

live

work

play

invest

ANNUAL REPORT

2012



PUEBLO
CITY CENTER
PARTNERSHIP

Letter from the Chairman

Wow! It has been five solid years in the making!

Upon the conclusion of the Leland Downtown Development Implementation Study (DDIS) in the winter 2006-2007, the Board of Pueblo Urban Renewal Authority (PURA) asked me to chair the implementation of the study and thus began the DDIS committee. As with most boards, organizations (such as PURA) turn over their board membership, and sometimes, their administrative staff. While the DDIS had momentum, PURA's board naturally has been changing. Ongoing educating and vision building has been as critical as has been birthing and organization.

What is true is that the PURA, the parent entity, has been a constant source of backing and funding. Now, in the winter of 2012-2013 the Pueblo City Center Partnership (PCCP) has become a recognized and increasingly valuable entity to the community of Pueblo.

Having worked in the private sector for 30 years, many of which were in management; assessing applicants and hires is often times the most critical decision that has to be made. In February, the Partnership, in conjunction with the PURA, hired its first Executive Director. What often happens is that what gets sold to new hires is the job description solely – not the vision. With Ms. Kristi Alfonso, not only has she understood her role in the organization, but more importantly, she has understood the Partnership's critical role in our community. She works from and toward our vision.

This year, City Center has focused on encouraging developments in retail, residential, and investment. Retail development was emphasized toward the City's Center by seeking tenants to occupy available sites or space. The residential development focused on Pueblo's City Center by eliminating barriers that discourage development and by promoting specific retail that will enhance the neighborhood effect. PCCP will provide additional services to the City by providing a single point of access for inquires about retail opportunities. Additionally, PCCP maximizes the marketing and strategic development for neighborhood and merchant associations.

In 2013, PCCP will include several primary objectives. Included in the objectives are establishing a Business Improvement District (BID) and working toward strategic retail recruitment. PCCP will help establish a City Center bus route, and creating a large truck transportation plan on Union Avenue and Victoria Avenue to move large utility trucks off the road. For the community, PCCP will continue to enhance the pedestrian/visitor experience through way-finding signage and be an active partner in the new Regional Tourism Act. The last primary objective is to continue to partner with the City and PURA to market land.

Please join us and review our accomplishments during 2012 and look forward with us to an even bigger 2013!



Chris Kaufman, Board Chairman



Mission Statement

Pueblo City Center Partnership is an entity comprised of downtown agencies, developers, business owners, tourism staff, and promoters. Our goal is to partner to attract retail, residential, and business development in Pueblo's City Center while supporting events and activities that promote a progressive and vibrant urban core.

Board Members

Chris Kaufman-Chairman of the Board
 Chris Markuson-Vice Chairman of the Board
 Rochelle Spoons-Secretary
 Alan Lucas
 John Carleo

Cheyenne Motto
 Logan Gogarty
 Kyle Groves
 Leslie Nazario
 Peggy Willcox



Kristi Alfonso, Pueblo City Center
 Executive Director

Stakeholders

Michael Alvarado
 Gary & Ida Anzuini
 John Batey
 Alice Birch
 Travis Bliss
 Katie Bonham
 Donald Bruestle
 Gino Carleo
 Louie Carleo
 Dan Centa
 Dax Charles
 Tom Corcett
 Dean Dennis
 Dan DeRose
 Mike DeRose
 Russell De Salvo

Dave Dixon
 Deborah Espinosa
 Lynette Even
 Susan Fries
 Elizabeth Gallegos
 Elizabeth Gladney
 Joe Herbert
 Scott Hobson
 Bill Keathley
 Jim Koncilja
 Joe Koncilja
 Alan Lucas
 Chris Markuson
 Daniel Molello
 Jim Munch
 Steve Nawrocki

Joe O'Brien
 Jim Oliver
 Jessi Ones
 Bill Ooppola
 Mary Oreskovich
 Caroline Parra
 Jeanne Santillanez
 Rod Slyhoff
 Paulette Stuart
 Philip Trujillo
 Gary Trujillo
 Barbara Vidmar
 Richard Warner
 Richard Werner
 Peggy Willcox

Initiatives

ICSC RECon

PCCP's goal has been to develop the organization through relationship building, networking, education, research, and developing and implementing initiatives to better and re-energize Pueblo's urban core. Members from the PCCP and a PURA representative attended the International Council of Shopping Centers (ICSC) RECon convention in May. Working towards a goal to enhance the partnership and Pueblo's visibility within the industry; the attendance at this convention provided the opportunity for Pueblo's vibrant community to establish contacts who will contribute to PCCP's mission by intriguing new retail to our market resulting in the promotion of economic development.

ICSC RECon is the global convention for the shopping center industry and provides networking, deal making, and educational opportunities for retail real estate professionals from around the world. With over 30,000 attendees and 1,000 exhibitors it is the largest industry convention, making it an unparalleled opportunity to do a years worth of business in days. The photo above highlights the PCCP presence in the Cities of the World exhibition at this year's event.



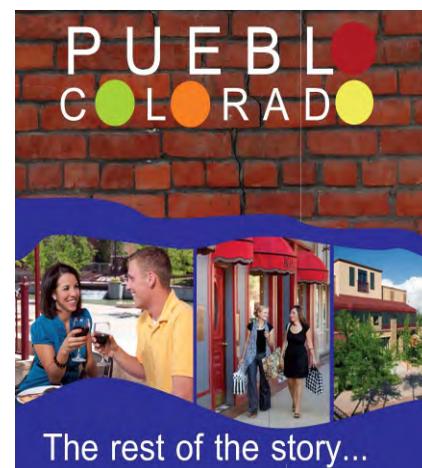
Founded in 1957, ICSC is the global trade association of the shopping center industry. Its 50,000 members in the U.S., Canada and more than 80 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers, and other professionals as well as academics and public officials. As the global industry trade association, ICSC links with more than 25 national and regional shopping center councils throughout the world.

Chase Packet



PCCP has launched a marketing tool aimed to draw new business to Pueblo, in particular the downtown area. A 16-page informational magazine, called the "Chase Packet," was developed to communicate "why Pueblo works," highlighting information a developer typically won't find from communities demographic information. The packet also features Pueblo being retail ready, ripe for business development, market research, fast facts, and leakage information, as well as featuring a section about the quality of life Pueblo offers. In connection with the Chase Packet, PCCP has been working closely with its partners to develop incentives and a Fast Track Business Assistance program to entice new to the market developers to choose Pueblo as the next destination for their business.

To find out more please visit: www.pueblocitycenter.com



Fast Track Business Assistance

Pueblo is an environment where business partnerships and collaboration are the cornerstone of a healthy, vibrant economy which is driven by a diverse business mix, strong entrepreneurial spirit, and historically vital business districts. The Fast Track Business Assistance program reinforces the importance of economic health to our overall quality of life and demonstrates the city's support of business and economic sustainability. Fast Track through the red tape with a Made Easy initiative, designed to eliminate barriers and expedite the review of qualifying development projects to promote economic development, job creation, and smart growth. Projects approved for Fast Track will have the benefit of a concurrent and coordinated review by all relevant agencies for any necessary permits, allowing for the identification of any possible permitting or approval issues early in the development process.

Additionally, Fast Track projects will be assigned a contact person to help guide them through the permit application process.

Initiatives

Launched New Website

PCCP was created to bring all important aspects of downtown Pueblo together, and to help us actively market and sell downtown. There are four components to the website, Play, Live, Work, and Invest. The concept is that you can't have "one without the other" in order to maintain business and housing development. Business and housing developments are driven by resident/customer base and attractive qualities of life. All the pieces have to come together to help us truly market downtown to our audiences.

The Play pages advertise things to do in our City Center, with the overall goal of making downtown Pueblo a thriving place to visit and live. Potential residents have the ability to search available properties being advertised by downtown property owners on the Live pages. The overall goal of these pages is to help increase the resident base in downtown. Without people living in downtown, businesses are less likely to locate their business here. Advertising for downtown businesses can be found on the Work pages, these pages also give potential businesses an idea of what their employees can expect working in downtown. Creating an image of downtown as a desired place to locate your business that your employees will enjoy drives the overall goal. Searching for available space for potential retail, office, and site developers is located in the Invest pages. The invest pages also allow developers and building owners to upload information about their properties. Advertising empty space to help fill with new businesses in downtown is the overall goal. This page takes you straight to demographic information for the Downtown area. Quick links are available on the home page. The Events page goes straight to the calendar which includes events in the Downtown area.

*Pages will include a Google mapping system so you can locate sites immediately

Colorado Innovation Network

The Colorado Innovation Network (COIN) stimulates economic growth, creates jobs, increases tax revenue, and attracts new businesses to the State of Colorado by supporting innovative business activities and establishing a reputation for Colorado as the most innovative state in the country.

Cultivating innovation is key to creating new jobs and growing a more competitive, dynamic and resilient economy in Colorado. Innovation is defined, not as an often-used abstract concept, but fundamentally as the act of discovering and applying new approaches and solutions to create value. The goal is to create a culture and environment in Colorado that actively supports and encourages innovation, thereby boosting the competitiveness of our local, state, and national economies. Governor Hickenlooper recently launched COIN. This privately-funded non-profit network will be a primary catalyst to spur statewide innovation and growth. COIN will leverage and coordinate robust resources already present in the state, and add momentum and visibility to existing work. Through COIN, leaders from industry, nonprofits, foundations, government and academia will convene and commit to achieving the common goal of increased economic competitiveness. The alignment of these resources will act as a catalyst for businesses and entrepreneurs across the state.

City centers from across Colorado have worked together to identify and implement programs, projects and tools to accelerate and incubate innovative businesses in their respective communities. Create a formal network across City Centers to share best practices, information and opportunities to support start-ups and growth of existing companies. Identify unique programs that will inspire innovative companies and support their growth. Develop joint programs to create consistency and efficiency in meeting the needs of early-stage businesses. Launch tools and resources to support start-up and growing businesses to programs and to each other. Identify core elements in the built environment that will support and attract innovation in Colorado's city centers.

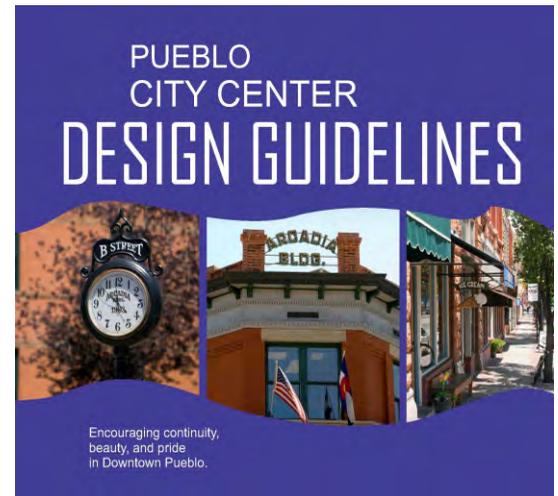
Real Estate Study

In conjunction with the Healy Center at CSU-Pueblo, PCCP is in the process of conducting and publishing a residential and commercial baseline study in Downtown Pueblo. This information will provide an accurate database to locate, label, and catalogue property within the City Center. PCCP will now know what real estate is readily available for prospective investors/developers, as well as maintain records of future changes pertaining to the property.

Initiatives

Pueblo City Center Design Guidelines

As a result of the partnership with the City of Pueblo and PURA, the intention of PCCP's Design Guidelines is to help property owners, business owners, designers, and developers understand what is unique about each of the Districts within our City Center and what is expected to help keep the character of each District intact. Prior to submitting a design or construction plan to the City of Pueblo for review, consulting the Design Guidelines and consider what elements unify the District you are in and use them in your design. New construction does not need to mimic historic building types, but should complement and reinforce the character and fabric in the District. Each building within a District falls under one of two categories, Historic Buildings and Non-Historic Buildings. Within each category, the guidelines are divided into two sections, Site Considerations and Architectural Considerations.



City Center Streetscape Standards



The term "Streetscape" refers to the entire system of the streets, sidewalks, landscaping, street furniture and open spaces that combine to form the street's character. The intent of these Standards is to improve the pedestrian environment in Pueblo's Downtown. Within the overarching goal of creating a Downtown that is pedestrian friendly, the Streetscape Standards provide the direction to achieve specific objectives: Create a bicycle and pedestrian oriented environment that is safe, accessible, visually pleasing, and comfortable. Unify the image of the City Center by creating a series of public plazas, a rhythm of street trees and street lighting, and providing landscaping with seasonal color and other qualities of visual interest. Increase way-finding and signage that provides directional information for both pedestrians and motorists. Enrich Pueblo's City Center with public art.

The Streetscape Standards are organized into several primary sections which include Streetscape Design Elements, Overall Area-Wide Standards, and District-Specific Standards. The District-Specific Standards provide detailed standards (regarding paving, landscape and site furnishings) for each of the existing downtown neighborhoods in Pueblo. These downtown neighborhoods are the Central Business District, Civic District, Historic Arkansas Riverwalk of Pueblo (HARP) District, Mesa Junction District, and the Santa Fe/West 4th Street District.

Obtained 501(c)(6) Status

By promoting common business interest and activities directed at improving businesses, Pueblo City Center Partnership received tax exempt status under IRC501(c)(6).

According to Colorado State Statutes, IRC 501(c)(6) provides for exemption of business leagues, chambers of commerce, real estate boards, boards of trade, and professional football leagues (whether or not administering a pension fund for football players), which are not organized for profit and no part of the net earnings of which inures to the benefit of any private shareholder or individual.

Community Outreach

Welcome to the City Center Event

Pueblo City Center Partnership in conjunction with HARP, the Downtown Association and the Pueblo Convention Center hosted the first-ever "Welcome to the City Center" college night in August. Nearly 400 college students from CSU-Pueblo, Pueblo Community College and IntelliTech College participated in the event designed to introduce and invite students to be more active in the Downtown area. The event provided dinner and entertainment including multiple bands, boat rides, carriage rides, merchant discounts and was capped off with a scavenger hunt that walked students through Pueblo's Downtown introducing them Pueblo's unique districts, art galleries, retail, and entertainment entities.



Big Talk Small Business

PCCP and the Marriott of Pueblo have partnered, inviting individuals and businesses located in Pueblo's Downtown to join them for coffee and conversation. To establish a mutually beneficial relationship with other businesses and individuals within Pueblo's City Center. This event provides the opportunity to exchange business information, ideas, and support.

Gifts Galore City Center Cash Promotion

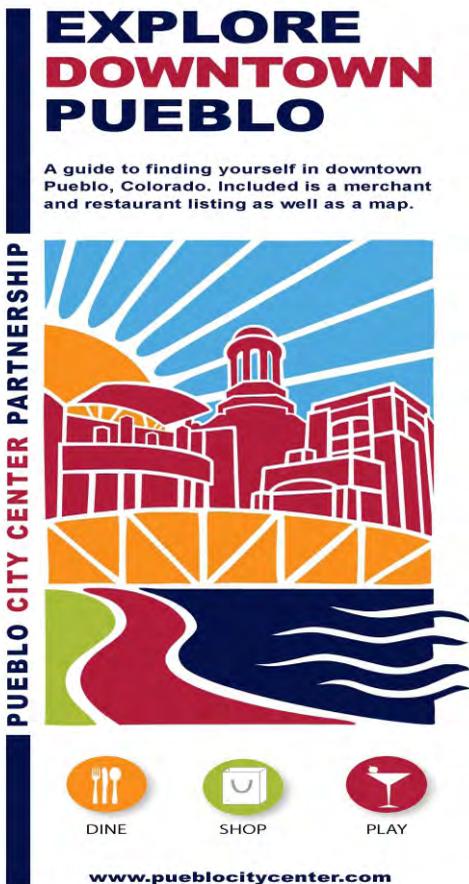
As part of the Partnerships efforts to revitalize the entire City Center of Pueblo, PCCP partnered with The Pueblo Downtown Association, who spearheaded two retail promotions for the Partnership areas. Downtown, Union Avenue, and Mesa Junction participated in a Christmas holiday promotion "Gifts Galore and City Center Cash" and a spring promotion entitled "Moms, Memories and Money" was designed to encourage the public to shop in the area for Easter, Mother's Day, and the Graduation season. In both promotions retailers and restaurants accepted registrations, provided prizes, and paid into the "cash" pool for grand prizes. Weekly merchandise/certificate prizes were given for third, second, and grand prizes.

Billboards-Shop Local >

Pueblo's City Center "Love the Local" campaign encouraged people to come downtown to shop, eat and play where 85 percent of the businesses are locally owned & operated during this year's holiday season. When shopping & dining local, you invest in your community, in your neighbors and ultimately in yourselves. In today's economic climate, the best return on investment is in local businesses! A strong local economy and high quality of life within Pueblo's downtown are largely dependent upon the community's preference to support local businesses. This initiative was developed as a reminder to always "Think Local First" and whenever possible encourage the community to shift their spending habits locally.



Community Outreach



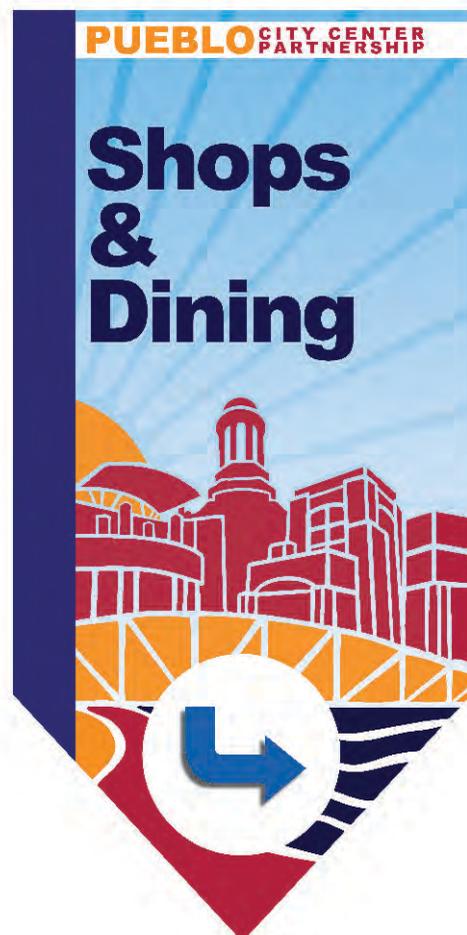
< Downtown Directory

City Center developed a print and electronic directory highlighting Downtown dining, shopping and attractions for guests to our community and the City Center area. This document provides information to guest highlighting all Pueblo's City Center has to offer. The directory is updated online for new businesses to be easily found and expands options for the community. The directory provides the community with enough information to plan a day in the City Center area that will be memorable.

Signage >

City Center Partnership's Wayfinding Program is an initiative to make it easier for residents, commuters and tourists to find Downtown Pueblo destinations and attractions. The "wayfinding" improvement project, an action item outlined in the Partnerships initiatives, aims to integrate a range of navigation and communication tools for traversing the downtown area, such as signage, brochures/directories, and smart-phone QR codes.

The pedestrian wayfinding signage provides ways to navigate from one place to another, and focuses on highlighting the experience of the path and eventual arrival of the wayfinding user. The system will underscore downtown's unique and eclectic identity, as well as improve movement for pedestrians, cyclists and motorists. All pedestrian and way finding signage will be installed in the first quarter of 2013.



Looking Forward

Business Improvement District

The idea of a Business Improvement District (BID) is not new to the Downtown. As early as 1978, the idea has been an active one; much of this study is derived from the 1998 BID proposal.

The BID will be an assessment district of approximately ____ blocks. It will be proposed to improve and convey special benefits to commercial properties located in the specific district. Once created, the BID will be a quasi-governmental management organization, funded by downtown commercial property owners, and set apart to enhance basic city services by managing district-wide safety initiatives, cleaning and maintenance services, consumer marketing campaigns, and advocacy for downtown business and commercial property owners.

The International Downtown Association estimates that more than 1,000 BID areas currently operate throughout the United States and Canada. BIDs come in all shapes and sizes, ranging from large downtowns to neighborhood business districts. Currently, nine BIDs exist in Colorado.

A BID is a local special district that provides funds for enhanced improvements and activities, such as maintenance or marketing, in addition to those provided by local government. BIDs are proven to work by funding services that improve the overall viability of business districts—resulting in higher property values and sales.

The City Center BID will be formed pursuant to Colorado's "Business Improvement District Act", part 12 of article 25 of title 31, Colorado Revised Statutes. Established in 1988, the "Business Improvement District Act" ushered in a new generation of BIDs in Colorado by allowing them to fund a greater range of services and providing independence from municipal government. The law includes provisions that: allow BIDs to finance a wide range of service options including enhanced security, maintenance, snow removal, street beautification improvements, marketing, economic development, special events, parking management, etc.; provide for a governance structure that is accountable to those who pay Assessment, budgets and service delivery are supervised by a BID board of directors composed of property and business owners; encourage private sector management; BIDs are encouraged to contract with private sector organizations to deliver services, bypassing the limitations and restrictions of government; require petition support to form the BID from owners of personal and real property representing more than 50% of assessed value and commercial acreage; and require a vote by owners of non-residential personal and real property, lessees of non-residential property, and residents within non-residential property within a district to approve the BID assessment, pursuant to Article X, Section 20 of the Colorado Constitution, (the "Taxpayer's Bill of Rights").

Colorado Main Street® Program

The Colorado Main Street® Program is a program to revitalize traditional downtown districts and promote economic development within the context of historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their traditional assets of unique architecture, personal service, local ownership and entrepreneurship, and a sense of community.

The Colorado Main Street program provides technical assistance and services in the four areas of the Main Street Approach® (economic restructuring, design, organization and promotion) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria. Main Street's Eight Guiding Principles provide a comprehensive approach to district and downtown revitalization.

The Colorado Department of Local Affairs (DOLA) manages the Colorado program, which is partially funded by a grant from the State Historical Fund. The mission of the Colorado Main Street program is to be a coordinating resource for communities seeking to revitalize their historic downtown commercial districts and to provide technical assistance to communities of all sizes, based on their individual needs

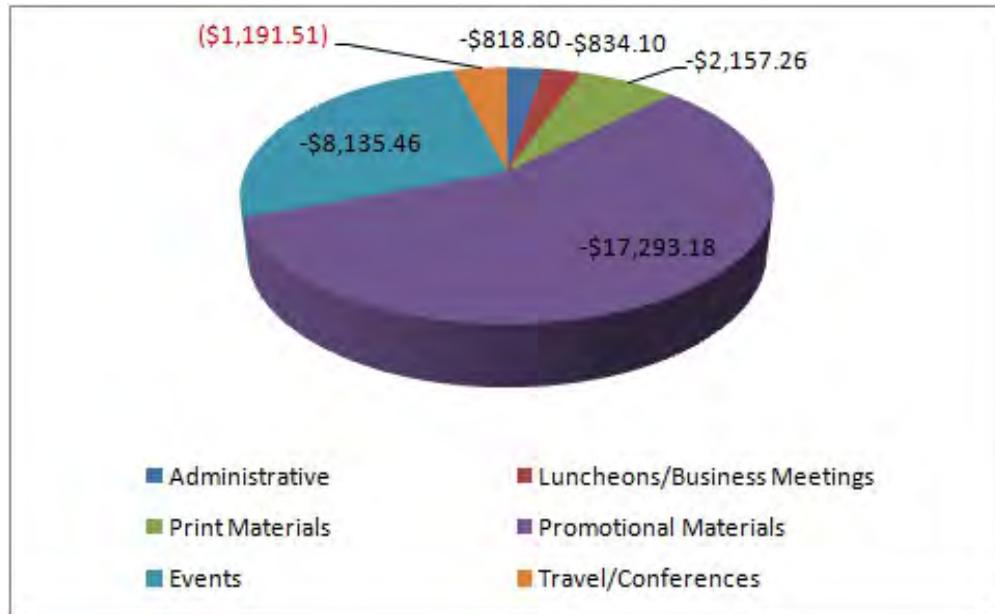
2012 PCCP Budget



2012 PCCP Actual Budget



2012 PCCP Budget Not Used



115 E. Riverwalk, Suite 410
Pueblo, CO 81003

(719) 583-8169

www.pueblocitycenter.com