



- I. CALL TO ORDER
- II. ITEMS TOO LATE FOR THE AGENDA
- III. PUBLIC COMMENT (*3 Minute Time Limit per Person*)
- IV. CORRESPONDENCE AND COMMUNICATIONS
 - A. Minutes (p. 1)
 - B. Correspondence
 - C. Presentations
 - 1. Young Adult Services Talk and Tour: Becca Philipsen and Janina Goodwin
- V. REPORTS
 - A. Friends of the Pikes Peak Library District Report (D. Gonzales) (p. 8)
 - B. Pikes Peak Library District Foundation Report (L. James) (p. 9)
 - C. Communications Report (M. Ray) (p. 10)
 - D. Facilities Report (G. Syling)
 - E. Financial Report (M. Varnet) (p. 13)
 - F. Human Resources Report (no report this month)
 - G. Information Technology Report (R. Peters)
 - H. Public Services Report (T. Blevins) (p. 29)
 - I. Chief Librarian's Report (J. Spears)
 - J. Board Reports
 - 1. Governance Committee Report
 - 2. Internal Affairs Committee Report
 - 3. Public Affairs Committee Report
 - 4. Adopt-a-Trustee Reports
 - 5. Board President's Report
- VI. BUSINESS ITEMS
 - A. Consent Items: Decision 19-5-1 (p. 34)
Consent items shall be acted upon as a whole, unless a specific item is called for discussion. Any item called for discussion shall be acted upon separately as "New Business".
 - 1. New Hires
 - B. Unfinished Business
 - C. New Business
 - 1. Decision19-5-2: Urban Renewal Authority True North Project (J. Spears) (p. 35)
 - 2. Decision 19-5-3: Policy Update – Interlibrary Loan Policy (T. Blevins) (p. 148)
 - 3. Discussion: Property at Marksheffel & Woodmen (M. Varnet, J. Spears) (p. 155)
- VII. ADJOURNMENT

The full packet of materials for this meeting of the Pikes Peak Library District Board of Trustees is available at <https://ppld.org/board-trustees>

**PIKES PEAK LIBRARY DISTRICT
BOARD OF TRUSTEES MEETING
April 9, 2019
4 p.m.
Penrose Library**

MEMBERS PRESENT

President Wayne Vanderschuere, Vice President Debbie English, Secretary/Treasurer Scott Taylor, Trustee Keith Clayton, Trustee Cathy Grossman, Trustee Mina Liebert, Trustee Ned Stoll

PIKES PEAK LIBRARY DISTRICT STAFF & OTHERS PRESENT

Chief Librarian & CEO John Spears, Director of Library Services Tim Blevins, Nancy Francis, Friends of the Pikes Peak Library District Board of Directors President Dora Gonzales, Assistant to the Chief Librarian Sue Hammond, Development Officer & Foundation Executive Officer Lance James, PPLD Social Worker Alicia Kwande, Lawrence J. Martinez, Chief Information Officer Rich Peters, Director of Branches Lynne Proctor, Chief Communications Officer Michelle Ray, Chief Facilities Management Officer Gary Syling, Caleb Taylor, Chief Finance Officer Michael Varnet,

CALL TO ORDER

President Vanderschuere called the April 9, 2019 meeting of the Pikes Peak Library District Board of Trustees to order at 4:02 p.m.

ITEMS TOO LATE FOR THE AGENDA

President Vanderschuere announced that New Business would be moved and slotted-in following discussion of the Minutes. This will allow Mr. Spears and Secretary/Treasurer Taylor to attend the Fountain, Colorado City Council meeting.

PUBLIC COMMENT

Lawrence J. Martinez came forward to comment. Mr. Martinez identified himself as a community activist who utilizes the Sand Creek Library. Mr. Martinez thanked the Board for their work. He noted that it is his goal to revitalize Southeast Colorado Springs to allow all the citizens living and working there to prosper. Mr. Martinez stated that he would like to work with the Board to expand library services in Southeast Colorado Springs.

CORRESPONDENCE AND COMMUNICATIONS

Minutes

The minutes of the March 12, 2019 meeting of the Board of Trustees were presented for review.

Motion: Keith Clayton moved to approve the minutes of the March 12, 2019 meeting of the Board of Trustees as presented.

Second: Scott Taylor seconded the motion.

Vote: The motion was approved unanimously.

The minutes of the March 25, 2019 special meeting of the Board of Trustees were presented for review.

- Motion:** Scott Taylor moved to approve the minutes of the March 25, 2019 special meeting of the Board of Trustees as presented.
- Second:** Ned Stoll seconded the motion.
- Vote:** Mina Liebert abstained from the vote. Trustees Vanderschuere, English, Taylor, Grossman, Clayton and Stoll voted in favor of the motion. The motion carried with six in favor and one abstained.

New Business

Decision 19-4-2: Policy Update – Facilities Naming Policy

Pikes Peak Library District's Facilities Naming Policy outlines the decision-making process for naming or renaming PPLD facilities. The Facilities Naming Policy was reviewed and updated to include Board Policy and minor revisions to procedures.

- Motion:** Scott Taylor moved that the Pikes Peak Library District Board of Trustees approve Board Policy as written and presented in the Pikes Peak Library District's updated Facilities Naming Policy.
- Second:** Keith Clayton seconded the motion.
- Vote:** The motion was unanimously approved.

Decision 19-4-3: Policy Update – Solicitation Policy

Pikes Peak Library District's Solicitation Policy outlines permissible activities for on-site solicitation as well as promotion and display of community materials. The policy was reviewed and updated.

- Motion:** Ned Stoll moved that the Pikes Peak Library District Board of Trustees approve Board Policy as written and presented in the Pikes Peak Library District's updated Solicitation Policy.
- Second:** Debbie English seconded the motion.
- Vote:** The motion was unanimously approved.

Correspondence

Chief Librarian Spears read recent correspondence from Herb and Belle Dienes. Mr. and Mrs. Dienes have submitted a petition with seventy-one signatures requesting that the name of East Library be changed to George H. Fellows Library. The Dienes provided several reasons that the petitioners feel this to be an appropriate action, including a note that Colorado Springs has grown and as a result, East Library is no longer in the eastern part of the City. They state that George H. Fellows was "probably the best City Manager Colorado Springs ever had". The Trustees suggested that this request be discussed by one of the Board's standing committees.

Presentations

PPLD Social Worker Alicia Kwande provided a presentation. Ms. Kwande has been at PPLD for six months and has established the first social work program at PPLD. Ms. Kwande works primarily at Penrose Library, but she gives presentations at other PPLD facilities and has provided consultations to PPLD branch staff.

Ms. Kwande highlighted several aspects of the social work program at PPLD. She noted that the program is making a huge difference in the lives of many of our patrons through networking, talking and building trust.

- Ms. Kwande has started a support group for people experiencing homelessness that allows participants to connect with each other and with resources.
- Ms. Kwande has drop-in hours for the public every Monday morning.
- Ms. Kwande is working with various community agencies and has received many referrals from them.
- Ms. Kwande works with patrons to assess their needs and match them with appropriate housing opportunities (VI-SPDAT).
- Ms. Kwande is building relationships with patrons and that has led to being able to help those patrons access needed services like Medicaid.
- Ms. Kwande works with PPLD Security to allow patrons who have lost Library privileges to have the opportunity to appeal and be reinstated.

The Board members thanked Ms. Kwande for her good work.

REPORTS

Friends of the Pikes Peak Library District Report

The Friends of the Pikes Peak Library District report was included in the Board packet. Friends Board President Dora Gonzales noted that the Friends literary luncheon is coming up in April. She reported that the Friends recently sold a three-volume set of books for over \$500 through on-line sales. Ms. Gonzales reported that the Friends are pleased with the relocation of the Penrose Friends Bookstore to the southwest entry area.

Ms. Gonzales presented flowers to Lynne Proctor on behalf of the Friends to thank her for her work at PPLD throughout the years. Ms. Proctor will retire from PPLD at the end of April.

Pikes Peak Library District Foundation Report

The Pikes Peak Library District Foundation report was included in the Board packet. Development Officer & Foundation Executive Officer Lance James reported that the Foundation is moving forward with an agreement with Children's Hospital of Colorado to renew and expand their sponsorship. Children's Hospital of Colorado will contribute \$16K and will be the official sponsor of this year's Summer Adventure. The Children's Hospital of Colorado logo will stay at the 21c Family Place Library and Children's Hospital of Colorado will receive a variety of studio and digital assets.

Communications Report

The Communications Report was included in the Board packet. Chief Communications Officer Michelle Ray distributed "Spark" buttons to the Board members. The buttons are part of PPLD's Spark Marketing Campaign. The wearer of the button can fill in the button to let the world know how PPLD sparks change in their life. Ms. Ray announced to the Board that the inaugural edition of PPLD's *Discovery* publication will be coming out in digital format this week, with print format to follow.

Facilities Report

Chief Facilities Management Officer Gary Syling reported that work on the Library 21c roof replacement is about twenty percent complete. He noted that the new skylight at Library 21c has made an amazing difference in the amount of natural light coming into the building. Mr. Syling reported that planning for improvements to the Calhan building has begun. The re-carpeting of Fountain Library is in progress and expected to wrap-up by April 12. Facilities has several other projects going on including work at High Prairie, Ruth Holey, and East.

Financial Report

The Financial Report for the period ending February 28, 2019 was included in the Board packet. Chief Finance Officer Michael Varnet noted that revenues are on track and interest income is up considerably. Expenses are about ten percent less than in 2018, which is a factor of the timing of bills.

Human Resources Report

There was no Human Resources report.

Information Technology Report

Chief Information Officer Richard Peters recognized the Finance Department for their assistance with the recent e-rate RFPs. PPLD will be seeking the assistance of a consultant for Category 1 and Category 2 e-rate next year.

Public Services Report

Director of Library Services Tim Blevins made a correction to his written report, noting that Cameron Riesenberger helped coordinate the CATS Winter Workshop at Library 21c.

Mr. Blevins shared about his experience at PPLD's recent Human Library program, noting that it had been a unique and very powerful experience. The Human Library allows patrons to experience lives and lifestyles to which they may not have otherwise been exposed. He added that this program is exactly what the Library should be doing.

Mr. Blevins pointed out that large increases in circulation shown in this month's Circulation Report are the result of the initiation of automatic renewals in April. Comparing this year's circulation to last year's is somewhat of an apples-to-oranges comparison. A new circulation report showing original circulations for both years will be included in the Board report going forward.

Director of Branches Lynne Proctor will retire from PPLD at the end of April, so this was her "final" time reporting to the Board. She thanked the Board for their important role in PPLD's continuing success.

Chief Librarian's Report

Chief Librarian & CEO John Spears recognized Director of Branches Lynne Proctor for everything she has done for PPLD in the course of her tenure.

Mr. Spears announced that Chief OD & HR Officer Sally Jensen will delay her retirement until late in May to allow the District time to find a replacement and have that person in place before Ms. Jensen leaves.

Chief Librarian Spears announced that the next Shivers Series Concert takes place on April 12 at the Broadmoor Community Church. Proceeds of these concerts go to benefit PPLD's Shivers African American Fund.

April 9 is National Library Workers Day. To honor the invaluable work provided by the entire PPLD staff, all staff working twenty or more hours each week will receive two hours of floating holiday credit. Staff working less than twenty hours each week will receive twenty-five dollars.

Chief Librarian Spears reported that a group of staff and community members have been brought together and are meeting monthly to create a vision statement for Knights of Columbus Hall. He expects that Knights of Columbus Hall will reopen this summer. He recognized and thanked Sue Hammond for her work as a guiding force throughout the past three years as PPLD has experimented with creating a new purpose for Knights of Columbus Hall.

Mr. Spears announced that Rich Peters, Hillary Dodge, and Gary Syling will be working together to head up the Calhan project. He noted that there is much work to be done to prepare for opening the new library in late summer or early fall of this year. PPLD's aim is to be open to the public four days weekly at the new facility. The community will have input into which days the facility will operate.

Chief Librarian Spears provided an update on reorganization efforts at PPLD. With Lynne Proctor's retirement, Public Services will be consolidated under a single leader, Tim Blevins. Mr. Blevins's new title will be Chief Public Services Officer. The seven Division Heads and three Regional Managers that Mr. Blevins will lead will all be referred to as "Directors" going forward. In the effort to push some decision-making down into the organization, Mr. Blevins will continue to grow and develop the leadership skills and abilities of his staff.

Chief Librarian Spears reported that there is a petition circulating in Manitou Springs to bring an issue to the voters to reinstate a 0.3% sales tax that was recently sun-setted. The voters would also consider utilizing part of the sales tax-generated dollars to fund a thirty-year bond to expand and improve the Carnegie Library building. PPLD leases the Carnegie building from the City of Manitou Springs.

Mr. Spears reported that he recently received an email from Urban Renewal Authority Executive Director Jariah Walker that very explicitly detailed what should and should not be considered by the Board of Trustees when making a decision on the URA True North project. A decision item for the TIF District for the Air Force Academy visitors center and surrounding hotel and retail complex will be on the agenda for the May 14 Board meeting.

Board Reports

Governance Committee

Governance Committee Chair Scott Taylor reported that the Governance Committee met on March 20, 2019. Discussions at that meeting included:

- The Committee discussed business cards for Board members. Business cards will carry the PPLD logo and the Board member's name. Board members wishing to order cards should contact Ms. Hammond.
- Times for committee meetings were discussed. Committees will meet as follows: Public Affairs – 2 pm, Internal Affairs – 3 pm, Governance – 4 pm.
- The Governance Committee began discussion of the 2019 Board retreat. While the Committee continues to consider topics and speakers, the dates being considered at this time are July 13 and 27, August 3 and 10, and September 14 and 21. The retreat will be a daylong event running from 9 am to 4 pm.
- The Governance Committee discussed a special Board work session to learn more about the Urban Renewal Authority and to develop a framework to consider URA projects. The work session would run from noon until 5 pm. April 24, May 8 and May 10 are potential dates. Ms. Hammond will poll the Board members to determine the best date. Both the PPLD Foundation and Friends Boards will be invited to attend this special meeting.

Internal Affairs Committee

Internal Affairs Committee Chair Debbie English reported that the committee met on March 20, 2019. The Internal Affairs Committee discussed the following:

- The Committee discussed the feasibility of creating a framework to evaluate upcoming Urban Renewal Authority Projects.
- The Committee received a brief update on the potential PPLD/PPCC project. PPLD has not yet received the letter of agreement for the project. The latest development is that there is a utilities pipe running through the property where PPCC hopes to locate the affordable housing units. The location of the pipe on the Palmer Land Trust has made moving forward challenging, and things are on hold for now. Toby Gannet has request that PPCC and PPLD bring their architects together.
- Rich Peters provided the Committee with an update on cyber security.
- The Committee reviewed updates to the Facilities Naming Policy and the Solicitation Policy.

Public Affairs Committee

Public Affairs Committee Chair Mina Liebert reported that the committee did not meet in March.

Adopt-a-Trustee Reports

- Scott Taylor visited the Adult Education department. He attended the 2019 5th Congressional District Art Show and Competition at Library 21c.
- Debbie English attended a reception at Cheyenne Mountain Library for the IFLA Library Services to Multicultural Populations section delegates.
- Mina Liebert attended the CPAR event at Library 21c.
- Keith Clayton visited the Circulation/Shelving Department, the Finance Department and the Foundation.

- Wayne Vanderschuere visited the Adult Services Department.

PPLD Trustees attended several city and town council meetings to accept proclamations recognizing National Library Week:

- Colorado Springs City Council: Ned Stoll
- El Paso County Board of Commissioners: Mina Liebert
- Manitou Springs City Council: Debbie English
- Town of Monument Board of Trustees: Keith Clayton
- Calhan Town Council: Wayne Vanderschuere
- Fountain City Council: Scott Taylor

Board President's Report

President Vanderschuere attended the Friends of the Pikes Peak Library District Board meeting on March 20, 2019.

BUSINESS ITEMS

Consent Items

Decision 19-4-1 Consent Items

Consent Item Presented:

1. New Hires

Ms. Hammond announced that the job title for Melody Alvarez should be amended to read, "Senior Librarian".

Motion: Cathy Grossman moved to approve the consent item as amended.

Second: Keith Clayton seconded the motion

Vote: The motion was approved unanimously.

Unfinished Business

There was no unfinished business to conduct.

ADJOURNMENT

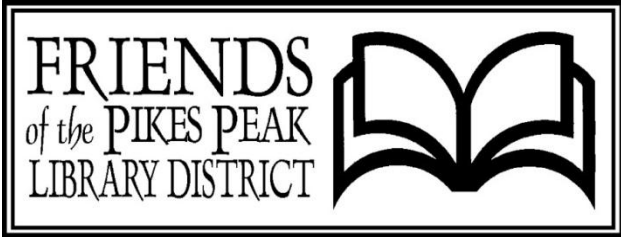
There being no further business to conduct, President Vanderschuere adjourned the April 9, 2019 meeting of the Pikes Peak Library District Board of Trustees at 5:30 p.m.

L.J. Martinez left the meeting at 4:22 p.m.

A. Kwande left the meeting at 4:22 p.m.

Scott Taylor and Caleb Taylor left the meeting at 5:25 p.m.

J. Spears left the meeting at 5:25 p.m.



Mission: To support, promote, and advocate for the Pikes Peak Library District's dynamic and evolving role.

Vision: Expand and enhance the Pikes Peak Library District's ability to positively impact our community

Friends Report
May 14, 2019

E-Commerce Sales:

Amazon Sales: April 2019			
\$2,963	87 units		\$37.05 avg. sale
E-bay Sales: March 2019			
\$ 117	3 transactions		\$39 avg. sale

Literary Awards—Well attended with about 160 guests. I heard from all that attended they enjoyed both authors. It was very nice to hear Ann Hillerman mention how she did research about Frank Waters.



Foundation Report
May 14, 2019

Presented PPLD Fundraising Plan to PPLD Foundation Board of Directors at April board meeting.

Secured a one-year, \$16,000 sponsorship (Summer Adventure, Library 21c Family Place Library and digital assets) from Children's Hospital of Colorado.

Submitted 2019 Give! application.

Hosted public reception/media event/book signing event at Penrose Library for Adam Makos, NY Times best-selling author of *Spearhead*, Clarence Smoyer, subject of the book, in tandem with Special Collections and Communications and accepted painting of Battle of Cologne inspired by local photographer Jim Bates.

Met with Keith Clayton for Adopt a Trustee meeting.

Met with Jessica Simmons, LENA, Melody Alvarez, Nancy Maday, and Isabel Soto-Luna to explore LENA program grant opportunity.

Worked with Collections Management Staff to create Gift Acceptance Policy for review at Internal Affairs, PPLD Trustees review at June Trustees meeting.

Hosted table at the Friends of the Pikes Peak Library District's Literary Awards.

Lance James continues meeting one-on-one with all PPLD Foundation board members and major donors.

Communications Department: Board of Trustees' Report

May 2019

News coverage and media highlights *(compiled by Kayah Swanson, Public Relations Specialist):*

- Coverage total for April 2019:
 - **46 features**
- Highlighted coverage:
 - [NBC News](#) included Pikes Peak Library District in their national story on the **hidden perks of a free library card** during National Library Week.
 - The [Colorado Springs Gazette](#), [KOAA](#), and [FOX21 News](#) ran stories covering the announcement of the **new Calhan Library**.
 - The [Colorado Springs Gazette](#) printed a glowing **op-ed on Special Collections**.
 - The [Colorado Springs Business Journal](#) printed an in-depth story on the **workforce development resources** available at the library.
 - The [Colorado Springs Gazette](#), [KOAA](#), and [FOX21 News](#) ran stories about WWII Veteran Clarence Smoyer's **donation of a painting** made from Jim Bates' combat images to Penrose Library.
 - [KRDO](#), [KOAA](#), [FOX21 News](#), and several small regional print publications ran stories on Pikes Peak Library District's participation in **One Book Colorado**.

Digital marketing statistics and highlights *(compiled by Virginia Franklin, Website Manager, and Jeremiah Walter, Digital Marketing Specialist):*

- Statistics:
 - **PPLD.org** had a total of **130,929 users**, with 249,603 sessions and 462,456 pageviews, during April. The most popular web page, besides the home page, was **/jobs**
 - Our district-wide **Facebook** account has **6,612 page likes** and **Twitter** has **4,957 followers**, as of May 1.
- Social media highlights:
 - The Communications team celebrated **Star Wars Day** (May 4) with a fun post to **#ShareYourSpark**, which reached 1,990 people on Facebook.



Community partnerships, events & other happenings *(compiled by Elyse Jones, Community Partnership Coordinator, and David Kelly, Marketing Manager):*

April highlights:

- The **inaugural issue of *District Discovery***, Pikes Peak Library District's new quarterly magazine, officially released on April 30. In addition to the print publication distributed at all library facilities, there is an [easy-to-read digital version](#).

- In the **third video spot of the [“Spark” marketing campaign](#)**, Price Strobidge shares the library helped him become Poet Laureate of the Pikes Peak Region.
- AARP Foundation provided **free tax assistance to a record 700 households** at Library 21c.

Current and upcoming happenings:

- PPLD **celebrates Asian Pacific American Heritage Month with community partners and events** this May, including:
 - Bonsai Class: May 16, 6 p.m., Old Colorado City Library
 - Hula Class: May 18, 1 p.m., Fountain Library
 - Haiku and Painting: May 25, 2 p.m., Monument Library
 - Ikebana Class: May 30, 1 p.m., Library 21c
- During **[Older Americans Month](#)**, PPLD **hosts classes** like:
 - Managing Savings and Investments: May 16, 6 p.m., Library 21c
 - Healthy Living for Your Body and Brain: May 22, 1 p.m., Fountain Library
 - Transformational Aging: May 24, 1 p.m., East Library
- Submissions for **All Pikes Peak Writes**, the adult and teen fiction writing contest, are being accepted through July 15. The award ceremony will take place sometime in August.
- The **2019 books for All Pikes Peak Reads will be announced** on May 22:
 - Adults: *Transatlantic* by Colum McCann and *Citizen Illegal* by Jose Olivarez
 - Young adult and children: *Nowhere Boy* by Katherine Marsh
- **[Celebrate Literacy 2019](#)**, hosted by Adult Education to honor their students and volunteers, takes places on May 30, from 6-8 p.m. at the Library 21c venue.
- PPLD, once again, will **partner with D11 to provide [free summer lunches](#) to kids and teens at a total of four libraries** this year. From May 29 through August 2 on every Monday and Friday (except for July 4), the mobile schedule will be:
 - Sand Creek Library: 10:55-11:25 a.m.
 - East Library: 11:15-11:45 a.m.
 - Old Colorado City Library: 11:30 a.m. – 12 p.m.
 - Ruth Holley Library: 12-12:30 p.m.
- **[Summer Adventure](#)** officially kicks off June 1 and runs through July 31 across PPLD.
- The **Manitou Springs Library’s summer lawn concerts** will occur every Tuesday, June 4 through August 13, from 6-7:30 p.m.
- The **[Pikes Peak Regional History Symposium](#)**, "Poets, Professors, and Provocateurs of the Pikes Peak Region," is slated for June 8 from 9 a.m. to 4 p.m. at East Library.

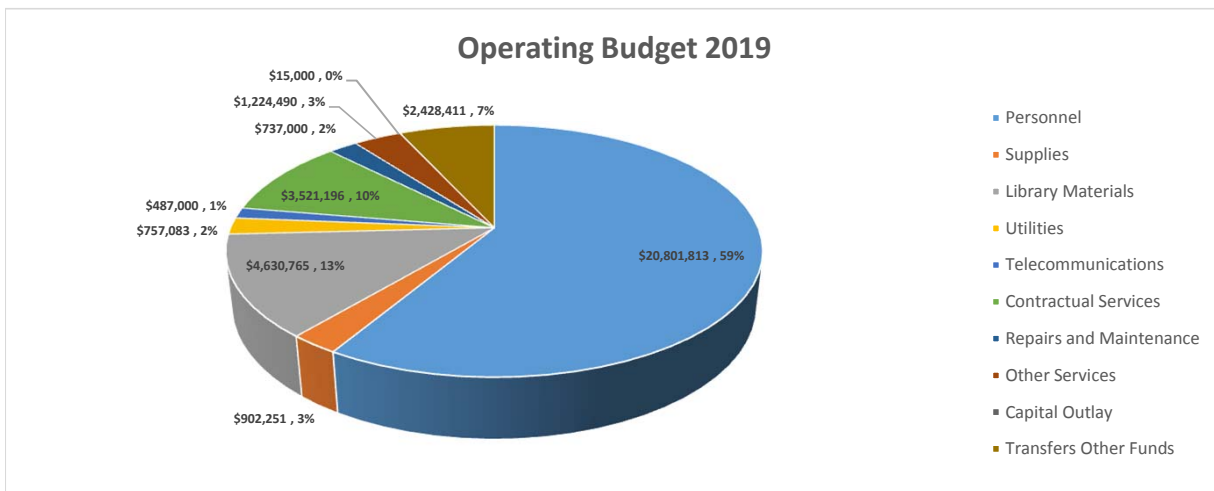
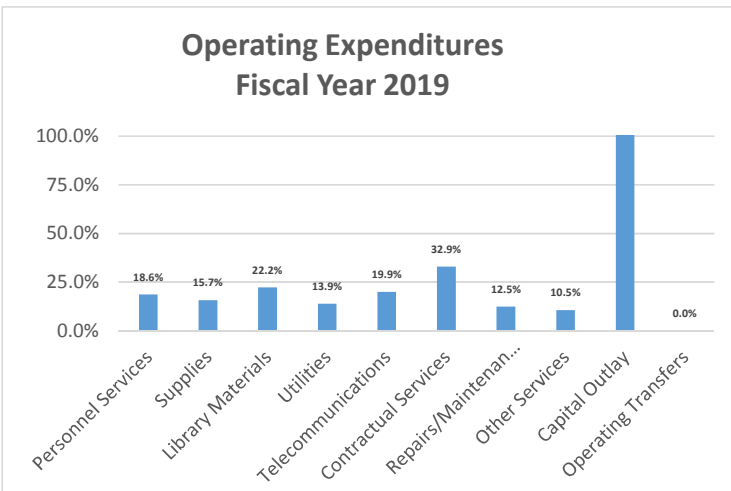
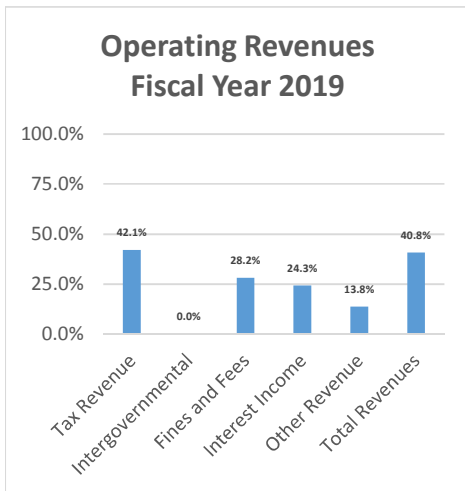
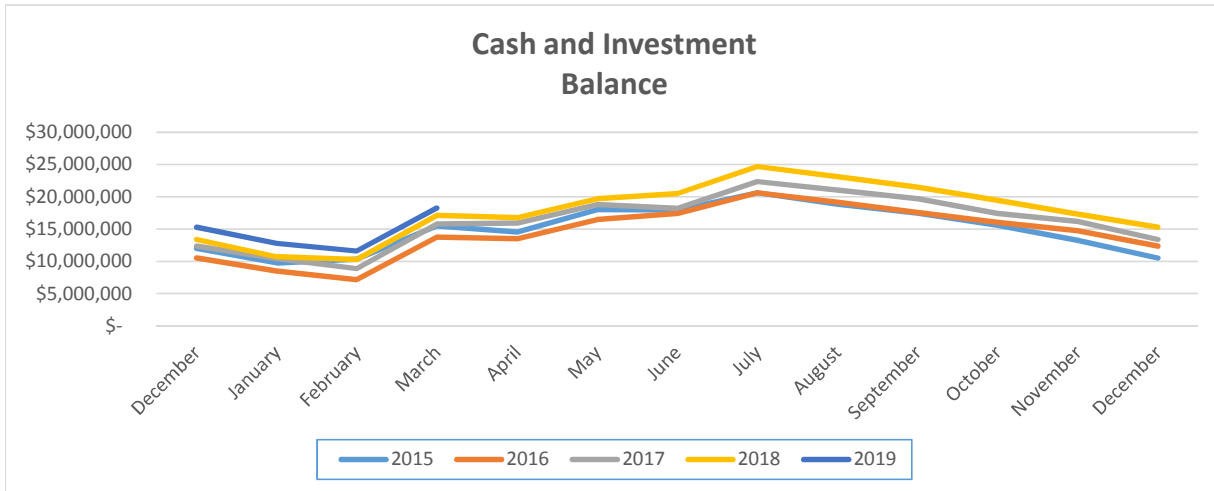
Meeting and study room statistics (compiled by Nana Lee, Meeting Room Specialist, and Virginia Franklin, Website Manager and Library Market Administrator):

- Room usage:
 - Patrons reserved **4,457 public meetings** in April, with a year-to-date total of 15,484.
 - PPLD team members hosted **1,440 public programs** in April, bringing the year-to-date total to 5,244.
 - There were **4,773 online requests** as it relates to Library Market reservations and cancellations, in addition to **475 phone and email inquiries**, during April.

- Library Market use:
 - A total of **13,398 users**, with 26,994 sessions and 155,995 pageviews, utilized PPLD.LibraryMarket.com during March.

Pikes Peak Library District Financial Dashboard

March 2019



Pikes Peak Library District

March 2019 Financial Report

Presented to Board of Trustees May 14, 2019

**Pikes Peak Library District
 General Fund Summary
 For the Three-Month Period Ended March 31, 2019**

General Fund	Year-To-Date				Notes
	2019	2018	Change	% Chg.	
Revenues					
Property taxes	\$ 12,581,232	\$ 12,007,898	\$ 573,334	4.8%	
Specific ownership taxes	818,635	784,450	34,185	4.4%	
Fines/fees	28,237	31,826	(3,589)	-11.3%	
Investment earnings	92,477	51,958	40,519	78.0%	1
Other	99,902	258,165	(158,263)	-61.3%	2
Total Revenues	\$ 13,620,483	\$ 13,134,297	\$ 486,186	3.7%	

- 1 Interest rates continue to rise, and that is reflective in the difference from year to year.
- 2 Distributions from year to year will oscillate depending upon the purpose and the needs for the distribution. The balance for the first quarter 2018 was \$226,859, whereas the amount for 2019 was \$70,992.

Pikes Peak Library District
Statement of Revenues
General Fund
For the Three-Month Period Ended March 31, 2019

Percent of Year **16.7%**

Account Description	2019 Budget	YTD Actual	Variance	% Collected
Tax Revenue				
Property taxes				
Current	\$ 28,477,334	\$ 12,588,816	\$ 15,888,518	44.2%
Abatements/refunds	(140,000)	(16,661)	(123,339)	11.9%
Omitted properties	6,000	1,399	4,601	23.3%
Delinquent	17,000	7,324	9,676	43.1%
Penalties/interest	36,000	354	35,646	1.0%
Specific ownership taxes	3,450,000	818,635	2,631,365	23.7%
Local government in lieu of prop. taxes	10,500	-	10,500	0.0%
Total Tax Revenue	31,856,834	13,399,867	18,456,967	42.1%
Intergovernmental				
Federal - eRate Funding	200,000	-	200,000	0.0%
State Grant - library materials	145,000	-	145,000	0.0%
Total Intergovernmental	345,000	-	345,000	0.0%
Fines and Fees	100,000	28,237	71,763	28.2%
Interest Income	380,000	92,477	287,523	24.3%
Other Revenue				
Donations/grants/gifts				
PPLD Foundation	567,559	70,992	496,567	12.5%
Other	18,000	92	17,908	0.5%
Copier charges/PMS charges	96,000	20,483	75,517	21.3%
Parking lot collections	33,000	4,905	28,095	14.9%
Merchandise sales	-	722	(722)	100.0%
Miscellaneous	4,500	1,352	3,148	30.0%
Asset sales proceeds	5,000	1,357	3,644	27.1%
Total Other Revenue	724,059	99,902	624,157	13.8%
Total General Fund Revenues	\$ 33,405,893	\$ 13,620,483	\$ 19,785,410	40.8%

**Pikes Peak Library District
General Fund Summary
For the Three-Month Period Ended March 31, 2019**

General Fund	Year-To-Date				Notes
	2019	2018	Change	% Chg.	
Expenditures					
Personnel	\$ 3,870,472	\$ 3,747,233	\$ 123,239	3.3%	
Supplies	141,725	178,073	(36,348)	-20.4%	
Library materials	1,028,709	1,107,636	(78,927)	-7.1%	2
Utilities	105,585	97,222	8,363	8.6%	
Telecommunication costs	97,123	145,679	(48,556)	-33.3%	2
Contractual services	1,159,916	931,883	228,033	24.5%	1
Repairs and maintenance	91,854	146,064	(54,210)	-37.1%	2
Other services	128,881	111,081	17,800	16.0%	
Capital outlay	15,506	27,610	(12,104)	-43.8%	
Operating transfers - other funds	-	-	-	0.0%	
Total Expenditures	\$ 6,639,772	\$ 6,492,481	\$ 147,291	2.3%	

- 1 The balance under Contractual Services includes a payment of \$184,029 for support of PPLD's Integrated Library System (SIRSI). The related payment for 2018 was made subsequent to March 2018.
- 2 Variances in these categories are not attributable to anything specific other than the timing of bill payments from one year to the next.

Pikes Peak Library District
Statement of Expenditures
General Fund

Percent of Year 16.7%

For the Three-Month Period Ended March 31, 2019

Account Description	2018 Budget	YTD Actual	Available Budget	% Used
Personnel Services				
Regular employees	\$ 16,206,332	\$ 2,901,655	\$ 13,304,677	17.9%
Temporary employees	12,000	-	12,000	0.0%
Substitute employees	327,594	76,599	250,995	23.4%
Work-Study And internship	9,000	-	9,000	0.0%
Social security contributions	1,222,809	217,718	1,005,091	17.8%
Retirement contributions	976,828	174,620	802,208	17.9%
Health Plan contributions	1,750,000	431,013	1,318,987	24.6%
Unemployment insurance	47,250	-	47,250	0.0%
Workers compensation	85,000	42,577	42,423	50.1%
Vision Plan insurance	62,000	12,412	49,588	20.0%
Life A&D insurance	63,000	13,878	49,122	22.0%
Tuition assistance	40,000	-	40,000	0.0%
Total Personnel Services	20,801,813	3,870,472	16,931,341	18.6%
Supplies				
General	304,965	42,281	262,684	13.9%
Microform	950	-	950	0.0%
Software purchases/licenses	322,000	67,169	254,831	20.9%
Computer supplies	42,000	4,378	37,622	10.4%
Processing	95,000	4,757	90,243	5.0%
Office	92,250	14,159	78,091	15.3%
Other	45,086	8,981	36,105	19.9%
Total Supplies	902,251	141,725	760,526	15.7%
Library Materials				
Audio-visual materials	762,300	111,114	651,186	14.6%
Books	1,364,400	189,903	1,174,497	13.9%
e-materials	1,584,700	409,377	1,175,323	25.8%
Library materials - other	266,000	37,922	228,078	14.3%
Microforms	5,000	-	5,000	0.0%
Periodicals	110,000	92,196	17,804	83.8%
Serials	25,000	9,206	15,794	36.8%
Databases - online services	513,365	178,074	335,291	34.7%
Memorials	-	918	(918)	0.0%
Total Library Materials	4,630,765	1,028,709	3,602,056	22.2%
Utilities				
Gas	109,168	24,179	84,989	22.1%
Electric	526,656	73,353	453,304	13.9%
Water/sewer	113,415	6,746	106,669	5.9%

Pikes Peak Library District
Statement of Expenditures
General Fund
For the Three-Month Period Ended March 31, 2019

Percent of Year 16.7%

Account Description	2018 Budget	YTD Actual	Available Budget	% Used
Storm water fees	7,844	1,307	6,537	16.7%
Total Utilities	757,083	105,585	651,498	13.9%

Telecommunications

Data	300,000	72,929	227,071	24.3%
Voice	104,000	12,575	91,425	12.1%
Cellular	78,000	10,410	67,590	13.3%
Expansion	5,000	1,209	3,791	24.2%
Total Telecommunications	487,000	97,123	389,877	19.9%

Contractual Services

Janitorial services	330,000	79,000	251,000	23.9%
Carpet cleaning services	117,000	28,780	88,220	24.6%
Library facility rental	566,473	126,876	439,597	22.4%
Common area maintenance	156,052	34,839	121,212	22.3%
Storage rental	16,800	4,050	12,750	24.1%
Audit	45,000	-	45,000	0.0%
Legal	65,000	27,628	37,372	42.5%
Consultant	216,500	9,750	206,750	4.5%
Cataloging	50,600	-	50,600	0.0%
Trash removal	24,229	5,955	18,274	24.6%
Copier services	56,000	27,705	28,295	49.5%
Courier services	222,231	7,416	214,815	3.3%
Liability/property insurance	184,500	152,941	31,559	82.9%
Collection agency fees	30,000	5,549	24,451	18.5%
Printing	125,000	16,053	108,947	12.8%
Programming	357,065	40,426	316,639	11.3%
Treasurer fees	420,000	188,968	231,032	45.0%
Microfilming services	19,600	-	19,600	0.0%
Computer support agreements	301,500	247,008	54,492	81.9%
Computer equipment maintenance	135,000	146,955	(11,955)	108.9%
Software licenses	19,000	-	19,000	0.0%
Employee Assistance Program	20,000	-	20,000	0.0%
Parking	43,646	10,015	33,631	22.9%
Total Contractual Services	3,521,196	1,159,916	2,361,279	32.9%

Repairs and Maintenance

Grounds maintenance	75,500	3,253	72,248	4.3%
Vehicle operating costs	61,000	12,320	48,680	20.2%
Equipment maintenance	382,300	61,439	320,861	16.1%
Equipment repairs	42,450	291	42,159	0.7%
Furniture repairs	33,000	1,340	31,660	4.1%

Pikes Peak Library District
Statement of Expenditures
General Fund

Percent of Year **16.7%**

For the Three-Month Period Ended March 31, 2019

Account Description	2018 Budget	YTD Actual	Available Budget	% Used
Building repairs	142,750	13,211	129,539	9.3%
Total Repairs and Maintenance	737,000	91,854	645,146	12.5%
Other Services				
Translation services	500	412	88	82.4%
Advertising	1,000	-	1,000	0.0%
Bank And trustee Fees	11,600	4,176	7,424	36.0%
School engagement	1,000	100	900	10.0%
Mileage/Travel reimbursement	73,800	10,745	63,055	14.6%
Employee recruitment	50,500	3,419	47,081	6.8%
Employee testing	500	-	500	0.0%
Dues and memberships	74,000	10,126	63,874	13.7%
Merchandising	1,000	6	994	0.6%
Employee recognition	20,525	2,244	18,281	10.9%
Board of Trustees	7,000	878	6,122	12.5%
Community outreach	110,000	12,436	97,564	11.3%
Training	287,534	34,723	252,811	12.1%
Signage	16,000	7,217	8,783	45.1%
Bindery	5,000	-	5,000	0.0%
Summer Reading Club	34,306	319	33,987	0.9%
Patron reimbursement	500	-	500	0.0%
Postage	62,500	15,358	47,142	24.6%
Volunteer program	5,900	-	5,900	0.0%
Safety and wellness	18,500	574	17,926	3.1%
Other grant/donation expenditures	411,125	25,258	385,867	6.1%
Administrative support	10,500	113	10,388	1.1%
Equipment rental	1,000	88	912	8.8%
Other	20,200	689	19,511	3.4%
Total Other Services	1,224,490	128,881	1,095,609	10.5%
Capital Outlay				
Other	15,000	15,506	15,000	103.4%
Total Capital Outlay	15,000	15,506	15,000	103.4%
Operating Transfers to Other Funds				
Fund transfers out	2,428,411	-	2,428,411	0.0%
Total Expenditures	\$ 35,505,009	\$ 6,639,772	\$ 28,880,743	18.7%

**Pikes Peak Library District
Special Revenue Funds
For the Three-Month Period Ended March 31, 2019**

Fund Balance - January 1, 2019	\$ 161,319
Expenditures	-
Fund Balance - March 31, 2019	<u>\$ 161,319</u>

Fund Balance - By Fund - March 31, 2019

Annual Fund	\$ 212
Cheyenne Mountain Library Fund	812
Fountain Branch Library Fund	11,560
High Prairie Library Fund	114,478
Sand Creek Library Fund	27,772
1905 Carnegie Library Facility Fund	4,374
Carnegie Garden Support Fund	998
Special Collections Support Fund	1,113
	<u>\$ 161,319</u>

Pikes Peak Library District
 East Library Capital Projects Fund
 For the Three-Month Period Ended March 31, 2019

Account Description	Approved Budget	Carryover	Revised Budget	2019 Activity	Encumbrances	Available Budget
Revenues and Other Sources of Funds						
Donations-PPLD Foundation	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
Fund Transfers In	139,627	-	139,627	-	-	139,627
Total Revenues and Other Sources of Funds	144,627	-	144,627	-	-	144,627
Expenditures						
2019 Budget						
Chiller Roof Struct Over Pit	19,000	-	19,000	-	3,160	15,840
Roofing Evaluation & Design	30,000	-	30,000	-	-	30,000
Window Screen/Shades-Childr	1,627	-	1,627	-	-	1,627
External Filtration System	10,000	-	10,000	-	-	10,000
Replace Emergency Generator	60,000	-	60,000	-	-	60,000
Reading Bay Area Furniture	15,000	-	15,000	-	-	15,000
Patio Furniture (Fundraising)	5,000	-	5,000	-	-	5,000
Shared Workstation - 4-Person	4,000	-	4,000	-	2,765	1,235
Sub-total	144,627	-	144,627	-	5,925	138,702
Carryover From 2018						
Roof Inspection and Repairs	-	6,235	6,235	-	-	6,235
Window Leak-2nd Floor	-	7,500	7,500	-	-	7,500
Replace Public Water Fountains	-	494	494	-	-	494
Replace Staff Lounge Blinds	-	142	142	-	-	142
Ea Update Security Equipment	-	5,000	5,000	-	-	5,000
Laminator	-	205	205	-	-	205
Enclose Chiller Pit	-	38,463	38,463	-	-	38,463
Additional Study Room Chairs	-	3,500	3,500	-	3,500	-
Reface Cabinets In Story Office	-	5,500	5,500	-	-	5,500
Children's Cabinets	-	5,478	5,478	-	-	5,478
Tractor Replacement	-	2,001	2,001	-	-	2,001
Contingency	-	1,635	1,635	-	-	1,635
IT Equipment	-	2,071	2,071	-	-	2,071
Sub-total	-	78,224	78,224	-	3,500	74,724
Total Expenditures	\$ 144,627	\$ 78,224	\$ 222,851	-	\$ 9,425	\$ 213,426
Excess Revenues over Expenditures						-
Fund Balance - January 1, 2019				78,224		
Fund Balance - March 31, 2019				\$ 78,224		

Pikes Peak Library District
 Penrose Library Capital Projects Fund
 For the Three-Month Period Ended March 31, 2019

Account Description	Approved Budget	Carryover	Revised Budget	2019 Activity	Encumbrances	Available Budget
Revenues and Other Sources of Funds						
Fund Transfers In	96,700	-	96,700	-	-	(96,700)
Expenditures						
2019 Budget						
Asphalt Crack Fill	15,500	-	15,500	-	-	15,500
Roofing Evaluation Pe	30,000	-	30,000	-	-	30,000
Replace Lobby Rooftop Unit	23,500	-	23,500	-	20,544	2,956
Replace Existing Fire Panel	18,500	-	18,500	16,921	-	1,579
Charging Station Outlets	2,000	-	2,000	-	-	2,000
Larger Trash Receptacles	3,600	-	3,600	-	852	2,748
Adjustable Heigh Desks	3,600	-	3,600	-	-	3,600
Sub-total	<u>96,700</u>	<u>-</u>	<u>96,700</u>	<u>16,921</u>	<u>21,396</u>	<u>58,383</u>
Carryover from 2018						
Penrose Entry Way	-	370	370	-	-	370
Roof Inspection And Repairs	-	5,130	5,130	-	-	5,130
Replace Existing Parking Meter	-	50,000	50,000	-	-	50,000
Elevator Modernization - Cab	-	8,914	8,914	-	-	8,914
Upgrade Two Interior Elevators	-	4,577	4,577	-	-	4,577
Chiller Replacement	-	55,000	55,000	-	-	55,000
27" Laminator	-	705	705	-	-	705
Hvac Heating Loop & Glycol	-	9,324	9,324	-	-	9,324
Penrose Renovation Conting	-	18,985	18,985	-	-	18,985
Pe Campus Project	-	850,363	850,363	391,579	225,130	233,654
Sub-total	<u>-</u>	<u>1,003,368</u>	<u>1,003,368</u>	<u>391,579</u>	<u>225,130</u>	<u>386,659</u>
Total Expenditures	<u>\$ 96,700</u>	<u>\$ 1,003,368</u>	<u>\$ 1,100,068</u>	<u>408,500</u>	<u>\$ 246,526</u>	<u>\$ 445,042</u>
Excess Revenues over Expenditures				(391,579)		
Fund Balance - January 1, 2019				1,065,568		
Fund Balance - March 31, 2019				<u>\$ 673,989</u>		

Pikes Peak Library District
Library 21c Capital Projects Fund
For the Three-Month Period Ended March 31, 2019

Account Description	Approved Budget	Carryover	Revised Budget	2019 Activity	Encumbrances	Available Budget
Revenues and Other Sources of Funds						
Fund Transfers In	\$ 1,156,100	\$ -	\$ 1,156,100	\$ -	\$ -	\$ (1,156,100)
Expenditures						
2019 Budget						
Roof Replacement	1,035,000	-	1,035,000	-	855,935	179,065
Replace Skylight/Repairs	108,000	-	108,000	94,104	10,456	3,440
Re-Bulb Children'S Area	1,200	-	1,200	-	-	1,200
Children'S Shelf Movers	2,500	-	2,500	-	-	2,500
Studio Column, Make Space	1,000	-	1,000	-	-	1,000
Office Chairs-Meeting Room	7,200	-	7,200	-	-	7,200
Tables-Adjustable Height, Cm	1,200	-	1,200	-	-	1,200
Sub-total	1,156,100	-	1,156,100	94,104	866,391	195,605
Carryover from 2018						
Venue Improv & Equip	33,676	-	33,676	-	-	33,676
Concrete Walkway Ea To South	19,500	-	19,500	-	-	19,500
Courtyard Improvements	20,000	-	20,000	-	2,180	17,820
Roof Repairs	2,350	-	2,350	-	-	2,350
Improv Teen Gaming Room	9,409	-	9,409	-	-	9,409
Ent & Make li Window Treatment	4,152	-	4,152	-	-	4,152
Roof Replacement	40,200	-	40,200	-	10,100	30,100
Audio Booth	2,000	-	2,000	-	-	2,000
New Teen Service Desk	1,200	-	1,200	-	-	1,200
Cafe Table Public Area	551	-	551	-	-	551
Contingency	47,317	-	47,317	-	-	47,317
Install Additional Can Lights	1,200	-	1,200	-	-	1,200
New Display Case With Lighting	39	-	39	-	-	39
Signage	5,000	-	5,000	-	-	5,000
Av Equipment Maintenance	4,686	-	4,686	601	577	3,508
Increase Stage Size	4,908	-	4,908	1,569	-	3,339
Studio Noise Mitigation	21,979	-	21,979	-	-	21,979
Venue Led Lighting	7,626	-	3,572	3,095	-	332
Public Equipment Eol Replacem	154	-	154	-	-	154
New Public Equipment Inventory	369	-	369	219	-	150
Munis Record Management Syst	30,000	-	30,000	-	-	30,000
Sub-total	256,317	-	252,263	5,484	12,857	233,777
Total Expenditures	\$ 1,412,417	\$ -	\$ 1,408,363	99,588	\$ 879,248	\$ 429,382
Excess Revenues over Expenditures				(99,588)		
Fund Balance - January 1, 2019				252,263		
Fund Balance - March 31, 2019				\$ 152,675		

Pikes Peak Library District
 Capital Reserve Fund
 For the Three-Month Period Ended March 31, 2019

Account Description	Approved Budget	Carryover	Revised Budget	2019 Activity	Encumbrances	Available Budget
Revenues and Other Sources of Funds						
Donations-PPLD Foundation	\$ 123,000	\$ -	\$ 123,000	\$ -	\$ -	\$ 123,000
Fund Transfers In	1,035,984	-	1,035,984	-	-	1,035,984
Total Revenues and Other Sources of Funds	1,158,984	-	1,158,984	-	-	1,158,984
Expenditures						
2019 Budget						
Facilities						
Dw- Asphalt Maintenance	7,500	-	7,500	-	-	7,500
Fo-Window Tint - Children'S	3,000	-	3,000	-	-	3,000
Ho-Replace Meeting Room Carpet	13,000	-	13,000	-	-	13,000
Ho-Repaint Interior	10,000	-	10,000	-	-	10,000
Update Service Points	5,000	-	5,000	-	-	5,000
Ho-Add Electricity In Storage	2,000	-	2,000	-	-	2,000
Mo-Replace Bulbs	1,200	-	1,200	-	-	1,200
Ol-Replace Floor Main Level	75,000	-	75,000	-	-	75,000
Ellicot Facility Allowance	200,000	-	200,000	-	-	200,000
Roof Inspection	10,000	-	10,000	-	-	10,000
Ch-Work Room Cabinets&Stor	2,000	-	2,000	-	-	2,000
Fo-Av Closet - Meeting Room	3,000	-	3,000	-	-	3,000
Ho-Meeting Room Furniture	15,000	-	15,000	-	8,722	6,278
Ho-Study Room Furniture	3,000	-	3,000	-	2,016	984
Ro-Redesign Children'S Area	2,500	-	2,500	-	-	2,500
Contingency	50,000	-	50,000	10,243	2,483	37,274
Sub-total	402,200	-	402,200	10,243	13,221	378,736
Information Technology						
Servers-Ea Data Updates	2,000	-	2,000	-	-	2,000
Data Center Redesign Servers	75,000	-	75,000	-	-	75,000
Technology Refresh (Staff)	19,000	-	19,000	1,491	1,599	15,910
Technology Refresh (Patrons)	131,000	-	131,000	-	130,845	155
Pcs-Video Editing	11,114	-	11,114	-	-	11,114
Isoc Computers	10,000	-	10,000	-	-	10,000
Laptops- Young Adult Services	6,000	-	6,000	-	6,000	-
Laptops-Children'S Ipads	6,000	-	6,000	-	5,980	20
Self-Check-Peadd Data Ports	2,500	-	2,500	-	-	2,500
Scanners-Collect Managem	2,080	-	2,080	-	-	2,080
Network Switches/Ups	100,000	-	100,000	-	-	100,000
Surveillance System Redesign	30,000	-	30,000	-	-	30,000
Surveillance System	125,000	-	125,000	-	-	125,000
Isoc - A/V Standardization	75,000	-	75,000	-	-	75,000
It Management Reserve	47,500	-	47,500	-	-	47,500
Sub-total	642,194	-	642,194	1,491	144,424	496,279

Pikes Peak Library District
 Capital Reserve Fund
 For the Three-Month Period Ended March 31, 2019

Account Description	Approved Budget	Carryover	Revised Budget	2019 Activity	Encumbrances	Available Budget
Creative Services/Video Studio						
Wireless Mic Kit	1,300	-	1,300	-	-	1,300
Audio Recorder	300	-	300	-	-	300
Audio Recorder Kit	1,200	-	1,200	-	-	1,200
Cameras - Studio21C	37,500	-	37,500	-	-	37,500
Dslr Cameras - Checkout	5,700	-	5,700	-	-	5,700
Teleprompter	1,550	-	1,550	-	-	1,550
Video Cam Kit - Checkout	3,000	-	3,000	-	-	3,000
Gopro Kits	1,500	-	1,500	-	-	1,500
Tripod System	320	-	320	-	-	320
Photo Roller System	1,000	-	1,000	-	-	1,000
Chechout Equip 21C	3,900	-	3,900	-	-	3,900
Chargeable Batteries	1,620	-	1,620	-	-	1,620
Isolation Booth 21C Studio	20,000	-	20,000	-	-	20,000
Cricut Machines	1,200	-	1,200	-	-	1,200
Sa-Vinyl Record Cutter	9,000	-	9,000	-	-	9,000
Sa-Larger Kiln	3,000	-	3,000	-	-	3,000
Ea-Larger Laser Cutter	18,000	-	18,000	-	-	18,000
New Maker Kits	1,000	-	1,000	-	-	1,000
Equipment Replacement	3,500	-	3,500	-	-	3,500
Sub-total	114,590	-	114,590	-	-	114,590
Total Expenditures 2019 Budget	1,158,984	-	1,158,984	11,734	157,645	989,605
Carryover from 2018						
Facilities						
Mo-Access Control	-	150	150	-	-	150
Dw- Concrete Replacement	-	23,560	23,560	-	-	23,560
Dw - Asphalt Repairs	-	15,072	15,072	-	-	15,072
Staff Lounges Improvements	-	29,916	29,916	-	780	29,136
Water Management System	-	18,373	18,373	-	8,373	10,000
Upgrade Fire System Dialers	-	23,500	23,500	-	-	23,500
Furniture Replacement	-	19,259	19,259	10,136	-	9,123
Childr&Teen Area Furnit	-	7,000	7,000	-	-	7,000
Vehicles	-	8,625	8,625	-	-	8,625
Calhan Project	-	515,642	515,642	75,602	2,818	437,222
Replace Generator For Bo	-	12,500	12,500	-	-	12,500
Contingency	-	118,229	118,229	160	1,380	116,689
Contingency - Furniture Replac	-	24,253	24,253	-	-	24,253
Sub-total	-	816,078	816,078	85,898	13,351	716,829

Pikes Peak Library District
 Capital Reserve Fund
 For the Three-Month Period Ended March 31, 2019

Account Description	Approved Budget	Carryover	Revised Budget	2019 Activity	Encumbrances	Available Budget
Information Technology						
Replace Computers	-	39,485	39,485	-	1,940	37,545
Technology Refresh (Patrons)	-	68,795	68,795	-	-	68,795
Barcode Scanners	-	15,102	15,102	-	-	15,102
Copier Replacement	-	200,718	200,718	-	-	200,718
Telephone Switches	-	94,834	94,834	61,502	-	33,332
Firewall Replacement	-	45,000	45,000	-	-	45,000
Switches/Ups Replacement	-	40,000	40,000	-	-	40,000
Archival Manag System	-	13,400	13,400	-	-	13,400
Amh Bins (2)	-	20,000	20,000	-	-	20,000
Surveillance System Redesign	-	100,121	100,121	-	-	100,121
Children'S Equipment	-	643	643	-	-	643
Special Collections Equip	-	29,000	29,000	15,380	-	13,620
Ea Library Tween Computers	-	4,000	4,000	-	-	4,000
Datacenter Project	-	111,399	111,399	-	-	111,399
Av Equip For Audio Visual Dw	-	50,000	50,000	-	-	50,000
Contingency I/T	-	5,852	5,852	-	2,257	3,595
Sub-total	-	838,349	838,349	76,882	4,197	757,270
Creative Services/Video Studio						
Video Projector Repl & Addit	-	5,000	5,000	-	-	5,000
Maker Machinery Purchases	-	40,015	40,015	-	-	40,015
New Machinery	-	8,871	8,871	-	-	8,871
Sub-total	-	53,886	53,886	-	-	53,886
Total Carryover from 2018	-	1,708,313	1,708,313	162,780	17,548	1,527,985
Total Expenditures	\$ 1,158,984	\$ 1,708,313	\$ 2,867,297	174,514	\$ 175,193	\$ 2,517,590
Excess Revenues over Expenditures				(174,514)		
Fund Balance - January 1, 2019				1,708,313		
Fund Balance - March 31, 2019				<u>\$ 1,533,799</u>		

**Pikes Peak Library District
 Receipts and Disbursements by Cash Account
 For the Month of February 2019**

	ColoTrust Investments	US Bank Checking	Total Cash
Cash and Investments Balance March 1, 2019	\$ 11,855,449	\$ (267,510)	\$ 11,587,939
Receipts March 2019			
Property Taxes	9,978,052	-	9,978,052
Daily Cash Receipts	-	25,020	25,020
Credit Card Receipts	-	10,147	10,147
Foundation Distribution		70,992	
Interest	37,415	-	37,415
Disbursements March 2019			
Payment of Bills week of 03/08/2019	-	(433,145)	(433,145)
Payment of Bills week of 03/15/2019	-	(583,892)	(583,892)
Payment of Bills week of 03/22/2019	-	(520,047)	(520,047)
Payment of Bills week of 03/28/2019	-	(377,175)	(377,175)
Payroll 03/08/2019	-	(668,035)	(668,035)
Payroll 03/22/2019	-	(644,850)	(644,850)
End of Month Payroll Payments	-	(221,498)	(221,498)
Transfer between funds	(3,800,000)	3,800,000	-
Cash and Investments Balance March 31, 2019	<u>\$ 18,070,916</u>	<u>\$ 190,007</u>	<u>\$ 18,260,923</u>

Public Services Report May 14, 2019

Community

Dave Wendel (Cheyenne Mountain Library) hosted the Books, Brews, and Nonprofit Book Club, partnering with the Rocky Mountain Field Institute. Brought back after hiatus, it was wonderful to see such enthusiasm from our community partners, and great discussion from attendees.

Alicia Gomori and Mary Gapko (Fountain Library) continue their work with Communities that Care (CTC) and are both participating in a Strategy Implementation Goals Workgroup that focuses on how all agencies in the Fountain Valley can help build public support for youth community spaces.

The highlight for Monument Library every March is having the Palmer Divide Quilt Makers display their wares made through the previous year. Patrons specially come to walk through the library following the information guide to the quilts and quilters.

PPLD is Global! David Rasmussen (Old Colorado City Library) worked with a patron who is currently working in Cambodia. She uses our electronic resources to find books she can't get in Cambodia. She said she can't express her thanks enough for this valuable service!

Evan Kendrick (Penrose Library) spent time at Pikes Peak Elementary and the Culturally & Linguistically Diverse Exceptional program doing bilingual storytimes and sharing library resources, making connections with new community members who realized the library is there for them too.

We had our first Annual Children's Art Exhibit at Rockrimmon Library! We had so many pieces that the Children's and Adult Area Displays were used to hang artwork. Children age 3 to 11 participated, and patrons truly enjoyed viewing the colorful and amazing artwork.

Resources

Betty McDonald met with Lori Weaver, Connie Lupton, and Sheri White at District 11 to discuss promotional ideas for the D11 ecard rollout next school year. We are hoping for a soft rollout in August followed by major publicity in September.

In a month where we had three unexpected closures, Sand Creek had the most studio sessions for any month with 139. We have seen an uptick especially now that we are getting more music groups and podcasting groups into the studio.

Innovation/Creativity

The 2019 Teen Art Contest had more than 100 entries and teens from all over the District juried the pieces. The well-received Teen Art Contest Award Ceremony brought in around 160 people.

Jenny Gaechter and Karin Swengel (Manitou Springs and Ute Pass) are working on a program based at CU-Boulder called *Build-A-Better-Book*, which works to create a better experience for people who are blind or visually impaired. They will be creating a program for library patrons in which a tactile book or other storytelling art installation is created. They will be seeking guidance and creative input from the community.

Spring Break at East Library was a wild ride with Shrinky Dinks in the ERC, a mosh pit and bubble machine from the Boo Hoo Crew, Inspector Magic, and a Movin' & Groovin: Preschool Sock Hop with fun music from the 50s. These events brought in almost 500 people total.

Service

Adult Education had three Career Online High School students graduate with diplomas and career certificates. They also hosted the International Federation of Library Associations Library Services to Multicultural Populations group midyear meeting.

The Human Library was organized by Adult Services. Four new “books” were added to our collection with 10 returning best sellers. We had a good turnout of readers and it was a truly wonderful program. Kayah Swanson did an amazing job getting the word out about the program! Highlights of press coverage include, [Fox 21](#) at the event, [Fox 21](#) before the event, [Gazette](#), [Woodmen Edition](#).

At High Prairie Library, with the changes in our staffing pattern, we are finding that shelving stays caught up, staffing at the desk is adequate, and we are able to get staff more off-desk time to work on other tasks. Staff still assists patrons who need us for computer support or other needs, and the wait time at the service point is short.

Alicia Kwande and Amy Rodda are looking into acquiring free bus passes for Ruth Holley and Sand Creek to provide transportation options to patrons who would not otherwise be able to connect to community resources. Thanks to Janina Goodwin, Ruth Holley Library will be hosting D11’s Free Lunch for ages 0-18 at noon during Summer Break.

Internal/Staff

Tim Morris and Takiyah Jemison filled the new Special Collections Assistant position. Bill Thomas was selected, and will transition in April. His former Photo Archivist position was posted.

Working with makerspace staff, Creative Services developed a prioritized list of training topics that will be delivered to all staff working in the spaces. This training process will include the development and delivery of each class with hands-on practice, and creating follow up pieces for referral and for staff to keep up their knowledge long-term.

Accountability

At Library 21c, the merge between our info and business desks began to provide centralized and improved customer service, self-instruction of business services, and internal scheduling ease. The trial has been extended past its initial month due to its perceived success. Staff are excited to work alongside their colleagues in different departments. While several options for public feedback have been provided, we have not received as much as we had hoped. Assessment of this change is ongoing.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Penrose	31,554	27,860	29,669	29,409									118,492
Mobile Libraries	7,615	8,515	8,461	8,291									32,882
Cheyenne	24,795	22,725	23,122	22,970									93,612
Fountain	10,692	9,334	9,994	8,361									38,381
High Prairie	18,507	16,493	17,506	16,384									68,890
Ruth Holley	20,746	18,659	18,548	18,944									76,897
Manitou Springs	2,972	2,914	3,177	2,991									12,054
Monument	22,829	21,025	23,750	21,161									88,765
Old Colorado City	13,187	11,563	12,519	12,626									49,895
Palmer Lake	2,210	2,184	2,217	2,482									9,093
Rockrimmon	22,716	19,817	21,781	20,629									84,943
Sand Creek	20,906	19,089	19,852	18,239									78,086
Ute Pass	1,708	1,584	2,083	1,527									6,902
Senior Van	1,464	1,670	1,265	1,712									6,111
East	83,737	73,242	83,606	74,752									315,337
Library 21c	56,576	50,524	55,580	49,844									212,524
Total	342,214	307,198	333,130	310,322	0	0	0	0	0	0	0	0	1,292,864

YTD CIRC Comparison	2019	2018	% Change
Penrose	118492	143446	-17.4%
Mobile Libraries	32882	37487	-12.3%
Cheyenne	93612	99415	-5.8%
Fountain	38381	46522	-17.5%
High Prairie	68890	71812	-4.1%
Ruth Holley	76897	88319	-12.9%
Manitou Springs	12054	11488	4.9%
Monument	88765	93559	-5.1%
Old Colorado City	49895	52246	-4.5%
Palmer Lake	9093	9729	-6.5%
Rockrimmon	84943	86747	-2.1%
Sand Creek	78086	90816	-14.0%
Ute Pass	6902	7581	-9.0%
Senior Van	6111	7424	-17.7%
East	315337	298487	5.6%
Library 21c	212524	244649	-13.1%
Total Physical Materials	1292864	1389727	-7.0%

Current Month CIRCULATION Comparison by Facility	2019	2018	% Change
Penrose	29409	35107	-16.2%
Mobile Libraries	8291	9592	-13.6%
Cheyenne	22970	25103	-8.5%
Fountain	8361	11400	-26.7%
High Prairie	16384	16832	-2.7%
Ruth Holley	18944	21768	-13.0%
Manitou Springs	2991	2599	15.1%
Monument	21161	23042	-8.2%
Old Colorado City	12626	12609	0.1%
Palmer Lake	2482	2195	13.1%
Rockrimmon	20629	21278	-3.1%
Sand Creek	18239	22706	-19.7%
Ute Pass	1527	1910	-20.1%
Senior Van	1712	1871	-8.5%
East	74752	78201	-4.4%
Library 21c	49844	56300	-11.5%
Total Physical Materials	310322	342513	-9.4%

Current Month e-materials & Summary	2019	2018	% Change
Overdrive	154120	131807	16.9%
RB Digital Mags	6885	3112	121.2%
eReaders	3	38	-92.1%
1-Click Audio	415	442	-6.1%
Hot Spots	57	68	-16.2%
Total e-materials	161480	135467	19.2%
ILL	2123	2462	-13.8%
Cameras/Equip	89	73	21.9%
Physical Materials	310322	342513	-9.4%
Total Monthly Circ	474014	480515	-1.4%

Circulation without Renewals
April 2019

Current Month Comparison VISITORS	2019	2018	% Change
Penrose	58374	48328	20.8%
Mobile Libraries	3349	3550	-5.7%
Cheyenne	15965	18507	-13.7%
Fountain	6244	8562	-27.1%
High Prairie	8574	8761	-2.1%
Ruth Holley	14630	17320	-15.5%
Manitou	4151	3830	8.4%
Monument	15704	16749	-6.2%
Old Colorado City	12189	12150	0.3%
Palmer Lake	1311	1527	-14.1%
Rockrimmon	14952	15410	-3.0%
Sand Creek	21350	22070	-3.3%
Ute Pass	1977	1538	28.5%
East	45966	48216	-4.7%
21c	46188	45285	2.0%
KCH	0	166	-100.0%
TOTAL Visitors	270924	271969	-0.4%
Special Collections	2003	2804	-28.6%

2019 Circulation ITEM Summary													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD TOTAL
Print	277784	285529	332088	316010	0	0	0	0	0	0	0	0	1211411
DVD	134871	147462	176680	165284	0	0	0	0	0	0	0	0	624297
CD Music	12862	15085	16143	15359	0	0	0	0	0	0	0	0	59449
CD Book	14932	15071	18322	16817	0	0	0	0	0	0	0	0	65142
Playaway	6258	6686	8369	7703	0	0	0	0	0	0	0	0	29016
Kit	1582	1571	1723	1986	0	0	0	0	0	0	0	0	6862
Game	3178	3541	4736	4393	0	0	0	0	0	0	0	0	15848
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL Physical Items	451467	474945	558061	527552	0	0	0	0	0	0	0	0	2012025
ILL	2037	1983	2307	2123	0	0	0	0	0	0	0	0	8450
CyberShelf-OverDrive	167140	148668	167363	154120	0	0	0	0	0	0	0	0	637291
RB Digital Magazines	5910	5611	6620	6885	0	0	0	0	0	0	0	0	25026
eReader	4	7	6	3	0	0	0	0	0	0	0	0	20
OneClick Audio	460	387	415	415	0	0	0	0	0	0	0	0	1677
Hot Spots	58	56	56	57	0	0	0	0	0	0	0	0	227
Cameras & Equipment	65	84	64	89	0	0	0	0	0	0	0	0	302
													0
TOTAL STATE Circ	627141	631741	734892	691244	0	0	0	0	0	0	0	0	2685018
Freegal Music	7065	6521	6835	6876	0	0	0	0	0	0	0	0	27297
Freeding	108	109	132	124	0	0	0	0	0	0	0	0	473
DVD Player	160	137	95	152	0	0	0	0	0	0	0	0	544
Hoopla	1948	1767	2059	1792	0	0	0	0	0	0	0	0	7566
Comics	341	368	405	323	0	0	0	0	0	0	0	0	1437
Kanopy	838	828	844	1040	0	0	0	0	0	0	0	0	3550
													0
CLC	9990	10628	12635	11322	0	0	0	0	0	0	0	0	44575
Laptop Use	1373	1336	1519	1626	0	0	0	0	0	0	0	0	5854
Active Users	255131	254818	254774	253569	0	0	0	0	0	0	0	0	

Monthly Circ by Format			
	2019	2018	Change
Print	316010	280394	13%
DVD	165284	141449	17%
CD Music	15359	14009	10%
CD Book	16817	16689	1%
Playaway	7703	5480	41%
Kit	1986	1801	10%
Game	4393	3571	23%
	0	0	
TOTAL Physical Items	527552	463393	13.85%
ILL	2123	2462	-14%
CyberShelf-OverDrive	154120	131807	17%
RB Digital Magazines	6885	3112	121%
eReader	3	38	-92%
OneClick Audio	415	442	-6%
Hot Spots	57	68	-16%
Cameras & Equipment		73	
Total e-materials	161480	135467	19%
One Play		42	
Freegal Music	6876	7356	-7%
Freeding	124	66	88%
DVD Player	152	150	1%
Hoopla	1792	1812	-1%
Comics	323	274	
Kanopy	1040	284	266%
CLC	11322	10398	9%
Laptop Use	1626	1570	4%
Active Users	253569	257274	-1%

One Play no longer a service

Circulation Report Item Type April 2019

MTD Total	2019	2018	Change
January	627141	612152	2%
February	631741	560716	13%
March	734892	635120	16%
April	691244	601395	15%
May		607959	-100%
June		652514	-100%
July		658303	-100%
August		632095	-100%
September		584033	-100%
October		627088	-100%
November		598931	-100%
December		559962	-100%

YTD Total	2019	2018	Change
January	627141	612152	2%
February	1258882	1172868	7%
March	1993774	1807988	10%
April	2685018	2409383	11%
May		3017342	-100%
June		3669856	-100%
July		4328159	-100%
August		4960254	-100%
September		5544287	-100%
October		6171375	-100%
November		6770306	-100%
December		7330268	-100%

2019 Circulation by Facility	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD TOTAL
Penrose	47527	46142	52535	50649	0	0	0	0	0	0	0	0	196853
Mobile Libraries Total	11278	13161	13478	13937	0	0	0	0	0	0	0	0	51854
Cheyenne	30604	33278	37279	36480	0	0	0	0	0	0	0	0	137641
Fountain	13965	14601	17060	14669	0	0	0	0	0	0	0	0	60295
High Prairie	24346	25660	29705	28079	0	0	0	0	0	0	0	0	107790
Holley	27152	28984	32016	31869	0	0	0	0	0	0	0	0	120021
Manitou	3756	4166	4943	4804	0	0	0	0	0	0	0	0	17669
Monument	30228	32367	39250	34970	0	0	0	0	0	0	0	0	136815
Old Colorado City	16491	17317	19837	20086	0	0	0	0	0	0	0	0	73731
Palmer Lake	2970	3458	3566	3931	0	0	0	0	0	0	0	0	13925
Rockrimmon	30572	30602	34924	34000	0	0	0	0	0	0	0	0	130098
Sand Creek	25926	28975	34099	31904	0	0	0	0	0	0	0	0	120904
Ute Pass	2081	2248	3108	2325	0	0	0	0	0	0	0	0	9762
Senior Van	1567	1970	1750	2287	0	0	0	0	0	0	0	0	7574
Bookmobiles	9711	11191	11728	11650	0	0	0	0	0	0	0	0	44280
East	112093	115913	141935	132781	0	0	0	0	0	0	0	0	502722
Library 21c	72298	77951	94214	86948	0	0	0	0	0	0	0	0	331411
Dispensers	0	0	0	0	0	0	0	0	0	0	0	0	0
Parenting	180	122	112	120	0	0	0	0	0	0	0	0	534
Total Physical Materials	451467	474945	558061	527552	0	0	0	0	0	0	0	0	2012025

YTD CIRC Comparison	2019	2018	% Change
Penrose	196853	214265	-8.1%
Mobile Libraries Total	51854	53630	-3.3%
		0	
Cheyenne	137641	125205	9.9%
Fountain	60295	61584	-2.1%
High Prairie	107790	94791	13.7%
Holley	120021	116283	3.2%
Manitou	17669	14063	25.6%
Monument	136815	125779	8.8%
Old Colorado City	73731	66552	10.8%
Palmer Lake	13925	13830	0.7%
Rockrimmon	130098	118399	9.9%
Sand Creek	120904	114431	5.7%
Ute Pass	9762	10084	-3.2%
Senior Van	7574	7728	-2.0%
Bookmobiles	44280	45902	-3.5%
East	502722	418151	20.2%
Library 21c	331411	309086	7.2%
Dispensers	0	0	
Parenting	534	570	-6.3%
Total Physical Materials	2012025	1856703	8.37%

Current Month Comparison CIRCULATION	2019	2018	% Change
Penrose	50649	52744	-4.0%
Mobile Libraries Total	13937	13710	1.7%
Cheyenne	36480	32142	13.5%
Fountain	14669	15493	-5.3%
High Prairie	28079	22570	24.4%
Holley	31869	29081	9.6%
Manitou	4804	3199	50.2%
Monument	34970	31404	11.4%
Old Colorado City	20086	16153	24.3%
Palmer Lake	3931	3115	26.2%
Rockrimmon	34000	29662	14.6%
Sand Creek	31904	28959	10.2%
Ute Pass	2325	2610	-10.9%
Senior Van	2287	1943	17.7%
Bookmobiles	11650	11767	-1.0%
East	132781	109113	21.7%
Library 21c	86948	73274	18.7%
Dispensers	0	0	
Parenting	120	164	-26.8%
Total Physical Materials	527552	463393	13.85%

**Circulation Report
By Facility
April 2019**

Current Month Comparison VISITORS	2019	2018	% Change
Penrose	58374	48328	20.8%
Mobile Libraries Total	3349	3550	-5.7%
Cheyenne	15965	18507	-13.7%
Fountain	6244	8562	-27.1%
High Prairie	8574	8761	-2.1%
Ruth Holley	14630	17320	-15.5%
Manitou	4151	3830	8.4%
Monument	15704	16749	-6.2%
Old Colorado City	12189	12150	0.3%
Palmer Lake	1311	1527	-14.1%
Rockrimmon	14952	15410	-3.0%
Sand Creek	21350	22070	-3.3%
Ute Pass	1977	1538	28.5%
Knights of Columbus Hall	0	166	-100.0%
East	45966	48216	-4.7%
Library 21c	46188	45285	2.0%
TOTAL	270924	271969	-0.4%
Special Collections	2003	2804	-28.6%

Consent Item: New Hires

The following individuals were hired by the Pikes Peak Library District for the positions indicated during the period of April 1, 2019 – April 30, 2019.

Dustin Meyers: Library Assistant, CH (24 hrs)
Troy Roth: Library Assistant, CH (24 hrs)
Devin Summers: Security Officer, EA (20 hrs)
Tina Lewis: Senior Library Assistant, PA (20 hrs)

The following individuals were transferred or promoted by the Pikes Peak Library District during the period of April 1 – April 30, 2019.

Robin Laborde: Library Assistant, EA (20 hrs) - promotion
Autumn Ruiz: Library Assistant, EA (20 hrs) - promotion
William Thomas: Special Collections Assistant, PE (20 hrs) - transfer
Brandy Nickerson: Senior Library Assistant, 21c (20 hrs) - transfer
Denette Ross-Dixon: Security Officer, RU (20 hrs) - transfer
Tim Dubois: Security Officer, RU (40 hrs) - transfer

Urban Renewal Area Project

Background

Urban Renewal Area projects have been in place for many years as authorized by Colorado statute. Prior to 2016, such projects that included public funding occurred without having to notify or obtain approval from participating governmental entities. The impact on entities such as Pikes Peak Library District (the District) has primarily been in the area of property taxes. Subsequent to January 1, 2016, through a change in the law, an Urban Renewal Authority (Authority) must obtain approval from participating governmental entities for new projects, and a contract must be consummated between the Authority and the governmental entity before any funding from such entities could be used for these projects.

A financing mechanism called Tax Increment Financing (TIF) will be used for the public funding portion of the projects. TIF is a mechanism in which a base tax rate is established for the renewal areas and any property taxes generated as a result of an increase in the property values of these areas in relation to the project would be diverted to the project.

Previously Approved Projects

The District Board of Trustees previously approved its participation in two urban renewal projects:

1. Museum and Park Urban Renewal Area (SW downtown Colorado Springs)
2. Tejon and Costilla Urban Renewal Area (a hotel with public parking)

The projected financial impact on the District from these two projects are as follows:

1. Museum and Park Urban Renewal Area (SW downtown Colorado Springs) - \$8,645,842 from property taxes for the period 2023 – 2044.
2. Tejon and Costilla Urban Renewal Area (a hotel with public parking) - \$712,810 from property taxes for the period 2021 – 2043.

Current Project

Recently, the District was approached to participate in the *True North Commons Urban Renewal Area Project*. The projected financial impact on the District from this project is \$2,049,409 over a 25 year statutory time period.

Recommendation

Management recommends that the Board of Trustees discuss and evaluate participation in the *True North Commons Urban Renewal Area Project* as discussed above and decide what level of participation (full, partial or none) in this project serves the best interest of the District.

True North Commons Urban Renewal Plan

Colorado Springs, Colorado

May 2019

Prepared for:

Colorado Springs Urban Renewal Authority (CSURA) and
City of Colorado Springs City Council

Prepared by:



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True North Commons Urban Renewal Plan

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Figures

Figure 1 Regional Context Map

Figure 2 True North Commons Urban Renewal Area Boundaries

Figure 3 True North Commons Concept Development Plan

Appendices

Appendix A: Excerpts from the following policy documents:

PlanCOS, the City of Colorado Springs Comprehensive Plan, adopted January 2019

Colorado Springs 2016-2020 Strategic Plan

Appendix B: True North Commons Urban Renewal Area Legal Description

True North Commons Urban Renewal Plan

City of Colorado Springs, Colorado

1.0 Introduction

1.1 Preface

This True North Commons Urban Renewal Plan (herein referred to as the "**Plan**" or "**Urban Renewal Plan**") has been prepared for the City of Colorado Springs (herein referred to as the "**City**"), pursuant to the provisions of the Urban Renewal Law of the State of Colorado, Part 1 of Article 25 of Title 31, Colorado Revised Statutes, 1973, as amended (herein referred to as the "**Act**"). Its administration and implementation will be carried out by the Colorado Springs Urban Renewal Authority (herein referred to as the "**Authority**", "**CSURA**" or the "**Authority Board**"), in cooperation with the **City**, affected property owners, and **Business Interests**.

1.2 Findings

As required by §31-25-107(4)(g) of the **Act**, this **Urban Renewal Plan** will afford maximum opportunity, consistent with the sound needs of the **City**, for the redevelopment of the **Urban Renewal Area** by private enterprise.

It is the intent of **City Council** in adopting this **Plan** that the **Authority** exercise all powers authorized in the **Act** which may be necessary, convenient or appropriate to accomplish the objectives of this **Plan**, except that the use of the power of eminent domain is not authorized. It is the intent of this **Plan** that the **Authority** may exercise all such powers as may now be possessed or hereafter granted for the elimination of qualifying conditions in the **Area**.

Powers conferred by the **Act** are for public uses and purposes for which public money may be expended and police powers exercised. By its approval of this **Plan**, the **City** hereby makes the legislative determination that the **Plan** is in the public interest and necessary for the public health, safety and welfare.

An urban renewal area is one or more parcels and related improvements adversely impacted by the presence of factors defined by the **Act**, that are appropriate for authorized undertakings and activities, and eligible for funding with resources of the **Authority** if deemed consistent with objectives expressed in a plan for the area. An urban renewal designation is made by the board or council of the municipality where the area is located, and based on a finding that conditions exist which "substantially impair or arrest the sound growth of the

municipality, or constitute an economic or social liability; and is a menace to the public health, safety, morals or welfare.”

The True North Commons Urban Renewal Plan Area Conditions Survey (herein referred to as the "**Survey**"), prepared by RickerCunningham in November 2018, and presented to the **Authority** under separate cover, demonstrates that the True North Commons Urban Renewal Area (herein referred to as the "**Area**" or "**Urban Renewal Area**" or "**True North Commons Urban Renewal Area**") suffers from conditions consistent with factors defined in the **Act**, and does so at a threshold eligible for a finding of blight. Specifically, the **Survey** found evidence of seven (7) of the 11 total possible factors present at varying degrees of intensity, but all at levels considered consistent with what is contemplated by the statute. A description of conditions either observed or identified is presented below in Section 4.0.

1.3 Urban Renewal Area Boundaries

The **True North Commons Urban Renewal Area** is located along the northern border of the City of Colorado Springs in El Paso County, within the United States Air Force Academy (USAFA) federally owned property. (See Figure 1.) Its boundaries may generally be described as including land located north and south of Northgate Boulevard, near the northwest and southwest quadrants of Northgate Boulevard and Interstate 25 (I-25). It is comprised of two individual parcels totaling approximately 39 acres, and the adjacent Northgate Boulevard right-of-way. Once part of a larger tract totaling 11,265 acres, the subject properties were annexed into the city during the early part of 2019. (See Figure 2.) At that time, they were also rezoned from El Paso County Residential Rural (RR-5), to the city's Planned Unit Development (PUD) classification.

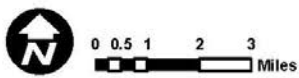
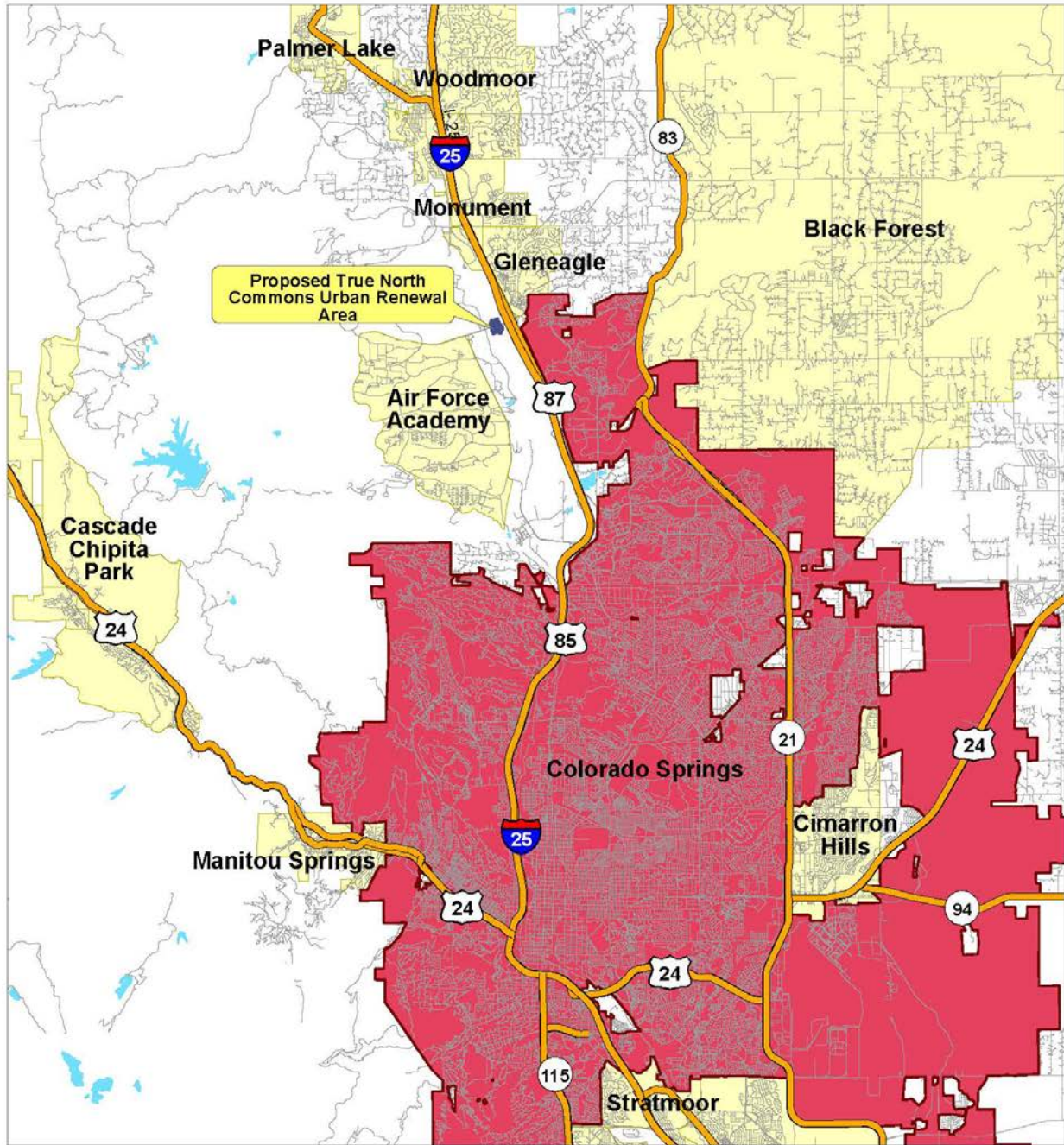
1.4 Ownership and Development Team

Parcels located in the **Area** are owned by the United States Air Force (USAF). While subdivided and annexed into the city of Colorado Springs, they will continue to be owned by the USAF, and leased to and developed by Blue & Silver Development Partners, LLC, a private sector development team selected following issuance of a solicitation pursuant to applicable federal law in 2017, or its successors and assigns.

1.5 Zoning Classifications

A description of the Planned Unit Development classification is provided below, as defined in the City of Colorado Springs Municipal Code, last updated by

Figure No. 1: Regional Context Map



SOURCE: US Census and ESRI
Date: Monday, December 03, 2018

■ Proposed True North Urban Renewal Area
■ Colorado Springs Municipal Boundary



Figure No. 2: True North Commons Urban Renewal Area Boundaries Map



SOURCE: US Census and ESRI
Date: Monday, December 03, 2018

 True North Commons URA
 Colorado Springs, CO



Ricker|Cunningham

ordinance 18-53 passed May 22, 2018 (herein referred to as the “**Municipal Code**”).

Planned Unit Development (PUD)

Purpose

To implement the Comprehensive Plan of the City of Colorado Springs by promoting development that is characterized by a variety of mutually supportive and integrated residential and nonresidential land uses. To allow for a variety of residential, commercial, office and industrial land use types and encourage appropriate mixed-use developments. This zone district is intended to provide the means through which land may be developed with an overall unified approach.

The district encourages flexibility in design to create a better living environment, to preserve the unique features of the site and to provide public services in a more economic manner.

To encourage flexibility, innovation of design and a variety of development types that will improve the quality of physical development over that normally achieved through the application of the City's standard single use zones.

To provide a clear and reasonable plan for the phased development and completion of proposed development, consistent with the Comprehensive Plan for the City of Colorado Springs. (Ord. 03-110; Ord. 03-190)

Requirements

The land use types and mix, intensity and density of the development are defined by and through the establishment of the PUD zone district. Specifically allowed residential and nonresidential land uses will be determined by the PUD concept plan or PUD development plan. Development standards including signage are determined by the PUD concept plan, or the PUD development plan. (Ord. 03-110; Ord. 03-190; Ord. 09-70; Ord. 12-68)

1.6 Future Land Use Designations

Because the subject properties were previously located in unincorporated El Paso County, and federally owned, no future land use designations have been assigned by either El Paso County or City of Colorado Springs.

1.7 Public Notification

Official meetings required by the **Act** were conducted as follows. The **CSURA** considered the **Plan** on December 12, 2018 at a regular meeting of the **Authority**. The **Planning Commission** reviewed the **Plan** on _____, 2019, and determined it was consistent with PlanCOS, the City of Colorado Springs Comprehensive Plan adopted January 2019 (herein referred to as the "**Comprehensive Plan**"). The Colorado Springs City Council (herein referred to as "**City Council**") considered and accepted the findings of blight documented in the **Survey**, and adopted the **Plan**, at a public hearing on _____, 2019.

1.8 Statutory Compliance

In compliance with the **Act**, a notice of the hearing including its time, date, and location, appeared in the Colorado Springs Gazette, the community's designated legal newspaper of general circulation. The notice also included a description of the Plan's purpose, **Area's** boundaries, and the scope of the **Urban Renewal Project**. In addition, a reasonable attempt was made to provide mailing notice of the hearing to all owners of property, residents and **Business Interests** in the **Area** at their last-known address of record.

The **Plan** and True North Commons Urban Renewal Plan - El Paso County Impact Report, (herein referred to as the "**El Paso County Impact Report**") was submitted to the Board of Commissioners, as were similar reports to the governing bodies ¹ of all other taxing entities which collect a mill levy within the **Area**. Further, representatives of **CSURA**, together with their consultants and legal counsel, met with those taxing entities, between December 2018 and April 2019, in an effort to negotiate agreements regarding the use of **Incremental Revenues** in furtherance of the **Plan**, also in accordance with the **Act**.

2.0 Definitions

Capitalized and bolded terms used in this **Plan** are defined below, but should be assumed to have the same meaning as set forth in the **Act**, unless otherwise stated.

Act – means the Urban Renewal Law of the State of Colorado, Part 1 of Article 25 of Title 31, Colorado Revised Statutes, as amended.

¹ Taxing entities which collect a mill levy within the Area include: El Paso County, City of Colorado Springs, Academy School District No. 20, El Paso County Road and Bridge, Pikes Peak Library District and Southeastern Colorado Water Conservancy District.

Area or Urban Renewal Area – means the True North Commons Urban Renewal Area as depicted in Figure 2.

Authority – means the city of Colorado Springs Urban Renewal Authority (or CSURA) or Board of the Authority.

Available Property Tax Increment Revenues – means all **Property Tax Increment Revenues** available pursuant to the **Tax Increment Financing** provisions of the **Act** not payable to taxing bodies pursuant to agreements, if any, with the **Authority** or otherwise as provided in §31-25-107(9.5) of the **Act**. In the event that an agreement is reached with a taxing body pursuant to § 31-25-107(9.5) of the **Act** after the **Effective Date** of **Plan** approval, the **Property Tax Increment Revenues** generated by said taxing body's mill levy shall become **Available Property Tax Increment Revenues**, and the addition of such revenue shall not be a substantial modification to this **Plan**. Upon approval of this **Plan** the **Available Property Tax Increment Revenues** are irrevocably pledged to payment of **Bonds** for the **Duration** of the **Urban Renewal Project** as provided in Section 7.0 below.

Base Amount – means that portion of property taxes which are produced by the levy at the rate fixed each year, by or for taxing entities, upon taxable property in the **Urban Renewal Area**, last certified prior to the effective date of approval of the **Plan**; and may include that portion of municipal sales taxes collected within the boundaries of the same area, during the twelve-month period for which these revenues have been reported and verified, prior to the effective date of approval of the **Plan**.

Bonds – shall have the same meaning as in §§31-25-103(3) and 109 of the **Act**, and, without limitation, specifically includes all revenues pledged to the **Authority**, including **Available Property Tax Increment Revenues**, and further pledged to pay **Project** costs pursuant to **Redevelopment/Development Agreements** or other reimbursement agreements between the **Authority** and owners and developers.

Business Interests – means a business entity and / or materials and equipment used in support of that interest.

City – means the City of Colorado Springs.

City Council – means the governing body of the City of Colorado Springs.

Comprehensive Plan – means PlanCOS, the City of Colorado Springs Comprehensive Plan adopted January 2019.

Cooperation Agreement – means any agreement between the **Authority** and **City**, other public body (the term “public body” being used in this **Plan** is the same as defined by the

Act, or city-authorized special district), or taxing entity, respecting lawful actions to be taken, for the purpose of facilitating undertakings deemed necessary or appropriate by the **Authority** to implement the **Plan**.

C.R.S. – means the Colorado Revised Statutes, as amended from time-to-time.

District (or Districts) – means a metropolitan district which is a quasi-municipal corporation and political subdivision of the State of Colorado organized under the Colorado Special District Act, 32-1-101, et seq., **C.R.S.**, as from time to time amended, or a business improvement district which is a quasi-municipal corporation and political subdivision of the State of Colorado organized under the Colorado Business Improvement District Act, 31-25-1201, et seq., **C.R.S.**, as from time to time amended, or any successor **District** or **Districts** thereto as may be approved by the **City**.

Duration – means the entire twenty-five (25) year time period authorized by §31-25-107(9) of the **Act**.

Effective Date – means the date **City Council** adopts the **Plan** and activates the collection of **Incremental Revenues**.

Eligible Costs – means those costs eligible to be paid or reimbursed from **Incremental Revenues** and other resources pursuant to the **Act**.

El Paso County Impact Report – means the True North Commons Urban Renewal Plan - El Paso County Impact Report, dated November 2018, prepared by Ricker/Cunningham and presented to the Colorado Springs City Council under separate cover.

Municipal Code – means the City of Colorado Springs Municipal Code, last updated by ordinance 18-53 passed May 22, 2018.

Plan or **Urban Renewal Plan** – means this True North Commons Urban Renewal Plan, dated May 2019.

Planning Commission – means the city of Colorado Springs Planning Commission.

Pledged Revenues – means any and all revenues available to the **Authority**, including, without limitation, **Available Property Tax Increment Revenues**, **Sales Tax Increment Revenues**, any revenues available to the **Authority** from **Districts**, or any other source that are pledged by this **Plan** or otherwise to the payment of **Bonds** of the **Authority**.

Property Tax Increment Revenues – means the property tax revenues allocated to the **Authority** pursuant to §31-25-107(9) of the **Act** and Section 7.0 of this **Plan**.

Project - means any and all undertakings and activities authorized in this **Plan** and the **Act** intended to eliminate blighting conditions and complete improvements including such as: designing, developing, and constructing public and private improvements within and outside the **Area** boundaries deemed necessary to serve development in the **Area** and implement the objectives of the **Plan**. Undertakings and activities may include paying for improvements considered **Eligible Costs** as allowed by the **Act**. (See also **Urban Renewal Project**.)

Proposal – means Blue & Silver Development Partners' Enhanced Use Leasing (EUL) Project proposed within the USAF Academy property.

Redevelopment / Development Agreement – means one or more agreements between and among the **Authority** and developers, development teams, and / or property owners, such as individuals or entities, determined by the **Authority** to be necessary or desirable to carry out the purposes of this **Plan**.

Sales Tax Incremental Revenues – means city incremental sales tax revenues allocated to the **Authority** pursuant to §31-25-107(9) of the **Act** and Section 7.0 of this **Plan**.

Special Fund – means a fund supervised by the **Authority**, the resources of which include incremental ad valorem property and municipal sales tax revenue resulting from investment and reinvestment in the **Urban Renewal Area**.

Survey – means the True North Commons Conditions Survey, dated November 2018, prepared by RickerCunningham, and presented to the Colorado Springs City Council under separate cover.

Tax Increment or Incremental Revenues – means that portion of tax revenues (sales and / or property) in excess of the **Base Amount**, resulting from new investment in the **Area** following adoption of the **Plan** by **City Council**, allocated to and when collected, paid into the **Special Fund** of the **Authority**.

Tax Increment Financing or TIF – means tax allocation financing described in §31-25-107(9) of the **Act** as in effect on the date this **Plan** is approved by the **City Council**. **Tax Increment Financing** shall be required for the full **Duration** to carry out all activities and undertakings to complete the **Urban Renewal Project**, including, without limitation, payment of all **Bonds**.

Urban Renewal Plan or Plan – (See definition of **Plan**.)

Urban Renewal Area or Area – (See definition of **Area**.)

Urban Renewal Project or Project - (See definition of **Project**.)

3.0 Plan Intentions

With an urban renewal designation, the **Area** will be eligible for one or more urban renewal activities and undertakings authorized by the **Act**, and advanced by the **Authority**. To this end, it is an objective of **City Council** in adopting this **Urban Renewal Plan** that the **Authority** has available to it any and all powers authorized in the **Act**, and considered necessary and appropriate to accomplish its purpose through the approach defined herein. Because powers conferred by the **Act** include facilitating and completing enhancements for which public money may be expended, the intentions of this **Plan** are considered to be in the public interest, and a necessity, such finding being a matter of legislative determination by **City Council**.

3.1 Purpose

*As explained in the **Act**, the intent of any and all urban renewal plans is to “assist the municipality with preparing and executing a workable program, using appropriate private and public resources, to: eliminate and prevent the spread of conditions adversely impacting properties and persons, encourage needed urban rehabilitation, and implement community priorities identified in adopted community plans and related policy documents.”*

For this reason, the purpose of this True North Commons Urban Renewal Plan is to eliminate or prevent blighting conditions contributing to the deterioration of properties and improvements in the **Area**, and posing obstacles to the feasible development of properties within its boundaries. To this end, the **Authority** intends to participate in financing, installing, constructing, and reconstructing infrastructure and utilities; as well as cooperate with others to improve public spaces and private properties, collectively all in an effort to promote economic growth in the community and region. In addition, it anticipates advancing intentions expressed in the **Comprehensive Plan**, Colorado Springs 2016-2020 Strategic Plan. These resources promote general and specific community objectives that will be advanced by improvements in the **Area**. References from all three documents are presented in Appendix A.

3.2 Vision

The vision for the **Area**, as expressed in the Blue & Silver Development Partners' Enhanced Use Leasing Project Proposal (the "**Proposal**"), generally includes construction of a new Air Force Academy Visitor Center along with associated site improvements and landscaping, utility extensions to the site, and roadway

enhancements to Northgate Boulevard. A more specific description is presented below and illustrated in Figure 3. Some aspects of the **Proposal** have evolved since it was submitted to the USAF.

The vision for the new True North Commons development is to seamlessly embrace the overall character and history of the Air Force Academy campus while providing an iconic architectural Visitors Center Facility and national treasure for residents, visitors and cadets. The experience that the visitor has in this location should reference the dignity and the architectural character of the campus that are about to visit. Our vision reflects that philosophy as it presents itself at the intersection of Northgate Boulevard and Interstate 25.

The master plan will include a mix of complimentary, non-residential uses such as commercial, hotel, office and retail / restaurant, all designed to complement and be integrated with a new Visitor Center to be constructed as part of this undertaking.

The development will be designed to take advantage of scenic views and natural site features, and will respect the mid-century modern design of the main campus as required by the Academy's status as a National Historic Monument, incorporating mid-century modern architecture throughout the project.

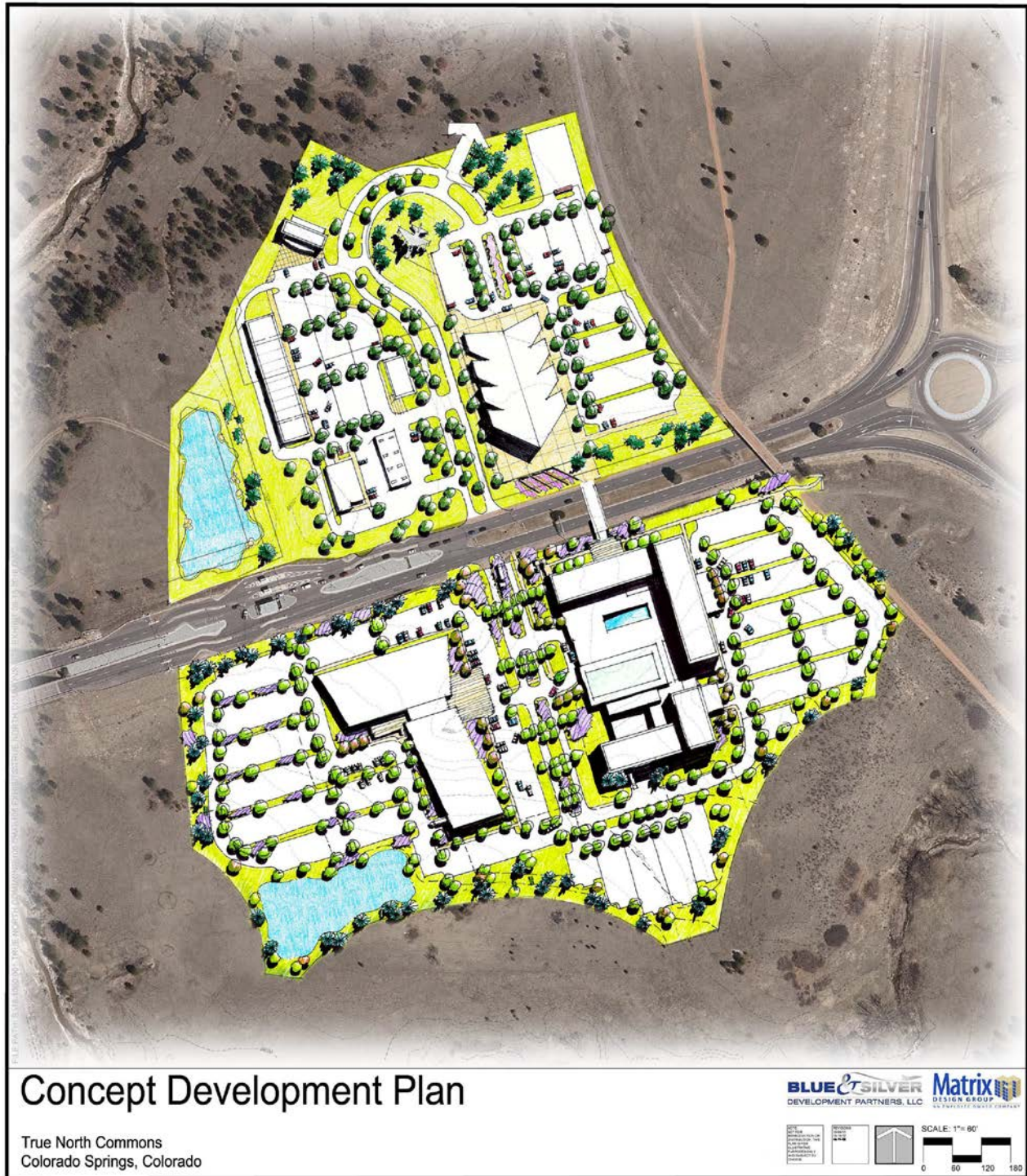
3.3 Approach

The proposed approach for eliminating and preventing the spread of blighting conditions, while fostering investment in the **Area**, includes multiple initiatives such as: design, financing and construction of public or private improvements and infrastructure; use of financial resources available to the **Authority**, exclusively and in combination with those of other partner entities, for the express purpose of the same; and active promotion of private investment and job creation.

3.4 Implementation

While the **Authority** will be the **Plan's** principal administrator, **City Council** will authorize and oversee its efforts. Therefore, the **Authority** will work in cooperation with the **City** and other entities, including a recently formed Business Improvement District (BID), to prioritize and implement capital investments (such as roadways, open spaces, public improvements) in the **Area**, ensuring they provide a benefit to property owners and **Business Interests** within its boundaries, as well as throughout the community. Additional challenges that will need to be overcome with these partners include some of those that have precluded private investment since the USAF made the property available for development.

Figure No. 3: True North Commons Concept Development Plan



Examples include: lack of utilities and infrastructure; physical conditions including topography which renders significant portions of the properties undevelopable; extraordinary provisions within the ground lease offered by the USAF including the requirement that resources be retained to “return the properties to their original condition,” which currently is vacant unimproved land; and heightened levels of security required to protect not only people and property that may occupy the development, but also the infrastructure and utilities serving it.

infrastructure; use of financial resources available to the **Authority**, exclusively and in combination with those of other partner entities, for the express purpose of the same; and active promotion of private investment and job creation.

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New development activity will conform to existing municipal codes and ordinances, along with area-specific regulations such as USAFA architectural requirements (Mid-Century Modern Architecture). Structural designs will be considered and approved by an architectural review board with representation by the USAFA Campus Architect; and where relevant, reviewed by the State Historic Preservation Office (SHPO) for contextual contiguity.

While the **Act** authorizes the **Authority** to regulate land uses, establish maximum or minimum densities, and institute other building requirements in an urban renewal area; for the purpose of this **Plan**, the **Authority** anticipates these activities will be

the responsibility of the **City**, in partnership with the **Authority** and other entities with governance in the Area.

4.0 Blight Conditions

Before an urban renewal plan can be adopted by a municipality, the proposed urban renewal area must be determined to be “blighted” as defined in Section 31-25-103(2) of the **Act** which provides that *“in its present condition and use and, by reason of the presence of at least four of the factors (see below) in section 31-25-103 (2) (a) (or five in cases where property will be acquired by eminent domain the use of eminent domain is anticipated) substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals, or welfare.”* Statutory factors include:

- (a) Slum, deteriorated, or deteriorating structures;
- (b) Predominance of defective or inadequate street layout;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Unusual topography or inadequate public improvements or utilities;
- (g) Defective or unusual conditions of title rendering the title nonmarketable;
- (h) The existence of conditions that endanger life or property by fire or other causes;
- (i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;
- (j) Environmental contamination of buildings or property;
- (k.5) The existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements; or
- (l) If there is no objection by the property owner or owners and the tenant or tenants of such owner or owners, if any, to the inclusion of such property in an urban renewal area, “blighted area” also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs (a) to (k.5) of Section 31-25-103(2), substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals, or welfare.

An investigation of conditions and determination of the presence of one or more of the factors listed above, was documented in the True North Commons Conditions Survey, dated November 2018, and prepared by Ricker|Cunningham. The general methodology

used to prepare the **Survey** involved the following steps: (i) identification of parcels to be included in the survey area; (ii) collection of information about properties, infrastructure and other improvements within its boundaries; (iii) investigation of conditions through field reconnaissance; (iv) review of aerial photography; (v) discussions with representatives of various public agencies and municipal departments; and (iv) recordation of identified and observed conditions listed in the **Act**.

Whereas all property and **Business Interests** in the **Area** have requested an urban renewal designation, provisions expressed in Factor (l) above apply, and only one factor need be present in order for **City Council** to render a finding of “blight” and make urban renewal resources available for investment within its boundaries. Despite this lower threshold authorized by the **Act**, conditions supporting the presence of seven (7) blight factors were ascertained in the **Area**, each one present at varying degrees of intensity. The following Table 1 provides an overview of those factors, categorized by the degree to which they are believed to contribute to adverse conditions in the survey area.

Table 1
Summary of Factors

Factors	Conditions Present and Significant	Conditions Present but Less Impactful
(b) Predominance of defective or inadequate street layout	X	
(c) Faulty lot layout in relation to size, adequacy, accessibility or usefulness		X
(c) Unsanitary or unsafe conditions		X
(d) Deterioration of site or other improvements		X
(e) Unusual topography or inadequate public improvements or utilities	X	
(f) Defective or unusual conditions of title rendering the title non-marketable	X	
(k5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements	X	

Source: Ricker/Cunningham.

5.0 Relationship to Comprehensive Plan

Whereas the **Plan's** purpose is to facilitate investment in the **Area** consistent with community objectives, development within its boundaries will need to reflect those expressed in the **Comprehensive Plan** (and any subsequent updates), as well as existing and future city-accepted planning documents deemed relevant. Similarly, implementation of the **Plan** will need to be conducted in compliance with all rules, regulations, and policies. As required by the **Act**, improvements should include those that remedy conditions of blight within the **Area**, particularly when financed in whole or part with **Incremental Revenues**, and deemed appropriate by the **Authority** in consultation with representatives of the **City** and other affected parties. References from that document that will influence development within the **Area**, and which development within the **Area** will advance, are summarized (paraphrased) in the discussion that follows.

Our Vision

We will build a great city that matches our scenery in the coming decades, Colorado Springs will become a vibrant community that reflects our engaging outdoor setting as pioneers of health and recreation. Our city will be filled with unique places of culture and creative energy, sustainably designed around our natural environment. We will attract and retain residents of all generations with an innovative, diverse economy, and dynamic, well-connected neighborhoods that provide viable housing opportunities for all.

To achieve our vision, the plan is organized around the following six vision themes.

1. Vibrant Neighborhoods - *Forms diverse and safe neighborhoods with quality gathering areas, a mix of housing types, transportation choices, and a shared sense of pride.*
2. Unique Places - *Centers on a vibrant downtown and is strengthened by our reinvestment in walkable, healthy, and magnetic activity centers that are located in new and reinvented areas throughout the city.*
3. Thriving Economy - *Fosters an environment of inclusivity and economic diversity by attracting an innovative and adaptive workforce, advancing existing and targeted employment sectors, investing in quality of life, supporting our military, and expanding our sports ecosystem as Olympic City USA.*
4. Strong Connections - *Adapts to how we move by transforming our corridors to support our future generations' health and mobility needs, enhancing economic vibrancy, upgrading infrastructure, and improving regional connectivity.*
5. Renowned Culture - *Promotes and embraces arts, culture, and education as essential parts of our lives and our identity. This builds on the efforts of General Palmer*

- and many others that envisioned culture as the cornerstone of the community and where creative energy generates new possibilities, interpersonal connections, and unprecedented philanthropy.
6. *Majestic Landscapes* - Values our natural and man-made outdoor spaces and celebrates our location at the base of America's Mountain by designing a city oriented around our iconic landmarks. We ensure our community can engage with and enjoy these places through an integrated system of parks, streetscapes, and natural areas.

The proposed development, as described herein, will likely move forward two of these themes – *Unique Places* and *Thriving Economy*. Within the *Comprehensive Plan*, each theme is described in the context of typologies, or locations where types of uses might occur based on certain attributes, along with supporting goals, policies and strategies. Particularly relevant citations associated with these themes are repeated here.

Unique Places, Entertainment and Commercial Centers Typology - The goal of this place typology is to create, redevelop, or reinforce entertainment and large commercial places in a manner that increases their multimodal connectivity, number, quality, and extent of their defining attributes.

Entertainment and Commercial Centers may accommodate larger retail establishments and serve a number of residential and employment areas over a significant portion of the city. The special characteristics and tourist attraction of some entertainment centers may draw users from a state-wide market area or even beyond. These centers typically include a mix of supporting uses, such as higher density residential, office, service, medical, and civic uses.

Thriving Economy, Cornerstone Institutions Typology - The goal of this typology is to support, reinforce, and expand these cornerstone institutions and to connect and integrate them within the larger community.

Core educational, medical, aviation, and military institutions of Colorado Springs have long served as the foundation of the local economy. The economic success of the city is in large part driven by these institutions. They attract and create new talent, generate emerging spinoff industries, and enhance overall quality of life in Colorado Springs. While these institutions are located throughout the city, they are most often concentrated on major campuses that function as nodes of activity and employment.

Ensuring these institutions remain strengths for Colorado Springs while also integrating into surrounding neighborhoods is a focus of this Plan. This can be accomplished through continued investment in quality infrastructure, integrating these campuses within surrounding neighborhoods, and collaborative approaches to meet workforce

needs such as nearby attainably-priced housing. Places that accommodate this industry typology include Downtown, other urban activity centers, and existing and new campus-style developments.

Additional intentions expressed in the **Comprehensive Plan** and related resources that will be advanced through implementation of this **Plan** are provided in Appendix A.

5.1 Additional Plans

In addition to the **Comprehensive Plan**, this **Plan** will also advance elements of the [Colorado Springs 2016-2020 Strategic Plan](#).

[Colorado Springs 2016-2020 Strategic Plan References](#)

3. Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone.

6.0 Authorized Authority Undertakings and Activities

Whereas the **Act** allows for a wide range of activities to be used in furtherance of the goals stated herein, the **Authority** intends to finance or cause the completion of public improvements and provide financial assistance together with the **City**, affected property owners, and other parties with an interest in the **Area**. Partnerships and similar forms of cooperative arrangements will be an essential element of the **Authority's** approach to eliminating and preventing the spread of blighting conditions within its boundaries. Other powers, conferred by the **Act**, and a component of the **Authority's** strategy for implementing the **Plan**, are described in the following paragraphs.

6.1 Prepare and Modify Plan for the Area

The **Authority** may work with public bodies, and retain consultants and other advisors to assist with the planning of properties in connection with the **Urban Renewal Project** in the **Area**. In addition, the **Authority** may propose, and the **City Council** may make, modifications to the **Plan**, provided they are consistent with adopted community plans and any subsequent updates. However, any such amendments made and otherwise contemplated, must be compliant with the **Act**. The **Authority** may also, in specific cases, allow non-substantive variations from the provisions of the **Plan**, if it determines that a literal enforcement would

constitute an unreasonable limitation beyond the intent and purpose stated herein.

In the context of this **Plan**, the **Authority** may review and evaluate its effectiveness at implementing the **Urban Renewal Project**. If deemed necessary, the **Authority** will consider modifications, but do so only in concert with **Area** property owners, **Business Interests**, and city staff operating in support of the **Authority**.

6.2 Complete Public Improvements and Facilities

The **Authority** may, or may cooperate with others to, finance, install, construct and reconstruct public improvements considered **Eligible Costs**, as per the **Act**, and necessary to promote the objectives of this **Plan**. Whereas public improvements should, whenever possible, stimulate desired private sector investment, it is the intent of this **Plan** that the combination of public and private investment that occurs in the **Area** will benefit properties within its boundaries, as well as those of the community at-large.

As described in Section 4.0, seven (7) of the 11 qualifying conditions of blight, as defined in Section 31-25-103(2) of the **Act**, were found to be evident in the **Area**. This **Plan** proposes to remedy these adverse conditions by encouraging, completing, and assisting with completion of specific improvements, potentially including those described below. As the **Plan's** administrator, the **Authority** will seek to effectively leverage available resources, and expend them judiciously.

- (b) Predominance of defective or inadequate street layout – roadway improvements including curbs, gutters, and driveways; and non-vehicular improvements including sidewalks, bike paths, trails, and bridges;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness – vehicular and non-vehicular improvements within properties that support multiple forms of mobility;
- (d) Unsanitary or unsafe conditions – enhanced lighting within public rights-of-way, accommodations for pedestrians and bicycles; and any improvements deemed reasonable and that will benefit the public;
- (e) Deterioration of site or other improvements – demolition of remnant infrastructure, parking lot improvements, fencing and other materials

inconsistent with and adversely impacting the intended development concept;

- (f) Unusual topography or inadequate public improvements or utilities – grading and fill to improve drainage, roadways and bridges, and infrastructure and utility extensions;
- (g) Defective or unusual conditions of title rendering the title nonmarketable – participation in those aspects of the development concept otherwise deemed infeasible because of limitations and expectations imposed by the master lessor (USAF); and
- (k5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements – participation in eligible expenses (as per the **Act**) and improvements to vacant properties that currently do not generate taxable revenue for the city.

In addition to completing improvements and / or participating in financing these improvements, the **Authority** may also participate in activities including building and site demolition required by existing **Development or Cooperation Agreements**, or considered necessary to eliminate unhealthy, unsanitary, and unsafe conditions, or obsolete uses deemed detrimental to the public welfare.

6.3 Acquire and Dispose of Property

The **Authority** may sell, lease or otherwise transfer real property, or any interest therein acquired by it, as part of the **Urban Renewal Project** and in accordance with the **Plan**. Upon any acquisition, and prior to disposal, the **Authority** may temporarily operate, manage and maintain property, if deemed in the best interest of the **Urban Renewal Project** and intentions of this **Plan**; or set aside, dedicate or transfer properties for public use in a manner consistent with terms described herein, with or without compensation.

6.4 Enter into Agreements

The **Authority** may enter into **Redevelopment and Development Agreements** and contract with developers, property owners, individuals, and other entities, determined to be necessary to carry out the purposes of the **Plan**. Such **Agreements**, or other contracts, may contain terms and provisions deemed necessary or appropriate for the purpose of undertaking contemplated activities, and remain in full force and effect unless all parties to such **Agreements** agree otherwise.

In accordance with the **Act**, the **Authority** may enter into one or more **Cooperation Agreements** with lawful entities for the purpose of financing, installing, constructing and / or reconstructing improvements considered eligible and necessary for implementation of the **Plan**. In addition, it may, but is not required to contract with the municipality or other organization for administrative activities including the distribution, management and reporting of financial resources.

6.5 Adopt Standards

The **Authority** may work with public bodies, and retain consultants and other advisors, to assist with zoning and rezoning properties in the **Urban Renewal Area**. However, while the **Act** allows for the adoption of standards and other requirements applicable to **Projects** undertaken in the **Area**; in the context of this **Plan**, it is the **Authority's** intention that these activities will be conducted in cooperation with the **City** or other governmental entity with jurisdiction in the **Area**, and that all development will either meet or exceed applicable rules, regulations, policies, other requirements and standards.

6.6 Provide Relocation Assistance

While the **Plan** does not anticipate individuals, families or business concerns will be required to relocate due to the acquisition of real property, if such an action becomes necessary, the **Authority** will adopt a relocation plan in conformance with the **Act**.

6.7 Incur and Issue Debt

The **Plan** authorizes the **Authority** to borrow money, and apply for and accept advances, loans, grants and contributions from lending sources, private and public, for purposes identified in the **Plan** and as authorized by the **Act**. The **Authority** may also loan or make monetary resources available for undertakings and activities deemed meritorious and consistent with the **Plan**. These resources may be derived through any and all methods authorized by the **Act**, including the issuance of **Bonds** to finance activities and operations of the **Authority**, as defined in 31-25-109 of the **Act**.

Such **Bonds** will be special obligations of the **Authority** which, with regard to principal, interest and premiums (if any), are payable solely from and secured by a pledge of any income, proceeds, revenues or funds of the **Authority** derived in connection with its undertakings and activities, including grants or contributions of funds.

7.0 Project Financing

The **Authority** is authorized to finance the **Project** by any method authorized by the **Act** or any other applicable law, including without limitation, appropriations, loans or advances from the **City**; federal loans and grants; state loans and grants; interest income; pay as you go arrangements; annual appropriation agreements; agreements with public and private parties or entities including, without limitation, **Districts**; issuance of **Bonds**; sale of securities; **Tax Increment Financing** (including both property, sales and use tax increments); loans, advances and grants from any other available source.

Any financing method legally available to the **City**, the **Authority**, any private developer, redeveloper or owner may be used to finance in whole or in part any lawful cost or financial obligation, including without limitation, the cost of public improvements described, authorized or anticipated in the **Act** or **Plan** or in any manner related or incidental to the redevelopment of the **Area**. Such methods may be combined to finance all or any part of the **Project**. Any financing method authorized by the **Plan** or by any applicable law, including without limitation, the **Act**, may be used to pay the principal of and interest on and to establish reserves for **Bonds** and all forms of indebtedness (whether funded, refunded, assumed or otherwise) incurred by the **Authority** or **City** to finance the **Project** in whole or in part.

The **Authority** is authorized to issue **Bonds**, including notes or any other financing instruments or documents in amounts sufficient to finance all or part of the **Project**. The **Authority** is authorized to borrow funds and to create indebtedness in carrying out this **Plan**. The principal, interest and any premiums due on or in connection with such indebtedness may be paid from **Tax Increment Financing** revenue or any other funds available to the **Authority**, including, without limitation, **Pledged Revenues**.

The **Project** may be financed by the **Authority** under the **Tax Increment Financing** provisions of the **Act**. Property taxes levied after the effective date of the approval of this **Plan** upon taxable property in the **Area** each year by or for the benefit of each specific public body that levies property taxes in the **Urban Renewal Area** on taxable property in the **Urban Renewal Area** or all, or a portion of municipal sales taxes collected within the **Area**, or both such taxes, shall be divided for a period not to exceed twenty-five (25) years after the effective date of this allocation provision, as follows:

7.1 Base Valuation Revenues

That portion of the taxes which are produced by the levy at the rate fixed each year by or for each such specific public body upon the valuation for assessment of taxable property in the **Area** last certified prior to the effective date of approval of the **Plan** or, as to an area later added to the **Area**, the effective date

of the modification of the **Plan**, and, subject to the **City Council** approval, that portion of municipal sales taxes, not including any sales taxes for remote sales as specified in §39-26-104(2), **C.R.S.**, and use taxes collected within the boundaries of the **Area** in the twelve-month period ending on the last day of the month prior to the effective date of the approval of the **Plan**, or, both such portions, must be paid into the funds of each such public body as are all other taxes collected by or for said public body.

7.2 Incremental Revenues

That portion of said property taxes or, subject to **City Council** approval, all or any portion of said sales taxes and use taxes, or both, in excess of the **Base Amount** of property taxes, sales taxes or use taxes paid into the funds of each such public body as provided above must be allocated to and, when collected, paid into a **Special Fund** of the **Authority** to pay the principal of, the interest on, and any premiums due in connection with the **Bonds** of, loans or advances to, or indebtedness incurred by, whether funded, refunded, assumed, or otherwise, the **Authority** for financing or refinancing, in whole or in part, the **Urban Renewal Project**, or to make payments under an agreement executed pursuant to §31-25-107(11) of the **Act**.

Unless and until the total valuation for assessment of the taxable property in the **Urban Renewal Area** exceeds the base valuation for assessment of the taxable property in the **Urban Renewal Area**, as provided above, all of the taxes levied upon the taxable property in the **Urban Renewal Area** must be paid into the funds of the respective public bodies. Unless and until the respective municipal sales tax collections in the **Urban Renewal Area** exceed the respective **Base Amounts** for municipal sales tax collections in such **Urban Renewal Area**, as provided above, all such municipal sales tax collections must be paid into the funds of the municipality.

When such **Bonds**, loans, advances, and indebtedness, if any, including interest thereon and any premiums due in connection therewith, have been paid, all taxes upon the taxable property or the total municipal sales tax collections, or both, in the **Urban Renewal Area** must be paid into the funds of the respective public bodies, and all moneys remaining in the **Special Fund** that have not previously been rebated and that originated as **Property Tax Increment Revenues** generated based on the mill levy of a taxing body, other than the municipality, within the boundaries of the **Urban Renewal Area** must be repaid to each taxing body based on the pro rata share of the prior year's **Property Tax Increment Revenues** attributable to each taxing body's current mill levy in which property taxes were divided pursuant to provision. Any moneys remaining in the **Special**

Fund not generated by **Property Tax Increment Revenues** are excluded from any such repayment requirement. Notwithstanding any other provision of law, revenues excluded by §31-25-107(9)(a)(II) of the **Act** are not intended to be included in **Available Property Tax Increment Revenues**.

The **Incremental Revenues** are irrevocably pledged by the **Authority** for the payment of the principal of, the interest on, and any premiums due in connection with such **Bonds**, including any loans, advances and other indebtedness incurred by the **Authority** to finance the **Urban Renewal Project**, but excluding any offsets collected by the County Treasurer for return of overpayments or any reserve funds reserved by the **Authority** for such purposes in accordance with §31-25-107(9)(a)(III) and (b) of the **Act**, and also excluding a reasonable amount each year as determined by the **Authority** for payment of maintenance and operating expenses associated with administering the **Plan**, carrying out the **Urban Renewal Project**, and maintaining the existence of the **Authority**.

The **Incremental Revenues** (as described and defined in this **Plan**) are immediately subject to the lien provided by the provisions of §11-57-208, **C.R.S.**, effective as of the date this **Plan** is approved by the **City Council** of the **City**. Such pledge is necessary and required for the benefit of the **Authority** and private enterprise to carry the **Urban Renewal Project** in accordance with the requirements of §31-25-107(4)(g) of the **Act**. Such **Available Property Tax Increment Revenues** are and shall be subject to the lien of such pledge for the **Duration** of the **Project** without any physical delivery, filing, or further act. The creation, perfection, enforcement and priority of the pledge of the **Available Property Tax Increment Revenues** as provided herein shall be governed by §11-57-208, **C.R.S.** The lien of such pledge on the **Available Property Tax Increment Revenues** shall have priority over any and all other obligations and liabilities of the **Authority** with respect to the **Available Property Tax Increment Revenues**.

8.0 Severability

If any portion of this **Plan** is held to be invalid or unenforceable, such invalidity will not affect the remaining portions of the **Plan**. Further, if there is any conflict between the **Act** and this **Plan**, the provisions of the **Act** shall prevail, and the language in the **Plan** automatically deemed to conform to the statute.

True North Commons Urban Renewal Plan

City of Colorado Springs, Colorado

Appendix A:

Excerpts from the following policy documents:

- [PlanCOS](#), the City of Colorado Springs Comprehensive Plan, adopted January 2019
- [Colorado Springs 2016-2020 Strategic Plan](#)

2019 PlanCOS Comprehensive Plan References

Following are references (taken verbatim) from the 2019 PlanCOS Comprehensive Plan that support the goals and objectives of this True North Commons Urban Renewal Plan.

CHAPTER 1: INTRODUCTION

Our Vision

We will build a great city that matches our scenery in the coming decades, Colorado Springs will become a vibrant community that reflects our engaging outdoor setting as pioneers of health and recreation. Our city will be filled with unique places of culture and creative energy, sustainably designed around our natural environment. We will attract and retain residents of all generations with an innovative, diverse economy, and dynamic, well-connected neighborhoods that provide viable housing opportunities for all.

To achieve our vision, the plan is organized around the following six vision themes. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

7. Vibrant Neighborhoods - Forms diverse and safe neighborhoods with quality gathering areas, a mix of housing types, transportation choices, and a shared sense of pride.
8. Unique Places - Centers on a vibrant downtown and is strengthened by our reinvestment in walkable, healthy, and magnetic activity centers that are located in new and reinvented areas throughout the city.
9. Thriving Economy - Fosters an environment of inclusivity and economic diversity by attracting an innovative and adaptive workforce, advancing existing and targeted employment sectors, investing in quality of life, supporting our military, and expanding our sports ecosystem as Olympic City USA.
10. Strong Connections - Adapts to how we move by transforming our corridors to support our future generations' health and mobility needs, enhancing economic vibrancy, upgrading infrastructure, and improving regional connectivity.
11. Renowned Culture - Promotes and embraces arts, culture, and education as essential parts of our lives and our identity. This builds on the efforts of General Palmer and many others that envisioned culture as the cornerstone of the community and where creative energy generates new possibilities, interpersonal connections, and unprecedented philanthropy.
12. Majestic Landscapes - Values our natural and man-made outdoor spaces and celebrates our location at the base of America's Mountain by designing a city oriented around our iconic landmarks. We ensure our community can engage with and enjoy these places through an integrated system of parks, streetscapes, and natural areas.

Elements of this Plan and How to Use Them

Chapters 2 through 7 provide much of the primary contents of our plan organized around our themes. Development applications and city initiatives should be evaluated using a hierarchy of applicability beginning with the themes, and then the goals, policies, and strategies. Each chapter has common elements. The text and contents of this Plan are also formatted to support navigation to the most applicable policy direction. The following is a description of what these are and how we expect them to be used. **Those elements cited below in the context of the relevant themes are presented in bold text.**

1. **Importance** - Each chapter begins with an introduction and description of the plan theme, focusing on the issues that the city faces. It describes why we believe each theme is important and it highlights a few of the key trends that particularly relate to them. This section sets up the context for the goals, policies, strategies, and essential questions found in the subsequent sections.
2. **Typologies** - This section describes a set of typologies—or classifications of similar kinds of areas—related to the chapter’s plan theme. These typologies recognize different functions and desired patterns for areas of the city and provide a context for the city’s goals and policies. The typologies are a very unique and innovative approach to city planning, and are one of the cornerstones of our Plan. They attempt to graphically represent the key elements of each theme in a way that applies them to different areas of the city depending on their context, conditions, and what characteristics we desire to encourage or discourage. This tailored approach provides a generalized but real-world sense for how, where, and to what extent we want to “move the needle” with respect to a given theme in a given area. Defining common desired elements and expectations helps inform what makes it successful and what enhancements should be considered in the future.
Not all attributes are desired or applicable for all projects. Instead, this section outlines best practices, example areas and ideas that should be at, a minimum, actively considered. Typologies should be used as purposeful and important examples. At the same time, they need to be understood as examples and should not be expected to be complete or universally applicable.
3. **Framework Maps** - Each of Chapters 2 through 7 has a Framework Map. These maps provide a spatial “framework” to help describe the typologies for each theme as they relate to the overall physical fabric of our city. These maps are intended to provide a general location for predominant typologies. These maps link elements and typologies spatially, allowing the reader to navigate to other important elements of this Plan, and to the more detailed plans that support it. These maps express important concepts and priorities for areas of our city, and are expected to be used. However, their boundaries, extents, and limits are purposefully generalized. These maps are advisory and not regulatory. However, they should be referenced prior to moving on to other components of the plan.
4. **Goals, Policies, and Strategies** - The goals and policies support and advance the PlanCOS vision. The goals identified in Chapters 2 through 7 encompass the Big Ideas of this Plan and are purposefully limited in number. They articulate a desired ideal and a value to be sought.

The policy statements under each goal are outcome-based and guide decision-making. The supporting strategies are most specific and intended to provide examples of action-based implementation of the vision. They are not inclusive of all actions and options.

If a given theme is applicable, consideration would be expected to start with that and then move on to the most applicable goals, policies, and strategies. Individual statements should not be applied in isolation, in cases where additional context and balance is needed.

Chapter 8 goes into more detail concerning the process of using this to review development applications in conjunction with Chapter 7 of the City Code.

5. Essential Questions - Chapters 2 through 7 each include essential questions. The intent of these questions is to provide an easy and consistent way to maintain a focus on and apply the key aspects of each vision to pertinent city-initiated decisions, such as Code changes, capital improvement planning, and programming priorities. Depending on the nature of the decision, the questions from one or more of the Chapters should be prioritized. Not all questions will be applicable to every decision and these questions are not intended to be directly applied as review criteria for privately initiated development applications.
6. Indicators - Indicators measure progress toward achieving the city's vision and goals. They can facilitate prioritization of future actions, policy, and funding based on this evaluation and tracking. Indicators are meant to be reproducible, attainable, affordable, and quantifiable. This section includes only the most relevant indicators to the chapter. A full list with descriptions is found in Chapter 8.
7. Relationship to Relevant Plans - For a city of the size and complexity of Colorado Springs, it is essential that we have and maintain many different plans. While Plan**COS** establishes our overall context and vision for the physical development of our city, much of the real work needs to be in the form of specific topical or local plans. A key challenge with Plan**COS** lies in how to integrate and balance it with all the other plans we have or develop. Of particular importance is understanding how this Plan relates with CSU's Strategic and infrastructure plans and with privately initiated land use master plans.
Generally, Plan**COS** should be viewed and used as "the first place to look" when considering decisions that have comprehensive planning considerations. From there, the expectation will be to tier-off into more detailed plans. Appendix D helps describe this system of related plans. With these other plans, a very general rule of thumb is that the more current they are, the more they should be relied on, especially when balancing sometimes competing policy and priority directions.

Each of Chapters 2 through 7 has a section on relevant plans. These sections provide additional focus on the other plans or categories of plans most relevant for each theme, and on how they are expected to be used. Plan**COS** provides an opportunity to align the vision for the physical development of the city with its enterprises, one of those being CSU.

The City Council convenes separately as the Board of Directors for CSU, and jointly with CSU's Chief Executive Officer who is responsible for CSU's strategic planning, governance policies, long-term organizational sustainability, performance, and its infrastructure planning.

While Plan**COS** recognizes the important distinctions in roles between CSU and the general city governance, it also envisions partnership, alignment, coordination, and complementary strategic planning in implementing the goals and strategies of Plan**COS**.

The balancing of Plan**COS** with Privately Initiated Land Use Master Plans is particularly important. Generally, developers, property owners, and neighbors should expect to rely on these previously adopted land use plans as entitlements. This Plan is expected to be consulted when amendments of Privately Initiated Land Use Plans are being requested. Plan**COS** and any other relevant city-initiated master plans should also be considered in the review of and action on, the more specific land use applications needed to implement these privately initiated plans.

8. Definitions - Words and how we use them are important. For this Plan we have particularly tried to define words and terms that can have different interpretations or may be controversial. We have also defined words that have a special use in this document, along with those that are more technical in nature. All of these definitions are found in and hyperlinked in Appendix E: Glossary of Terms. Some definitions of special importance are also highlighted within the text. With some words, one really has to read into the relevant parts of this document in order to capture the full context their intended meaning. For words and terms not defined in this Plan, Chapter 7 of our City Code should be considered a source for words defined in it. For all other words, we expect to rely on a combination of recognized technical sources, the dictionary, common sense, and course, the overall context of this Plan. We have tried not to use too many acronyms, but those we do use are explained in under Acronyms at the front of the Plan.

CHAPTER 3: UNIQUE PLACES

Unique Place Typologies and Framework

Our places will not remain or become more unique if they are held to a single model and set of standards. However, to achieve our city's vision for these places, certain overall qualities and elements need to be widely encouraged, supported, and promoted. Although not all of these elements will be necessary or even relevant for every great place, the best will incorporate many of them. These common contributing elements include the following:

- a uniquely identifiable character and design that reinforces a sense of identity, focus and place;
- an accessible location and design that promotes the safety and convenience for all users;
- a center of activity with an integrated mix of land uses;
- a network of physical connections to support walkability, links to and alignment with the city's trails, bike lanes, and green infrastructure network;
- an incorporation of historic buildings, features, legacy, and character (when available);
- a focus on public gathering places with areas for public interaction;

- a connection with and orientation to the outdoors, parks, public plazas, streets, and views of important natural features;
- a walkable and human scale experience with the built environment;
- an incorporation of “Third Places;” and
- a focus on arts, education, and culture.

Unique Place Typologies

Colorado Springs’ unique places are a blend of attractions, destinations, uses, and experiences. They integrate a range of uses and activities which complement and support each other. A predominant use often determines the type of place. However, depending on their purpose, location, and context, places can and should vary in size, intensity, scale, and their mix of supportive uses. In each case, activity centers are intended to be mixed-use and pedestrian-oriented and to establish good connections and transitions to surrounding areas. The following typologies for unique places are intended to encompass a range of scales and orientations of places throughout the city. Because places consist of a wide range of combinations of existing and desired uses, patterns, scales and contexts, not all places in the city will fall into one of these typologies. In some cases, they will include a blend of more than one typology, or they may be evolving and transitioning into a different kind of place. Therefore, it is essential to apply these typologies in a manner that is sensitive to their stage of development, needs, and relative potential for future change.

Urban place typologies are as follows. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

1. Neighborhood Centers
2. Community Activity Centers
3. **Entertainment and Commercial Centers**
4. Regional Employment and Activity Centers
5. Corridors
 - a. New/Developing Corridors
 - b. Mature/Redevelopment Corridors

Typology 3: Entertainment and Commercial Centers

The goal of this place typology is to create, redevelop, or reinforce entertainment and large commercial places in a manner that increases their multimodal connectivity, number, quality, and extent of their defining attributes.

Entertainment and Commercial Centers may accommodate larger retail establishments and serve a number of residential and employment areas over a significant portion of the city. The special characteristics and tourist attraction of some entertainment centers may draw users from a state-wide market area or even beyond. These centers typically include a mix of supporting uses, such as higher density residential, office, service, medical, and civic uses.

Goals and Policies

A list of goals and policies in support of this theme follow. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

1. Be a City of Places
2. Embrace Creative Infill, Adaptation, and Land Use Change
3. Grow the City's Heart
- 4. Focus on Corridors and Centers**
5. Create Sustainable and Resilient Places

Focus on Corridors and Centers

Goal UP-4: Strengthen our overall community identity and better serve the needs of residents and businesses within our large metropolitan area by developing active, unique, and connected centers and corridors.

Policy UP-4. A: Actively plan and encourage a development pattern consisting of unique centers located along new and redeveloped corridors and at other designated areas throughout the city.

Policy UP-4. B: Within unique centers, incorporate density and mixed uses along with higher standards of design, attention to the public realm, and design for multimodal access including transit.

Policy UP-4.C: Ensure that the City Zoning Code supports the intent of unique places.

Policy UP-4. D: Leverage funding tools, partnerships, and policies to fund and maintain redevelopment centers, corridors, and gateways.

CHAPTER 4: THRIVING ECONOMY

Economic Typologies and Framework

Employment centers throughout our city have different characteristics and issues, and therefore are in need of differing priorities and physical elements. This Plan identifies several employment and industry typologies to address and clarify these differences; and to allow for more refined and useful application of city goals and policies. Each typology is intended to broadly encompass a range of specific industries, based on similar physical characteristics and needs. While there are six individual typologies, it should also be understood that none exist in a vacuum, and often there is blending among them.

Therefore, not all employment hubs within the city fit conveniently into a single typology, and in many cases, locations (such as Downtown) are appropriate for several typologies.

Local economic development organizations have currently identified three core targeted industry clusters based on our region's unique competitive advantages and existing strengths. These industries, sports medicine and related health services; professional, scientific and technical services; and aviation and specialty manufacturing, are embedded and highlighted in the typologies below.

Employment and Industry typologies are as follows. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

1. **Cornerstone Institutions**
2. Spinoffs and Startups
3. The Experience Economy
4. Life and Style
5. Industry Icons
6. Critical Support

Common Desired Elements

Although not universally applicable to all Thriving Economy typologies or all areas within them, many of the following physical elements are broadly desirable for many of them:

- Access to or opportunities for well-connected multimodal transportation;
- A mix of complementary uses;
- A variety of integrated or nearby housing options for employees working in the area;
- Opportunities for additional economic development and investment, particularly tied to fiscally sustainable job growth;
- Amenities including walkability, parks, gathering places and supporting uses that attract investment and provide value to employees, customers and visitors;
- A recognizable and attracting physical design and character; and
- Land use integration with surrounding areas.

Typology 1: **Cornerstone Institutions**

The goal of this typology is to support, reinforce, and expand these cornerstone institutions and to connect and integrate them within the larger community.

Core educational, medical, aviation, and military institutions of Colorado Springs have long served as the foundation of the local economy. The economic success of the city is in large part driven by these institutions. They attract and create new talent, generate emerging spinoff industries, and enhance overall quality of life in Colorado Springs. While these institutions are located throughout the city, they are most often concentrated on major campuses that function as nodes of activity and employment.

Ensuring these institutions remain strengths for Colorado Springs while also integrating into surrounding neighborhoods is a focus of this Plan. This can be accomplished through continued investment in quality infrastructure, integrating these campuses within surrounding neighborhoods, and collaborative approaches to meet workforce needs such as nearby attainably-priced housing. Places that accommodate this industry typology include Downtown, other urban activity centers, and existing and new campus-style developments.

Goals and Policies

A list of goals and policies in support of this theme follow. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

1. **Brand as the Best**
2. Expand Our Base
3. **Think and Act Regionally**
4. Embrace Sustainability
5. Become a Smart Cities Leader

Brand as the Best

Goal TE-1: Build on our quality of place and existing competitive advantages.

Policy TE-1. D: Enhance our Cornerstone Institutions (Typology 1) campuses, while also integrating them into the surrounding community.

Strategy TE-1. D-1: Encourage the development of spinoff and startup businesses that build upon the research and development strengths of our major institutions, and locate on or adjacent to these campuses.

Strategy TE-1. D-2: Support Cornerstone Institutions (Typology 1) campus developments that provide amenities, services, and cultural assets to nearby residents.

Strategy TE-1. D-3: Provide a mix of uses that are both neighborhood and institutional campus-serving to help integrate them into the community.

Think and Act Regionally

Goal TE-3: Continue and initiate regional coordination and partnerships focused on economic development and shared fiscal sustainability.

Policy TE-3. B: Coordinate and partner with regional military installations.

Strategy TE-3. B-1: Incorporate appropriate recommendations of the Joint Land Use Study into city plans and initiatives.

Strategy TE-3. B-2: Coordinate among military installations and other partners on public improvements and facilities that serve the city and installations.

Strategy TE-3. B-3: Provide attainable, diverse, attractive and convenient off-base housing options for active military, contractors, and military retirees.

Strategy TE-3. B-4: Encourage new land uses and business opportunities that help attract and integrate former service members and their families into the Colorado Springs community.

Strategy TE-3. B-5: Ensure development adjacent to military installations is consistent with their long-term and operational goals.

CHAPTER 5: STRONG CONNECTIONS

Strong Connection Typologies & Framework

The concepts within this chapter define types of streets, corridors, and utilities based on their location and function within the city. They provide direction for mobility across all modes of transportation, and also encompass the need for and development of utility, storm-water, and communications connections from the local to regional scale. Although it is common for transportation and utilities typologies to overlap and interrelate, there are enough differences to support separate typologies for each category. Our city's green infrastructure is also an essential part of our system of connections, and our waterways in particular, are corridors for a multitude of purposes. The role of green infrastructure and trails in our connections is addressed primarily in Chapter 7. Although we recognize their importance, we have not created separate typologies for the airport or railroads that carry freight.

CHAPTER 6: RENOWNED CULTURE

Renowned Culture Typologies & Framework

Our Renowned Culture typologies are intended to help focus on, support, and grow those places and spaces within our community that are most important to the value and expression of our history, arts, culture, education, and tourism. They are also intended to assist us in infusing these values throughout more of our community. Some of these renowned culture typologies (or particular examples of them) have well defined boundaries and desired characteristics. In other cases, both the boundaries and the characteristics may be much more organic and less predictable.

Some of our most cherished cultural places combine aspects of more than one typology. For example, Old Colorado City would clearly combine elements of Typologies 3, 4, 5, and possibly 6 below.

Renowned Culture typologies are as follows. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

1. Defining Institutions
2. Community Assets
3. Historic Districts
4. Creative Districts and Corridors
5. **Cultural and Tourist Attractions**
6. Pop-Up Culture

Typology 5: Cultural and Tourist Attractions

The goal of this cultural typology is to recognize, protect, and enhance the values associated with special places in our community, including those most important to our tourism industry.

Our city's culture is quintessentially associated with our places and attractions. These places may have other primary roles and functions, but their attributes usually exhibit our city's unique heritage or have a particular association with the arts and to destinations that draw residents and visitors alike. In some cases, these districts and places encompass iconic landscapes, like Garden of the Gods, but they also include retail and mixed-use areas with a focus on culture.

Goals and Policies

A list of goals and policies in support of this theme follow. Those with particular relevance to proposed investment in the **True North Commons Urban Renewal Area** are presented in **bold** text.

1. Honor Our History
2. **Grow and Celebrate Our Culture**
3. Create Cross-Cultural Connections
4. Celebrate Our Partnerships
5. Strengthen Our Educational Resources

Goal RC-2: Add to, enhance, and promote Colorado Springs' institutions, attractions, and community assets integral to our local culture and civic pride.

Policy RC-2. B: Promote existing and new arts and cultural hubs, venues, and focal points as elements of activity centers throughout the city.

Strategy RC-2. B-1: Support the approval of development and public facility plans that include public art and creative and performance space as part of activity centers.

Strategy RC-2.C-1: Partner with arts and tourism organizations, our Defining Institutions (Typology 1), Community Assets (Typology 2), and Cultural and Tourist Attractions (Typology 5) to market local arts and cultural resources.

CHAPTER 8: ADAPTABLE IMPLEMENTATION

Annexations

Over the next 20 years, Plan**COS** envisions limited but strategic additional outward expansion of city limits, and a focus on developing and redeveloping property currently within city boundaries while becoming more proactive in working to incorporate existing enclaves and near enclaves into the city. Additional strategic annexations around the periphery of the city may be considered if they will have a fiscal benefit to the city, will be well aligned with existing and planned city infrastructure, or will support the primary economic development objectives of the city and regional partners. The city's 2006 Annexation Plan should be systematically evaluated and updated, consistent with this overall vision.

Annexation policies should be evaluated in coordination with Colorado Springs Utilities. To fully realize the city's goal for more fiscally sustainable and resilient land use, communication should be opened with El Paso County and surrounding municipalities about potential intergovernmental agreements focused on the shared benefits of interjurisdictional land use, service, and revenue sharing coordination.

Colorado Springs 2016-2020 Strategic Plan References

Following are references (taken verbatim) from the Colorado Springs 2016 – 2020 Strategic Plan that support the goals and objectives of this True North Commons Urban Renewal Plan.

3. Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

True North Commons Urban Renewal Plan

City of Colorado Springs, Colorado

Appendix B:

True North Commons Urban Renewal Area Legal Description

**LEGAL DESCRIPTION
 (URBAN RENEWAL PLAN AREA)**

PARCEL 1 (SOUTH AREA)

A PARCEL OF LAND LOCATED IN THE NORTH ONE-HALF OF SECTION 12, TOWNSHIP 12 SOUTH, RANGE 67 WEST OF THE SIXTH PRINCIPAL MERIDIAN, COUNTY OF EL PASO, STATE OF COLORADO MORE PARTICULARLY DESCRIBED AS FOLLOWS WITH BEARINGS REFERENCED TO THE WEST LINE OF THE NORTHEAST ONE-QUARTER OF SECTION 1, TOWNSHIP 12 SOUTH, RANGE 67 WEST BEING MONUMENTED ON THE NORTH END BY A FOUND 6 INCH CONCRETE MONUMENT EMBEDDED WITH A 3-1/2 INCH METAL DISC STAMPED WITH SYMBOLOGY INDICATING IT BEING THE NORTH ONE-QUARTER CORNER OF SECTION 1 AND "1970 U.S. AIR FORCE 6786 BDY 47" AND ON THE SOUTH END BY FOUND REBAR CAPPED WITH A 3-1/4 INCH METAL AND 6 INCH CONCRETE MONUMENT EMBEDDED WITH A BRASS DISC STAMPED WITH SYMBOLOGY INDICATING IT BEING THE CENTER OF SECTION 1 AND "U.S. DEPT. OF INTERIOR - BUREAU OF LAND MANAGEMENT 1966" - BEARING SOUTH 0°12'17" EAST A DISTANCE OF 2674.46 FEET

COMMENCE AT THE CENTER OF SAID SECTION 1; THENCE SOUTH 40°07'17" EAST A DISTANCE OF 4,501.50 FEET TO AN ANGLE POINT ON THE EXTERIOR OF THE UNITED STATES AIR FORCE ACADEMY PROPERTY BEING MONUMENTED BY A 6 INCH CONCRETE MONUMENT EMBEDDED WITH A 3-1/2 INCH METAL DISC STAMPED "1970 U.S. AIR FORCE 6786 BDY 38"; THENCE SOUTH 25°23'28" EAST, ALONG SAID THE EXTERIOR A DISTANCE OF 2,877.81 FEET; THENCE SOUTH 66°17'28" WEST A DISTANCE OF 1,184.56 FEET TO THE EASTERLY RIGHT-OF-WAY OF THE FORMER ATCHISON TOPEKA AND SANTA FE RAILROAD AS DEPICTED IN THAT CERTAIN BOUNDARY SURVEY OF THE UNITED STATES AIR FORCE ACADEMY RECORDED DECEMBER 3, 1970 IN THE OFFICE OF THE EL PASO COUNTY CLERK AND RECORDERS IN PLAT BOOK O2 PAGE 84 (RECEPTION NUMBER 768143) ALSO BEING THE WESTERLY LINE OF THAT CERTAIN EASEMENT GRANTED BY THE UNITED STATES AIR FORCE ACADEMY FOR ROAD, STREET AND HIGHWAY RECORDED AUGUST 11, 1958 IN THE OFFICE OF THE EL PASO COUNTY CLERK AND RECORDER IN BOOK 1691 PAGE 594 SAID POINT; THENCE CONTINUE SOUTH 66°17'28" WEST A DISTANCE OF 300.00 FEET TO THE WESTERLY LINE OF SAID RAILROAD RIGHT OF WAY; THENCE NORTHWESTERLY, ALONG SAID WESTERLY RIGHT-OF-WAY LINE, THE FOLLOWING SEVEN (7) COURSES;

1. THENCE NORTH 23°42'32" WEST A DISTANCE OF 336.78 FEET;
2. THENCE NORTH 66°17'28" EAST A DISTANCE OF 50.00 FEET;
3. THENCE NORTH 23°42'32" WEST A DISTANCE OF 854.90 FEET TO A TANGENT 1,810.08 FOOT RADIUS CURVE WHOSE CENTER BEARS SOUTHWESTERLY;
4. THENCE NORTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 19°00'57" AN ARC DISTANCE OF 600.75 FEET;
5. THENCE NORTH 42°43'29" WEST A DISTANCE OF 1,023.31 FEET;
6. THENCE NORTH 47°16'31" EAST A DISTANCE OF 50.00 FEET;
7. THENCE NORTH 42°43'29" WEST A DISTANCE OF 444.01 FEET TO A 180.00 FOOT RADIUS NON-TANGENT CURVE WHOSE CENTER BEARS SOUTH 42°27'13" EAST ALSO BEING THE **POINT OF BEGINNING** OF THE PARCEL HEREINAFTER DESCRIBED;

THENCE SOUTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 47°32'50", AN ARC DISTANCE OF 149.37 FEET;

LEGAL DESCRIPTION
URBAN RENEWAL PLAN AREA

THENCE SOUTH 00°00'03" EAST A DISTANCE OF 28.02 FEET TO A 275.00 FOOT RADIUS NON-TANGENT CURVE WHOSE CENTER BEARS SOUTH 06°30'01" EAST;

THENCE SOUTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 53°49'43" AN ARC DISTANCE OF 258.36 FEET;

THENCE SOUTH 29°40'16" WEST A DISTANCE OF 37.92 FEET TO A TANGENT 750.00 FEET FOOT RADIUS CURVE WHOSE CENTER BEARS SOUTHEASTERLY;

THENCE SOUTHERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 19°20'36" AN ARC DISTANCE OF 253.20 FEET;

THENCE SOUTH 10°19'41" WEST A DISTANCE OF 71.19 FEET;

THENCE SOUTH 73°39'41" WEST A DISTANCE OF 114.49 FEET TO A 500.00 FOOT RADIUS NON-TANGENT CURVE WHOSE CENTER BEARS SOUTH 36°09'23" WEST;

THENCE WESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 45°25'20" AN ARC DISTANCE OF 396.38 FEET;

THENCE SOUTH 80°44'03" WEST A DISTANCE OF 155.40 FEET TO A TANGENT 350.00 FEET FOOT RADIUS CURVE WHOSE CENTER BEARS SOUTHEASTERLY;

THENCE SOUTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 43°29'02" AN ARC DISTANCE OF 265.63 FEET;

THENCE NORTH 84°11'55" WEST A DISTANCE OF 72.01 FEET TO A 290.00 FOOT RADIUS NON-TANGENT CURVE WHOSE CENTER BEARS NORTH 89°25'27" WEST;

THENCE NORTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 61°34'48" AN ARC DISTANCE OF 311.68 FEET TO A 5,525.00 FOOT RADIUS NON-TANGENT CURVE WHOSE CENTER BEARS NORTH 83°27'14" EAST;

THENCE NORTHERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 03°52'08" AN ARC DISTANCE OF 373.09 FEET;

THENCE NORTH 72°14'57" EAST A DISTANCE OF 1,289.58 FEET;

THENCE SOUTH 42°43'29" EAST A DISTANCE OF 394.83 FEET TO THE **POINT OF BEGINNING**.

THE ABOVE DESCRIPTION PRODUCES A CALCULATED AREA OF 925,654 SQUARE FEET (21.25008 ACRES), MORE OR LESS.

TOGETHER WITH

PARCEL 2 (NORTH AREA)

A PARCEL OF LAND LOCATED IN THE NORTH ONE-HALF OF SECTION 12, TOWNSHIP 12 SOUTH, RANGE 67 WEST OF THE SIXTH PRINCIPAL MERIDIAN, COUNTY OF EL PASO, STATE OF COLORADO MORE PARTICULARLY DESCRIBED AS FOLLOWS WITH BEARINGS REFERENCED TO THE WEST LINE OF THE NORTHEAST ONE-QUARTER OF SECTION 1, TOWNSHIP 12 SOUTH, RANGE 67 WEST BEING MONUMENTED ON THE NORTH END BY A FOUND 6 INCH CONCRETE MONUMENT EMBEDDED WITH A 3-1/2 INCH METAL DISC STAMPED WITH SYMBOLOGY INDICATING IT BEING THE NORTH ONE-QUARTER CORNER OF SECTION 1 AND "1970 U.S. AIR FORCE 6786 BDY 47" AND ON THE SOUTH END BY FOUND REBAR CAPPED WITH A 3-1/4 INCH METAL AND 6 INCH CONCRETE MONUMENT EMBEDDED WITH A BRASS DISC STAMPED WITH SYMBOLOGY INDICATING IT BEING THE CENTER

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OF SECTION 1 AND "U.S. DEPT. OF INTERIOR - BUREAU OF LAND MANAGEMENT 1966" - BEARING SOUTH 0°12'17" EAST A DISTANCE OF 2674.46 FEET

COMMENCE AT THE CENTER OF SAID SECTION 1; THENCE SOUTH 40°07'17" EAST A DISTANCE OF 4,501.50 FEET TO AN ANGLE POINT ON THE EXTERIOR OF THE UNITED STATES AIR FORCE ACADEMY PROPERTY BEING MONUMENTED BY A 6 INCH CONCRETE MONUMENT EMBEDDED WITH A 3-1/2 INCH METAL DISC STAMPED "1970 U.S. AIR FORCE 6786 BDY 38"; THENCE SOUTH 25°23'28" EAST, ALONG SAID THE EXTERIOR A DISTANCE OF 2,877.81 FEET; THENCE SOUTH 66°17'28" WEST A DISTANCE OF 1,184.56 FEET TO THE EASTERLY RIGHT-OF-WAY OF THE FORMER ATCHISON TOPEKA AND SANTA FE RAILROAD AS DEPICTED IN THAT CERTAIN BOUNDARY SURVEY OF THE UNITED STATES AIR FORCE ACADEMY RECORDED DECEMBER 3, 1970 IN THE OFFICE OF THE EL PASO COUNTY CLERK AND RECORDERS IN PLAT BOOK O2 PAGE 84 (RECEPTION NUMBER 768143) ALSO BEING THE WESTERLY LINE OF THAT CERTAIN EASEMENT GRANTED BY THE UNITED STATES AIR FORCE ACADEMY FOR ROAD, STREET AND HIGHWAY RECORDED AUGUST 11, 1958 IN THE OFFICE OF THE EL PASO COUNTY CLERK AND RECORDER IN BOOK 1691 PAGE 594 SAID POINT; THENCE CONTINUE SOUTH 66°17'28" WEST A DISTANCE OF 300.00 FEET TO THE WESTERLY LINE OF SAID RAILROAD RIGHT OF WAY; THENCE NORTHWESTERLY, ALONG SAID WESTERLY RIGHT-OF-WAY LINE, THE FOLLOWING EIGHT (8) COURSES;

1. THENCE NORTH 23°42'32" WEST A DISTANCE OF 336.78 FEET;
2. THENCE NORTH 66°17'28" EAST A DISTANCE OF 50.00 FEET;
3. THENCE NORTH 23°42'32" WEST A DISTANCE OF 854.90 FEET TO A TANGENT 1,810.08 FOOT RADIUS CURVE WHOSE CENTER BEARS SOUTHWESTERLY;
4. THENCE NORTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 19°00'57" AN ARC DISTANCE OF 600.75 FEET;
5. THENCE NORTH 42°43'29" WEST A DISTANCE OF 1,023.31 FEET;
6. THENCE NORTH 47°16'31" EAST A DISTANCE OF 50.00 FEET;
7. THENCE NORTH 42°43'29" WEST A DISTANCE OF 904.60 FEET TO A TANGENT 1,482.69 FOOT RADIUS CURVE WHOSE CENTER BEARS NORTHEASTERLY;
8. THENCE NORTHWESTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 02°03'47" AN ARC DISTANCE OF 53.38 FEET TO THE **POINT OF BEGINNING** OF THE PARCEL HEREINAFTER DESCRIBED

THENCE SOUTH 72°39'57" WEST A DISTANCE OF 685.05 FEET;

THENCE SOUTH 73°39'57" WEST A DISTANCE OF 171.63 FEET;

THENCE SOUTH 88°59'57" WEST A DISTANCE OF 72.37 FEET;

THENCE SOUTH 72°49'57" WEST A DISTANCE OF 197.95 FEET;

THENCE SOUTH 67°14'57" WEST A DISTANCE OF 95.00 FEET;

THENCE NORTH 02°10'03" WEST A DISTANCE OF 97.72 FEET TO A TANGENT 1,740.00 FOOT RADIUS CURVE WHOSE CENTER BEARS NORTHEASTERLY;

THENCE NORTHERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 03°45'00" AN ARC DISTANCE OF 113.88 FEET;

THENCE NORTH 01°34'57" EAST A DISTANCE OF 194.53 FEET;

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LEGAL DESCRIPTION
URBAN RENEWAL PLAN AREA

THENCE NORTH 44°59'57" EAST A DISTANCE OF 64.89 FEET TO A TANGENT 190.00 FOOT RADIUS CURVE WHOSE CENTER BEARS NORTHWESTERLY;

THENCE NORTHEASTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 27°18'10" AN ARC DISTANCE OF 90.54 FEET TO A 1,060.00 FOOT REVERSE CURVE;

THENCE NORTHEASTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 14°54'13" AND ARC DISTANCE OF 275.73 FEET TO A 2,440.00 FOOT RADIUS NON-TANGENT CURVE WHOSE CENTER BEARS SOUTH 68°52'17" EAST;

THENCE NORTHEASTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 07°07'59" AN ARC DISTANCE OF 303.76 FEET;

THENCE SOUTH 63°04'42" EAST A DISTANCE OF 101.78 FEET;

THENCE NORTH 73°16'22" EAST A DISTANCE OF 404.96 FEET;

THENCE SOUTH 12°37'36" EAST A DISTANCE OF 136.09 FEET TO A TANGENT 1,482.69 FOOT RADIUS CURVE WHOSE CENTER BEARS NORTHEASTERLY;

THENCE SOUTHEASTERLY, ALONG SAID CURVE, THROUGH A CENTRAL ANGLE OF 28°02'06" AN ARC DISTANCE OF 725.49 FEET TO THE **POINT OF BEGINNING**.

THE ABOVE DESCRIPTION PRODUCES A CALCULATED AREA OF 769,050 SQUARE FEET (17.65496 ACRES), MORE OR LESS.

THE COMBINED AREA OF THE TWO ABOVE DESCRIBED PARCELS PRODUCES A CALCULATED AREA OF 1,694,704 SQUARE FEET (38.90504 ACRES) MORE OR LESS.

True North Commons Conditions Survey

Colorado Springs, Colorado

December 2018

Prepared for:

Colorado Springs Urban Renewal Authority (CSURA) and
City of Colorado Springs City Council

Prepared by:



Ricker|Cunningham
10959 Ashurst Way
Littleton, CO 80130-6967
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True North Commons Conditions Survey

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Figures

Figure 1 Regional Context Map

Figure 2 True North Commons Survey Area Boundaries

True North Commons Conditions Survey

City of Colorado Springs, Colorado

1.0 Introduction

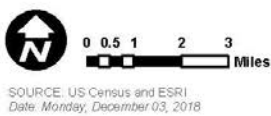
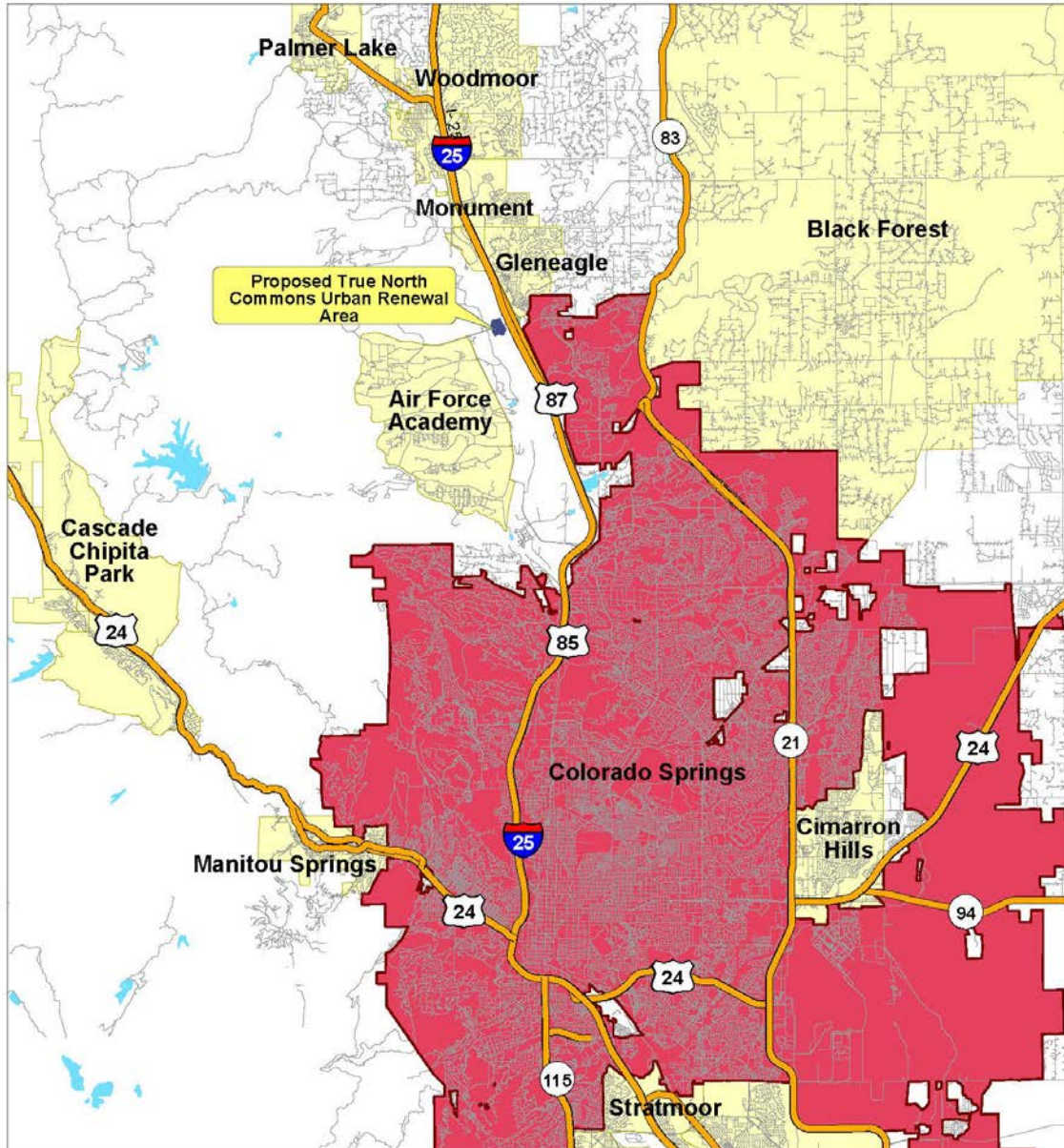
The following report, the True North Commons Conditions Survey (referred to herein as the "Survey"), was prepared for and submitted to the Colorado Springs Urban Renewal Authority (herein referred to as the "Authority" and "CSURA") and City of Colorado Springs (herein referred to as the "City") in November 2018. As illustrated in **Figure 1**, the subject of this work includes properties located in or near the northern portion of the City's municipal boundaries in El Paso County, CO. The purpose of this investigation was to document circumstances impacting the parcels so that the Colorado Springs City Council (herein referred to as the "City Council") could determine whether they are present at levels sufficient to meet the definition of a "blighted area" as defined in the Colorado Urban Renewal Law (herein referred to as the "Act").

Preparation of this type of report is the first of several steps required prior to receiving an urban renewal designation. Subsequent steps include preparing an urban renewal plan of development, identifying resources to finance projects and improvements, estimating possible impacts, and sharing this information with property and business interests, along with other partner taxing entities.

Creation of an urban renewal area is a decision made by municipalities when circumstances in a defined geography exist making it infeasible for owners to improve their properties in a manner consistent with public objectives as expressed in adopted and accepted policy and regulating documents. Enhancements necessary to mitigate investment challenges, and which otherwise would be financed by general fund or capital reserve resources, may be eligible for funding by the urban renewal authority. Similarly, private improvements which benefit other property owners and the community at-large, may also be eligible for funding assistance. For this reason, more than 50 of Colorado's municipalities have created urban renewal authorities and used this type of financing mechanism to eliminate adverse conditions and advance community goals through completion of hundreds of projects.

Eliminating and preventing "blighting" conditions and encouraging investment and reinvestment in targeted investment areas, are priorities expressed in the

Figure 1: Regional Context Map



■ Proposed True North Urban Renewal Area
■ Colorado Springs Municipal Boundary



True North Commons Conditions Survey (12.06.2018)

City's comprehensive planning document, the PlanCOS Comprehensive Plan (herein referred to as the "Comprehensive Plan").

2.0 Survey Area Description

Characteristics of properties within the Survey Area are presented as follows, along with a description of improvements proposed within its boundaries should City Council determine an urban renewal designation to be appropriate and necessary to advance community objectives.

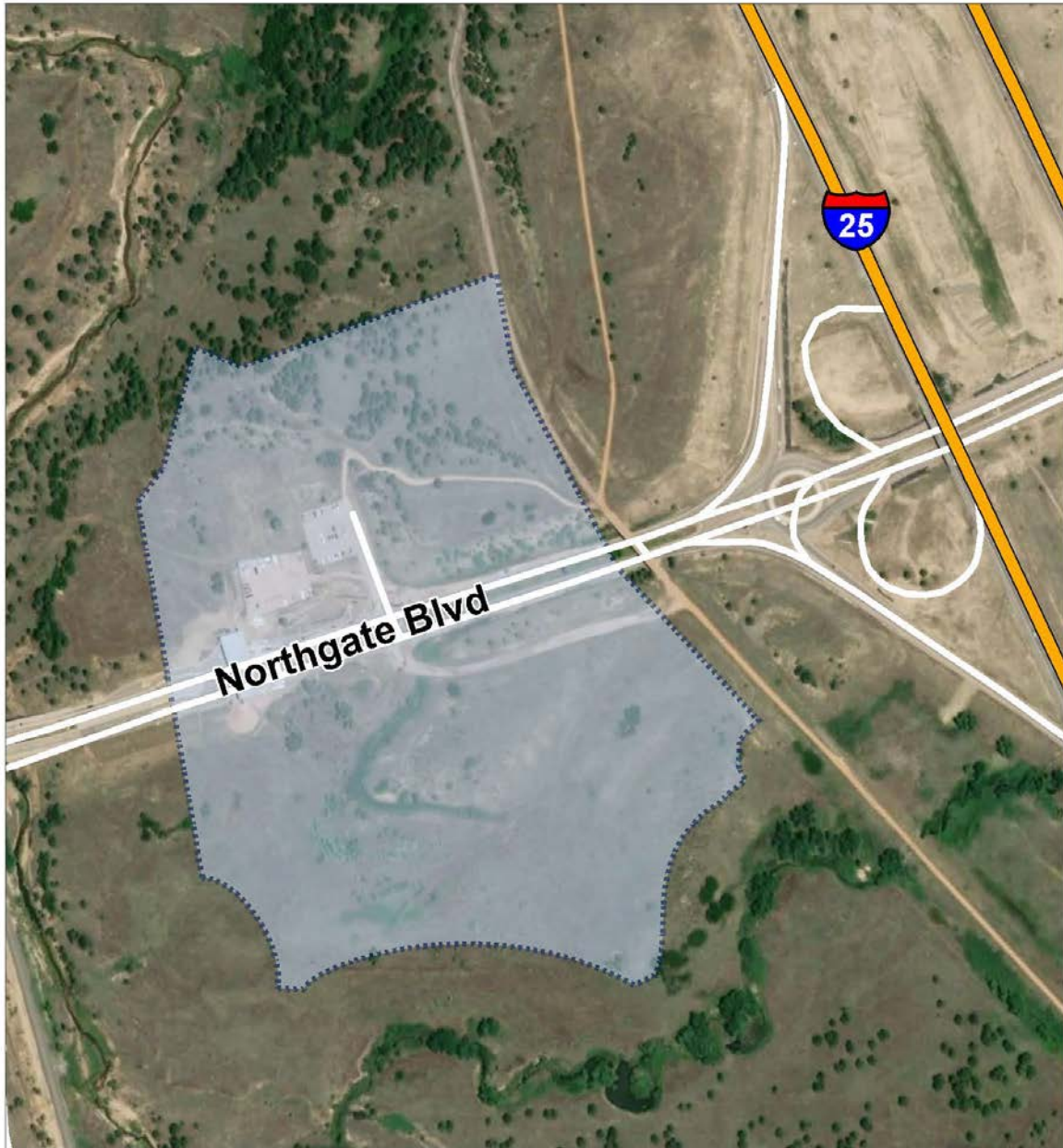
2.1 Location

As illustrated in **Figure 2**, the Survey Area is located in north Colorado Springs, within the United States Air Force Academy (USAFA) federally owned property. Its boundaries may generally be described as including land located north and south of Northgate Boulevard, near the northwest and southwest quadrants of Northgate Boulevard and Interstate 25 (I-25). The Survey Area is approximately 39 acres and includes that segment of Northgate Boulevard that bisects the Area from east to west (herein referred to as the "Survey Area"). Once part of a larger tract totaling approximately 11,265 acres, the subject properties were annexed into the city during the early part of 2019. At that time, they were also rezoned from El Paso County's Residential Rural (RR-5) classification, to the City's Planned Unit Development (PUD).

2.2 Ownership / Lease Holder

The properties and roadway located within the Survey Area are owned by the United States Air Force (USAF). In 2017, the USAF issued a request for interested development teams to lease and improve both the properties and related infrastructure in a manner compliant with its Enhanced Use Lease (EUL) program. In December of that year, Blue & Silver Development Partners, LLC (Blue & Silver) (herein referred to as the "Master Lessor"), submitted a response proposing to finance and construct a commercial mixed-use project, anchored by a new Academy Visitor Center. As the master developer and principal ground lease holder, their responsibilities will include completing onsite and offsite improvements, as well as extending utilities. Vertical improvements will be constructed by, or in cooperation with, facility operators.

Figure 2: Survey Area Boundary Map



SOURCE: US Census and ESRI
Date: Monday, December 03, 2018

 True North Commons URA
 Colorado Springs, CO



True North Commons Conditions Survey (12.06.2018)

2.3 Zoning

As noted above, the Survey Area was rezoned from Residential Rural (RR-5) to Planned Unit Development (PUD), in order to accommodate a development program including a new Academy Visitor Center, two hotels, office space, commercial retail and restaurant space and an indoor sky diving facility. A description of the Planned Unit Development classification is provided below, as defined in the [City of Colorado Springs Municipal Code](#), last updated by ordinance 18-53 passed May 22, 2018 (herein referred to as the "Municipal Code").

Planned Unit Development (PUD)

Purpose

To implement the Comprehensive Plan of the City of Colorado Springs by promoting development that is characterized by a variety of development types that will improve the quality of physical development over that normally achieved through the application of the City's standard single use zones.

To provide a clear and reasonable plan for the phased development and completion of proposed development, consistent with the Comprehensive Plan for the City of Colorado Springs (Ord. 03-110; Ord. 03-190), the following requirements must be addressed.

Requirements

The land use types and mix, intensity and density of the development are defined by and through the establishment of the PUD zone district. Specifically allowed residential and nonresidential land uses will be determined by the PUD concept plan or PUD development plan. Development standards including signage are determined by the PUD concept plan, or the PUD development plan (Ord. 03-110; Ord. 03-190; Ord. 09-70; Ord. 12-68).

2.4 Future Land Use

Because the subject properties were previously located in unincorporated El Paso County, and within a federal enclave, no future land use designations were ever assigned, by either El Paso County or City of Colorado Springs.

2.5 Proposed Improvement Program

In addition to site, infrastructure and utility Improvements, as well as, construction of a new Visitor Center; Blue & Silver is proposing development of trail heads, along with accommodations for storm drainage, water distribution, and sanitary sewer collection systems.

3.0 Statutory Definition of Blight

A determination of blight is a cumulative conclusion based on the presence of several conditions or factors (physical, market, and other), defined by state law, that collectively contribute to the deterioration of an area. With more than 50 years of history to reflect on, municipalities have learned that the cumulative impact of pervasive circumstances that deter investment in properties and improvements, particularly when left unattended for extended periods of time, can adversely impact the health, safety and welfare of small geographies, as well as the community at-large. Blighting conditions have been shown to diminish the otherwise positive attributes of investment and reinvestment in land and improvements, stagnate property values, and cause municipalities to spend at disproportionate levels in an effort to mitigate their impacts.

The Act requires that urban renewal be used in locations that meet the definition of "blight" defined therein and recited below.

A "blighted area" means an area that in its present condition and use, and by reason of the presence of at least four of the following factors, substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability; and is a menace to the public health, safety, morals, or welfare. Eligible conditions (factors) identified in the Act include:

- (a) *Slum, deteriorated, or deteriorating structures;*

- (b) *Predominance of defective or inadequate street layout;*
- (c) *Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;*
- (d) *Unsanitary or unsafe conditions;*
- (e) *Deterioration of site or other improvements;*
- (f) *Unusual topography or inadequate public improvements or utilities;*
- (g) *Defective or unusual conditions of title rendering the title non-marketable;*
- (h) *Existence of conditions that endanger life or property by fire or other causes;*
- (i) *Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;*
- (j) *Environmental contamination of buildings or property;*
- (k.5) *Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements;*
- (l) *If there is no objection of such property owner or owners and the tenant or tenants of such owner or owners, if any, to the inclusion of such property in an urban renewal area, "blighted area" also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs (a) to (k.5) of this subsection (2), substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals or welfare. For purposes of this paragraph (1), the fact that an owner of an interest in such property does not object to the inclusion of such property in the urban renewal area does not mean that the owner has waived any rights of such owner in connection with laws governing condemnation.*

Source: Colorado Revised Statute 31-25-103(2).

As stated previously, a determination of whether an area is, or is not "blighted," is a legislative determination by the governing body (i.e., City Council or Town Board). This Survey identifies conditions within the Area that the City Council may consider in deciding whether to organize the urban renewal authority and later,

to approve an urban renewal plan for development or redevelopment of properties within an urban renewal planning area.

Because the Act neither requires that all 11 factors be present in an area of study, nor that every parcel in an area be adversely impacted by a qualifying factor, City Council will determine its eligibility based on the presence of *four* or more factors (or *five* or more factors in cases where the use of eminent domain is anticipated). In other words, the presence of one or more well-maintained, non-blighted buildings or parcels will not preclude a designation of blight for the larger area. Further, as explained in (I) above, established thresholds may be reduced to the presence of *one* blighting factor in cases where owners of property or tenants of the owner do not object to inclusion in an urban renewal area. Because the sole property owner, the USAF, and Master Lessor, have both requested an urban renewal designation for the Area; only one factor need be present in order for the City Council to make a favorable finding of eligibility. Regardless, and despite this provision, representatives of RickerCunningham (RC), the authors of this Survey, sought to identify all factors that are present and posing obstacles to investment within the Area boundaries.

4.0 Study Methodology and Criteria

RC, Urban Renewal Specialists, were engaged by the Authority in September 2018 to investigate conditions in the Survey Area, and to prepare a report describing their findings. To this end, RC personnel inspected the Area, investigated primary and secondary data sources, and reviewed information including Geographic Information Systems (GIS) records, past reports and studies, and other data and documents provided by City Staff and representatives of the property and development team.

4.1 Statutory Factors Defined

As shown, the Act offers limited guidance regarding actual issues which represent the presence of individual blighting factors. Therefore, RC has identified conditions associated with each one, based on objective and similar analyses for more than three-quarters of the State's urban renewal agencies. Those conditions, which also served as criteria with which to evaluate existing circumstances within the Survey Area, are outlined below. Actual conditions identified or observed within its boundaries, are presented in *Section 5 Description of Conditions*.

(a) Slum, deteriorated, or deteriorating structures

This factor is present when an area contains structures that are deteriorating or deteriorated according to municipal codes or the physical condition of structures in an area pose specific life-safety concerns due to the deterioration or absence of its: roof; walls, fascia board or soffit; foundation; gutters or downspouts; exterior finish; windows or doors; stairways or fire escapes; mechanical equipment; loading areas; fences, walls or gates; or non-primary structures.

(b) Predominance of defective or inadequate street layout

This factor is present when the layout of existing streets or absence of streets adversely impact: the health, safety and welfare of individuals using vehicular and non-vehicular modes of transportation; or sound development of the area. Specific circumstances include: inadequate vehicular access, internal circulation, street widths or parking lot layout; presence of dead ends; deteriorating condition of existing streets; inadequate accommodations for safe pedestrian and bicycle movement; lack of driveway definition or curb cuts; and / or elevated history of traffic accidents.

(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness

This factor is present when a parcels size or configuration (long and narrow or irregularly sized) inhibits, or is likely to inhibit the development of improvements consistent with prevailing regulations (i.e., zoning); or vehicular access is either inadequate or unsafe. In this context, shared access, even among properties with the same owner, is considered a deficiency since it could limit the redevelopment potential of one or more properties were the owner to decide to sell them individually.

(d) Unsanitary or unsafe conditions

This factor is present when there are poorly lit or unlit areas, sidewalks are cracked or uneven, drainage infrastructure is deficient, trash or mechanical equipment is unscreened, there is evidence of vandalism or vagrancy; incidents of crime are increasing or disproportionately high; there is a lack of fire protection; or hazardous contaminants, floodways and floodplains, and steep slopes threaten the health, safety and welfare of persons in an area.

(e) Deterioration of site or other improvements

This factor is present when property, structures or public improvements have been damaged or neglected as reflected in deteriorating signs, parking surfaces, curbs, gutters, sidewalks, streets or landscaping; or trash, debris and weeds are visible and pervasive.

(f) Unusual topography or inadequate public improvements or utilities

This factor is present when the topography of an area, including the presence of severe slopes and gullies, either: makes improvement of properties difficult, impractical, or infeasibly costly; limits a sites usefulness; adversely affects the size or configuration of built structures; or requires expensive infrastructure to support development as required by prevailing regulations. The presence of overhead utilities is another condition considered in the context of this factor.

(g) Defective or unusual conditions of title rendering the title non-marketable

This factor is present when development is hampered or properties are deemed unmarketable due to conditions of title (including unclear ownership) such as covenants or other provisions governing its use that are discriminatory, obsolete or unduly restrictive. Also considered in the context of this factor is the presence of utility, ditch and access easements which can have a similar impact on a property's potential and capacity for development.

- (h) Existence of conditions that endanger life or property by fire or other causes

This factor is present when property or structures are subject to threats from fire, hazardous contaminants, flooding, or criminal activity.

- (i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidations, deterioration, defective design, physical construction, or faulty or inadequate facilities

This factor is present when conditions within properties or structures pose a threat to habitation or daily use resulting from contamination or a lack of safety infrastructure (i.e., fire sprinkler systems). Conditions that are present under (a), (d), and (k.5) may also be included under this factor.

- (j) Environmental contamination of buildings or property

This factor is present when past or ongoing chemical or biological contamination of a site either poses a health hazard to users, or limits the type or magnitude of development that is either legally permitted or financeable. Conditions listed under factors (d), (i), and (k.5) also qualify under this factor.

- (k.5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements

This factor is present when properties or structures are vacant or underutilized (as anticipated by zoning); or a disproportionate level of public services are required to address a disproportionately high frequency of crimes, fires, accidents or building code violations. Conditions listed under factors (a), (d), (i), and (j) also qualify under this factor.

5.0 Description of Conditions

In addition to those sources previously mentioned, RC personnel also relied on information presented in the Enhanced Use Leasing Project Proposal submitted to the USAF by Blue & Silver Development Partners, LLC for information supporting the findings presented below. Because members of the development team include multi-disciplinary engineering and design professionals, and because they relied on standards established by recognized government agencies, RC believed their conclusions to be verifiable and sound.

Based on field investigations, review of data and reports, and discussions with public and private entities with knowledge of the subject properties and improvements in the Survey Area boundaries, RC has found evidence that seven (7) of the possible 11 blight factors are present at a level that “*substantially impairs or arrests the sound growth of the municipality.*” Those factors include: (b) predominance of defective or inadequate street layout; (c) faulty lot layout in relation to size, adequacy, accessibility, or usefulness; (d) unsanitary or unsafe conditions – enhanced lighting within public rights-of-way, accommodations for pedestrians and bicycles; and any improvements deemed reasonable and that will benefit the public; (e) deterioration of site or other improvements; (f) unusual topography or inadequate public improvements or utilities; (g) defective or unusual conditions of title rendering the title nonmarketable; and (k5) existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements.

What follows are descriptions of conditions, either observed or identified, associated with each of these factors.

(b) Predominance of defective or inadequate street layout

Streets and thoroughfares deemed defective or inadequate are generally those affected by one or more of these roadway conditions including: absence of accommodations for safe vehicular and non-vehicular mobility, limited capacity within rights-of-way to support existing or future traffic activity, and / or degraded or deteriorating roadway materials. Within the Survey Area, adverse roadway conditions were largely attributable to an absence of roads compliant with established municipal standards, and a lack of facilities for safe non-vehicular mobility.

While Northgate Boulevard, the principal east-west arterial connecting properties within the Survey Area to the I-25 corridor, is paved, there are neither discernable curbcuts identifying access points into the subject properties, nor accommodations for bicycles or pedestrians as required by the city's Development Code.

(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness

Because faulty streets often cause adjacent lots to be faulty, particularly when they impact vehicular and non-vehicular access; properties that suffer from conditions associated with Factor (b), also suffer from those associated with this Factor (c). The term "faulty" as it is applied here can mean non-compliant, unsafe, or inadequate. As identified above, Northgate Boulevard, in its current state, lacks both curbcuts and facilities for pedestrians or bicycles.

In addition to a lack of roadways providing access to properties in an area, another condition that can cause them to be deemed faulty, is a lack of street infrastructure within parcels. Neither of the properties located within the Survey Area have streets, sidewalks, lighting, connections to adjacent parcels and public spaces, or other facilities essential to public health, safety and welfare.

(d) Unsanitary or unsafe conditions

Conditions which diminish protections for individuals living, working, shopping, or otherwise using or passing through an area, can range from a lack of infrastructure (roadway, electrical, fire suppression, other) to criminal activity; and may include the presence of environmental contaminants or threats from flooding. While unsafe conditions may also be considered unsanitary, the latter are more indicative of neglect rather threats to persons or property.

Potential hazards associated with a lack of adequate streets have been discussed previously. Other infrastructure that is absent and that through its absence poses a possible threat includes water lines and storm drainage facilities. Not only is water needed to serve the users of future development projects within the Area, but it is needed to protect those developments from possible fire-related incidents. The presence of fire resources including

water and suppression systems, with the capacity (pressure and flow) to provide appropriate protection, as required by municipal codes, will be essential. Based on information presented in the EUL Proposal, both water and sewer will be provided by the City, and because of recent development activity in the vicinity of Survey Area, certain improvements may be necessary in order to keep service levels and flow adequate to accommodate the proposed project within its boundaries.

In terms of potential threats from past or ongoing environmentally contaminating events, according to documents cited in the EUL Proposal, specifically a Phase I Environmental Baseline Survey (EBS), no storage, release or disposal of hazardous substances or petroleum products or their derivatives have occurred in the Survey Area. This was also true for adjacent properties that could have otherwise adversely impacted the subject parcels.

The EBS report did, however, mention a septic leach field located in the southern portion of the Survey Area. That system, believed to be less than 20 years old and only serving the existing entrance gate building, was also considered to be an obstacle for the new development. According to members of the development team, once utility lines are extended into the Area, the gate house facility will be tied into the new infrastructure and the septic tank and associated drain field removed in a manner consistent with state environmental regulations.

(e) [Deterioration of site or other improvements](#)

Properties within the Survey Area, while largely vacant, do maintain accommodations for parking including a partially paved, yet degrading lot, and another dirt lot. Based on information presented in the EUL Proposal, prior to commencing construction, the asphalt lot will need to be demolished and the remnant materials removed. Both lots will need to be regraded and filled in order to create level development pads. During this process, unscreened trash, debris, and any damaged fencing or signage materials will be removed, as well. While these conditions, as described, and when considered independent of those associated with other factors, may not suggest a significant threat to people or property within its boundaries; taken together, present obstacles to development of the Area that are financially infeasible to eliminate.

(f) Unusual topography or inadequate public improvements or utilities

Slopes frequently associated with waterways such as arroyos and creeks, and sometimes located in identified flood zones and floodways, present unique and often costly challenges whereas they are frequently accompanied by unstable soils. Efforts to mitigate the impact of slopes and volatile dirt including cutting, compressing, grading, and sometimes mitigating and replacing (when legally protected) soils are essential, since without these interventions, properties can be left with significant fractures, and large expanses that are undevelopable.

Based on information presented in the EUL Proposal, the subject properties will require "an extensive amount of cut and fill earthwork" in order to provide level pad platforms within future development parcels. As explained therein, "The grading operations will incorporate 39 acres and displace approximately 250,000 cubic yards of dirt to properly overlot grade the site." Similarly, stormwater management facilities within the Area, will reportedly be of "paramount importance until final vegetation is established in order to prevent heavy sediment loading into adjacent waterways and tributaries," including Monument and Smith Creeks which traverse the Area along its western and southern edges.

Conditions associated with the second aspect of this Factor (f), specifically related to public utility (including electric and gas) and roadway infrastructure extensions, are two of the most significant factors presenting costly challenges to investment in the Area. In fact, based on due diligence completed by the development team, the establishment of water supply lines to serve the development is the single largest monetary impact for the project.

As explained in the EUL Proposal, water and sanitary sewer service to the Area will be provided by the city of Colorado Springs through Colorado Springs Utilities (CSU). City sewer facilities are estimated to be at 45% of capacity; however, recent development in the vicinity of Northgate Boulevard has reached a level that may make certain improvements necessary in order to keep service levels and flow adequate to accommodate development within the Survey Area. Additionally, in order to deliver water and potable water from city facilities located east of I-25,

pipes will need to be constructed under the interstate, increasing costs significantly.

While the USAF currently has a mainline located along the west bank of Monument Creek that transfers sewage to an onsite treatment plant, according to CSU, the plant is near capacity and would require significant improvements to meet the needs of future development. As envisioned, the proposed project will need to convey sewage easterly across I-25 via a new onsite duplex pump lift station, to a gravity system located near the intersection of Northgate Boulevard and Struthers Road.

Deficiencies in the roadway infrastructure and related enhancements, have been discussed at length above, and while not necessarily unlawful in their current state; established standards will require thoroughfares in the Area that accommodate for pedestrian and bicycle circulation, bicycle parking, landscaping, streetscaping, screening and fencing.

As explained in the EUL Proposal, "Seamless integration with the environment is a shared goal of the development team." To this end, and given the Area's adjacency to both Monument and Smith Creeks, they are planning for "two primary detention water quality ponds in each phase of construction."

While not necessarily required, the Blue & Silver Team also intends to expand on the USAF Academy's national award-winning natural resource management and environmental stewardship program which manages the forests, rangelands wetlands, wildlife, recreational fishing lakes, and multi-use trails within its campus. As such, they are reportedly committed to preserving and protecting historic, cultural and natural assets within and surrounding the Area, and minimizing potential impacts to sensitive habitats.

National Wetlands Inventory (NWI) maps revealed several drainage wetlands within the subject properties, as did recent investigations conducted by the USAF and verified by the U.S. Army Corps of Engineers. Depending on their classification, and location relative to planned improvements in the Area, they may need to be relocated.

(g) Defective or unusual conditions of title rendering a property (or title) non-marketable

As explained in Section 4, this Factor (g) is present when improvements to properties are hampered, or parcels are deemed unmarketable due to conditions of title such as covenants or other provisions are deemed discriminatory, obsolete or unduly restrictive. Also considered in the context of this factor are easements that limit the location and scale of improvements.

Similar conditions are present and adversely affecting the use, operation and transfer of properties within the Survey Area; and all stem from their location within the USAF Academy federal enclave. As explained in the EUL Proposal, the USAF not only intends to retain ownership of properties within the Survey Area, but further requires that resources be retained to “return those properties to their original condition,” which is vacant unimproved land, upon completion of the 75-year ground lease. This type of stipulation is not only extraordinary, but expensive.

Additional challenges to development within Survey Area resulting from its proximity to the Academy campus are associated with heightened levels of security required to protect not only people and property that may occupy the development, but also the infrastructure and utilities serving it. While the subject properties are located outside of its north gate, security requirements will be required that either “meet or exceed existing security configuration.” In terms of protections for communication and information technology systems serving future facilities, since properties in the Survey Area are considered distinct and separate, no extraordinary provisions will be required to guard against potential operational security issues or cyber threats. However, any utility systems connected to existing USAF Academy systems, will require additional protective security measures, including the water and sanitary supply chains, as well as the points of access to these facilities such as manholes and pumping stations. Proper security measures and protocols will be necessary to assure complete control and protection of these vulnerable systems.

- (k.5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements

No information was identified suggesting properties within the Area are serviced by public agencies, other than the USAF, at a disproportionate level to similar properties either within the city's municipal boundaries or service area of another organization. Conditions associated with the second aspect of this Factor (k.5), specifically related to vacancy and under-utilization, however, are present and at odds with the vision for the Area shared by both its property owner, the USAF, and the community at-large, as reflected in its policy and visionary documents. Despite its access and visibility from the region-serving I-25 corridor, location within the city's principal gateway, and proximity to concentrations of national and regional retailers located to the east within the Northgate development, properties within the Area remain vacant. While its presence within the USAF Academy federal property might explain an absence of private development associated with their facility, when the USAF joined the City in pursuing state funding for construction of several tourism-related destination facilities, including a commercial mixed-use project within the Survey Area, anchored by a new Academy visitor center, they established their desire to pursue this type of venture through a possible partnership with the private sector. Regardless, no such development has occurred, despite significant levels of similar construction activity throughout the Colorado Springs market.

The lack of development interest under these circumstances suggests that conditions associated with the blighting factors identified in the Act and described in this report, are effectively precluding desired investment from moving forward. Most notable among the conditions adversely impacting development are related to: physical conditions which render nearly 20% of the Survey Area's acreage undevelopable; a lack of utilities and infrastructure necessary to service future uses; and extraordinary provisions within the ground lease offered by the USAF to potential development partners.

6.0 Summary of Findings

As of the date of this report, and based on review of primary and secondary

information sources, physical inspections, and discussions with representatives of the development team that conducted much of the due diligence used to prepare their response to the USAF EUL request; evidence of seven (7) of the 11 total possible factors were found to be present at varying degrees of intensity in the Survey Area, but all at levels considered adverse and impactful to a degree that any resolution or mitigation would be time-intensive and costly. The following Table 1 provides an overview of those factors, categorized by the degree to which they are believed to contribute to adverse conditions in the Survey Area.

Table 1
Summary of Factors

Factors	Conditions Present and Significant	Conditions Present but Less Impactful
(b) Predominance of defective or inadequate street layout	X	
(c) Faulty lot layout in relation to size, adequacy, accessibility or usefulness		X
(d) Unsanitary or unsafe conditions		X
(e) Deterioration of site or other improvements		X
(f) Unusual topography or inadequate public improvements or utilities	X	
(g) Defective or unusual conditions of title rendering the title non-marketable	X	
(k5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements	X	

Source: Ricker/Cunningham.



Summary of El Paso County Impacts and Taxing District Revenues True North Commons Urban Renewal Area

Colorado Springs, Colorado

December 2018

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Summary of El Paso County Impacts and Taxing District Revenues True North Commons Urban Renewal Area

Colorado Springs, Colorado
December 2018

This report summarizes the anticipated impact of the proposed True North Commons Urban Renewal Area on El Paso County (the County) and estimates revenues to other local taxing districts. It is prepared in conformance with those requirements set forth in C.R.S. 31-25-107 (3.5) (a):

C.R.S. 31-25-107: APPROVAL OF URBAN RENEWAL PLANS BY LOCAL GOVERNING BODY
(3.5) (a) " At least thirty days prior to the hearing on an urban renewal plan or a

substantial modification to such plan, regardless of when the urban renewal plan was first approved, the governing body or the authority shall submit such plan or modification to the board of county commissioners, and, if property taxes collected as a result of the county levy will be utilized, the governing body or the authority shall also submit an urban renewal impact report, which shall include, at a minimum, the following information concerning the impact of such plan:

- I. The estimated duration of time to complete the urban renewal project;
- II. The estimated annual property tax increment to be generated by the urban renewal project and the portion of such property tax increment to be allocated during this period to fund the urban renewal project;
- III. An estimate of the impact of the urban renewal project on county revenues and on the cost and extent of additional county infrastructure and services required to serve development within the proposed urban renewal area, and the benefit of improvements within the urban renewal area to existing county infrastructure;
- IV. A statement setting forth the method under which the authority or the municipality will finance, or that agreements are in place to finance, any additional county infrastructure and services required to serve development in the urban renewal area for the period in which all or any portion of the property taxes described in subparagraph (II) of paragraph (a) of subsection (9) of this section and levied by a county are paid to the authority; and
- V. Any other estimated impacts of the urban renewal project on county services or revenues."

Summary of Urban Renewal Area

The proposed development program for the True North Commons Urban Renewal Area is consistent with current policy documents and plans for the City of Colorado Springs. The estimated level of development is anticipated to be completed over the next 25 years and the total build-out is summarized in **Table 1**.

Table 1
True North Commons Urban Renewal Area
Proposed Development Program

New Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Source: Ricker|Cunningham.

The development timetable for the proposed program presented above will ultimately be determined by prevailing market conditions. A critical component of the analysis presented here is the assumption that key parcels within the planning area will be developed into a mix of retail, entertainment, and office/employment space. For the purposes of this analysis, it was assumed that this level of development in the Area will be substantially completed during the 25-year development and stabilization period.

1. Summary Impacts to El Paso County

- i. For the purposes of this analysis, it is assumed that 100% of the total County property tax increment over the 25-year period will be allocated to project costs. It is estimated that completion of the urban renewal project, including generation of revenues sufficient to offset the cost of necessary infrastructure, will require the entire 25 years of tax increment authorization pursuant to the Urban Renewal Statute.
- ii. Property Tax Revenue

Currently, the County's property tax base in the Area is \$0 and absent the Project, it would not be expected to increase. During the 25-year statutory period, the County's property tax revenue base will remain \$0. During this 25-year period, the County's mill levy on new taxable assessed value in the Area is estimated to generate approximately \$4.3 million in new property tax revenue. After the 25-year analysis period is completed, County property tax revenues will increase to approximately \$250,000 on an annual basis. These figures reflect the impacts of inflation, conservatively estimated at approximately 1% on an annual basis.

ii. Sales Tax Revenue

Currently, the County's sales tax base in the Area is \$0. During the 25-year statutory period, the County's sales tax revenue base will remain \$0. During this 25-year period, the County's 1.23% rate on new taxable sales in the Area is estimated to generate approximately \$3.2 million in new sales tax revenue. After the 25-year period is completed, County sales tax revenues are estimated to be approximately \$185,000 on an annual basis. These sales tax revenue figures also reflect the impacts of inflation, estimated at approximately 1% to 2% on an annual basis. **Table 2** provides a summary of County property and sales tax revenues.

Table 2
True North Commons Urban Renewal Area
El Paso County Impact Analysis

Development Program (25 years)

New Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

	Cumulative Total By:				
	5	10	15	20	25
El Paso County					
Property Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Property Tax Increment	\$77,345	\$838,272	\$1,920,985	\$3,072,204	\$4,282,146
Sales Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Sales Tax Increment:					
1.00% General Fund	\$94,050	\$632,707	\$1,227,429	\$1,884,049	\$2,609,011
0.23% Public Safety Critical Needs	\$21,631	\$145,523	\$282,309	\$433,331	\$600,073

Source: Ricker | Cunningham.

iii. County Services / Infrastructure

Because the entire Area will be annexed within the City of Colorado Springs' municipal boundaries, minimal impact on County services is anticipated. Infrastructure impacts associated with the proposed development program will be financed in part by the Colorado Springs Urban Renewal Authority, with increment revenues and/or some combination of increment revenues and revenues generated by the imposition of a mill levy by a Business Improvement District (BID), as well as developer contributions. It should be noted that the U.S. Air Force will have concurrent jurisdiction for law enforcement, which will also reduce direct service cost impacts to the County. Other impacts to the County's general government services should be more than offset by the increase in revenue described above and value increases in properties outside of the Area.

Conclusion

In summary, and regarding “the impact of the reinvestment project on county revenues and on the cost and extent of additional county infrastructure and services required to serve development within the proposed reinvestment area” there do not appear to be any significant additional County infrastructure requirements required to serve development in the proposed reinvestment Area. Further, the County will not provide any public improvements, police, fire, utility or other specific services to serve such development, because all properties in the Area will be entirely located within the municipal boundaries of the City and will therefore be served by the City. Finally, any additional demands (direct or indirect) on County services due to a general increase in population within the Area should be more than offset (as are all other such costs) by increases in County revenue as described herein and by adjustments in the base property tax assessment roll, as well as increases in property value located in proximity to the Area.

2. Estimated Revenues Generated by the City of Colorado Springs’ Tax Rates

Property Tax Revenue

Currently, the City’s property tax base in the Area is \$0 and absent the Project, it would not be expected to increase. During the 25-year statutory period, the City’s property tax revenue base will remain \$0. During this 25-year period, the City’s mill levy on new taxable assessed value in the Area is estimated to generate approximately \$2.3 million in new property tax revenue. After the 25-year analysis period is completed, City property tax revenues will increase to approximately \$240,000 on an annual basis. These figures reflect the impacts of inflation, conservatively estimated at approximately 1% on an annual basis.

Sales Tax Revenue

Currently, the City’s sales tax base in the Area is \$0. During the 25-year statutory period, the City’s sales tax revenue base will remain \$0. During this 25-year period, the City’s 3.12% rate on new taxable sales in the Area is estimated to generate approximately \$8.1 million in new sales tax revenue. After the 25-year period is completed, City sales tax revenues are estimated to be approximately \$475,000 on an annual basis. These sales tax revenue figures also reflect the impacts of inflation, estimated at approximately 1% to 2% on an annual basis. **Table 3** provides a summary of City property and sales tax revenues.

Table 3
True North Commons Urban Renewal Area
City of Colorado Springs Tax Revenue Analysis

Development Program (25 years)

New Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

	Cumulative Total By:				
	5	10	15	20	25
City of Colorado Springs					
Property Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Property Tax Increment	\$41,552	\$450,341	\$1,032,002	\$1,650,466	\$2,300,477
Sales Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Sales Tax Increment:					
2.0% General Fund	\$188,099	\$1,265,414	\$2,454,857	\$3,768,098	\$5,218,023
0.62% 2C Roads	\$58,311	\$392,278	\$761,006	\$1,168,111	\$1,617,587
0.40% PSST	\$37,620	\$253,083	\$490,971	\$753,620	\$1,043,605
0.1% TOPS	\$9,405	\$63,271	\$122,743	\$188,405	\$260,901
New Lodging Tax Revenue Generated in URA	\$960,351	\$4,821,448	\$9,084,412	\$13,791,068	\$18,987,597
New Use Tax Revenue Generated in URA	\$546,310	\$1,266,448	\$1,473,577	\$1,473,577	\$1,473,577

Source: Ricker | Cunningham.

3. Estimated Revenues Generated by the Academy School District 20 Mill Levy

Property Tax Revenue

Currently, the District's property tax base in the Area is \$0 and absent the Project, it would not be expected to increase. During the 25-year statutory period, the District's property tax revenue base will remain \$0. During this 25-year period, the District's mill levy on new taxable assessed value in the Area is estimated to generate approximately \$32.4 million in new property tax revenue. After the 25-year analysis period is completed, District property tax revenues will increase to approximately \$1.9 million on an annual basis. These figures reflect the impacts of inflation, conservatively estimated at approximately 1% on an annual basis. **Table 4** provides a summary of District property tax revenues.

Table 4
True North Commons Urban Renewal Area
Academy School District 20 Tax Revenue Analysis

Development Program (25 years)

New Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

	Cumulative Total By:				
	5	10	15	20	25
Academy School District 20					
Property Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Property Tax Increment					
General Fund (26.952 mills)	\$261,720	\$2,836,548	\$6,500,238	\$10,395,735	\$14,489,942
Debt Service/Override (33.060 mills)	\$321,032	\$3,479,380	\$7,973,355	\$12,751,670	\$17,773,727
Abatement (0.204 mills)	\$1,981	\$21,470	\$49,200	\$78,685	\$109,675

Source: Ricker | Cunningham.

4. Estimated Revenues Generated by the Pikes Peak Library District Mill Levy

Property Tax Revenue

Currently, the District's property tax base in the Area is \$0 and absent the Project, it would not be expected to increase. During the 25-year statutory period, the District's property tax revenue base will remain \$0. During this 25-year period, the District's mill levy on new taxable assessed value in the Area is estimated to generate approximately \$2.0 million in new property tax revenue. After the 25-year analysis period is completed, District property tax revenues will increase to approximately \$240,000 on an annual basis. These figures reflect the impacts of inflation, conservatively estimated at approximately 1% on an annual basis. **Table 5** provides a summary of District property tax revenues.

Table 5
True North Commons Urban Renewal Area
Pikes Peak Library District Tax Revenue Analysis

Development Program (25 years)

New Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

	Cumulative Total By:				
	5	10	15	20	25
Pikes Peak Library District					
Property Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Property Tax Increment	\$37,017	\$401,192	\$919,372	\$1,470,338	\$2,049,409

Source: Ricker | Cunningham.

5. Estimated Revenues Generated by the Southeastern Colorado Water Conservancy District Mill Levy

Property Tax Revenue

Currently, the District's property tax base in the Area is \$0 and absent the Project, it would not be expected to increase. During the 25-year statutory period, the District's property tax revenue base will remain \$0. During this 25-year period, the District's mill levy on new taxable assessed value in the Area is estimated to generate approximately \$505,000 in new property tax revenue. After the 25-year analysis period is completed, District property tax revenues will increase to approximately \$29,000 on an annual basis. These figures reflect the impacts of inflation, conservatively estimated at approximately 1% on an annual basis. **Table 6** provides a summary of District property tax revenues.

Table 6

True North Commons Urban Renewal Area Southeastern Colorado Water Conservancy District Tax Revenue Analysis

Development Program (25 years)

New Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

	Cumulative Total By:				
	5	10	15	20	25
Southeastern Colorado Water Conservancy District					
Property Tax Revenues from Existing Base	\$0	\$0	\$0	\$0	\$0
Property Tax Increment	\$9,118	\$98,825	\$226,466	\$362,184	\$504,825

Source: Ricker | Cunningham.

Appendix

True North Commons Urban Renewal Area

Annual Revenues by Taxing District

Table A-1
El Paso County Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	1	2	3	4	5	6	7	8	9
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	0	0	0	250	250	375	375	375	375
Retail/Entertainment (sq ft)	0	0	0	12,500	22,500	37,500	37,500	37,500	37,500
Office (sq ft)	0	0	0	25,000	50,000	75,000	100,000	125,000	150,000
Estimated Development Market Value:									
Hotel/Lodging (rooms) \$100,000	\$0	\$0	\$0	\$25,757,525	\$26,015,100	\$39,412,877	\$39,807,006	\$40,205,076	\$40,607,126
Retail/Entertainment (sq ft) \$200	\$0	\$0	\$0	\$2,575,753	\$4,682,718	\$7,882,575	\$7,961,401	\$8,041,015	\$8,121,425
Office (sq ft) \$200	\$0	\$0	\$0	\$5,151,505	\$10,406,040	\$15,765,151	\$21,230,403	\$26,803,384	\$32,485,701
Estimated Development Assessed Value:									
Hotel/Lodging (rooms) 29%	\$0	\$0	\$0	\$7,469,682	\$7,544,379	\$11,429,734	\$11,544,032	\$11,659,472	\$11,776,067
Retail/Entertainment (sq ft) 29%	\$0	\$0	\$0	\$746,968	\$1,357,988	\$2,285,947	\$2,308,806	\$2,331,894	\$2,355,213
Office (sq ft) 29%	\$0	\$0	\$0	\$1,493,936	\$3,017,752	\$4,571,894	\$6,156,817	\$7,772,981	\$9,420,853
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms) 0.076272	\$0	\$0	\$0	\$0	\$569,728	\$575,425	\$871,769	\$880,486	\$889,291
Retail/Entertainment (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$56,973	\$103,576	\$174,354	\$176,097	\$177,858
Office (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$113,946	\$230,170	\$348,707	\$469,593	\$592,861
Total Property Tax Revenues from New Development:	\$0	\$0	\$0	\$0	\$740,646	\$909,171	\$1,394,830	\$1,526,176	\$1,660,010
Total Property Tax Revenues from Existing Development:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Impact:									
County Property Tax Base: 0.007965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Property Tax Increment: 0.007965	\$0	\$0	\$0	\$0	\$77,345	\$94,944	\$145,661	\$159,377	\$173,353
Total County Property Tax Revenue:	\$0	\$0	\$0	\$0	\$77,345	\$94,944	\$145,661	\$159,377	\$173,353
Cumulative County Property Tax Revenue:	\$0	\$0	\$0	\$0	\$77,345	\$172,289	\$317,949	\$477,326	\$650,679
Annual Sales Tax Revenue Estimates									
Estimated Cumulative Retail/Entertainment Development:									
Estimated Taxable Retail Sales from New Development: \$250	\$0	\$0	\$0	\$3,316,275	\$6,088,681	\$10,350,758	\$10,557,773	\$10,768,928	\$10,984,307
County Impact:									
County Sales Tax Base: 1.23%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Sales Tax Increment (1.00% General Fund): 1.00%	\$0	\$0	\$0	\$33,163	\$60,887	\$103,508	\$105,578	\$107,689	\$109,843
County Sales Tax Increment (0.23% Public Safety): 0.23%	\$0	\$0	\$0	\$7,627	\$14,004	\$23,807	\$24,283	\$24,769	\$25,264
Cumulative County Sales Tax Revenue:	\$0	\$0	\$0	\$40,790	\$115,681	\$242,995	\$372,856	\$505,314	\$640,421

Source: Ricker | Cunningham.

Table A-1 (Cont'd)
El Paso County Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	
Office (sq ft)	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$41,013,198	\$41,423,330	\$41,837,563	\$42,255,939	\$42,678,498	\$43,105,283	\$43,536,336	\$43,971,699
Retail/Entertainment (sq ft)	\$200	\$8,202,640	\$8,284,666	\$8,367,513	\$8,451,188	\$8,535,700	\$8,621,057	\$8,707,267	\$8,794,340
Office (sq ft)	\$200	\$38,278,985	\$44,184,885	\$44,626,734	\$45,073,001	\$45,523,731	\$45,978,969	\$46,438,758	\$46,903,146
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$11,893,827	\$12,012,766	\$12,132,893	\$12,254,222	\$12,376,764	\$12,500,532	\$12,625,537	\$12,751,793
Retail/Entertainment (sq ft)	29%	\$2,378,765	\$2,402,553	\$2,426,579	\$2,450,844	\$2,475,353	\$2,500,106	\$2,525,107	\$2,550,359
Office (sq ft)	29%	\$11,100,906	\$12,813,617	\$12,941,753	\$13,071,170	\$13,201,882	\$13,333,901	\$13,467,240	\$13,601,912
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$898,184	\$907,166	\$916,238	\$925,400	\$934,654	\$944,001	\$953,441	\$962,975
Retail/Entertainment (sq ft)	0.076272	\$179,637	\$181,433	\$183,248	\$185,080	\$186,931	\$188,800	\$190,688	\$192,595
Office (sq ft)	0.076272	\$718,547	\$846,688	\$977,320	\$987,093	\$996,964	\$1,006,934	\$1,017,003	\$1,027,173
Total Property Tax Revenues from New Development:		\$1,796,368	\$1,935,287	\$2,076,805	\$2,097,573	\$2,118,549	\$2,139,735	\$2,161,132	\$2,182,743
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Impact:									
County Property Tax Base:	0.007965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Property Tax Increment:	0.007965	\$187,593	\$202,100	\$216,878	\$219,047	\$221,238	\$223,450	\$225,685	\$227,941
Total County Property Tax Revenue:		\$187,593	\$202,100	\$216,878	\$219,047	\$221,238	\$223,450	\$225,685	\$227,941
Cumulative County Property Tax Revenue:		\$838,272	\$1,040,372	\$1,257,250	\$1,476,297	\$1,697,535	\$1,920,985	\$2,146,670	\$2,374,611
Annual Sales Tax Revenue Estimates									
		Year							
		10	11	12	13	14	15	16	17
Estimated Cumulative Retail/Entertainment Development:									
		37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Estimated Taxable Retail Sales from New Development:	\$250	\$11,203,993	\$11,428,073	\$11,656,634	\$11,889,767	\$12,127,562	\$12,370,113	\$12,617,516	\$12,869,866
County Impact:									
County Sales Tax Base:	1.23%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Sales Tax Increment (1.00% General Fund):	1.00%	\$112,040	\$114,281	\$116,566	\$118,898	\$121,276	\$123,701	\$126,175	\$128,699
County Sales Tax Increment (0.23% Public Safety):	0.23%	\$25,769	\$26,285	\$26,810	\$27,346	\$27,893	\$28,451	\$29,020	\$29,601
Cumulative County Sales Tax Revenue:		\$778,230	\$918,795	\$1,062,172	\$1,208,416	\$1,357,585	\$1,509,737	\$1,664,933	\$1,823,232

Source: Ricker | Cunningham.

Table A-1 (Cont'd)
El Paso County Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	375
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Office (sq ft)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$44,411,416	\$44,855,530	\$45,304,086	\$45,757,126	\$46,214,698	\$46,676,845	\$47,143,613	\$47,615,049
Retail/Entertainment (sq ft)	\$200	\$8,882,283	\$8,971,106	\$9,060,817	\$9,151,425	\$9,242,940	\$9,335,369	\$9,428,723	\$9,523,010
Office (sq ft)	\$200	\$47,372,177	\$47,845,899	\$48,324,358	\$48,807,602	\$49,295,678	\$49,788,634	\$50,286,521	\$50,789,386
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$12,879,311	\$13,008,104	\$13,138,185	\$13,269,567	\$13,402,262	\$13,536,285	\$13,671,648	\$13,808,364
Retail/Entertainment (sq ft)	29%	\$2,575,862	\$2,601,621	\$2,627,637	\$2,653,913	\$2,680,452	\$2,707,257	\$2,734,330	\$2,761,673
Office (sq ft)	29%	\$13,737,931	\$13,875,311	\$14,014,064	\$14,154,204	\$14,295,747	\$14,438,704	\$14,583,091	\$14,728,922
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$972,605	\$982,331	\$992,154	\$1,002,076	\$1,012,096	\$1,022,217	\$1,032,440	\$1,042,764
Retail/Entertainment (sq ft)	0.076272	\$194,521	\$196,466	\$198,431	\$200,415	\$202,419	\$204,443	\$206,488	\$208,553
Office (sq ft)	0.076272	\$1,037,445	\$1,047,820	\$1,058,298	\$1,068,881	\$1,079,569	\$1,090,365	\$1,101,269	\$1,112,282
Total Property Tax Revenues from New Development:		\$2,204,571	\$2,226,616	\$2,248,883	\$2,271,371	\$2,294,085	\$2,317,026	\$2,340,196	\$2,363,598
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Impact:									
County Property Tax Base:	0.007965	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Property Tax Increment:	0.007965	\$230,221	\$232,523	\$234,848	\$237,197	\$239,569	\$241,964	\$244,384	\$246,828
Total County Property Tax Revenue:		\$230,221	\$232,523	\$234,848	\$237,197	\$239,569	\$241,964	\$244,384	\$246,828
Cumulative County Property Tax Revenue:		\$2,604,832	\$2,837,355	\$3,072,204	\$3,309,400	\$3,548,969	\$3,790,934	\$4,035,318	\$4,282,146
Annual Sales Tax Revenue Estimates									
		Year							
		18	19	20	21	22	23	24	25
Estimated Cumulative Retail/Entertainment Development:									
		37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Estimated Taxable Retail Sales from New Development:	\$250	\$13,127,263	\$13,389,809	\$13,657,605	\$13,930,757	\$14,209,372	\$14,493,559	\$14,783,431	\$15,079,099
County Impact:									
County Sales Tax Base:	1.23%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Sales Tax Increment (1.00% General Fund):	1.00%	\$131,273	\$133,898	\$136,576	\$139,308	\$142,094	\$144,936	\$147,834	\$150,791
County Sales Tax Increment (0.23% Public Safety):	0.23%	\$30,193	\$30,797	\$31,412	\$32,041	\$32,682	\$33,335	\$34,002	\$34,682
Cumulative County Sales Tax Revenue:		\$1,984,697	\$2,149,392	\$2,317,381	\$2,488,729	\$2,663,504	\$2,841,775	\$3,023,611	\$3,209,084

Source: Ricker | Cunningham.

Table A-2
City of Colorado Springs Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	1	2	3	4	5	6	7	8	9
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	0	0	0	250	250	375	375	375	375
Retail/Entertainment (sq ft)	0	0	0	12,500	22,500	37,500	37,500	37,500	37,500
Office (sq ft)	0	0	0	25,000	50,000	75,000	100,000	125,000	150,000
Estimated Development Market Value:									
Hotel/Lodging (rooms) \$100,000	\$0	\$0	\$0	\$25,757,525	\$26,015,100	\$39,412,877	\$39,807,006	\$40,205,076	\$40,607,126
Retail/Entertainment (sq ft) \$200	\$0	\$0	\$0	\$2,575,753	\$4,682,718	\$7,882,575	\$7,961,401	\$8,041,015	\$8,121,425
Office (sq ft) \$200	\$0	\$0	\$0	\$5,151,505	\$10,406,040	\$15,765,151	\$21,230,403	\$26,803,384	\$32,485,701
Estimated Development Assessed Value:									
Hotel/Lodging (rooms) 29%	\$0	\$0	\$0	\$7,469,682	\$7,544,379	\$11,429,734	\$11,544,032	\$11,659,472	\$11,776,067
Retail/Entertainment (sq ft) 29%	\$0	\$0	\$0	\$746,968	\$1,357,988	\$2,285,947	\$2,308,806	\$2,331,894	\$2,355,213
Office (sq ft) 29%	\$0	\$0	\$0	\$1,493,936	\$3,017,752	\$4,571,894	\$6,156,817	\$7,772,981	\$9,420,853
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms) 0.076272	\$0	\$0	\$0	\$0	\$569,728	\$575,425	\$871,769	\$880,486	\$889,291
Retail/Entertainment (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$56,973	\$103,576	\$174,354	\$176,097	\$177,858
Office (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$113,946	\$230,170	\$348,707	\$469,593	\$592,861
Total Property Tax Revenues from New Development:	\$0	\$0	\$0	\$0	\$740,646	\$909,171	\$1,394,830	\$1,526,176	\$1,660,010
Total Property Tax Revenues from Existing Development:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Impact:									
City Property Tax Base:	0.004279	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Property Tax Increment:	0.004279	\$0	\$0	\$0	\$41,552	\$51,006	\$78,253	\$85,621	\$93,130
Total City Property Tax Revenue:	\$0	\$0	\$0	\$0	\$41,552	\$51,006	\$78,253	\$85,621	\$93,130
Cumulative City Property Tax Revenue:	\$0	\$0	\$0	\$0	\$41,552	\$92,558	\$170,810	\$256,432	\$349,561

Annual Sales Tax Revenue Estimates	Year								
	1	2	3	4	5	6	7	8	9
Estimated Cumulative Retail/Entertainment Development:									
Estimated Taxable Retail Sales from New Development: \$250	\$0	\$0	\$0	\$12,500	\$22,500	\$37,500	\$37,500	\$37,500	\$37,500
City Impact:									
City Sales Tax Base:	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Sales Tax Increment (2.00% general fund):	2.00%	\$0	\$0	\$0	\$66,326	\$121,774	\$207,015	\$211,155	\$215,379
City Sales Tax Increment (0.62% 2C Roads):	0.62%	\$0	\$0	\$0	\$20,561	\$37,750	\$64,175	\$65,458	\$66,767
City Sales Tax Increment (0.40% PSS1):	0.40%	\$0	\$0	\$0	\$13,265	\$24,355	\$41,403	\$42,231	\$43,076
City Sales Tax Increment (0.10% TOPS):	0.10%	\$0	\$0	\$0	\$3,316	\$6,089	\$10,351	\$10,558	\$10,769
Cumulative City Sales Tax Revenue:	\$0	\$0	\$0	\$103,468	\$293,435	\$616,378	\$945,781	\$1,281,771	\$1,624,482

Source: Ricker | Cunningham.

Table A-2 (Cont'd)
City of Colorado Springs Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	375
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Office (sq ft)	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$41,013,198	\$41,423,330	\$41,837,563	\$42,255,939	\$42,678,498	\$43,105,283	\$43,536,336	\$43,971,699
Retail/Entertainment (sq ft)	\$200	\$8,202,640	\$8,284,666	\$8,367,513	\$8,451,188	\$8,535,700	\$8,621,057	\$8,707,267	\$8,794,340
Office (sq ft)	\$200	\$38,278,985	\$44,184,885	\$44,626,734	\$45,073,001	\$45,523,731	\$45,978,969	\$46,438,758	\$46,903,146
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$11,893,827	\$12,012,766	\$12,132,893	\$12,254,222	\$12,376,764	\$12,500,532	\$12,625,537	\$12,751,793
Retail/Entertainment (sq ft)	29%	\$2,378,765	\$2,402,553	\$2,426,579	\$2,450,844	\$2,475,353	\$2,500,106	\$2,525,107	\$2,550,359
Office (sq ft)	29%	\$11,100,906	\$12,813,617	\$12,941,753	\$13,071,170	\$13,201,882	\$13,333,901	\$13,467,240	\$13,601,912
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$898,184	\$907,166	\$916,238	\$925,400	\$934,654	\$944,001	\$953,441	\$962,975
Retail/Entertainment (sq ft)	0.076272	\$179,637	\$181,433	\$183,248	\$185,080	\$186,931	\$188,800	\$190,688	\$192,595
Office (sq ft)	0.076272	\$718,547	\$846,688	\$977,320	\$987,093	\$996,964	\$1,006,934	\$1,017,003	\$1,027,173
Total Property Tax Revenues from New Development:		\$1,796,368	\$1,935,287	\$2,076,805	\$2,097,573	\$2,118,549	\$2,139,735	\$2,161,132	\$2,182,743
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Impact:									
City Property Tax Base:	0.004279	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Property Tax Increment:	0.004279	\$100,780	\$108,573	\$116,513	\$117,678	\$118,855	\$120,043	\$121,243	\$122,456
Total City Property Tax Revenue:		\$100,780	\$108,573	\$116,513	\$117,678	\$118,855	\$120,043	\$121,243	\$122,456
Cumulative City Property Tax Revenue:		\$450,341	\$558,914	\$675,427	\$793,104	\$911,959	\$1,032,002	\$1,153,245	\$1,275,701

Annual Sales Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated Cumulative Retail/Entertainment Development:									
Estimated Taxable Retail Sales from New Development:	\$250	\$11,203,993	\$11,428,073	\$11,656,634	\$11,889,767	\$12,127,562	\$12,370,113	\$12,617,516	\$12,869,866
City Impact:									
City Sales Tax Base:	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Sales Tax Increment (2.00% general fund):	2.00%	\$224,080	\$228,561	\$233,133	\$237,795	\$242,551	\$247,402	\$252,350	\$257,397
City Sales Tax Increment (0.62% 2C Roads):	0.62%	\$69,465	\$70,854	\$72,271	\$73,717	\$75,191	\$76,695	\$78,229	\$79,793
City Sales Tax Increment (0.40% PSST):	0.40%	\$44,816	\$45,712	\$46,627	\$47,559	\$48,510	\$49,480	\$50,470	\$51,479
City Sales Tax Increment (0.10% TOPS):	0.10%	\$11,204	\$11,428	\$11,657	\$11,890	\$12,128	\$12,370	\$12,618	\$12,870
Cumulative City Sales Tax Revenue:		\$1,974,046	\$2,330,602	\$2,694,289	\$3,065,250	\$3,443,630	\$3,829,577	\$4,223,244	\$4,624,784

Source: Ricker | Cunningham.

Table A-2 (Cont'd)
City of Colorado Springs Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	375
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Office (sq ft)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$44,411,416	\$44,855,530	\$45,304,086	\$45,757,126	\$46,214,698	\$46,676,845	\$47,143,613	\$47,615,049
Retail/Entertainment (sq ft)	\$200	\$8,882,283	\$8,971,106	\$9,060,817	\$9,151,425	\$9,242,940	\$9,335,369	\$9,428,723	\$9,523,010
Office (sq ft)	\$200	\$47,372,177	\$47,845,899	\$48,324,358	\$48,807,602	\$49,295,678	\$49,788,634	\$50,286,521	\$50,789,386
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$12,879,311	\$13,008,104	\$13,138,185	\$13,269,567	\$13,402,262	\$13,536,285	\$13,671,648	\$13,808,364
Retail/Entertainment (sq ft)	29%	\$2,575,862	\$2,601,621	\$2,627,637	\$2,653,913	\$2,680,452	\$2,707,257	\$2,734,330	\$2,761,673
Office (sq ft)	29%	\$13,737,931	\$13,875,311	\$14,014,064	\$14,154,204	\$14,295,747	\$14,438,704	\$14,583,091	\$14,728,922
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$972,605	\$982,331	\$992,154	\$1,002,076	\$1,012,096	\$1,022,217	\$1,032,440	\$1,042,764
Retail/Entertainment (sq ft)	0.076272	\$194,521	\$196,466	\$198,431	\$200,415	\$202,419	\$204,443	\$206,488	\$208,553
Office (sq ft)	0.076272	\$1,037,445	\$1,047,820	\$1,058,298	\$1,068,881	\$1,079,569	\$1,090,365	\$1,101,269	\$1,112,282
Total Property Tax Revenues from New Development:		\$2,204,571	\$2,226,616	\$2,248,883	\$2,271,371	\$2,294,085	\$2,317,026	\$2,340,196	\$2,363,598
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Impact:									
City Property Tax Base:	0.004279	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Property Tax Increment:	0.004279	\$123,680	\$124,917	\$126,166	\$127,428	\$128,702	\$129,989	\$131,289	\$132,602
Total City Property Tax Revenue:		\$123,680	\$124,917	\$126,166	\$127,428	\$128,702	\$129,989	\$131,289	\$132,602
Cumulative City Property Tax Revenue:		\$1,399,382	\$1,524,299	\$1,650,466	\$1,777,894	\$1,906,596	\$2,036,586	\$2,167,875	\$2,300,477

Annual Sales Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Retail/Entertainment Development:									
Estimated Taxable Retail Sales from New Development:	\$250	\$13,127,263	\$13,389,809	\$13,657,605	\$13,930,757	\$14,209,372	\$14,493,559	\$14,783,431	\$15,079,099
City Impact:									
City Sales Tax Base:	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City Sales Tax Increment (2.00% general fund):	2.00%	\$262,545	\$267,796	\$273,152	\$278,615	\$284,187	\$289,871	\$295,669	\$301,582
City Sales Tax Increment (0.62% 2C Roads):	0.62%	\$81,389	\$83,017	\$84,677	\$86,371	\$88,098	\$89,860	\$91,657	\$93,490
City Sales Tax Increment (0.40% PSST):	0.40%	\$52,509	\$53,559	\$54,630	\$55,723	\$56,837	\$57,974	\$59,134	\$60,316
City Sales Tax Increment (0.10% TOPS):	0.10%	\$13,127	\$13,390	\$13,658	\$13,931	\$14,209	\$14,494	\$14,783	\$15,079
Cumulative City Sales Tax Revenue:		\$5,034,354	\$5,452,116	\$5,878,234	\$6,312,873	\$6,756,206	\$7,208,405	\$7,669,648	\$8,140,116

Source: Ricker | Cunningham.

Table A-2 (Cont'd)
City of Colorado Springs Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

		Year								
		1	2	3	4	5	6	7	8	9
Estimated Cumulative Lodging Development:		0	0	0	250	250	375	375	375	375
Estimated Lodging Revenue from New Development:	\$35,000	\$0	\$0	\$0	\$9,285,570	\$9,471,281	\$14,491,061	\$14,780,882	\$15,076,499	\$15,378,029
Total LART Revenues from New Redevelopment:	5.12%	\$0	\$0	\$0	\$475,421	\$484,930	\$741,942	\$756,781	\$771,917	\$787,355
Total LART Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City LART Tax Revenues:		\$0	\$0	\$0	\$475,421	\$484,930	\$741,942	\$756,781	\$771,917	\$787,355
City LART Base:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total LART Increment:		\$0	\$0	\$0	\$475,421	\$484,930	\$741,942	\$756,781	\$771,917	\$787,355
Cumulative City LART Revenue:		\$0	\$0	\$0	\$475,421	\$960,351	\$1,702,293	\$2,459,074	\$3,230,991	\$4,018,346

		Year								
		1	2	3	4	5	6	7	8	9
Estimated New Development:										
Hotel/Lodging (rooms)		0	0	0	250	0	125	0	0	0
Retail/Entertainment (sq ft)		0	0	0	0	0	0	0	0	0
Office (sq ft)		0	0	0	25,000	25,000	25,000	25,000	25,000	25,000
Estimated Development Construction Value:										
Hotel/Lodging (rooms)	\$100,000	\$0	\$0	\$0	\$26,530,200	\$0	\$13,801,010	\$0	\$0	\$0
Retail/Entertainment (sq ft)	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office (sq ft)	\$200	\$0	\$0	\$0	\$5,306,040	\$5,412,161	\$5,520,404	\$5,630,812	\$5,743,428	\$5,858,297
Estimated Construction Attributable to Materials:										
Hotel/Lodging (rooms)	55%	\$0	\$0	\$0	\$14,591,610	\$0	\$7,590,556	\$0	\$0	\$0
Retail/Entertainment (sq ft)	55%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office (sq ft)	55%	\$0	\$0	\$0	\$2,918,322	\$2,976,688	\$3,036,222	\$3,096,947	\$3,158,886	\$3,222,063
Estimated Development Use Tax Revenues:										
Hotel/Lodging (rooms)	3.12%	\$0	\$0	\$0	\$0	\$455,258	\$0	\$236,825	\$0	\$0
Retail/Entertainment (sq ft)	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office (sq ft)	3.12%	\$0	\$0	\$0	\$0	\$91,052	\$92,873	\$94,730	\$96,625	\$98,557
Total Use Tax Revenues from New Redevelopment:		\$0	\$0	\$0	\$0	\$546,310	\$92,873	\$331,555	\$96,625	\$98,557
Total Use Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Use Tax Revenues:		\$0	\$0	\$0	\$0	\$546,310	\$92,873	\$331,555	\$96,625	\$98,557
Existing Use Tax Base:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Use Tax Increment:		\$0	\$0	\$0	\$0	\$546,310	\$92,873	\$331,555	\$96,625	\$98,557
Cumulative City Use Tax Revenue:		\$0	\$0	\$0	\$0	\$546,310	\$639,183	\$970,738	\$1,067,363	\$1,165,920

Source: Ricker | Cunningham.

Table A-2 (Cont'd)
City of Colorado Springs Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Lodging Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated Cumulative Lodging Development:	375	375	375	375	375	375	375	375	375
Estimated Lodging Revenue from New Development:	\$35,000	\$15,685,590	\$15,999,302	\$16,319,288	\$16,645,674	\$16,978,587	\$17,318,159	\$17,664,522	\$18,017,812
Total LART Revenues from New Redevelopment:	5.12%	\$803,102	\$819,164	\$835,548	\$852,258	\$869,304	\$886,690	\$904,424	\$922,512
Total LART Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City LART Tax Revenues:		\$803,102	\$819,164	\$835,548	\$852,258	\$869,304	\$886,690	\$904,424	\$922,512
City LART Base:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total LART Increment:		\$803,102	\$819,164	\$835,548	\$852,258	\$869,304	\$886,690	\$904,424	\$922,512
Cumulative City LART Revenue:		\$4,821,448	\$5,640,613	\$6,476,160	\$7,328,419	\$8,197,722	\$9,084,412	\$9,988,835	\$10,911,347

Annual Use Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated New Development:									
Hotel/Lodging (rooms)	0	0	0	0	0	0	0	0	0
Retail/Entertainment (sq ft)	0	0	0	0	0	0	0	0	0
Office (sq ft)	25,000	25,000	0	0	0	0	0	0	0
Estimated Development Construction Value:									
Hotel/Lodging (rooms)	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retail/Entertainment (sq ft)	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office (sq ft)	\$200	\$5,975,463	\$6,094,972	\$0	\$0	\$0	\$0	\$0	\$0
Estimated Construction Attributable to Materials:									
Hotel/Lodging (rooms)	55%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retail/Entertainment (sq ft)	55%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office (sq ft)	55%	\$3,286,505	\$3,352,235	\$0	\$0	\$0	\$0	\$0	\$0
Estimated Development Use Tax Revenues:									
Hotel/Lodging (rooms)	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retail/Entertainment (sq ft)	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office (sq ft)	3.12%	\$100,528	\$102,539	\$104,590	\$0	\$0	\$0	\$0	\$0
Total Use Tax Revenues from New Redevelopment:		\$100,528	\$102,539	\$104,590	\$0	\$0	\$0	\$0	\$0
Total Use Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Use Tax Revenues:		\$100,528	\$102,539	\$104,590	\$0	\$0	\$0	\$0	\$0
Existing Use Tax Base:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Use Tax Increment:		\$100,528	\$102,539	\$104,590	\$0	\$0	\$0	\$0	\$0
Cumulative City Use Tax Revenue:		\$1,266,448	\$1,368,987	\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577

Source: Ricker | Cunningham.

Table A-2 (Cont'd)
City of Colorado Springs Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Lodging Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Lodging Development:	375	375	375	375	375	375	375	375	
Estimated Lodging Revenue from New Development:	\$35,000	\$18,378,169	\$18,745,732	\$19,120,647	\$19,503,060	\$19,893,121	\$20,290,983	\$20,696,803	\$21,110,739
Total LART Revenues from New Redevelopment:	5.12%	\$940,962	\$959,781	\$978,977	\$998,557	\$1,018,528	\$1,038,898	\$1,059,676	\$1,080,870
Total LART Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
City LART Tax Revenues:		\$940,962	\$959,781	\$978,977	\$998,557	\$1,018,528	\$1,038,898	\$1,059,676	\$1,080,870
City LART Base:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total LART Increment:		\$940,962	\$959,781	\$978,977	\$998,557	\$1,018,528	\$1,038,898	\$1,059,676	\$1,080,870
Cumulative City LART Revenue:		\$11,852,310	\$12,812,091	\$13,791,068	\$14,789,625	\$15,808,153	\$16,847,051	\$17,906,727	\$18,987,597

Annual Use Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated New Development:									
Hotel/Lodging (rooms)	0	0	0	0	0	0	0	0	
Retail/Entertainment (sq ft)	0	0	0	0	0	0	0	0	
Office (sq ft)	0	0	0	0	0	0	0	0	
Estimated Development Construction Value:									
Hotel/Lodging (rooms)	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Retail/Entertainment (sq ft)	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Office (sq ft)	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Estimated Construction Attributable to Materials:									
Hotel/Lodging (rooms)	55%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Retail/Entertainment (sq ft)	55%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Office (sq ft)	55%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Estimated Development Use Tax Revenues:									
Hotel/Lodging (rooms)	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Retail/Entertainment (sq ft)	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Office (sq ft)	3.12%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Use Tax Revenues from New Redevelopment:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Use Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Use Tax Revenues:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Existing Use Tax Base:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Use Tax Increment:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Cumulative City Use Tax Revenue:		\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577	\$1,473,577	

Source: Ricker | Cunningham.

**Table A-3
Academy School District 20 Tax Revenues**

Annual Property Tax Revenue Estimates		Year								
		1	2	3	4	5	6	7	8	9
Development Program										
New Private Development:										
Hotel/Lodging (rooms)	375									
Retail/Entertainment (sq ft)	37,500									
Office (sq ft)	200,000									
Estimated Cumulative Development Demand:										
Hotel/Lodging (rooms)		0	0	0	250	250	375	375	375	375
Retail/Entertainment (sq ft)		0	0	0	12,500	22,500	37,500	37,500	37,500	37,500
Office (sq ft)		0	0	0	25,000	50,000	75,000	100,000	125,000	150,000
Estimated Development Market Value:										
Hotel/Lodging (rooms)	\$100,000	\$0	\$0	\$0	\$25,757,525	\$26,015,100	\$39,412,877	\$39,807,006	\$40,205,076	\$40,607,126
Retail/Entertainment (sq ft)	\$200	\$0	\$0	\$0	\$2,575,753	\$4,682,718	\$7,882,575	\$7,961,401	\$8,041,015	\$8,121,425
Office (sq ft)	\$200	\$0	\$0	\$0	\$5,151,505	\$10,406,040	\$15,765,151	\$21,230,403	\$26,803,384	\$32,485,701
Estimated Development Assessed Value:										
Hotel/Lodging (rooms)	29%	\$0	\$0	\$0	\$7,469,682	\$7,544,379	\$11,429,734	\$11,544,032	\$11,659,472	\$11,776,067
Retail/Entertainment (sq ft)	29%	\$0	\$0	\$0	\$746,968	\$1,357,988	\$2,285,947	\$2,308,806	\$2,331,894	\$2,355,213
Office (sq ft)	29%	\$0	\$0	\$0	\$1,493,936	\$3,017,752	\$4,571,894	\$6,156,817	\$7,772,981	\$9,420,853
Estimated Development Property Tax Revenues (76.272 mills):										
Hotel/Lodging (rooms)	0.076272	\$0	\$0	\$0	\$0	\$569,728	\$575,425	\$871,769	\$880,486	\$889,291
Retail/Entertainment (sq ft)	0.076272	\$0	\$0	\$0	\$0	\$56,973	\$103,576	\$174,354	\$176,097	\$177,858
Office (sq ft)	0.076272	\$0	\$0	\$0	\$0	\$113,946	\$230,170	\$348,707	\$469,593	\$592,861
Total Property Tax Revenues from New Development:		\$0	\$0	\$0	\$0	\$740,646	\$909,171	\$1,394,830	\$1,526,176	\$1,660,010
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:										
District Property Tax Base:	0.060216	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment:	0.060216	\$0	\$0	\$0	\$0	\$584,733	\$717,782	\$1,101,205	\$1,204,901	\$1,310,562
Total District Property Tax Revenue:		\$0	\$0	\$0	\$0	\$584,733	\$717,782	\$1,101,205	\$1,204,901	\$1,310,562
Cumulative District Property Tax Revenue:		\$0	\$0	\$0	\$0	\$584,733	\$1,302,515	\$2,403,719	\$3,608,621	\$4,919,183

Source: Ricker | Cunningham.

Table A-3 (Cont'd)
Academy School District 20 Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	375
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Office (sq ft)	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Estimated Development Market Value:									
Hotel/Lodging (rooms) \$100,000	\$41,013,198	\$41,423,330	\$41,837,563	\$42,255,939	\$42,678,498	\$43,105,283	\$43,536,336	\$43,971,699	\$43,971,699
Retail/Entertainment (sq ft) \$200	\$8,202,640	\$8,284,666	\$8,367,513	\$8,451,188	\$8,535,700	\$8,621,057	\$8,707,267	\$8,794,340	\$8,794,340
Office (sq ft) \$200	\$38,278,985	\$44,184,885	\$44,626,734	\$45,073,001	\$45,523,731	\$45,978,969	\$46,438,758	\$46,903,146	\$46,903,146
Estimated Development Assessed Value:									
Hotel/Lodging (rooms) 29%	\$11,893,827	\$12,012,766	\$12,132,893	\$12,254,222	\$12,376,764	\$12,500,532	\$12,625,537	\$12,751,793	\$12,751,793
Retail/Entertainment (sq ft) 29%	\$2,378,765	\$2,402,553	\$2,426,579	\$2,450,844	\$2,475,353	\$2,500,106	\$2,525,107	\$2,550,359	\$2,550,359
Office (sq ft) 29%	\$11,100,906	\$12,813,617	\$12,941,753	\$13,071,170	\$13,201,882	\$13,333,901	\$13,467,240	\$13,601,912	\$13,601,912
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms) 0.076272	\$898,184	\$907,166	\$916,238	\$925,400	\$934,654	\$944,001	\$953,441	\$962,975	\$962,975
Retail/Entertainment (sq ft) 0.076272	\$179,637	\$181,433	\$183,248	\$185,080	\$186,931	\$188,800	\$190,688	\$192,595	\$192,595
Office (sq ft) 0.076272	\$718,547	\$846,688	\$977,320	\$987,093	\$996,964	\$1,006,934	\$1,017,003	\$1,027,173	\$1,027,173
Total Property Tax Revenues from New Development:	\$1,796,368	\$1,935,287	\$2,076,805	\$2,097,573	\$2,118,549	\$2,139,735	\$2,161,132	\$2,182,743	\$2,182,743
Total Property Tax Revenues from Existing Development:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base: 0.060216	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment: 0.060216	\$1,418,215	\$1,527,891	\$1,639,618	\$1,656,014	\$1,672,574	\$1,689,300	\$1,706,193	\$1,723,255	\$1,723,255
Total District Property Tax Revenue:	\$1,418,215	\$1,527,891	\$1,639,618	\$1,656,014	\$1,672,574	\$1,689,300	\$1,706,193	\$1,723,255	\$1,723,255
Cumulative District Property Tax Revenue:	\$6,337,398	\$7,865,288	\$9,504,906	\$11,160,920	\$12,833,494	\$14,522,793	\$16,228,986	\$17,952,240	\$17,952,240

Source: Ricker | Cunningham.

Table A-3 (Cont'd)
Academy School District 20 Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	
Office (sq ft)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$44,411,416	\$44,855,530	\$45,304,086	\$45,757,126	\$46,214,698	\$46,676,845	\$47,143,613	\$47,615,049
Retail/Entertainment (sq ft)	\$200	\$8,882,283	\$8,971,106	\$9,060,817	\$9,151,425	\$9,242,940	\$9,335,369	\$9,428,723	\$9,523,010
Office (sq ft)	\$200	\$47,372,177	\$47,845,899	\$48,324,358	\$48,807,602	\$49,295,678	\$49,788,634	\$50,286,521	\$50,789,386
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$12,879,311	\$13,008,104	\$13,138,185	\$13,269,567	\$13,402,262	\$13,536,285	\$13,671,648	\$13,808,364
Retail/Entertainment (sq ft)	29%	\$2,575,862	\$2,601,621	\$2,627,637	\$2,653,913	\$2,680,452	\$2,707,257	\$2,734,330	\$2,761,673
Office (sq ft)	29%	\$13,737,931	\$13,875,311	\$14,014,064	\$14,154,204	\$14,295,747	\$14,438,704	\$14,583,091	\$14,728,922
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$972,605	\$982,331	\$992,154	\$1,002,076	\$1,012,096	\$1,022,217	\$1,032,440	\$1,042,764
Retail/Entertainment (sq ft)	0.076272	\$194,521	\$196,466	\$198,431	\$200,415	\$202,419	\$204,443	\$206,488	\$208,553
Office (sq ft)	0.076272	\$1,037,445	\$1,047,820	\$1,058,298	\$1,068,881	\$1,079,569	\$1,090,365	\$1,101,269	\$1,112,282
Total Property Tax Revenues from New Development:		\$2,204,571	\$2,226,616	\$2,248,883	\$2,271,371	\$2,294,085	\$2,317,026	\$2,340,196	\$2,363,598
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base:	0.060216	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment:	0.060216	\$1,740,487	\$1,757,892	\$1,775,471	\$1,793,226	\$1,811,158	\$1,829,269	\$1,847,562	\$1,866,038
Total District Property Tax Revenue:		\$1,740,487	\$1,757,892	\$1,775,471	\$1,793,226	\$1,811,158	\$1,829,269	\$1,847,562	\$1,866,038
Cumulative District Property Tax Revenue:		\$19,692,727	\$21,450,619	\$23,226,090	\$25,019,316	\$26,830,474	\$28,659,743	\$30,507,305	\$32,373,343

Source: Ricker | Cunningham.

Table A-4
Pikes Peak Library District Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	1	2	3	4	5	6	7	8	9
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	0	0	0	250	250	375	375	375	375
Retail/Entertainment (sq ft)	0	0	0	12,500	22,500	37,500	37,500	37,500	37,500
Office (sq ft)	0	0	0	25,000	50,000	75,000	100,000	125,000	150,000
Estimated Development Market Value:									
Hotel/Lodging (rooms) \$100,000	\$0	\$0	\$0	\$25,757,525	\$26,015,100	\$39,412,877	\$39,807,006	\$40,205,076	\$40,607,126
Retail/Entertainment (sq ft) \$200	\$0	\$0	\$0	\$2,575,753	\$4,682,718	\$7,882,575	\$7,961,401	\$8,041,015	\$8,121,425
Office (sq ft) \$200	\$0	\$0	\$0	\$5,151,505	\$10,406,040	\$15,765,151	\$21,230,403	\$26,803,384	\$32,485,701
Estimated Development Assessed Value:									
Hotel/Lodging (rooms) 29%	\$0	\$0	\$0	\$7,469,682	\$7,544,379	\$11,429,734	\$11,544,032	\$11,659,472	\$11,776,067
Retail/Entertainment (sq ft) 29%	\$0	\$0	\$0	\$746,968	\$1,357,988	\$2,285,947	\$2,308,806	\$2,331,894	\$2,355,213
Office (sq ft) 29%	\$0	\$0	\$0	\$1,493,936	\$3,017,752	\$4,571,894	\$6,156,817	\$7,772,981	\$9,420,853
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms) 0.076272	\$0	\$0	\$0	\$0	\$569,728	\$575,425	\$871,769	\$880,486	\$889,291
Retail/Entertainment (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$56,973	\$103,576	\$174,354	\$176,097	\$177,858
Office (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$113,946	\$230,170	\$348,707	\$469,593	\$592,861
Total Property Tax Revenues from New Development:	\$0	\$0	\$0	\$0	\$740,646	\$909,171	\$1,394,830	\$1,526,176	\$1,660,010
Total Property Tax Revenues from Existing Development:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base: 0.003812	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment: 0.003812	\$0	\$0	\$0	\$0	\$37,017	\$45,439	\$69,712	\$76,277	\$82,966
Total District Property Tax Revenue:	\$0	\$0	\$0	\$0	\$37,017	\$45,439	\$69,712	\$76,277	\$82,966
Cumulative District Property Tax Revenue:	\$0	\$0	\$0	\$0	\$37,017	\$82,456	\$152,168	\$228,445	\$311,411

Source: Ricker | Cunningham.

Table A-4 (Cont'd)
Pikes Peak Library District Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year							
	10	11	12	13	14	15	16	17
Estimated Cumulative Development Demand:								
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Office (sq ft)	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Estimated Development Market Value:								
Hotel/Lodging (rooms) \$100,000	\$41,013,198	\$41,423,330	\$41,837,563	\$42,255,939	\$42,678,498	\$43,105,283	\$43,536,336	\$43,971,699
Retail/Entertainment (sq ft) \$200	\$8,202,640	\$8,284,666	\$8,367,513	\$8,451,188	\$8,535,700	\$8,621,057	\$8,707,267	\$8,794,340
Office (sq ft) \$200	\$38,278,985	\$44,184,885	\$44,626,734	\$45,073,001	\$45,523,731	\$45,978,969	\$46,438,758	\$46,903,146
Estimated Development Assessed Value:								
Hotel/Lodging (rooms) 29%	\$11,893,827	\$12,012,766	\$12,132,893	\$12,254,222	\$12,376,764	\$12,500,532	\$12,625,537	\$12,751,793
Retail/Entertainment (sq ft) 29%	\$2,378,765	\$2,402,553	\$2,426,579	\$2,450,844	\$2,475,353	\$2,500,106	\$2,525,107	\$2,550,359
Office (sq ft) 29%	\$11,100,906	\$12,813,617	\$12,941,753	\$13,071,170	\$13,201,882	\$13,333,901	\$13,467,240	\$13,601,912
Estimated Development Property Tax Revenues (76.272 mills):								
Hotel/Lodging (rooms) 0.076272	\$898,184	\$907,166	\$916,238	\$925,400	\$934,654	\$944,001	\$953,441	\$962,975
Retail/Entertainment (sq ft) 0.076272	\$179,637	\$181,433	\$183,248	\$185,080	\$186,931	\$188,800	\$190,688	\$192,595
Office (sq ft) 0.076272	\$718,547	\$846,688	\$977,320	\$987,093	\$996,964	\$1,006,934	\$1,017,003	\$1,027,173
Total Property Tax Revenues from New Development:	\$1,796,368	\$1,935,287	\$2,076,805	\$2,097,573	\$2,118,549	\$2,139,735	\$2,161,132	\$2,182,743
Total Property Tax Revenues from Existing Development:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:								
District Property Tax Base: 0.003812	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment: 0.003812	\$89,781	\$96,724	\$103,797	\$104,835	\$105,883	\$106,942	\$108,011	\$109,091
Total District Property Tax Revenue:	\$89,781	\$96,724	\$103,797	\$104,835	\$105,883	\$106,942	\$108,011	\$109,091
Cumulative District Property Tax Revenue:	\$401,192	\$497,915	\$601,712	\$706,547	\$812,430	\$919,372	\$1,027,383	\$1,136,474

Source: Ricker | Cunningham.

Table A-4 (Cont'd)
Pikes Peak Library District Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	
Office (sq ft)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$44,411,416	\$44,855,530	\$45,304,086	\$45,757,126	\$46,214,698	\$46,676,845	\$47,143,613	\$47,615,049
Retail/Entertainment (sq ft)	\$200	\$8,882,283	\$8,971,106	\$9,060,817	\$9,151,425	\$9,242,940	\$9,335,369	\$9,428,723	\$9,523,010
Office (sq ft)	\$200	\$47,372,177	\$47,845,899	\$48,324,358	\$48,807,602	\$49,295,678	\$49,788,634	\$50,286,521	\$50,789,386
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$12,879,311	\$13,008,104	\$13,138,185	\$13,269,567	\$13,402,262	\$13,536,285	\$13,671,648	\$13,808,364
Retail/Entertainment (sq ft)	29%	\$2,575,862	\$2,601,621	\$2,627,637	\$2,653,913	\$2,680,452	\$2,707,257	\$2,734,330	\$2,761,673
Office (sq ft)	29%	\$13,737,931	\$13,875,311	\$14,014,064	\$14,154,204	\$14,295,747	\$14,438,704	\$14,583,091	\$14,728,922
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$972,605	\$982,331	\$992,154	\$1,002,076	\$1,012,096	\$1,022,217	\$1,032,440	\$1,042,764
Retail/Entertainment (sq ft)	0.076272	\$194,521	\$196,466	\$198,431	\$200,415	\$202,419	\$204,443	\$206,488	\$208,553
Office (sq ft)	0.076272	\$1,037,445	\$1,047,820	\$1,058,298	\$1,068,881	\$1,079,569	\$1,090,365	\$1,101,269	\$1,112,282
Total Property Tax Revenues from New Development:		\$2,204,571	\$2,226,616	\$2,248,883	\$2,271,371	\$2,294,085	\$2,317,026	\$2,340,196	\$2,363,598
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base:	0.003812	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment:	0.003812	\$110,182	\$111,284	\$112,397	\$113,521	\$114,656	\$115,803	\$116,961	\$118,130
Total District Property Tax Revenue:		\$110,182	\$111,284	\$112,397	\$113,521	\$114,656	\$115,803	\$116,961	\$118,130
Cumulative District Property Tax Revenue:		\$1,246,657	\$1,357,941	\$1,470,338	\$1,583,859	\$1,698,515	\$1,814,317	\$1,931,278	\$2,049,409

Source: Ricker | Cunningham.

Table A-5
Southeastern Colorado Water Conservancy District Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	1	2	3	4	5	6	7	8	9
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	0	0	0	250	250	375	375	375	375
Retail/Entertainment (sq ft)	0	0	0	12,500	22,500	37,500	37,500	37,500	37,500
Office (sq ft)	0	0	0	25,000	50,000	75,000	100,000	125,000	150,000
Estimated Development Market Value:									
Hotel/Lodging (rooms) \$100,000	\$0	\$0	\$0	\$25,757,525	\$26,015,100	\$39,412,877	\$39,807,006	\$40,205,076	\$40,607,126
Retail/Entertainment (sq ft) \$200	\$0	\$0	\$0	\$2,575,753	\$4,682,718	\$7,882,575	\$7,961,401	\$8,041,015	\$8,121,425
Office (sq ft) \$200	\$0	\$0	\$0	\$5,151,505	\$10,406,040	\$15,765,151	\$21,230,403	\$26,803,384	\$32,485,701
Estimated Development Assessed Value:									
Hotel/Lodging (rooms) 29%	\$0	\$0	\$0	\$7,469,682	\$7,544,379	\$11,429,734	\$11,544,032	\$11,659,472	\$11,776,067
Retail/Entertainment (sq ft) 29%	\$0	\$0	\$0	\$746,968	\$1,357,988	\$2,285,947	\$2,308,806	\$2,331,894	\$2,355,213
Office (sq ft) 29%	\$0	\$0	\$0	\$1,493,936	\$3,017,752	\$4,571,894	\$6,156,817	\$7,772,981	\$9,420,853
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms) 0.076272	\$0	\$0	\$0	\$0	\$569,728	\$575,425	\$871,769	\$880,486	\$889,291
Retail/Entertainment (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$56,973	\$103,576	\$174,354	\$176,097	\$177,858
Office (sq ft) 0.076272	\$0	\$0	\$0	\$0	\$113,946	\$230,170	\$348,707	\$469,593	\$592,861
Total Property Tax Revenues from New Development:	\$0	\$0	\$0	\$0	\$740,646	\$909,171	\$1,394,830	\$1,526,176	\$1,660,010
Total Property Tax Revenues from Existing Development:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base: 0.000939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment: 0.000939	\$0	\$0	\$0	\$0	\$9,118	\$11,193	\$17,172	\$18,789	\$20,437
Total District Property Tax Revenue:	\$0	\$0	\$0	\$0	\$9,118	\$11,193	\$17,172	\$18,789	\$20,437
Cumulative District Property Tax Revenue:	\$0	\$0	\$0	\$0	\$9,118	\$20,311	\$37,483	\$56,272	\$76,709

Source: Ricker | Cunningham.

Table A-5 (Cont'd)
Southeastern Colorado Water Conservancy District Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	10	11	12	13	14	15	16	17	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	
Office (sq ft)	175,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$41,013,198	\$41,423,330	\$41,837,563	\$42,255,939	\$42,678,498	\$43,105,283	\$43,536,336	\$43,971,699
Retail/Entertainment (sq ft)	\$200	\$8,202,640	\$8,284,666	\$8,367,513	\$8,451,188	\$8,535,700	\$8,621,057	\$8,707,267	\$8,794,340
Office (sq ft)	\$200	\$38,278,985	\$44,184,885	\$44,626,734	\$45,073,001	\$45,523,731	\$45,978,969	\$46,438,758	\$46,903,146
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$11,893,827	\$12,012,766	\$12,132,893	\$12,254,222	\$12,376,764	\$12,500,532	\$12,625,537	\$12,751,793
Retail/Entertainment (sq ft)	29%	\$2,378,765	\$2,402,553	\$2,426,579	\$2,450,844	\$2,475,353	\$2,500,106	\$2,525,107	\$2,550,359
Office (sq ft)	29%	\$11,100,906	\$12,813,617	\$12,941,753	\$13,071,170	\$13,201,882	\$13,333,901	\$13,467,240	\$13,601,912
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$898,184	\$907,166	\$916,238	\$925,400	\$934,654	\$944,001	\$953,441	\$962,975
Retail/Entertainment (sq ft)	0.076272	\$179,637	\$181,433	\$183,248	\$185,080	\$186,931	\$188,800	\$190,688	\$192,595
Office (sq ft)	0.076272	\$718,547	\$846,688	\$977,320	\$987,093	\$996,964	\$1,006,934	\$1,017,003	\$1,027,173
Total Property Tax Revenues from New Development:		\$1,796,368	\$1,935,287	\$2,076,805	\$2,097,573	\$2,118,549	\$2,139,735	\$2,161,132	\$2,182,743
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base:	0.000939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment:	0.000939	\$22,115	\$23,826	\$25,568	\$25,824	\$26,082	\$26,343	\$26,606	\$26,872
Total District Property Tax Revenue:		\$22,115	\$23,826	\$25,568	\$25,824	\$26,082	\$26,343	\$26,606	\$26,872
Cumulative District Property Tax Revenue:		\$98,825	\$122,650	\$148,218	\$174,042	\$200,124	\$226,466	\$253,073	\$279,945

Source: Ricker | Cunningham.

Table A-5 (Cont'd)
Southeastern Colorado Water Conservancy District Tax Revenues

Development Program

New Private Development:	
Hotel/Lodging (rooms)	375
Retail/Entertainment (sq ft)	37,500
Office (sq ft)	200,000

Annual Property Tax Revenue Estimates	Year								
	18	19	20	21	22	23	24	25	
Estimated Cumulative Development Demand:									
Hotel/Lodging (rooms)	375	375	375	375	375	375	375	375	375
Retail/Entertainment (sq ft)	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Office (sq ft)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Estimated Development Market Value:									
Hotel/Lodging (rooms)	\$100,000	\$44,411,416	\$44,855,530	\$45,304,086	\$45,757,126	\$46,214,698	\$46,676,845	\$47,143,613	\$47,615,049
Retail/Entertainment (sq ft)	\$200	\$8,882,283	\$8,971,106	\$9,060,817	\$9,151,425	\$9,242,940	\$9,335,369	\$9,428,723	\$9,523,010
Office (sq ft)	\$200	\$47,372,177	\$47,845,899	\$48,324,358	\$48,807,602	\$49,295,678	\$49,788,634	\$50,286,521	\$50,789,386
Estimated Development Assessed Value:									
Hotel/Lodging (rooms)	29%	\$12,879,311	\$13,008,104	\$13,138,185	\$13,269,567	\$13,402,262	\$13,536,285	\$13,671,648	\$13,808,364
Retail/Entertainment (sq ft)	29%	\$2,575,862	\$2,601,621	\$2,627,637	\$2,653,913	\$2,680,452	\$2,707,257	\$2,734,330	\$2,761,673
Office (sq ft)	29%	\$13,737,931	\$13,875,311	\$14,014,064	\$14,154,204	\$14,295,747	\$14,438,704	\$14,583,091	\$14,728,922
Estimated Development Property Tax Revenues (76.272 mills):									
Hotel/Lodging (rooms)	0.076272	\$972,605	\$982,331	\$992,154	\$1,002,076	\$1,012,096	\$1,022,217	\$1,032,440	\$1,042,764
Retail/Entertainment (sq ft)	0.076272	\$194,521	\$196,466	\$198,431	\$200,415	\$202,419	\$204,443	\$206,488	\$208,553
Office (sq ft)	0.076272	\$1,037,445	\$1,047,820	\$1,058,298	\$1,068,881	\$1,079,569	\$1,090,365	\$1,101,269	\$1,112,282
Total Property Tax Revenues from New Development:		\$2,204,571	\$2,226,616	\$2,248,883	\$2,271,371	\$2,294,085	\$2,317,026	\$2,340,196	\$2,363,598
Total Property Tax Revenues from Existing Development:		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Impact:									
District Property Tax Base:	0.000939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
District Property Tax Increment:	0.000939	\$27,141	\$27,412	\$27,686	\$27,963	\$28,243	\$28,525	\$28,811	\$29,099
Total District Property Tax Revenue:		\$27,141	\$27,412	\$27,686	\$27,963	\$28,243	\$28,525	\$28,811	\$29,099
Cumulative District Property Tax Revenue:		\$307,086	\$334,498	\$362,184	\$390,148	\$418,391	\$446,916	\$475,727	\$504,825

Source: Ricker | Cunningham.

A Presentation to the
Pikes Peak Library District



**ENHANCED
USE LEASING
PROJECT**

UNITED STATES
AIR FORCE ACADEMY
(USFA)



January 23, 2019



Land Use Summary



Land Use	Site Area (acres)	GFA – Achieved (sf)
Visitors Center	8.0	32,000+
Hotels (2)	11.0	300,000
Commercial Retail	6.0	25,000
Office	9.0	180,000
Public Infrastructure	4.0	
Future Development	19.0	
Site Totals	57.0	537,000 +/-



Land Plan Graphic

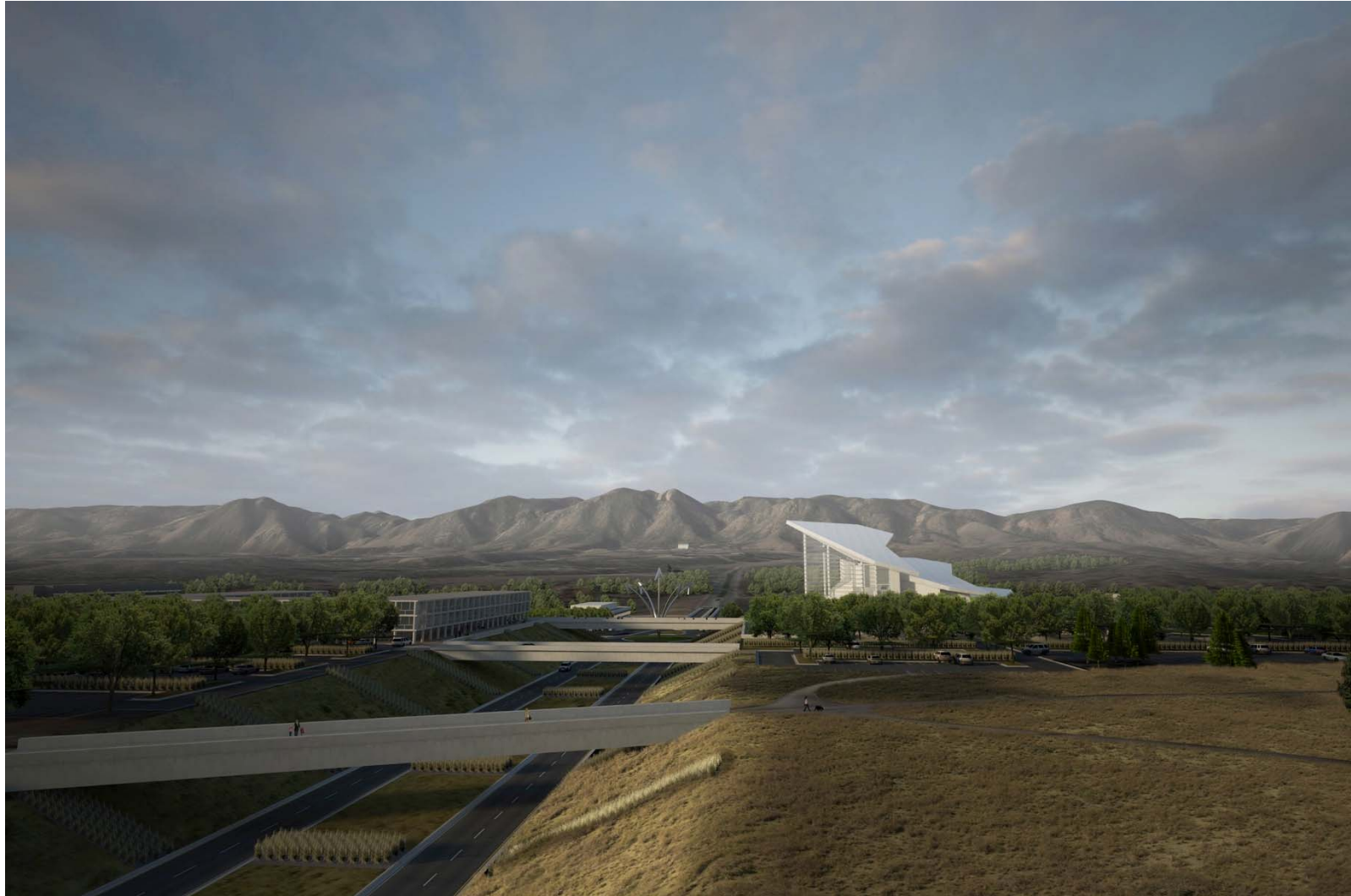


USAFA Enhanced Use Leasing Project



Slide 3

View from I-25



USAFA Enhanced Use Leasing Project



Slide 4

Concept Development Plan – Initial Phase



USAFA Enhanced Use Leasing Project

BLUE & SILVER
DEVELOPMENT PARTNERS, LLC

Matrix
DESIGN GROUP

Slide 5

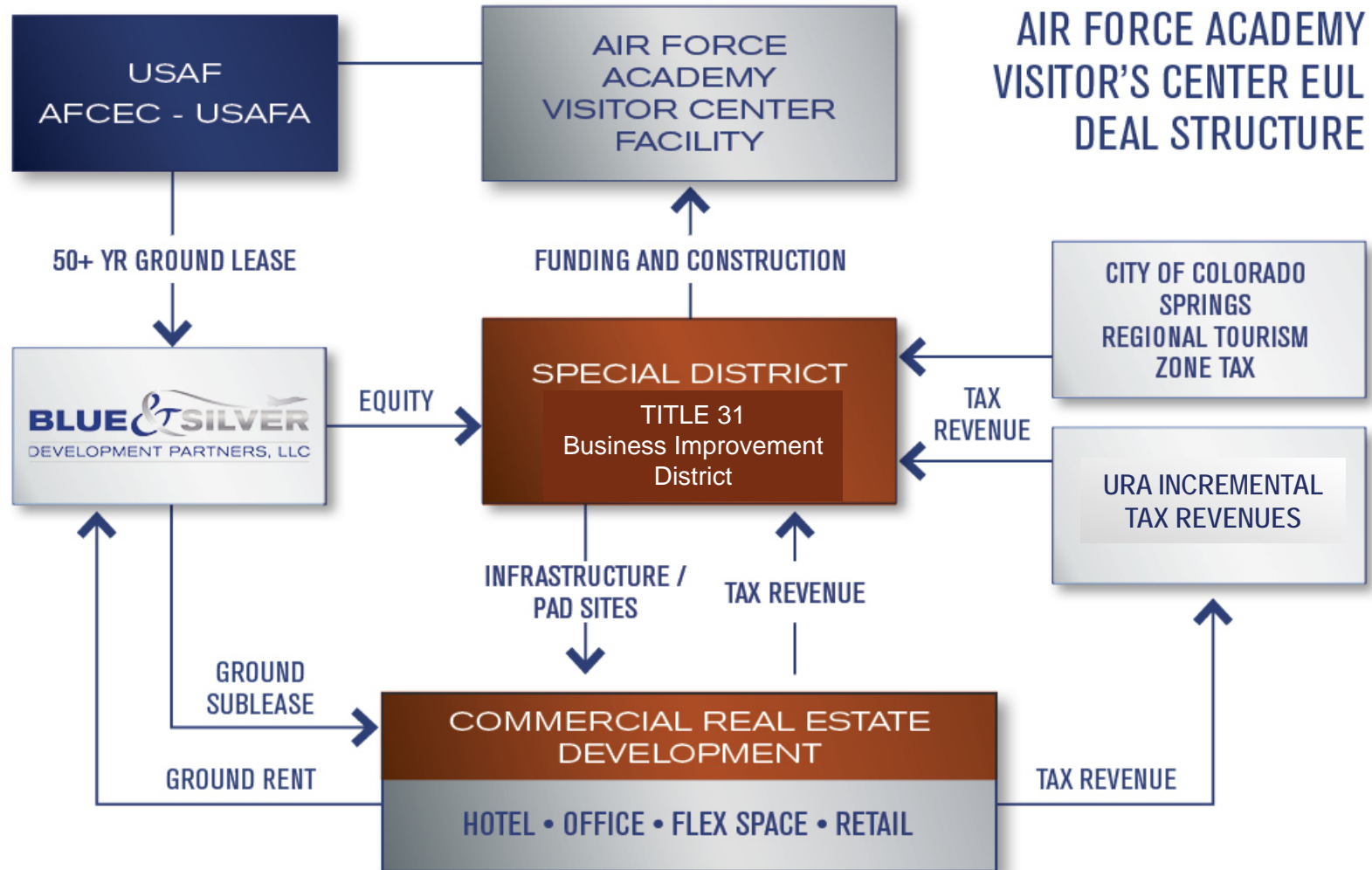
BID Development Costs

- Air Force Academy Visitors Center - \$42.2 MM
 - 32,000 sf Visitor's Center
 - Utilities, Parking, Lighting and Landscape
 - Trailhead Enhancements
 - 15,000 sf Polaris Promenade

- Public Infrastructure - \$15.2 MM
 - Sitewide Demolition and Grading
 - Transportation Infrastructure – Roads, Sidewalks, Ped. Bridge
 - Water and Sanitary Sewer Systems
 - Storm Water facilities
 - Electric, Gas and Telecommunications



Deal Structure



PUBLIC FINANCE STRUCTURE

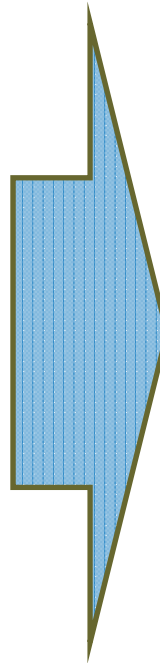
(\$200 +/- MILLION HOTEL/OFFICE/RETAIL PRIVATE INVESTMENT)

REGIONAL TOURISM TAX
 \$13 million nominal value
 (\$6.1 million in Bond Proceeds)

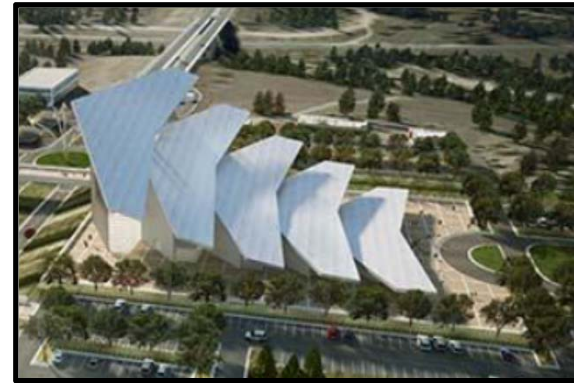
BUSINESS IMPROVEMENT DISTRICT
 Capital Construction — 50 mills
 O&M — 10 mills
 Sales Tax PIF — 3%
 Lodging PIF — 4%

URA/TAX INCREMENT
 Property Tax Increment — 76.212 mills
 City Sales Tax Increment — 2%
 City LART Increment — 2%
 County Sales Tax Contribution — 1%

US AIR FORCE ACADEMY
 Visitor Center FFE — \$8 million
 Contribution of Property



USAF ACADEMY VISITOR CENTER
 \$42.2 million



INFRASTRUCTURE
 \$15.2 million



Public Finance Plan – Sources & Uses of Funds

Sources

BID

Mill Levy - 50 mills	\$	7,108,000
S.O. Taxes	\$	426,000

URA

Property Tax Increment- 76.212 mills	\$	9,644,000
City Sales Tax Increment - 2%	\$	4,337,000
City LART Increment - 2%	\$	3,253,000
County Sales Tax Contribution - 1%	\$	2,169,000

Add-On PIF

Sales PIF - 3%	\$	6,506,000
Lodging PIF - 4%	\$	6,411,000

RTA

Project Share of RTA Increment	\$	6,110,000
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Visitor Center FFE

US Air Force Academy	\$	8,000,000
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Total Sources

\$ 53,964,000

Uses

Infrastructure

Demolition/GEC	\$	2,240,000
Public Roadways/Pedestrian Bridge	\$	4,702,000
Public Water Main	\$	1,733,000
Public Sanitary Sewer	\$	600,000
Public Storm Sewer	\$	1,056,000
Gas, Electric, Telecommunications	\$	750,000
Soft Costs	\$	3,170,000
Contingency	\$	1,710,000

Total Infrastructure \$ 15,961,000

Visitor Center

Building Direct Costs	\$	20,017,000
Building Contingency	\$	2,210,000
Onsite Site Improvements	\$	1,870,000
Project Requirements	\$	905,000
Permits/Taxes/Bonds/GC/Precon	\$	3,000,000
Soft Costs	\$	3,200,000
Project Escalation Contingency	\$	3,050,000
FFE	\$	8,000,000

Total Visitor Center \$ 42,252,000

Total Uses

\$ 58,213,000



Status and Schedule

- BSDPs Selected as Highest Rated Offeror – March '18
- Master Lease with USAFA
 - *Finalize Term Sheet – Completed*
 - *Finalize Master Lease Agreement – February '19*
 - *Execute Master Lease – March '19*
- Environmental Baseline Study (EBS) and Environmental Assessment (EA)
 - *Final EBS & EA – March '19*
 - *Finding of No Significant Impact (FONSI) – March '19*
- Annexation into City of Colorado Springs (includes Master Plan and Zone Change)
 - *Petition for Annexation – Completed*
 - *City Council Acceptance of Petition – Completed*
 - *Finalize/Complete Annexation – March '19*
- Business Improvement District Formation
 - *BID Formation Approved by City Council – Completed*
 - *BID Election – Completed*
- Urban Renewal Plan Adoption
 - *Submit Application to URA/URA Board Approval – Completed*
 - *URA Plan Adoption Complete – April '19*
- Bond Issuance – June '19
- Construction Schedule
 - *Commence Public Infrastructure – June '19*
 - *Commence Private Development – October '19*
 - *Commence Visitor Center – October '21*



Questions & Discussion

Dan Schnepf

Managing Member

Blue & Silver Development Partners, LLC

Don Hunt

Public Finance Director

Blue & Silver Development Partners, LLC

Eric Smith

Director of Development

Blue & Silver Development Partners, LLC

Carolynne White

Attorney

Brownstein Hyatt Farber Schreck, LLP



PROPERTY TAX INCREMENT REVENUE AGREEMENT
(Pikes Peak Library District)
(True North Commons Urban Renewal Plan)

This Property Tax Increment Revenue Agreement (the “Agreement”) is entered into as of _____, 2018 (the “Effective Date”) by and between the COLORADO SPRINGS URBAN RENEWAL AUTHORITY, a body corporate and politic of the State of Colorado (the “Authority”), whose address is 30 South Nevada Avenue, Colorado Springs, Colorado 80903, and the PIKES PEAK LIBRARY DISTRICT, a political subdivision of the State of Colorado (the “Library District”), whose address is 12 North Cascade Avenue, Colorado Springs, Colorado 80903. The Authority and the Library District are referred to herein individually as a “Party” and collectively as the “Parties.”

RECITALS.

The following recitals are incorporated in and made a part of this Agreement. Capitalized terms used herein and not otherwise defined are defined in Section 1 below.

A. Proposed Redevelopment. The Parties have been advised that the real property described in Exhibit A (the “Property”) lying within the corporate limits of the City of Colorado Springs, Colorado (the “City”) is being studied for designation as an urban renewal area to be redeveloped by one or more developers and/or property owner(s) as a mixed use development(s) that will eliminate existing blighted conditions which constitute threats to the health, safety and welfare of the community and barriers to development.

B. Urban Renewal and Tax Increment Financing. To accomplish the proposed redevelopment and to provide certain required public improvements, the Authority has recommended inclusion of the Property in a proposed urban renewal plan, entitled as the “True North Commons Renewal Plan” (the “Plan” or “Urban Renewal Plan”) authorizing and utilizing tax increment financing in accordance with the Colorado Urban Renewal Law, Part 1 of Article 25 of Title 31, C.R.S. (the “Act”), to pay Eligible Costs of the Improvements. The proposed Plan that includes the Property has been provided to the Library District under separate cover. The final Plan approved by the City Council of the City shall be the “Plan” for purposes of this Agreement.

C. Nature of Urban Renewal Project and Purpose of Agreement. The proposed Urban Renewal Project consists of designing, developing and constructing the Improvements (which includes paying the Eligible Costs of public improvements) necessary to serve the proposed Urban Renewal Area and to comply with §31-25-107(4)(g) of the Act that requires the Plan to afford maximum opportunity, consistent with the sound needs of the municipality as a whole, for the rehabilitation or redevelopment of the Urban Renewal Area by private enterprise. Approval of the Urban Renewal Plan is subject to recent legislation, including requirements imposed by HB 15-1348 for new urban renewal plans adopted after January 1, 2016.

D. Impact Report. The Authority has submitted to the Library District a copy of the Impact Report required to be submitted to El Paso County by §31-25-107(3.5) of the Act, which includes a tax forecast for the Library District.

E. Colorado Urban Renewal Law. In accordance with the Act as amended to the date of this Agreement (including the requirements of HB 15-1348 and SB 18-248), the Parties desire to enter into this Agreement to facilitate adoption of the Plan and redevelopment of the proposed Urban Renewal Area described therein. The Agreement addresses, among other things, the estimated impacts of the Urban Renewal Plan on Library District services associated solely with the Urban Renewal Plan.

AGREEMENT

NOW, THEREFORE, in consideration of the covenants, promises and agreements of each of the Parties hereto, to be kept and performed by each of them, it is agreed by and between the Parties hereto as set forth herein.

1. DEFINITIONS. As used in this Agreement:

1.1. “Act” means the Colorado Urban Renewal Law, Part 1 of Article 25 of Title 31, C.R.S.

1.2. “Agreement” means this Agreement, as it may be amended or supplemented in writing. References to sections or exhibits are to this Agreement unless otherwise qualified.

1.3. “Authority” means the Party described in the Preamble to this Agreement, the Colorado Springs Urban Renewal Authority, a body corporate and politic of the State of Colorado.

1.4. “Bonds” shall have the same meaning as defined in §31-25-103 of the Act.

1.5. “City” means the Party described in Recital A to this Agreement, the City of Colorado Springs, Colorado.

1.6. “District Increment” means the portion of Property Tax Increment Revenues generated by the District’s mill levy received by the Authority from the El Paso County Treasurer and paid into the Special Fund as specified in Section 3.1.

1.7. “Duration” means the twenty-five (25) year period that the tax increment or tax allocation provisions will be in effect as specified in §31-25-107(9)(a) of the Act, the Plan, and the Impact Report.

1.8. “Eligible Costs” means those costs eligible to be paid or reimbursed from the Tax Increment Revenues pursuant to the Act.

1.9. “Future Mill Levy” has the meaning set forth in Section 3.2.

1.10. “Impact Report” means the impact report setting forth the burdens and benefits of the Urban Renewal Project previously submitted to the Library District.

1.11. “Improvements” means the public improvements and private improvements to be constructed on the Property pursuant to the Plan.

1.12. “Library District” means the Party described in the Preamble to this Agreement, Pikes Peak Library District, a public body corporate and political subdivision of the State of Colorado.

1.13. “Party” or “Parties” means the Authority or the Library District or both and their lawful successors and assigns.

1.14. “Plan” means the urban renewal plan defined in Recital B above.

1.15. “Project” shall have the same meaning as Urban Renewal Project.

1.16. “Property Tax Increment Revenues” means all the TIF revenues derived from ad valorem property tax levies described in §31-25-107(9)(a)(II) of the Act allocated to the Special Fund for the Duration of the Urban Renewal Project.

1.17. “Special Fund” means the fund described in the Plan and §31-25-107(9)(a)(II) of the Act into which the Property Tax Increment Revenues will be deposited.

1.18. “TIF” means the property tax increment portion of the property tax assessment roll described in §31-25-107(9)(a)(II) of the Act.

1.19. “Urban Renewal Area” means the area included in the boundaries of the Plan.

1.20. “Urban Renewal Plan” means the urban renewal plan defined in Recital B above.

1.21. “Urban Renewal Project” means all undertakings and activities, or any combination thereof, required to carry out the Urban Renewal Plan pursuant to the Act.

2. Impact Report. The Parties acknowledge and agree that the Impact Report addresses the following information and hereby make and adopt the following findings relating to the Impact Report:

(a) The Urban Renewal Project is projected to create significant new employment opportunities and other benefits as specified in the Impact Report that will benefit the Parties, the region, and the State of Colorado.

(b) The Duration of time estimated to complete the Urban Renewal Project is the twenty-five (25) year period of time specified in §31-25-107(9)(a) of the Act.

(c) The estimated annual Property Tax Increment Revenue to be generated by the Urban Renewal Project for the Duration of the Urban Renewal Project and the portion of such Property Tax Increment Revenue to be allocated to fund the Urban Renewal Project are set forth in this Agreement and the Impact Report.

(d) The nature and relative size of the revenue and other benefits expected to accrue to the City, the Library District, and other taxing entities that levy property taxes in the Urban Renewal Area are set forth in the Impact Report and include, without limitation:

- (i) The increase in base value resulting from biennial general reassessments for the Duration in accordance with §31-25-107(9)(e) of the Act;
- (ii) The benefit of improvements in the Urban Renewal Area to existing taxing entity infrastructure in accordance with §31-25-107(3.5) of the Act;
- (iii) The estimate of the impact of the Urban Renewal Project on Library District and taxing entity revenues in accordance with §31-25-107(3.5) of the Act;
- (iv) The cost of additional Library District and taxing body infrastructure and services required to serve development in the Urban Renewal Area in accordance with §31-25-107(3.5) of the Act;
- (v) The capital or operating costs of the Parties, the City, and other taxing bodies that are expected to result from the Urban Renewal Project in accordance with HB 15-1348;
- (vi) The legal limitations on the use of revenues belonging to the Parties, the City, and any taxing entity in accordance with HB 15-1348 and SB 18-248; and
- (vii) The other estimated impacts of the Urban Renewal Project on Library District and other taxing body services or revenues in accordance with §31-25-107(3.5) of the Act.

3. RETENTION OF PROPERTY TAX INCREMENT REVENUES. In compliance with the requirements of HB 15-1348 and SB 18-248, the Parties have negotiated and agreed to the sharing of Property Tax Increment Revenues as set forth herein.

3.1. District Increment Revenues. The Library District and the Authority agree that the Authority may retain and expend in furtherance of the Urban Renewal Project one hundred percent (100%) of the District Increment, commencing on the date of approval by the City of the Plan, and lasting for the Duration.

3.2. Mill Levy Allocation. If the Library District’s eligible electors approve a new or increased mill levy for any lawful purpose (“Future Mill Levy”), any revenue derived from the Future Mill Levy shall not be considered part of the District Increment. Rather, upon approval by the eligible electors of the Library District of a Future Mill Levy, the Library District shall provide notification of the same to the Authority. From the date of such notice until the Duration has expired, the Authority shall annually deduct from the Property Tax Increment Revenue it receives any revenues attributable to the Future Mill Levy, as applicable, and shall remit such revenues to the Library District.

4. PLEDGE OF PROPERTY TAX INCREMENT REVENUES. The Library District recognizes and agrees that in reliance on this Agreement and in accordance with the provisions of §31-25-109(12) of the Act, the adoption and approval of the Plan includes an irrevocable pledge of all of the Property Tax Increment Revenues, including the District Increment, to pay the Authority’s Bonds and other financial obligations in connection with the Urban Renewal Project.

The Authority has elected to apply the provisions of §11-57-208, C.R.S., to this Agreement. The Property Tax Increment Revenues, when and as received by the Authority are and shall be subject to the lien of such pledge without any physical delivery, filing, or further act and are and shall be an obligation of the Parties pursuant to §31-25-107(9) of the Act. The Parties agree that the creation, perfection, enforcement and priority of the pledge of the Property Tax Increment Revenues as provided herein shall be governed by §11-57-208, C.R.S. The lien of such pledge on the Property Tax Increment Revenues shall have priority over any of all other obligations and liabilities of the Parties with respect to the Property Tax Increment Revenues.

5. NOTIFICATION OF PROPOSED MODIFICATIONS OF THE PLAN; AGREEMENT NOT PART OF PLAN. The Authority agrees to notify the Library District of any intended modification of the Plan as required by §31-25-107(7) of the Act. This Agreement is not part of the Plan.

6. WAIVER. Except for the notices required by this Agreement, the Library District, as authorized by §31-25-107(9.5)(b) and §31-25-107(11) of the Act, hereby waives any provision of the Act that provides for notice to the Library District, requires any filing with or by the Library District, requires or permits consent from the Library District, and provides any enforcement right to the Library District for the Duration, provided, however, that the Library District shall have the right to enforce this Agreement.

7. LIMITATION OF AGREEMENT. This Agreement applies only to the District Increment, as calculated, produced, collected and paid to the Authority from the Urban Renewal Area by the El Paso County Treasurer in accordance with §31-25-107(9)(a)(II) of the Act and the rules and regulations of the Property Tax Administrator of the State of Colorado, and does not include any other revenues of the City or the Authority.

8. MISCELLANEOUS.

8.1. Delays. Any delays in or failure of performance by any Party of its obligations under this Agreement shall be excused if such delays or failure are a result of acts of God; fires; floods; earthquake; abnormal weather; strikes; labor disputes; accidents; regulation or order of civil or military authorities; shortages of labor or materials; or other causes, similar or dissimilar, including economic downturns, which are beyond the control of such Party.

8.2. Termination and Subsequent Legislation or Litigation. In the event of termination of the Plan, including its TIF financing component, the Authority may terminate this Agreement by delivering written notice to the Library District. The Parties further agree that in the event legislation is adopted or a decision by a court of competent jurisdiction after the Effective Date of this Agreement that invalidates or materially effects any provisions hereof, the Parties will in good faith negotiate for an amendment to this Agreement that most fully implements the original intent, purpose and provisions of this Agreement, but does not impair any otherwise valid contracts in effect at such time.

8.3. Entire Agreement. This instrument embodies the entire agreement of the Parties with respect to the subject matter hereof. There are no promises, terms, conditions, or obligations other than those contained herein; and this Agreement shall supersede all previous

communications, representations, or agreements, either verbal or written, between the Parties hereto. No modification to this Agreement shall be valid unless agreed to in writing by the Parties.

8.4. Binding Effect. This Agreement shall inure to the benefit of and be binding upon the Parties and their successors in interest.

8.5. No Third-Party Enforcement. It is expressly understood and agreed that the enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to the undersigned Parties and nothing in this agreement shall give or allow any claim or right of action whatsoever by any other person not included in this Agreement. It is the express intention of the undersigned Parties that any person or entity other than the undersigned Parties receiving services or benefits under this Agreement shall be an incidental beneficiary only.

8.6. No Waiver of Immunities. Nothing in this Agreement shall be construed as a waiver of the rights and privileges of the Parties pursuant to the Colorado Governmental Immunity Act, § 24-10-101, et seq., C.R.S., as the same may be amended from time to time. No portion of this Agreement shall be deemed to have created a duty of care which did not previously exist with respect to any person not a party to this agreement.

8.7. Amendment. This Agreement may be amended only by an instrument in writing signed by the Parties.

8.8. Parties not Partners. Notwithstanding any language in this Agreement or any other agreement, representation, or warranty to the contrary, the Parties shall not be deemed to be partners or joint venturers, and no Party shall be responsible for any debt or liability of any other Party.

8.9. Interpretation. All references herein to Bonds shall be interpreted to include the incurrance of debt by the Authority in any form consistent with the definition of “Bonds” in the Act, including payment of Eligible Costs or any other lawful financing obligation.

8.10. Incorporation of Recitals and Exhibits. The provisions of the Recitals and the Exhibits attached to this Agreement are incorporated in and made a part of this Agreement.

8.11. No Assignment. No Party may assign any of its rights or obligations under this Agreement.

8.12. Section Captions. The captions of the sections are set forth only for the convenience and reference of the Parties and are not intended in any way to define, limit, or describe the scope or intent of this Agreement.

8.13. Execution in Counterparts. This Agreement may be executed in several counterparts, each of which shall be deemed an original and all of which shall constitute but one and the same instrument.

8.14. Governing Law. This Agreement and the provisions hereof shall be governed by and construed in accordance with the laws of the State of Colorado.

8.15. No Presumption. The Parties to this Agreement and their attorneys have had a full opportunity to review and participate in the drafting of the final form of this Agreement. Accordingly, this Agreement shall be construed without regard to any presumption or other rule of construction against the Party causing the Agreement to be drafted.

8.16. Notices. Any notice required by this Agreement shall be in writing. All notices, demands, requests and other communications required or permitted hereunder shall be in writing, and shall be (a) personally delivered with a written receipt of delivery; (b) sent by a nationally-recognized overnight delivery service requiring a written acknowledgement of receipt or providing a certification of delivery or attempted delivery; (c) sent by certified or registered mail, return receipt requested; or (d) sent by confirmed facsimile transmission or electronic delivery with an original copy thereof transmitted to the recipient by one of the means described in subsections (a) through (c) no later than 5 business days thereafter. All notices shall be deemed effective when actually delivered as documented in a delivery receipt; provided, however, that if the notice was sent by overnight courier or mail as aforesaid and is affirmatively refused or cannot be delivered during customary business hours by reason of the absence of a signatory to acknowledge receipt, or by reason of a change of address with respect to which the addressor did not have either knowledge or written notice delivered in accordance with this paragraph, then the first attempted delivery shall be deemed to constitute delivery. Each Party shall be entitled to change its address for notices from time to time by delivering to the other Party notice thereof in the manner herein provided for the delivery of notices. All notices shall be sent to the addressee at its address set forth in the Preamble to this Agreement.

8.17. Days. If the day for any performance or event provided for herein is a Saturday, a Sunday, a day on which national banks are not open for the regular transactions of business, or a legal holiday pursuant to C.R.S. § 24-11-101(1), such day shall be extended until the next day on which such banks and state offices are open for the transaction of business.

8.18. Authority. The persons executing this Agreement on behalf of the Parties covenant and warrant that each is fully authorized to execute this Agreement on behalf of such Party.

[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the Authority and the Library District have caused their duly authorized officials to execute this Agreement effective as of the Effective Date.

PIKES PEAK LIBRARY DISTRICT, a political
subdivision of the State of Colorado

By: _____
Title: _____

ATTEST:

By: _____

COLORADO SPRINGS URBAN RENEWAL
AUTHORITY, a body corporate and politic of the
State of Colorado

By: _____
Title: _____

ATTEST:

By: _____

Exhibit A

The Property

Interlibrary Loan Policy Review and Update

Pikes Peak Library District's *Interlibrary Loan Policy* addressed reciprocal borrowing and lending of materials with other libraries. The *Interlibrary Loan Policy* provides the criteria for cardholders eligible for this service, the costs, and what materials are borrowed and loaned.

Pikes Peak Library District reviews policies annually. Updates to the *Interlibrary Loan Policy* include some minor revisions and clarification of Board Policy, in addition to minor revisions and restructuring of the Procedures section.



Interlibrary Loan Policy

BOARD POLICY

Pikes Peak Library District (PPLD) provides interlibrary loan service in order to enhance and extend the resources available to resident cardholders (400 series card). A Resident Card is issued to any resident or property owner of El Paso County (excluding residents in the Security Public Library service area). Because the Library cannot purchase or subscribe to every resource, interlibrary loan is an essential part of the Library's effort to meet the informational needs of the community. PPLD requests materials from, and supplies materials to, other libraries according to principles and procedures established in the Interlibrary Loan Code for the United States, approved by the Reference and Users Services Association (RUSA) Board on January 11, 2016.

PROCEDURES

The Interlibrary Loan service provides a way for resident cardholders (400 series cards) of Pikes Peak Library District (PPLD) to obtain resources from libraries throughout the state of Colorado, the United States, and Canada. Items are shared by adhering to guidelines, policies, and procedures that are fair and sensible. PPLD seeks to strike a balance between the needs of the individual and the overall needs of Library patrons.

I. Interlibrary Loan Codes and Agreements

Interlibrary loan (ILL) codes are the guidelines that libraries agree to in order to make interlibrary loan function smoothly, with the main one being the [Interlibrary Loan Code for the United States](#). These agreements enable PPLD to have reciprocal relationships with other libraries, allowing PPLD to borrow materials with no or minimal charges.

II. Borrowing

Borrowed items are typically items that PPLD does not own and items that do not meet the purchasing criteria from patron requests. PPLD has a **6-item limit** on all active ILL requests and purchase requests. This number includes ILL items that are checked out and ILL/purchase requests in processing.

PPLD patrons use WorldCat, an international database of library holdings, to request items. Patrons search WorldCat from PPLD's website to find the entry for an item and then select the "request item through interlibrary loan option" to submit the ILL request.

Request It combines interlibrary loan service and purchase requests into one service. Items published within the past two years will first be considered for purchase under PPLD's [Collection Development Policy](#). If the item is not purchased by Collection Management, the request will be routed to ILL and they will attempt to fulfill the patron request, unless the item falls under the following caveats:

- Items published/released within the current calendar year will not be requested through interlibrary loan. PPLD will not lend new materials and neither will other libraries.
- PPLD does not borrow the following items: video games, electronic materials (such as eBooks/eAudios), book club sets, Playaway products, and hot spots. Entire issues of magazines and journals cannot be requested via ILL.
- If PPLD owns an item that circulates but is currently checked out, the item will not be requested through ILL and the patron will be placed on the holds list for the item.

Lending libraries establish the amount of time that a patron can borrow the materials. Renewals are at the discretion of the lending library.

Items borrowed through ILL may be recalled by the owning library at any time. If the item has been checked out and is recalled, then it must be returned to PPLD.

Recalled items are not eligible for renewal and result in a shorter loan period.

There is usually no charge to patrons for ILL service; however, while we try to obtain materials for free, some lending libraries do charge a fee. These fees will be passed along to patrons as long as they were agreed upon when the request was taken. When there is a charge, the average cost per item can range from \$10-\$25 (or higher since the borrowing fees are determined by the lender).

III. Lending

PPLD lends items from the collection to other libraries primarily in Colorado as well as the United States and Canada. Since ILL is a mutual relationship, PPLD must be willing to supply materials as freely as we request materials.

PPLD lends using SWIFT (Statewide Interlibrary Loan Fast Track), ILLiad, as well as ALA requests via email or U.S. Mail.

PPLD does not lend: video games, electronic materials (such as eBooks and eAudios), book club sets, Playaway products, hot spots, references, or items located in Special Collections. PPLD does not charge to lend materials within the United States. Canadian libraries are charged due to the high cost of postage. PPLD does not lend new items that have been published within the current calendar year; this is to permit PPLD patrons the chance to browse these new items in PPLD's collection without having them out on interlibrary loan for a longer time period.

IV. More Information

To find more about PPLD's Interlibrary Loan service, visit the [Interlibrary Loan \(ILL\) FAQ](#).



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IV. More Information

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PAD SITES FOR SALE

NEC Woodmen & Marksheffel

RETAIL

PAD SITES

596,388 SF / 13.69 Acres



COMPUTER FILE INFORMATION		REVISIONS	
Creation Date	Inches	No.	Date
Last Modification Date	Inches		
Full Path			
Drawing File Name			
Acad Year	Scale		
2018	AS SHOWN		

Matrix
DESIGNED BY
CHECKED BY

2425 Research Pkwy., Suite 300
Colorado Springs, CO 80909
719.575.0100

SHILOH MESA EXHIBIT		
PROJECT SITE		
Subject:	Subject Sheets:	Sheet No.:

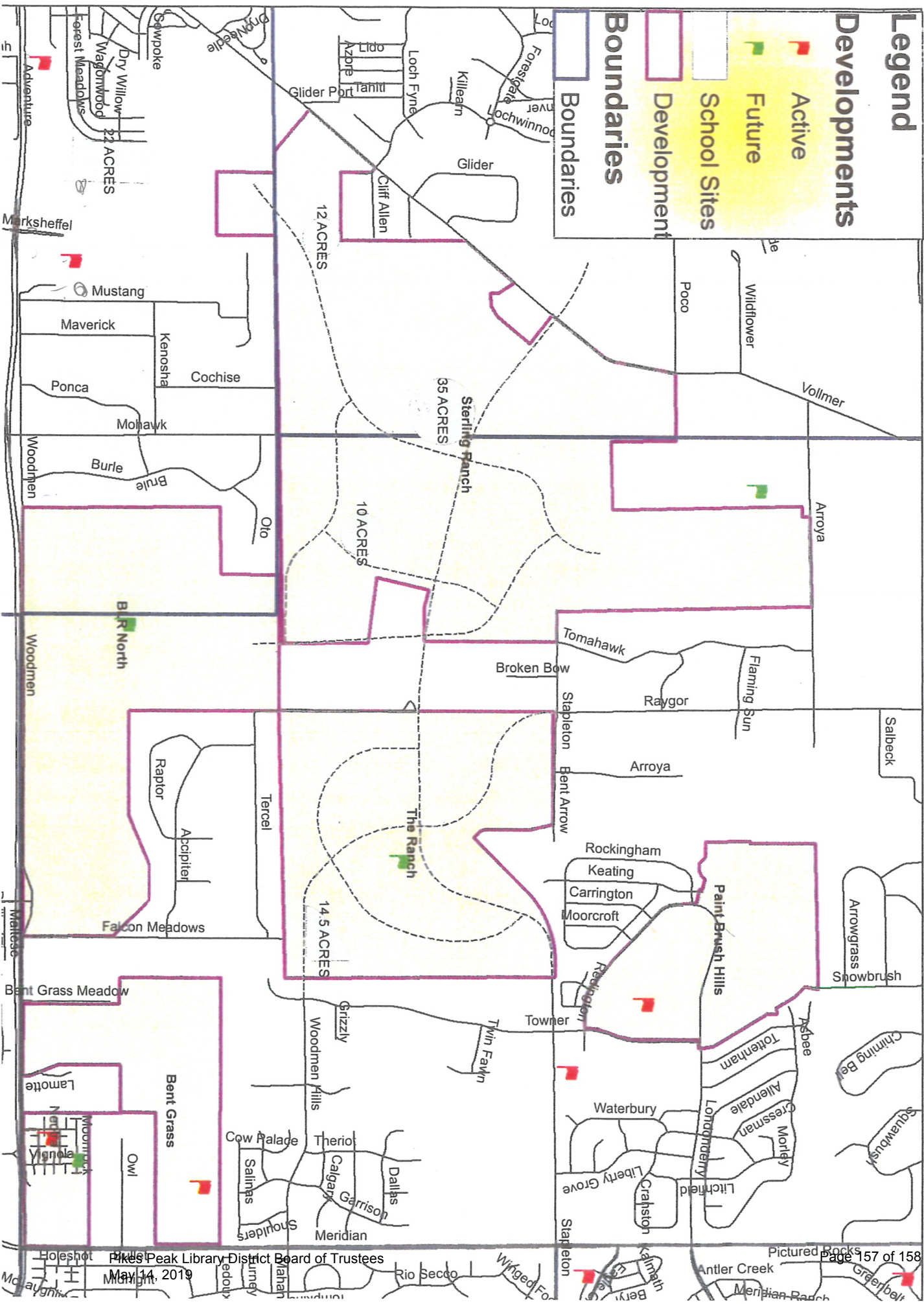


Future Development



Legend

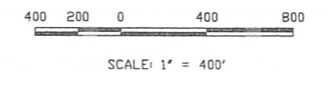
- Active
- Future
- School Sites
- Development
- Boundaries



WOODMEN HEIGHTS MASTER PLAN

PRELIMINARY UTILITY PLAN

AMENDMENT 2014



UTILITY LEGEND:

PROPOSED MAJOR WATER MAIN	
PROPOSED MAJOR SANITARY MAIN	
EXISTING MAJOR WATER MAIN	
EXISTING MAJOR SANITARY MAIN	
WOODMEN HEIGHTS DISTRICT BOUNDARY	

- NOTES:**
- 1) THE 24" WATERLINE IN MARKSHEFFEL ROAD CROSSING SAND CREEK, SHALL BE RELOCATED ON TO THE PROPOSED BRIDGE CROSSING AT THE TIME OF THE BRIDGE CONSTRUCTION.
 - 2) THE SIZES OF THE WATER MAINS SHOWN ON THE PRELIMINARY UTILITY PLAN MAY CHANGE AS DETERMINED BY CSU VIA THE HGL/HAR PROCESS.
 - 3) PER CSU STANDARDS, DEVELOPMENTS MUST HAVE 2 CONNECTIONS TO THE CSU DISTRIBUTION SYSTEM IN THE SAME CSU WATER PRESSURE ZONE.
 - 4) IN ORDER TO MEET CSU'S MINIMUM WATER PRESSURE REQUIREMENTS AND SUBJECT TO THE COMPLETION OF THE HGL/HAR PROCESS, ADDITIONAL WATER CONNECTIONS OR EXTENSIONS MAY BE NECESSARY UPON DEVELOPMENT OF PHASE II (TRAILS AT FOREST MEADOWS-71 ACRES) OF WOODMEN HEIGHTS.
 - 5) THE SIZES OF WASTEWATER MAINS SHOWN ON THE PRELIMINARY UTILITY PLAN MAY CHANGE AS DETERMINED BY CSU VIA THE WWMFR PROCESS.

WOODMEN HEIGHTS
PRELIMINARY UTILITY PLAN
JOB NO. 08-001
DATE PREPARED: NOV. 12, 2004
DATE REVISED: SEPTEMBER 23, 2005
DATE REVISED: AUGUST 7, 2006
DATE REVISED: SEPTEMBER 15, 2008
DATE REVISED: FEBRUARY 28, 2009
DATE REVISED: OCTOBER 10, 2013
DATE REVISED: NOVEMBER 12, 2013
DATE REVISED: APRIL 21, 2014
DATE REVISED: JUNE 5, 2014
DATE REVISED: SEPT, 2014



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CPC MPA 06-00206-XXXXX

SHEET 4 OF 4

