AGENDA

REGULAR MEETING LA JUNTA URBAN RENEWAL AUTHORITY
La Junta, Colorado
October 26, 2023
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		
Roberson		
Sweikert		

CITIZEN PARTICIPATION

MINUTES OF PREVIOUS MEETING (Chairperson)
Regular Meeting September 28, 2023

FINANCIAL STATEMENTS (Treasurer)
September 2023
Investments – ColoTrust

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

NEW BUSINESS
A. Urban Renewal Director Comments

B. Governing Body's Comments

ADJOURN

CALL TO ORDER: The La Junta Urban Renewal Authority Board of Commissioners held a Regular Meeting on Thursday, September 28, 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	
Nancy Bennett	
Christine Coffield	
Daniel Horton	
Toni Madrid	
Randall Roberson	
Lily Sweikert	
Trevor Herasingh – via Zoom	
Erin Monroy _ via Zoom	

Subject to approval at the October 26, 2023 Urban Renewal Meeting

Also present: Cynthia Nieb, Economic/Urban Renewal Director
Debra Fraker, Admin. Asst.
Bette McFarren, RF Gazette
Erika Lively
Aimee Hill, Building Officer
Elaine Lewis

CITIZEN PARTICIPATION:
Erika Lively 213 Lewis Ave wanted to ask about the flooding of the streets. On Second Street. she asked about the sidewalks from Hwy 50 to 3rd street. Her' was build in 1979 from Urban Renewal and it looks like it was hit with a snow plow or another big machine.
She also wanted information on the Historical District on 2nd Street.
Cynthia mentioned she had been asked by a citizen about the ADA accessible corners on all streets, Aimee mentioned that when a sidewalk is repaired it has to have ADA corners installed.
Cynthia mentioned that maybe Urban Renewal should do a study to see how many corners needed to be corrected...

MINUTES: July 27, 2023
Chairperson Bennett asked if there were any corrections or additions to be made to the July 27, 2023 minutes. Hearing none, a motion was made by Daniel Horton, seconded by Trevor Herasingh, that the minutes for July 27, 2023 be approved as published. The motion carried unanimously.

FINANCIAL STATEMENTS: July 2023

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

BALANCE SHEET
ASSETS

- Total cash at the end of July was $21,124.34.
- Notes receivable was $2,437.50. (One note)
- Investments were $522,339.70 (COLOTRUST).
- Total assets are $545,901.54 for the month ending July 2023.

LIABILITIES

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

STATEMENT OF REVENUE/EXPENDITURES

BUDGET TO ACTUAL

Interest in the amount of $2,285.49 was received. Tax increment of $4965.83 was received from property tax collections. Expenses for the month of July were as follows:

- $34,730.03 – Hampton Inn
- $42.56 – Southeast Colorado Power (Welcome LJ Sing)

The 2023 budget is $182,500.00 less $90,549.58 in expenses less $71360.60 encumbered leaving a budget remaining of $22,589.82.

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

REPORTS:

A. Plaza Building

Chairperson Bennett:

Wood trim for the front windows is in place. The upper four original windows on the east storefront have been installed. The work on the storefront is ongoing Summit Sealants is expecting the remaining glass and storefront work be installed next week.

Fire suppression plumbing has been installed in the basement, first and second floors,

The hose bib and mop sink have been installed Summit is waiting for the exhaust roof fan which should be installed next week.

The main floor bathroom, roof curb, and vents have been installed.

Derek and Geoff field verified the ceiling dimensions for the tin ceiling layout.

Down spouts at the south elevation have been directed to the town's storm water system.

This report is from an inspection meeting held on September 15, 2023.

UNFINISHED BUSINESS

Strategic & Communications Plan. The La Junta Urban Renewal Strategic Plan consultant, Sheryl Trent, spoke at length about upcoming milestones to complete the plan and the upcoming work session in August.

NEW BUSINESS

A. Urban Renewal Director:

Cynthia asked the board for their thoughts of meeting in November and December. November 23 2023 is Thanksgiving and December 28, 2023 is close to Christmas and if they were traveling would probably not have return to town yet. The reason for this is there is a vacancy coming open on the board and she needed to know when to send out the notification for applying for the position.
TONI MADRID MADE THE MOTION TO CANCEL THE NOVEMBER AND DECEMBER MEETING TREVOR HERASINGH SECONDED THE MOTION.
The motion carried unanimously.
Valley Oil is done with their grant work. The building is beautiful inside. An eyesore to a real nice building. Cassandra is still working on her building.

Strategic & Communications Plan.

Sheryl Trent of SBrand Solutions, reviewed the Guiding Principals of the La Junta Urban Renewal Authority and asked for revisions. There being none offered, ToniLynn Madrid made the motion to accept the Guiding Principals as presented, and Daniel Horton seconded the motion. The vote was unanimously in favor of accepting the Guiding Principles as presented.

Trent then presented a Board Development Proposal to dive deeper in leadership styles and relationships as well as Roberts Rules of Order, Urban Renewal Authority laws, a grant process, and Ex Parte communications, Randall Roberson made the motion not to accept the proposal, and Lily Sweikert seconded the motion. The vote was unanimous not to contract with SBrands Solutions to provide further Board Development.

Trent's final item of discussion was the upcoming Board Work Session on October 6 and October 7, 2023 at the La Junta Tribune Democrat building. Trent requested the Board Members review the La Junta URA Board Development Meeting Report that documents their previous work session, and to prepare for the upcoming session.

B. Governing Body Comments:

Daniel Horton made a motion not to visually electronically record work session, and Randall Roberson seconded the motion. Lily Sweikert wanted to put this quote on the record for all future work sessions; The La Junta Urban Renewal Authority operates under the regulation of the open meetings laws of the State of Colorado. All of our board development sessions are open public meetings and will be noted as such. The motion carried unanumously

There being no further business, the meeting was adjourned at 5:31 p.m.

Debra Fraker, Admin Asst	Nancy Bennett, Chairperson

LA JUNTA URA STRATEGIC PLAN

MEETING REPORT

{Brand}

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

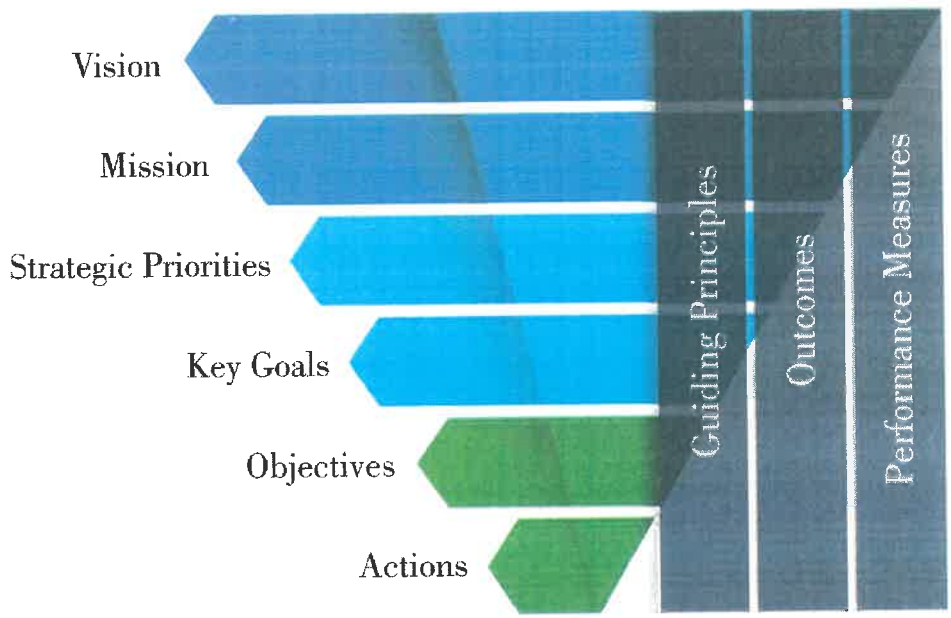
The results of the retreat are captured here and will be transformed into a Strategic Plan and an Implementation Plan. We will also deliver some recommendations on Incentives, Measurements, a Brand Guideline, and a Communication Plan.

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

{Brand}

{Community Investment}

Definition

Modern Infrastructure Rehabbing Adaptive reuse DT Housing Infill (No metal buildings) Maintain historic building and tap into reservation Volunteerism/people	Funding/tax credits Support code work Get grants and supporting programs Support creating a vibrant community Money Time Talents 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 Increase in ➢ Volunteerism ➢ Leveraged dollars ➢ Housing ➢ Preserved buildings ➢ Grants ➢ Business growth ➢ Number of permits ➢ Sale tax/property tax No more broken windows	Longer business hours Safer sidewalks Policies/regulations regarding owner investment Buildings look better Investment per square inch Fewer complaints/change in attitude People value/appreciate our work Improved infrastructure Better lighting 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

{Brand}

{Strong Collaborative Partnerships}

Definition

Respectful Honest Trust Partner Transparency Education Awareness Capacity building Education Awareness Capacity building

Partnerships

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

Outcomes

Developing relationships with partners based on similar goals Education component Respectful, honest partnerships working toward a common goal Partnering with application Nonfinancial relationship Increased trust of the URA	Good communication creating public buy-in to open up new partnerships Improved positive reputation, good reputation Form mutually beneficial opportunities measured by both number applications submitted or approved 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 Long lasting Accessible Surplus capacity Walkable Forecasting for future	Functioning Smart planning Safety Sustainability Usability

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

{Brand}

{Attractive, Safe and Fully Activated Buildings}

Definition

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

Outcomes

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

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.

{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)

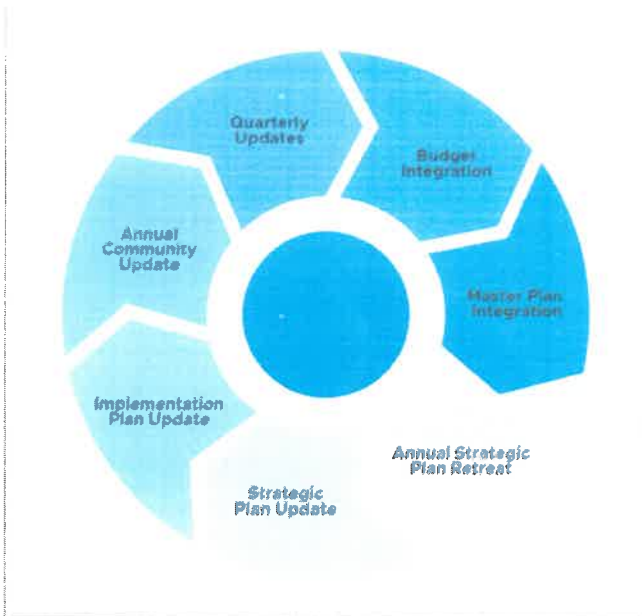
- Staff Review 10 business day
- Resubmit the application 5 days
- Scoring by the board/review 10 business days
- Complete report 10 business days
- Board review at 2 months after the application
- Board decision – 3 months later

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.