



Organizational Structure | Finances | Strategic Plan Framework

August 18, 2020



Outline

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- Messaging & Priorities
- Governance
- Staffing
- Relationship to the City of Durango

2. Finances

3. Strategic Plan Framework

- Activities
- Milestones
- Review Criteria
- Performance Indicators

Organizational Structure

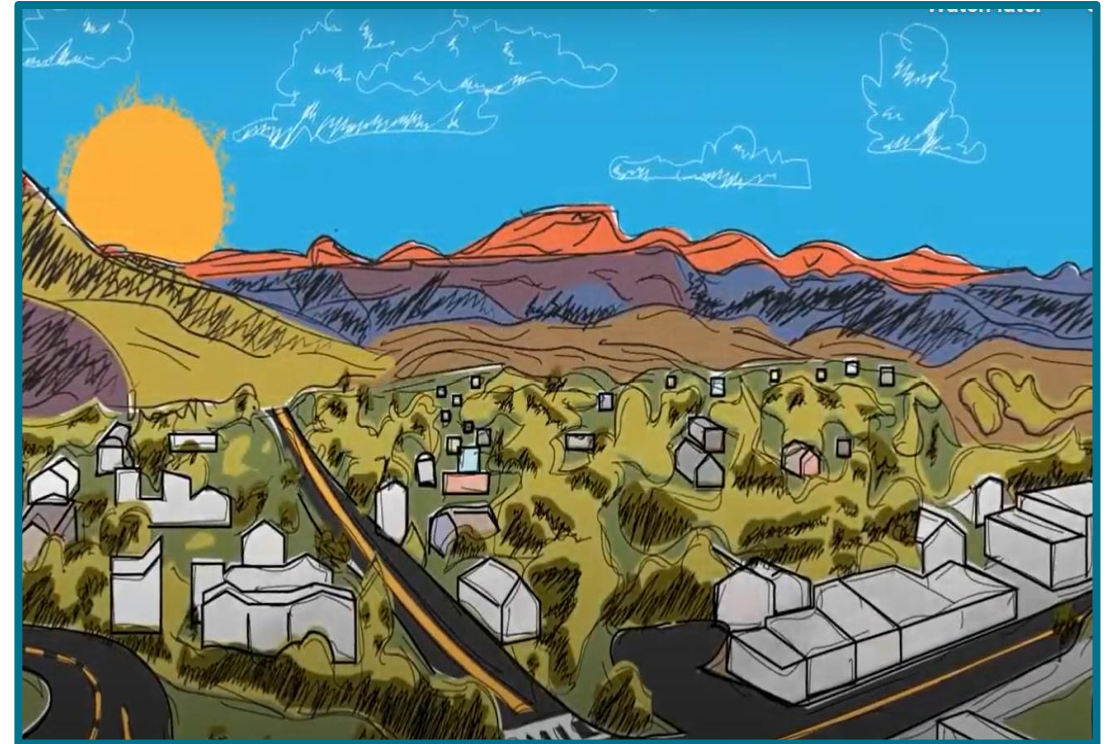
Vision & Mission

VISION

A **flourishing community** comprised of **diverse, attractive & thriving hubs** of activity shaped by **public-private partnerships**

MISSION

The Durango Renewal Partnership **facilitates reinvestment** in underutilized areas to **address community priorities & create thriving places.**



Organizational Structure

Priorities & Messaging

Priorities identified in Formation Plan

- Housing
- Mixed-Use, Walkable Development
- Job Creation & Support of Local Industry
- Local Partnerships
- Arts & Culture

Key Messages & Organizational Characteristics

- Closing financing gaps
- Spurring reinvestment in underutilized areas
- Improving the quality of redevelopment
- Collaborative, partnership mindset
- Nimble & entrepreneurial
- Problem-solvers
- Enhancing public benefits of redevelopment
- Achieving the community vision
- Transparent & accountable



Organizational Structure

Governance

- Must comply with statutory requirements.
- Nine-member Board:
 - Five members of Council
 - Board of Education Board Member
 - County Representative
 - Special District Appointee
 - Mayoral Appointee
- Staggered terms, up to five years.
- Positions and procedures outlined in Bylaws and Formation Resolution.



Organizational Structure

Staffing

Research

- <https://www.p3parker.com/about-us>
- Survey to DCI's URA member listeserv

Goals

- Seek an **economically efficient** arrangement for DRP in the early years of getting started prior to generating much revenue.
- **Keep overhead costs low** to allow funds to go directly to project implementation.
- Facilitate **integration and coordination with City departments** leading to successful project management.



Organizational Structure

Staffing

- The Partnership will be housed within the City of Durango Community Development Department.
- Three members of staff (Department Director, Planning Manager, and Business Development Coordinator) provide direct administration and project management for DRP.
- Town Clerk assists the DRP in records management and meetings law compliance.
- Finance Director and staff will manage finances, ensure proper accounting and track funds.
- Generally, the DRP budget will be incorporated within the Community Development Department's budget.
- City Attorney will serve as general counsel with outside legal assistance brought in as needed.



Organizational Structure

Relationship to the City of Durango

Distinct...

- The Partnership and City Council are legally separate, and there will be a clear distinction in meetings, titles, staff reports, etc.
- Expenditures and revenues tracked directly, not intermingled.
- Must be able to protect sensitive information provided by partners.

...But Interrelated

- Coordination with and awareness by City leadership is crucial to success.
- City staff at all levels must embrace the vision and mission of DRP.
- Long-Range Strategy & Finance Committee and other City Boards & Commissions can be consulted as needed.



Budget Process

- Budget will be incorporated into City budget software and audited in same fashion as the City budget with all revenues and expenditures tracked separately.
- URA Budget must be **presented to the governing body by October 15.**
- A **public hearing and adoption** of the URA Budget must occur **by December 31.**
- As we grow, budget will consist of a general fund category and categories for each Plan Area to track TIF revenue and ensure money is spent in the right place.



Potential 2021 Budget Items

In these early years, the Partnership will rely on contributions from City General Fund, grant funding, and potentially contributions from other partner.

- **Area Plan preparation & financial analysis:** \$60,000
- **Legal Assistance:** \$15,000
- **Branding, Marketing & Communications:** \$10,000
- **Organizational & Professional Development:** \$5,000
- **Project Assistance & Property Acquisition:** Requests made as needed

Projected Total 2021 Budget Request: \$90,000



Five-Year Strategic Plan

Immediate Actions

Immediate Actions (0-1 Years)

- Identify top two priority areas & initiate Plan development.
- Complete Housing Strategy project.
- Finalize and adopt the DRP Organizational Structure & Strategic Plan.
- Enhance web presence.
- Create Developer Interest Forms and Application Forms.
- Create budget template. Draft and get approval of 2021 budget.
- Create and adopt Project Review Criteria.
- Create template for Annual Report.
- Establish baselines for indicators.
- Deploy branding strategy.



Five-Year Strategic Plan

Mid- and Long-Range Actions

Mid-Range (2-4 Years)

- Develop 2-3 more Plan Areas and enable TIF in at least three high priority investment areas.

Long Range (5 Years & beyond)

- Assess organizational structure and needed refinements given staffing needs and revenues



Milestones

Progress So Far...

- **2016:** Launch of Durango Districts Initiative
- **October 2016:** SouthFork Character District Plan Adopted
- **2017:** URA Formation specifically incorporated into City Council goals
- **April 2018:** North Main & Camino Character District Plan Adopted
- **2019:** Launch of RE:NEW and Durango Creates! Grant Programs
- **May 2019:** Western Slope Redevelopment & Reinvestment Symposium
- **January 2020:** City-Wide Conditions Survey Completed
- **February 2020:** DRP Formation Plan Completed
- **March 2020:** Accepted into DCI Colorado Challenge Program
- **May 5, 2020:** Unanimous Council Adoption of Formation Ordinance
- **July 2020:** Received DOLA Admin Planning Grant
- **????:** Adoption of First UR Area Plan
- **????:** First Development Agreement Executed



Five-Year Strategic Plan Project Review Criteria

The Partnership will seek out projects that help achieve the stated vision of the organization and accomplish the Partnership's identified priorities along with the goals and objectives in the City of Durango's Comprehensive Plan and other applicable plans.

In anticipation of development proposals order to ensure consistent, equitable, and transparent decision-making, the Partnership should establish Project Review Criteria. These Criteria will help evaluate projects and scale the magnitude of Partnership involvement depending on how closely the project aligns with Partnership directives.

Once the appropriate Review Criteria are determined, staff can work to create a Review Matrix which allows a more objective application of the criteria to specific projects.

Potential Project Review Criteria

Does the assistance from the Partnership...

- **Advance the vision** of the Partnership and address at least one, preferably more, stated priorities?
- **Achieve greater conformance** with the vision, goals, and objectives of the Comprehensive Plan and other applicable City plans?
- **Enable a project to advance** that would not be feasible otherwise?
- **Result in a substantial improvement to infrastructure** which hinders private investment?
- **Allow the addition of a public amenity** that would not otherwise happen?
- **Others?....**



Five-Year Strategic Plan

Performance Indicators

At the outset, the Partnership should establish indicators of success and metrics to track progress, identify strategies that create success and enable adaptation if things aren't working.

Organizational Success

- Development Agreements executed
- Overall TIF generated
- Contacts with property owners, developers, business owners
- Website hits
- Application/Interest Form downloads
- Presentations within community
- Presentations outside community
- Open houses held
- Grants given
- Grants received
- Media coverage
- Social media activity

Action: Establish baselines immediately

District-specific Success

- Sales tax revenue
- Property tax revenue
- Vacancy Rate
- Building permit activity (# and value)
- Total building sq footage
- Land Use Mix
- Business Mix
- Public investment (City, Partnership, etc.)
- Private Investment
- Public : Private investment ratio
- Public Improvements completed (\$ and # and type)

Action: Integrate baseline figures into all new UR Plans

OTHERS?



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