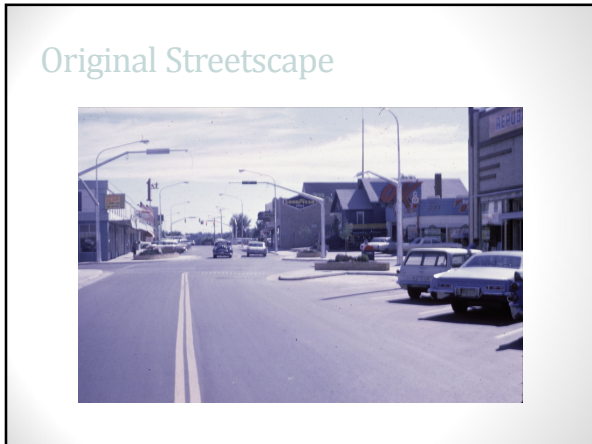
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### New Streetscapes

- Grandview Avenue & Olde Wadsworth Blvd.
- Invested \$3.7 million



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### Olde Wadsworth Blvd.



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### Façade Grant Program

- 27 structures were awarded matching grants
- Program made a big impact on the look of Olde Town

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### Pierce Building



Before



After

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### Ashton Chevrolet Building



Before



After

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### Arvada Electric Building



Before

After

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### Steve's Meat Market Transformation



Before

After

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### DiCicco's Italian Restaurant



Before

After

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### Discovered & Restored Arvada's Original School House - 1882

- Invested \$1.5 million in renovating the school



Before

After

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### Grandview Plaza & Reno Place

- Premier Corner in Olde Town
- Underutilized and blighted



Before

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### Grandview Plaza & Reno Place



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### Olde Town Square – From a Parking Lot to a Park



Partnership with Jefferson County  
Library and City of Arvada



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Location of  
community festivals

\$1 Million  
Construction Cost



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### From Auto Service to Jehn Center



Removed Underground  
Storage Tanks

Remediated the Property



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### Monument Signs



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### Olde Town's New Look Inspired Private Sector Investment



Before



After

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### More Private Investment



Before



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# Water Tower Village

Final Focus

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# Arvada's Highest Crime Rate



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## Water Tower Stats

- AURA purchased 26 acres
  - 50 parcels of land
  - 16 apartment buildings
  - 15 single family homes
  - Total of 250 housing units
  - 2 business
  - Relocated 75 families
- 16% of apartment renters became homeowners using AURA's \$5,250 moving allowance as a down payment

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**Created a Multi-Family Village**

- 600 residential units
- Two swimming pools
- Tree Lined Streets
- Detached Sidewalks
- Alley Loaded Garages
- Two pocket parks

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# City Center Finances

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- ## City Center Finances
- 1981 Beginning Base:
    - Sales Tax \$449,000
    - Property Tax \$1,650,944
  - 2005 Tax Increment Produced – in addition to the Base:
    - Sales Tax \$10,187,975
    - Property Tax \$4,560,024
  - Total Annual Increment :
    - \$14,747,999

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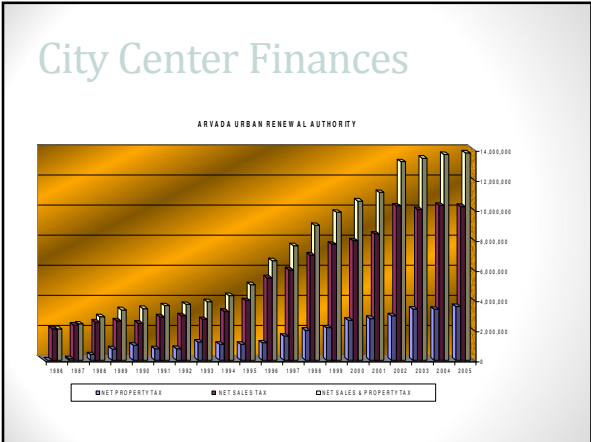
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**DISCLAIMER:**  
 This presentation is based  
 on PRE HB-15-1348  
 Legislative Enactment


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**What is Tax Increment Financing (TIF)?**

Is it a New Tax?  
 Is it Property Tax, Sales Tax, or Both?  
 Is TIF going straight into the pockets of the developer?  
 Schools and other taxing entities get nothing!




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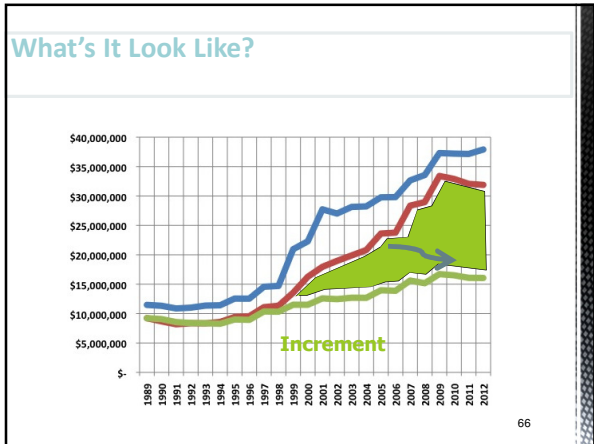
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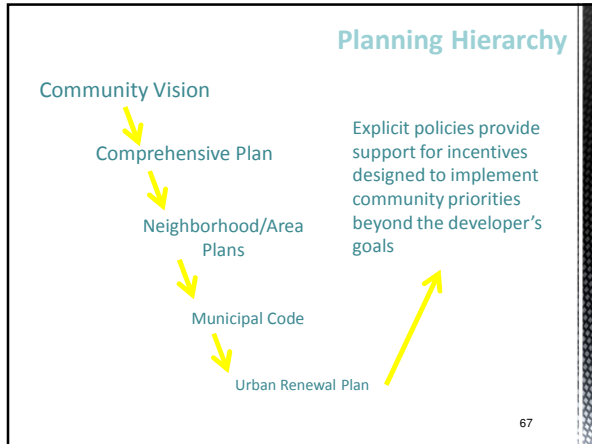
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### Performance-based tax revenue sharing



- Ⓞ URAs can share back Increment generated by a project to that project
- Ⓞ This share back helps fund the project
- Ⓞ Up to 25 years/ HB1348
- Ⓞ What's a PIF?

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### Has Your Clock Started on TIF?



- Published in paper at least 30 days prior to public hearing.
- Written notice to all in the URA area at least thirty (30) days prior to public hearing.
- **Submittals**
- Modification submitted to Planning Commission for conformity with the City's general plan for development as a whole at least thirty (30) days before the public hearing; and
- Submission to the board of county commissioners at least thirty (30) days before public hearing. If modification contains TIF provisions, an impact statement required
- Public Hearing – Held before the City Council.
- Post-Hearing -- Notify county assessor of TIF provisions.

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**Checks and Balances**

**How is a Proposal Evaluated?**



- Project Proforma
- Third Party Evaluation
- Finance Team
- Negotiate Terms

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**Ways to Leverage Increment**

- Traditional "back-end" financing
- "Up front" financing via loans and grants
- Intra-fund lending
- Bonds/Taxable versus non-taxable
- Bank loans
- Special districts
- Community partners
- Combo platter

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**Kipling Ridge Project**



**BEFORE**

Blighted and underutilized retail center

Property tax base \$78,700

Sales tax base \$31,500

**AFTER**

New Sprouts Farmer's Market

New Rebuilt Starbucks

64 Unit Memory Care Facility

One additional QSR Pad

Property tax increment year 1 - \$148,500

Sales Tax Increment year 1 \$470,000

\$25,000,000 Private Investment

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### Tax Increment Financing

<p><b>\$31,500 Property Tax</b> If NO Development Occurs</p>  <ul style="list-style-type: none"> <li>• \$31,500 property tax paid to Taxing Entities</li> <li>• County spends this property tax however County decides</li> <li>• No Annual Increase</li> <li>• No Jobs ... No Growth ... Continued Blighting Conditions</li> </ul>	<p><b>\$618,500 Prop &amp; Sales</b> If Development Occurs</p>  <ul style="list-style-type: none"> <li>• \$31,500 continues to the Taxing Entities</li> <li>• \$587,000 goes to URA to pay debt</li> <li>• Taxing entities get annual increase</li> <li>• Jobs occur ... blight eliminated</li> </ul>
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### Tax Increment Financing


2. URA makes the catalyst investment in a building or project



3. That project results in an **increment** in property and/or sales taxes

1. URA receives a share of District property and sales tax revenues





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### Proper Purposes

**Public Improvements**

- Streets
- Drainage
- Public Parking
- Improved Facades
- Undergrounding Utilities

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### Other Ways to Leverage TIF Revenue

Architecture and design



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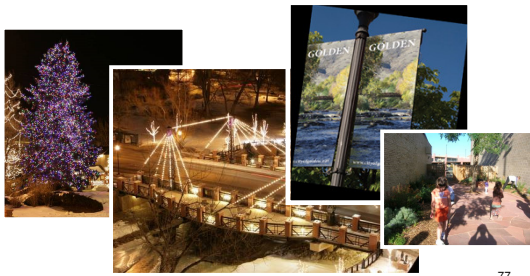
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### Other Ways to Leverage TIF Revenue

Public amenities



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### Other Ways to Leverage TIF Revenue

Community priorities, e.g., sustainability, affordable housing, well-being, accessibility, business AR, facades, etc.



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Best Practices

Concerns/Opposition to TIF

Public Perception is Important

*The Littleton Experience  
& maybe Wheat Ridge  
& then your URA*

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Best Practices

Engage your other taxing entities &  
your state legislators

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Questions ?

Steve Art  
City of Wheat Ridge  
[sart@ci.wheatridge.co.us](mailto:sart@ci.wheatridge.co.us)  
303-235-2806

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## Colorado Open Meetings Law, Open Records Law, and Licensing - An Introduction

*Rachel Allen,  
Colorado Municipal League staff attorney*

The contents of this presentation reflect the view of the presenter, not of CML.



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### The Colorado Open Meetings Law (“OML”)

- Who is covered?
- What is a “meeting”?
- What advance notice of a meeting is required?
- When are “executive sessions” permitted?
- What exemptions are there?
- What happens if the law is violated?

The contents of this presentation reflect the view of the presenter, not of CML.



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### Scope of the Open Meetings Law: “Local Public Bodies” and Meetings”

- What is a “Local Public Body”?
- What Constitutes a “Meeting”?

The contents of this presentation reflect the view of the presenter, not of CML.



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### What is a “Local Public Body”?

- any board, committee, commission or other policymaking, rulemaking, advisory or formally constituted body of a political subdivision of the state, such as municipalities.
- any public or private entity that has been delegated any “governmental decision-making function”
  - However, “persons on the administrative staff” of a local public body are specifically excluded

The contents of this presentation reflect the view of the presenter, not of CML.




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### What Constitutes a Meeting?

1. Gathering convened in person, by telephone, electronically, or by other means of communication
  - Email communications between Board members discussing pending rules, regulations, or other public business
2. Meetings of three or more members of any local public body, or a quorum if fewer than three
3. at which any public business is discussed or at which any formal action may be taken
  - Gathering must include link between the meeting the policy making powers of the group holding the meeting

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### Notice Requirement

- What’s the Trigger?
  - The adoption of any proposed policy, position, resolution, rule, regulation, or formal action occurs or at which a majority or quorum of the body is in attendance
- What’s Required?
  - “Full and Timely” notice to the public
- “Full and Timely” Notice
  - Notice of the meeting is posted in a designated public place within the boundaries of the local public body no less than twenty-four hours prior to the holding of the meeting

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## Minutes Requirement

- Minutes shall be taken and recorded at meetings where public body adopts proposed policy, position, resolution, rule, regulation, or formal action
- Verbatim recitation is not required – summary or action minutes allowed
- Requirements for minutes are only triggered if any type of formal action is or may be taken

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## Executive Sessions

- What Topics Can Be Discussed in Executive Sessions?
- What's the Procedure for Calling an Executive Session?
- The Executive Session Record – (a tape recording!)

The contents of this presentation reflect the view of the presenter, not of CML.




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## Topics of Executive Sessions

- **Property Transactions:** Purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest
- **Attorney Conferences:** for the local public body for the purposes of receiving legal advice on specific legal questions
- **Confidential Matters:** Matters required to be kept confidential by federal or state law, rules, or regulations
- **Security Arrangements or Investigations:** Specialized details of security arrangements or investigations. Determining positions relative to matters that may be subject to negotiations
- **Personnel matters:** except if the employee who is subject of the session has requested an open meeting
- **Documents Protected Under CORA:** Consideration of documents protected by the mandatory nondisclosure provisions of CORA

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## Procedures for Calling Executive Session

- Can only occur at a regular or special meeting
- Announcement by the public body of the topic for discussion including statutory citation
  - Identification of particular matter to be discussed in as much detail as possible without compromising the purpose for which the executive session is authorized
- Affirmative vote of two-thirds of the entire membership of the body after such announcement
- Clerk should reflect topic of discussion in minutes or recording

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## Executive Session Recording

- Discussions that occur in an executive session of a local public body shall be electronically recorded and maintained for 90 days. (C.R.S. 24-6-402(d.5)(II)(A))
- No portion of the record of an executive session of a local public body shall be open for public inspection or subject to discovery in any administrative or judicial proceeding, except upon the consent of the local public body or as provided in sub-subparagraph (C) of this subparagraph (II). (C.R.S. 24-6-402(d.5)(II)(D))

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## What Happens if OML is Violated?

- No resolution, rule, regulation, ordinance, or formal action of a state or local public body is valid unless taken or made at a meeting that satisfies OML
- Courts of record of this state shall have jurisdiction to issue injunctions to enforce the purposes of this section upon application by any citizen of this state.
- In any action in which the court finds a violation of this section, the court shall award the citizen prevailing in such action costs and reasonable attorney fees.

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## Questions

- Rachel Allen  
[rallen@cml.org](mailto:rallen@cml.org)  
 (303) 831-6411 x. 113  
 (866) 578-0936 toll free

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## The Board Member/Director Relationship

**Jim Rees**  
 Executive Director:  
 Colorado Springs Urban Renewal Authority, LIFT




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## Urban Renewal Statute

CRS 31-25-104: Urban Renewal Authority

### Current Requirements

**Board Appointments:** Mayor & City Council

**Term:** 5 Year Staggered Terms

**Size:** 5 to 11 – odd number, Majority = Quorum

**City Official:** Only One allowed – 5 year term

**Officers:** Chairman, Vice-Chairman, Secretary (Exec. Director)

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**Urban Renewal Reporting**

Communicating the Success of Redevelopment

Dr. John R. Batey, AICP  
Pueblo Urban Renewal Authority

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**Telling the Story of Urban Renewal in Your Community**

- Owed to the Taxpayer (Responsible Gov't)
- No One Else Will Sing Your Praises
- Without Knowing, Policy-makers Will Act in a Vacuum of Information
- Morale Booster!

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**Secrets to Effective Reporting**

- Provide a Broad Range of Data
  - Include basic to detailed information on the inputs and outcomes of your projects
  - Understand your audiences
- Focus Upon Return on Investment (ROI)
- Pictures Tell a Thousand Words!
  - "Before" & "After"
- Annual Report should represent the baseline reporting tool

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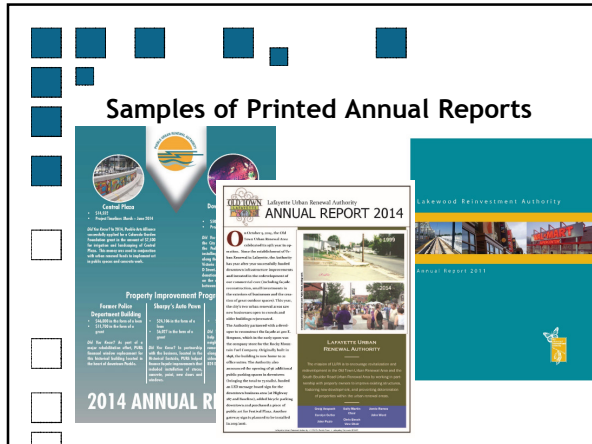
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**Consider the Use of "Online Annual Reports"**

- Allows for the use of easily updatable, rich, multimedia content
- Can be shared with a simple 'click'
- No wasted paper and boxes of old annual reports sitting around!
- Can be 'hyperlinked' to lead readers to more information
- <http://digital.turn-page.com/i/531480-annualreport-2013-14/>

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**Multimedia Presentations are Most Effective!**

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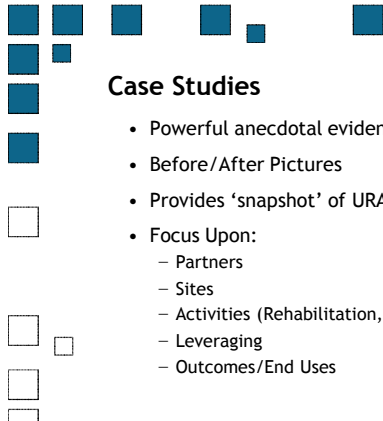
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## Case Studies

- Powerful anecdotal evidence
- Before/After Pictures
- Provides 'snapshot' of URA in action
- Focus Upon:
  - Partners
  - Sites
  - Activities (Rehabilitation, New Construct)
  - Leveraging
  - Outcomes/End Uses

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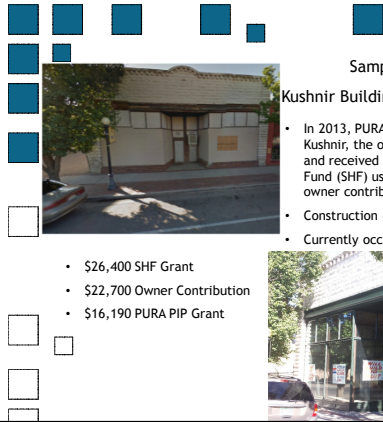
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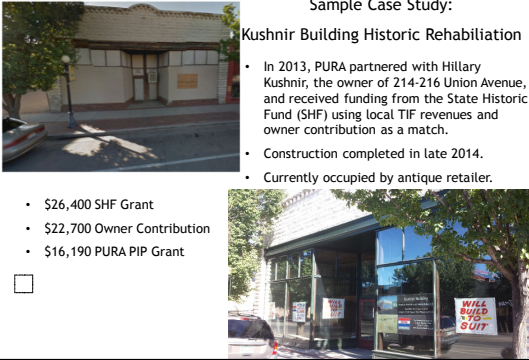
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### Sample Case Study:

#### Kushnir Building Historic Rehabilitation

- In 2013, PURA partnered with Hillary Kushnir, the owner of 214-216 Union Avenue, and received funding from the State Historic Fund (SHF) using local TIF revenues and owner contribution as a match.
- Construction completed in late 2014.
- Currently occupied by antique retailer.



- \$26,400 SHF Grant
- \$22,700 Owner Contribution
- \$16,190 PURA PIP Grant

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# THANK YOU

Dr. John R. Batey, AICP  
 PURA Executive Director  
 (719) 553-7500 (cell)  
 jbatey@pueblourbanrenewal.org

Visit our new website at  
[www.pueblourbanrenewal.org](http://www.pueblourbanrenewal.org)

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**What does 1348 Mean for URAs?**  
Carolynne White &  
Mark Radtke



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**URA Staff Leadership Academy**  
Andrea Amonick  
Aurora Urban Renewal Authority



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