# A G E N D A

REGULAR MEETING LA JUNTA URBAN RENEWAL AUTHORITY
La Junta, Colorado
January 25, 2024
4:00 p.m.
Council Chambers

**CALL TO ORDER**

**ROLL CALL** (City Clerk)

| Board Members P/A | Supervisors | Others |
|---|---|---|

Ayala
Bennett
Coffield
Herasingh
Horton
Madrid
Monroy
Sweikert

**CITIZEN PARTICIPATION**

**BOARD MEMBER INTERVIEWS & ELECTION**

1. **Bethany Bender**
2. **Carly Boudreau**
3. **Ben Mason**
4. **Randall Roberson**

**STRATEGIC PLAN (Vote)**
**The updated Strategic Plan will be distributed to the Board on January 24, 2024 via email**

**MINUTES OF PREVIOUS MEETING** (Chairperson)
Regular Meeting October 26, 2023

**FINANCIAL STATEMENTS** (Treasurer)
December 2023
Investments – ColoTrust

**REPORTS** – Project Updates
A. Plaza Building (Nancy Bennett)
B. Strategic Plan Update (Sheryl Trent)

**NEW BUSINESS**
A. Election of Officers for 2024 (Chairperson) (Action)
   1. Chairman
   2. Vice-Chairman
   3. Treasurer

# A G E N D A

B. Urban Renewal Director Comments

C. Governing Body's Comments

ADJOURN

LA JUNTA URBAN RENEWAL AUTHORITY

**CALL TO ORDER**: The La Junta Urban Renewal Authority Board of Commissioners held a Regular Meeting on Thursday, October 26, 2023 at 4:00 p.m. in the Council Chambers. The meeting was called to order by Chairperson Bennett.

| Board Members Present | Absent |
|---|---|
| Joe Ayala | Christine Coffield |
| Nancy Bennett | Daniel Horton |
| Trevor Herasingh | |
| Toni Madrid | |
| Erin Monroy | |
| Randall Roberson | |
| Lily Sweikert | |

**Subject to approval at the January 25, 2024 Urban Renewal Meeting**

Also present: Cynthia Nieb, Economic/Urban Renewal Director
Melanie Scofield, City Clerk
Aimee Hill, Building Officer
Paul Velasquez, City Council
Sheryl Trent, SBrand

**CITIZEN PARTICIPATION:**
There was no citizen participation.

**MINUTES:** September 28, 2023
Chairperson Bennett asked if there were any corrections or additions to be made to the September 28, 2023 minutes. Hearing none, a motion was made by Trevor Herasingh, seconded by Lily Sweikert, that the minutes for September 28, 2023 be approved as published. The motion carried unanimously.

**FINANCIAL STATEMENTS:** September 2023

The September 2023 financial statements were provided for the Board's review.

**BALANCE SHEET**
*ASSETS*

- Total cash at the end of September was $2,469.07.
- Notes receivable was $2,375.00. (One note)
- Investments were $524,562.75 (COLOTRUST).
- Total assets are $529,406.82 for the month ending September 2023.

*LIABILITIES*

- There were no outstanding bills at the end of September.

**STATEMENT OF REVENUE/EXPENDITURES**
*BUDGET TO ACTUAL*
Interest in the amount of $2,224.52 was received. Tax increment of $3,213.19 was received from property tax collections. Expenses for the month of September follows:

- $16,390.00 – Rehab Grants
- $42.43 – Southeast Colorado Power (Welcome LJ Sign)
- $5,500.00 – Strategic Plan

The 2023 budget is $182,500.00 less $112,482.01 in expenses less $28,450.00 encumbered leaving a budget remaining of $20,547.39.

Chairperson Bennett asked if there were any questions or corrections regarding the September 2023 financial statements. Hearing none, a motion was made by Trevor Herasingh, seconded by Erin Monroy, that the financial statements for September 2023 be approved as presented. The motion carried unanimously.

**REPORTS:**

**A. Plaza Building**
Chairperson Bennett:
There hasn't been an OAC meeting since the last Urban Renewal meeting. I have noticed that they painted the storefront.

**B. Strategic Plan Update**
Sheryl Trent, SBrand:
The following topics were discussed: logo design, incentives policy, strategic plan document, implementation plan document, retreat report, key focus areas, and prioritization of goals. (La Junta URA Strategic Plan Meeting Report is attached.)

**NEW BUSINESS**

**A. Urban Renewal Director:**

- There's going to be an upcoming board selection in January. The public notice will be sent out to the paper in early November and will also be announced to the community through Trent Ryan. Everyone who applies will be interviewed by the Board.
- CaSandra Thomas is done. Aimee has already approved the building.
- Sent everyone a link to Colorado Downtown Streets. It gives you some really good visual ideas of what you could do with infrastructure.

B. **Governing Body Comments:**
There were no governing body comments.

There being no further business, the meeting was adjourned at 5:29 p.m.

Melanie R. Scofield, City Clerk

Nancy Bennett, Chairperson

# LA JUNTA URA STRATEGIC PLAN
## MEETING REPORT

The La Junta Urban Renewal Board and staff came together in a two-part retreat to create the framework for the future – the Strategic Plan and Implementation Plan.

As part of the process the team discussed and approved these concepts included in this report and other documents:

1) A concept logo for the URA
2) A Vision
3) A Mission
4) Values
5) Key Focus Areas
6) Strategic Goals
7) A few Objectives for each Strategic Goal
8) A review and update process

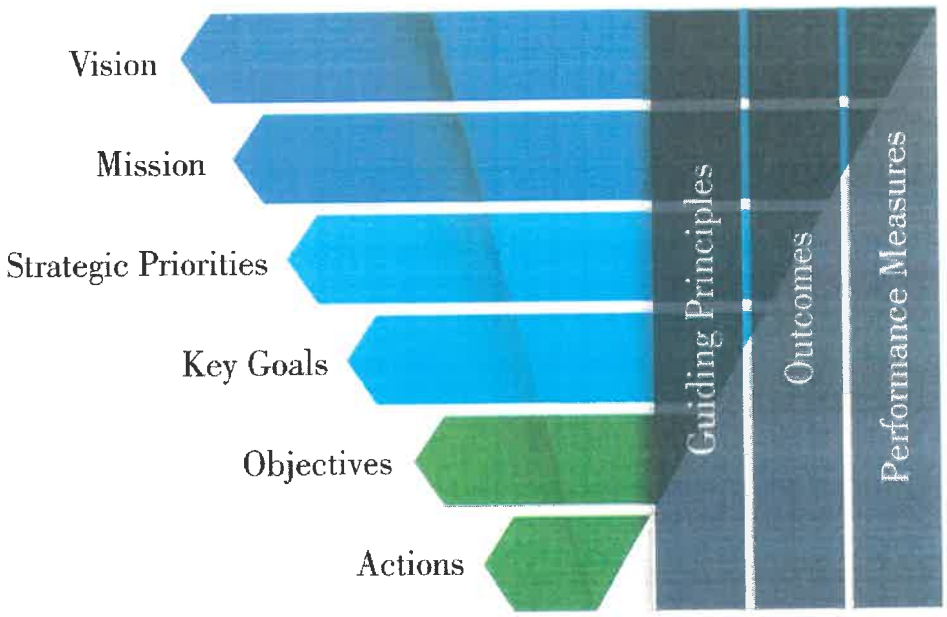
The results of the retreat are captured here and will be transformed into a Strategic Plan and an Implementation Plan. We will also deliver some recommendations on Incentives, Measurements, a Brand Guideline, and a Communication Plan.

The timeline for the deliverables has changed since the URA will not hold a November or December meeting, instead having their meeting in October and again in January. As a result of that, here is a short, revised timeline:

| | |
|---|---|
| October Meeting | Draft Strategic Plan and Implementation Plan |
| December 4 | First revisions due from Board on Strategic Plan |
| December 18 | Second draft of Strategic Plan sent |
| | First draft of Incentives sent |
| | First draft of Brand Guide sent |
| | First draft of Communication Plan sent |
| January 12 | Final comments from the Board on the Strategic Plan |
| January Meeting | Adopt Strategic Plan and Implementation Plan |
| | Discuss Incentives |
| | Discuss Measurements |
| | Discuss Brand Guide |
| | Discuss Communication Plan |

{Brand}

# Framework of Our Strategic Plan




During the retreat, the URA team created Key Focus Areas with definitions and outcomes. Definitions are how we would describe the Key Focus Area, and the outcomes are what we hope to achieve through focus and hard work. Outcomes answer the question: what will be different in the future?

The Strategic Goals were then crafted and prioritized.

## How to Prioritize

1. Purpose/Mission
2. Leverage
3. Low hanging fruit
4. Impact: Move the needle
5. Accomplish the outcomes

## Vision

We are a partner with our community to support a welcoming, vibrant, and safe district.

## Mission

Our Mission is to address blight and safety issues in the district by creating public and private partnerships and leveraging funding sources.

## Values

*Professional*

We hold ourselves to the highest standards of professionalism which we define as competence, knowledge, conscientiousness, integrity, respect, emotional intelligence, and appropriateness.

We conduct the business of the URA in open public settings, publish the minutes and recordings of our meetings, and respond to public comments with complete disclosure.

We are truthful, fair and honest. We fully disclose any information that would be important with relationships, knowledge or communication that might be perceived as favoritism.

*Collaborative*

We collaborate with our community and our public and private partners to achieve the best possible outcomes.

We welcome input and engagement from interested parties.

*Creative*

We encourage creativity in development, in ideas, and in partnerships to drive a better outcome for the community.

## Key Focus Areas

These areas are listed in alphabetical order.

**Attractive, Safe and Fully Activated Buildings**
**Community Investment**
**Modern Sustainable Infrastructure**
**Strong Collaborative Partnerships**

## Top Priority Goals

These are the priority goals across all four of the Strategic Priorities:

Build the infrastructure to address safety

- ID the highest priority infrastructure needs in the district
  - Meet w/the city
  - Develop criteria
  - Adopt a budget

Implement a communications campaign about the work of the URA

- Create presentations
- Develop web site

Provide resources and services to support

- Creative redevelopment
  - Partner w/Otero College
  - Actively recruit professionals

Ensure appropriate guidelines, policies and codes are adopted and enforced

# {Community Investment}

## Definition

| | |
|---|---|
| Modern Infrastructure<br>Rehabbing<br>Adaptive reuse<br>DT Housing<br>Infill (No metal buildings)<br>Maintain historic building and tap into reservation<br>Volunteerism/people | Funding/tax credits<br>Support code work<br>Get grants and supporting programs<br>Support creating a vibrant community<br>Money<br>Time<br>Talents<br>Services |

## Partnerships

- RISE
- Building owners
- Nonprofits
- Service groups
- Urban Rotary Renewal
- SBDC
- CLG
- Landscapers
- City of LJ
- Economic development
- New and old businesses
- Creative district
- Developers
- Buildings/projects
- Funders/grantors
- Federal government
- State government
- Financial institutions

## Outcomes

| | |
|---|---|
| Eliminate left over business sites<br>Increase in<br>➢ Volunteerism<br>➢ Leveraged dollars<br>➢ Housing<br>➢ Preserved buildings<br>➢ Grants<br>➢ Business growth<br>➢ Number of permits<br>➢ Sale tax/property tax<br>No more broken windows | Longer business hours<br>Safer sidewalks<br>Policies/regulations regarding owner investment<br>Buildings look better<br>Investment per square inch<br>Fewer complaints/change in attitude<br>People value/appreciate our work<br>Improved infrastructure<br>Better lighting<br>More local investment |

## Strategic Goals

**G1**: Provide resources and services to support creative redevelopment
- Partner with Otero College
- Actively recruit professionals to support creative redevelopment

**G2**: Leverage financial resources for projects
- Projects
- Partners
- Banks
- Fundraising
- Grants

**G3**: Involve and collaborate with community partners to achieve identified goals in the TIF district (Rotary, landscapers, events)
- Implement program to support local educational programs

# {Strong Collaborative Partnerships}

## Definition

| |
|---|
| Respectful<br>Honest<br>Trust<br>Partner<br>Transparency<br>Education<br>Awareness<br>Capacity building<br>Education<br>Awareness<br>Capacity building |

## Partnerships

- Business leaders
- Public agencies
- Community members
- Government and nonprofit organizations

## Outcomes

| | |
|---|---|
| Developing relationships with partners based on similar goals<br>Education component<br>Respectful, honest partnerships working toward a common goal<br>Partnering with application<br>Nonfinancial relationship<br>Increased trust of the URA | Good communication creating public buy-in to open up new partnerships<br>Improved positive reputation, good reputation<br>Form mutually beneficial opportunities measured by both number applications submitted or approved<br>Increased awareness of UR work, purpose, education |

## Strategic Goals

**G1**: Implement a communications campaign about the work of the URA
- Create presentations, web content and written materials that educate the public about URA goals

**G2**: Increase transparency and trust
- Review current process and applications for improvement
- Routinely communicate

**G3**: Identify partnership opportunities
- Build 5 partners for the URA by 2026
- Focus on developing non-financial partners

# {Modern Sustainable Infrastructure}

## Definition

- Utility infrastructure
- Sidewalks
- Roads
- Public lighting, and other infrastructure will be modernized to improve useability, safety, and sustainability
- Drainage
- Watermains
- Electrical
- Parking lots
- Streets
- Curb/gutter

## Outcomes

| | |
|---|---|
| More buildings able to host businesses | Functioning |
| Long lasting | Smart planning |
| Accessible | Safety |
| Surplus capacity | Sustainability |
| Walkable | Usability |
| Forecasting for future | |

## Strategic Goals

**G1**: Build the infrastructure to address safety

- Determine highest priority infrastructure needs in the district
- Meet with the city
- Develop criteria
- Adopt a budget

**G3**: Adopt criteria, guidelines, and policies for financial and environmental sustainability

**G3**: Improve accessibility for all

- Adopt a sidewalk plan

# {Attractive, Safe and Fully Activated Buildings}

## Definition

| | |
|---|---|
| Well maintained | Compatible |
| Versatile | Fully occupied |
| Functional | Free of defects |
| Meets current code standards- | Safe |
| Remodeled | Compliant |
| Desirable | No storage |
| Restore Occupied and Safe | Fully Activated |
| Buildings Inhabited | Attractive and safe |
| Desired | |
| Vibrant and Safe Buildings | |

## Outcomes

| | |
|---|---|
| Reactivation | Quality of Life |
| Increased Tax | Increased Tourism |
| High Occupancy | Nationally Renowned |
| Revenue | Growth |
| Vibrancy | Destination |
| Legacy | Positive reflection of community |
| More Enjoyment | Inspiring Others |
| Increased Business Opportunities | |

## Strategic Goals

**G1**: Ensure appropriate guidelines policies and codes are in place and enforced

- Create easy to read resource
- Develop design guidelines
- Enforce codes in our applications
- Contractual requirements for attractive development in applications
- Georgetown program example

**G2**: Inspire the community to reinvest

- Award for redevelopment ($)

- Recognition
- Classes on blight

**G3**: Adopt incentive program to address attractiveness, fully activated, safe, buildings
- Mesa Building is an example

**G4**: Strategically enhance curb appeal.

{Brand}

# {Incentives}

The team had a quick conversation brainstorming the types of incentives that the URA may wish to discuss. These will become part of an incentive policy recommended to the Board for consideration.

- Grants-must match
- Loans
- Helping the City identify priorities
- Communications
- Education (note: the Board wanted to educate themselves as well)
- Partnerships
- Technical Assistance
- Resources
- Streamlining process
- Training
- Allyship

# {Application Process}

## What is Working Well?

- ✓ Application
- ✓ Transparency Rubric

## What would we like to Improve?

- Review process
  - Stepped/timed
  - Question and answer
  - Score
- Need an emergency fund
- Rubric is too vague, dense
- Meeting commitment/calendar
- Streamline rubric
- Weighing/comparing applications all at once
- Perceived and real fairness consistency
- How do we make decision
- Clear notification funding opp plan
- Rubric too vague/Dense

## We Agree to the following ideas:

- Application Training
- Application Communications
- Application graphic support
- Application dates
- Add code compliance to application

## Dates of Application (for further discussion)

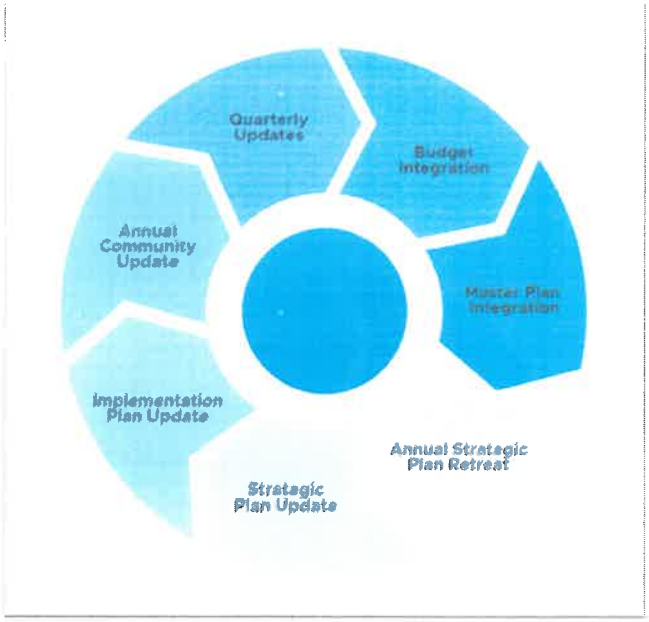
- Staff Review 10 business day
- Resubmit the application 5 days
- Scoring by the board/review 10 business days
- Complete report 10 business days
- Board review at 2 months after the application
- Board decision – 3 months later

## Application Cycle (for further discussion)

- 1 grant cycle per year
- If additional funds available, 2 cycles per year
- If two cycles per year, funding would be split or categories for applications would be established

## {Next Steps}

The Board approved a process of updating the plan and talked about using the plan as a living document to make decisions and guide work for the future.




## {Summary}

The framework and content for the Strategic Plan was created at the retreat, will be reviewed by the Board in October, and adopted as a strategic plan in January. The review process will include November and December through shared documents and emails. The Strategic Plan and Implementation Plan will drive the Incentives Policy, the Funding Application process, and the Communications Guide. The Brand Guide will tie in the logo and marketing for the organization moving forward.

January 15, 2024

Dear Urban Renewal,

December 2023 financial statements have been completed for the boards review. Below are highlights of each statement:

**BALANCE SHEET**

*ASSETS*

- Total cash at the end of December was $ 17,140.84.
- Notes receivable was $ 2,187.50. (One note)
- Investments were $ 480,915.20 – COLOTRUST
- Accounts receivable was $ 2,559.04.
- Total assets are $ 502,802.58 for the month ending December 2023.

*LIABILITIES*

- There were no outstanding bills at the end of December.

**STATEMENT OF REVENUE/EXPENDITURES**

*BUDGET TO ACTUAL*

Interest in the amount of $2,129.51 was received. Tax increment of $ 1,017.60 (NOV) was received from property tax collections. Another TIF was received for 2,559.04 (DEC) and is recorded as a receivable and accounted for in 2023. Expenses for the month of December were as follows:

- 41.77 – Southeast Colorado Power (Welcome LJ Sign)
- 51.75 – La Junta Tribune Democrat Subscription
- 3,100 – UR/ED Director Salary

The 2023 budget is $ 182,500 less $ 151,511.57 in expenses less 11,000.00 encumbered a budget remaining of $ 19,988.43. Income exceeded the budget by $ 53,868.24. Income exceeded expenses by $ 84,856.67.

Please feel free to contact me with any questions regarding the financial.

Sincerely,

Aliza Libby-Tucker
Director of Finance
City of La Junta

## URBAN RENEWAL - BOARD REPORT

| ACCOUNT NUMBER | DESCRIPTION | CURRENT YEAR | PRIOR YEAR | VARIANCE |
|---|---|---|---|---|
| | URBAN RENEWAL | | | |
| | URBAN RENEWAL ASSETS | | | |
| 27-110-110-01 | CHECKING | 17,140.84 | 17,884.92 | 744.08- |
| | CASH BALANCE | 17,140.84 | 17,884.92 | 744.08- |
| 27-110-110-06 | INVESTMENTS | 223,263.00 | 373,801.42 | 150,538.42- |
| 27-110-110-07 | INVESTMENT - RESTRIC | 257,652.20 | 0.00 | 257,652.20 |
| 27-110-210-02 | NOTES RECIEVABLE | 2,187.50 | 3,937.50 | 1,750.00- |
| 27-110-210-01 | ACCOUNTS RECIEVABLE | 2,559.04 | 0.00 | 2,559.04 |
| | TOTAL | 502,802.58 | 395,623.84 | 107,178.74 |
| | URBAN RENEWAL LIABIL | | | |
| | TOTAL | 0.00 | 0.00 | 0.00 |

## URBAN RENEWAL - BOARD REPORT

| ACCOUNT NUMBER | DESCRIPTION | BUDGET | MTD | YTD | PERC% | OUT ENC | UNENC BAL |
|---|---|---|---|---|---|---|---|
| | URBAN RENEWAL | | | | | | |
| | URBAN RENEWAL REVENU | | | | | | |
| 27-301-105-01 | TAX INCREMENT DISTRI | 180,000 | 3,576.64 | 214,207.56 | 119% | 0.00 | 34,207.56- |
| | ** TOTAL ** | 180,000 | 3,576.64 | 214,207.56 | 119% | 0.00 | 34,207.56- |
| | OTHER REVENUE | | | | | | |
| 27-302-101-01 | INTEREST REVENUE | 2,500 | 2,129.51 | 22,160.68 | 886% | 0.00 | 19,660.68- |
| | ** TOTALS ** | 2,500 | 2,129.51 | 22,160.68 | 886% | 0.00 | 19,660.68- |
| | *** TOTAL REVENUES * | 182,500 | 5,706.15 | 236,368.24 | 130% | 0.00 | 53,868.24- |

## URBAN RENEWAL - BOARD REPORT

| ACCOUNT NUMBER | DESCRIPTION | BUDGET | MTD | YTD | PERC% | OUT ENC | UNENC BAL |
|---|---|---|---|---|---|---|---|
| | URBAN RENEWAL | | | | | | |
| | URBAN RENEWAL EXPEND | | | | | | |
| 27-705-207-01 | OPERATING EXPENSES | 4,000 | 0.00 | 2,025.17 | 51% | 0.00 | 1,974.83 |
| 27-705-213-01 | TRAINING AND TRAVEL | 5,000 | 0.00 | 2,466.85 | 49% | 0.00 | 2,533.15 |
| 27-705-213-02 | ADVERTISING | 1,000 | 0.00 | 50.00 | 5% | 0.00 | 950.00 |
| 27-705-217-01 | REHAB GRANTS | 74,900 | 0.00 | 74,821.20 | 100% | 0.00 | 78.80 |
| 27-705-225-03 | SIGN RENT EXPENSE | 800 | 41.77 | 466.57 | 58% | 0.00 | 333.43 |
| 27-705-260-02 | TIF - HAMPTON INN | 35,000 | 0.00 | 34,730.03 | 99% | 0.00 | 269.97 |
| 27-705-260-04 | TIF - PROP MAINT | 3,000 | 0.00 | 0.00 | 0% | 0.00 | 3,000.00 |
| 27-705-263-01 | ADMINISTRATIVE COSTS | 1,200 | 51.75 | 51.75 | 4% | 0.00 | 1,148.25 |
| | ** TOTALS ** | 124,900 | 93.52 | 114,611.57 | 92% | 0.00 | 10,288.43 |
| | OTHER CHARGES | | | | | | |
| 27-707-217-01 | UR/ED DIRECTOR | 12,400 | 3,100.00 | 12,400.00 | 100% | 0.00 | 0.00 |
| 27-707-267-01 | PROJECTS - STRATEGIC | 30,000 | 0.00 | 19,000.00 | 63% | 11,000.00 | 0.00 |
| 27-707-267-07 | PROJECTS - ACTION 22 | 5,500 | 0.00 | 5,500.00 | 100% | 0.00 | 0.00 |
| 27-707-270-01 | TRANSFER TO FUND BAL | 9,700 | 0.00 | 0.00 | 0% | 0.00 | 9,700.00 |
| | ** TOTALS ** | 57,600 | 3,100.00 | 36,900.00 | 64% | 11,000.00 | 9,700.00 |
| | *** TOTAL EXPENDITUR | 182,500 | 3,193.52 | 151,511.57 | 83% | 11,000.00 | 19,988.43 |

**Account Number: CO-01-2139-4001**

## Urban Renewal

## Account Summary

**Average Monthly Yield: 5.2309%**

| | Beginning Balance | Contributions | Withdrawals | Income Earned | Income Earned YTD | Average Daily Balance | Month End Balance |
|---|---|---|---|---|---|---|---|
| PRIME | 222,273.46 | 0.00 | 0.00 | 989.54 | 14,461.58 | 222,801.88 | 223,263.00 |

## Transaction Activity

| Transaction Date | Transaction Description | Contributions | Withdrawals | Balance | Transaction Number |
|---|---|---|---|---|---|
| 12/01/2023 | Beginning Balance | | | 222,273.46 | |
| 12/31/2023 | Income Dividend Reinvestment | 989.54 | | | |
| 12/31/2023 | Ending Balance | | | 223,263.00 | |

**Account Number: CO-01-2139-4014**

## URBAN RENEWAL - RESERVED

### Account Summary

**Average Monthly Yield: 5.2309%**

| | Beginning Balance | Contributions | Withdrawals | Income Earned | Income Earned YTD | Average Daily Balance | Month End Balance |
|---|---|---|---|---|---|---|---|
| PRIME | 256,510.26 | 0.00 | 0.00 | 1,141.94 | 7,652.20 | 257,120.06 | 257,652.20 |

### Transaction Activity

| Transaction Date | Transaction Description | Contributions | Withdrawals | Balance | Transaction Number |
|---|---|---|---|---|---|
| 12/01/2023 | Beginning Balance | | | 256,510.26 | |
| 12/31/2023 | Income Dividend Reinvestment | 1,141.94 | | | |
| 12/31/2023 | Ending Balance | | | 257,652.20 | |