

# REVITALIZATION PLAN

Colorado Smelter Superfund Site  
Pueblo, Colorado

JULY 2019



## INTRODUCTION

### The Community

The Bessemer, Eilers Heights/Bojon Town and Grove neighborhoods grew up around the steelworks industry in the late 1800s, attracting diverse immigrants from all over the world, including Italy, Slovenia and Mexico. Many remnants of a former factory town are present today including the small Minnequa Town Company cottage housing, churches, family restaurants, neighborhood bars, historic buildings, and a rich collection of ethnically diverse cultures. Despite these neighborhood treasures, the area currently suffers from a significant lack of investment in housing, infrastructure, services and economic development. In 1950, the construction of I-25 divided the neighborhood. Decades of smelting also resulted in contaminated soil throughout the area. Challenges include concerns about crime, small and aging housing stock, sidewalks in disrepair and a partially vacant commercial district. The community is eager for reinvestment to revive resident quality of life, celebrate their rich cultural heritage and support the local economy. In addition, the City of Pueblo will coordinate with the Colorado Coalition for Homeless to provide continued care and address the needs of homeless populations.

### The Colorado Smelter Revitalization Project

In 2014, the EPA designated the Colorado Smelter Superfund site due to high levels of arsenic and lead at the former Smelter Facility and slag pile (Operable Unit 2), and in soils throughout much of the surrounding community properties (Operable Unit 1). While residential soil cleanup has been progressing, EPA sponsored the Colorado Smelter Revitalization Project (CSRPP), a collaboration of local, state and federal agencies to support revitalization of the area. The CSRPP, with support from EPA's Superfund Redevelopment Initiative, sponsored a community planning process resulting in a collaborative vision to guide future investment and revitalization. CSRPP goals include:

- Support neighborhood revitalization around the Colorado Smelter area.
- Coordinate and leverage investments among local, state and federal agencies.
- Build on earlier planning efforts including outcomes from the 2016 Superfund Community Visioning Workshop and the 2017 Building Blocks Workshop.
- Inform EPA cleanup, the City's neighborhood plan update and the Pueblo Department of Public Health and Environment (PDPHE) health disparities grant for an improved built environment.

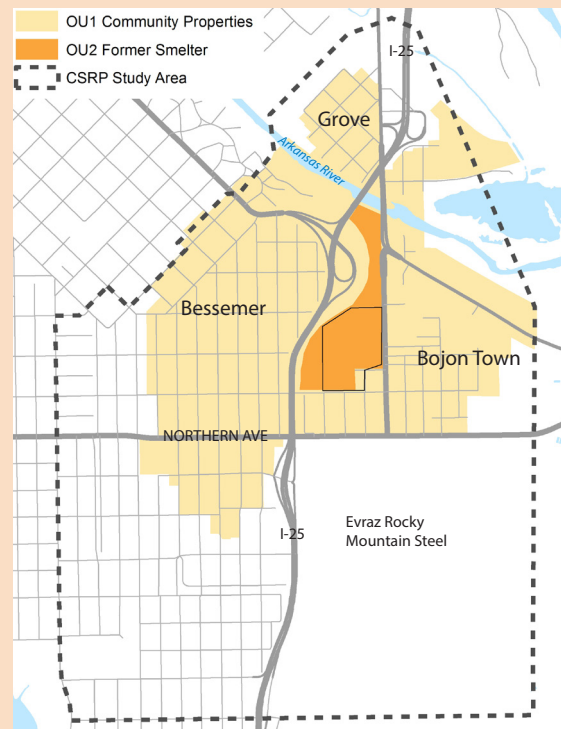
### Revitalization Themes

On October 30, 2018, the CSRPP hosted a community visioning workshop to identify revitalization strategies around the following three themes:

1. Connectivity and Cultural Heritage (see page 2)
2. Thriving Neighborhoods (see page 6)
3. Vibrant Commercial (see page 8)

This report summarizes the outcomes of the visioning session including revitalization goals, strategies, implementation examples and resources.

*Funded by EPA Region 8 and the Superfund Redevelopment Initiative*



The CSRPP study area encompasses and extends beyond areas supported by the Superfund cleanup including the Bessemer, Grove and Eilers neighborhoods.

The Colorado Smelter Revitalization Project (CSRPP) includes the following participating entities:

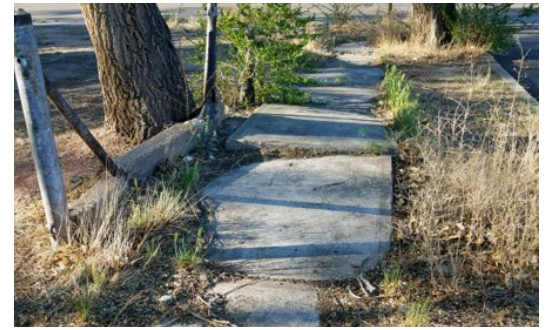
- City of Pueblo
- Pueblo County
- Pueblo Dept. of Public Health and Environment
- NeighborWorks
- Colorado Smelter Community Advisory Group
- CO Dept. of Public Health and Environment
- CO Dept. of Transportation
- U.S. Environmental Protection Agency
- U.S. Economic Development Administration
- U.S. Dept. of Transportation
- U.S. Housing and Urban Development
- Evraz Rocky Mountain Steel

# CONNECTIVITY AND CULTURAL HERITAGE

## CURRENT CONDITIONS

The Bessemer, Eilers Heights/Bojon Town and Grove neighborhoods are separated from each other, downtown, parks and other amenities by the I-25 highway, the Arkansas River and steep topography. Some streets are lacking sidewalks and lighting; while others are in significant disrepair. The existing bike lane only connects the western side of the neighborhood to downtown.

However, with investments to improve connectivity, Bessemer, Eilers and Grove could have better access and connection to Downtown Pueblo and recreational amenities. The community has prioritized a greenway trail and sidewalk and streetscape improvements for school zones and commercial nodes that include cultural heritage signage.



Example of sidewalk in disrepair (Source: Rick Romero)

## GOALS

- Improve streetscapes.
- Connect the neighborhoods to recreation, amenities and downtown.
- Designate a history trail connecting neighborhood heritage sites.
- Install cultural wayfinding street signage, including neighborhood gateways.
- Establish a neighborhood plaza for cultural events.



View of downtown Pueblo from Eilers neighborhood

## STRATEGIES

### 1. Create Greenway Connector Trail

The neighborhoods are ideally situated between and adjacent to Downtown Pueblo, new recreational amenities at Runyon Lake, the Arkansas River trail system and Lake Minnequa. The anticipated clean up of the slag piles and I-25 re-alignments offer a strategic opportunity to create a north-south trail connection from Eilers to the Arkansas River. Creating an additional connection on the west side of Eilers would create a loop connecting many of Pueblo's recreational amenities. The Bessemer Ditch Company canal offers an opportunity to extend a bike trail west to the community college. To the east, a new overlook in Eilers could offer some of the best views of the river and downtown.

- (A) Levee trail through Grove to Runyon Lake
- (B) Arkansas River Trail to Benedict Park
- (C) Benedict Park to Steelworks Museum
- (D) Canal right-of-way from Steelworks to Lake Ave bike lane
- (E) Bike lane to River Trail and downtown
- (F) Connections from northern Bessemer to River Trail (city planned)
- (G) Create Eilers connection at end of Mesa
- (H) Create Eilers overlook with path to the Arkansas River Trail



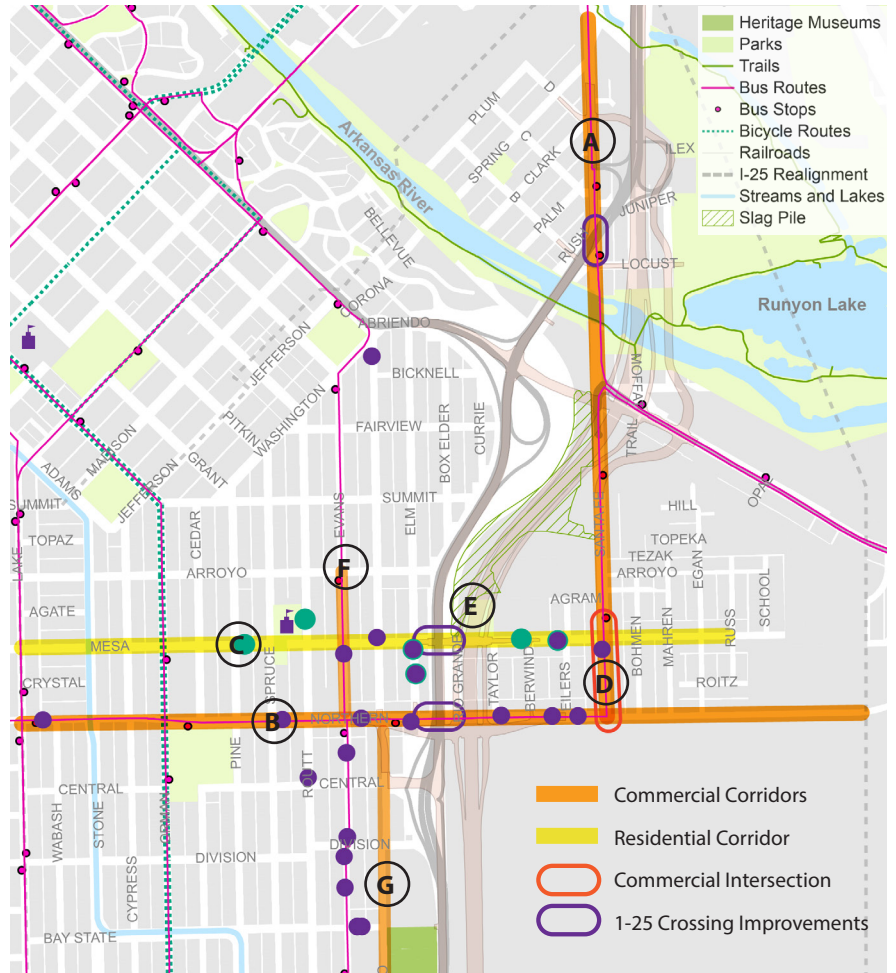
Diagram showing Loop Trail



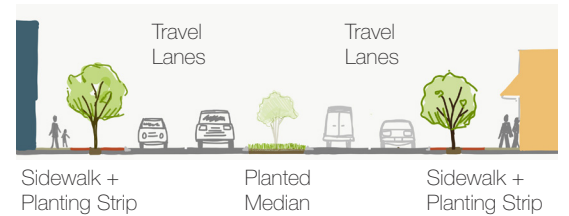
## 2. Improve Streetscapes

The community prioritized specific streets (shown in adjacent figure) for near-term improvements that include lighting, sidewalks, pedestrian safety, parking, signage, landscaping, bike racks and bus shelters. The cross-sections below illustrate how to make better use of the right-of-way and differentiate neighborhood collectors (such as Mesa) and commercial arterial streets (such as Northern and Sante Fe) through different approaches to parking, bike lanes, landscaping and pedestrian safety features. In addition, sidewalk improvements are needed throughout the neighborhood as well as street trees for shade and bus stops with benches. Street improvements can extend over I-25 with enhanced pedestrian safety and cultural art features. Street improvements can be coordinated with extending high-speed internet to commercial areas. Funding sources could include Community Development Block Grants (CBDG), a Business Improvement District and federal transportation grants.

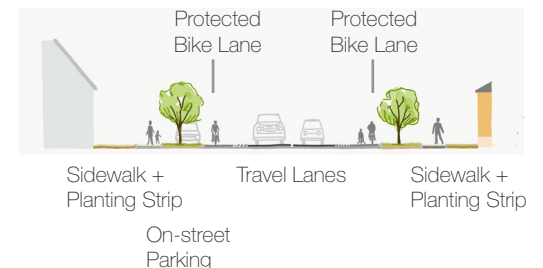
- (A)** Southern Gateway to the Riverwalk
- (B)** "Bessemer Village District"
- (C)** Bike and pedestrian route
- (D)** Northern/Mesa and Sante Fe "Bojon Town"
- (E)** Pedestrian art, signage and safety features
- (F)** "Little Italy"
- (G)** Heritage bike trail



Northern Avenue commercial street with a landscape median and pedestrian bump-outs.



Mesa Avenue residential street with bike lanes and a landscape sidewalk buffer.



# CONNECTIVITY AND CULTURAL HERITAGE

## 3. Create Heritage Trail with Landmarks and Signage

The community would like to celebrate its diverse cultural and industrial heritage by adding wayfinding signage and landmarks throughout the neighborhood. Signage along the primary bike, pedestrian and vehicular routes could designate neighborhood gateways, retail centers and directions to the Steelworks Museum and other heritage sites. The Pueblo Historic Preservation Commission, the Steelworks Museum and others could collaborate on developing a signage network and design options. Signs could be installed as part of streetscape improvements outlined in strategy 2.

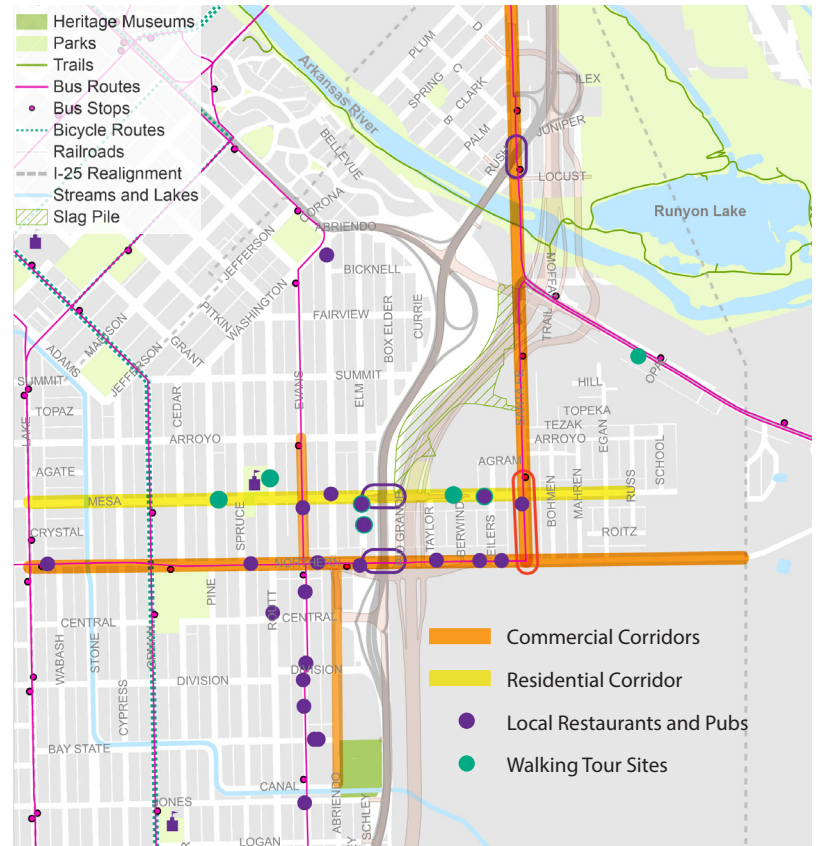
## 4. Invest in Culture and Community Spaces

The community would like to invest in civic gathering spaces to celebrate cultural heritage and bring the neighborhoods together for events. Bessemer Park could be enhanced by creating a plaza for farmers markets and other gatherings. Locating a regional recreational facility (climbing gym, indoor rec facility) along Abriendo with easy Interstate access would reinvigorate the neighborhood with a desirable amenity.

In addition, the community recommended installing memorials including:

- Install a neighborhood monument at the new greenway trail along the slag pile post cleanup
- Light up the steel mill stacks to showcase the industrial skyline as a landmark
- Install a steelworkers mural wall along Northern (to also mitigate dust and noise)
- Wrap utility boxes or vacant shop windows with historical photos.

These landmarks could be designed and installed through the city's art program and other funding sources to bolster local pride and promote the neighborhood as a destination for enjoying the rich industrial and cultural heritage.



Potential destinations (including restaurants, historic buildings and parks) to include in wayfinding signage strategy and a walking tour map.



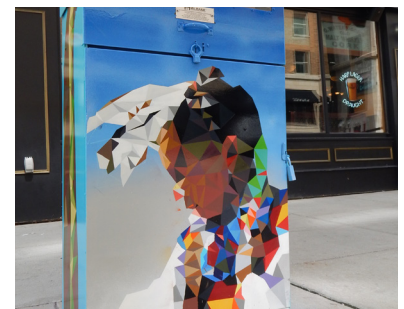
Left: Colorado Smelter slag pile area offers a potential trail opportunity post cleanup.

Right: Other communities have turned former industrial sites into recreational features. The St. Joe State Park in Missouri was once home to the St. Joe Mineral Corp. Today, visitors can experience a range of recreational and cultural heritage activities, including trails which traverse former mine tailing areas.

## IMPLEMENTATION

Potential Partners and Resources

- Business Improvement District
- Historic Landmark Status
- Colorado Health Foundation
- Colorado Trust
- Packard Foundation of Colorado (Packard from Pueblo)
- Community Development Block Grant (CDBG) funds
- City's 1/2% tax to attract jobs
- City's Frontier Pathway signage plan
- Pueblo Conservancy Trust
- Pueblo Urban Renewal Authority (PURA)
- Extend Call Yourself Creative Program into neighborhoods
- Department of Local Affairs
- Chamber of Commerce - Destination Pueblo
- National Endowment for the Arts
- Greater Outdoors Colorado
- Community/State Foundations



The City of Milwaukee's Downtown Placemaking Task Force commissioned artist Mauricio Ramirez to transform utility boxes with murals that reflect Wisconsin Avenue's rich history of commerce, diversity of architecture and people, and enhance the downtown's public art. Source: Milwaukee Downtown, BID #21 (<https://www.milwaukeedowntown.com/bid-basics/community-projects/utility-box-murals>)



## Complete Streets

A complete streets approach utilizes the entire street right of way to enable safe access for users including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete streets are designed based on the community and transportation needs and incorporate latest design practices to ensure safety. Strategies can include sidewalks, bike lanes, safe crossings, medians, curb extensions, narrow travel lanes, comfortable and accessible public transportation stops, public art, and street trees and plantings.

Promoting complete streets can help improve car/pedestrian safety, revitalize streets, and celebrate local culture.



Northern Avenue

Left: Planting strips in public right-of-way provide beautification opportunities to create a neighborhood identity. Source: MRWM Landscape Architects ([www.mrwmla.com/median-prototypes/](http://www.mrwmla.com/median-prototypes/)). Right: curb extensions or bump-outs can provide planting areas for beautification and create safer street crossings by minimizing crosswalk distance. (Albuquerque, New Mexico)



Mesa Avenue

Protected bike lanes, marked crosswalks, lane striping to indicate travel lanes, and street trees can help reduce traffic and improve safety along this residential connector street.

## Taste of the Neighborhood

Events and activities to celebrate local culture and locally-owned businesses could include an annual Taste of the Neighborhood event to showcase the diverse range of local ethnic restaurants and pubs.

Community events can also be an opportunity for pop-up demonstrations, such as temporary bike lanes and wayfinding signage.



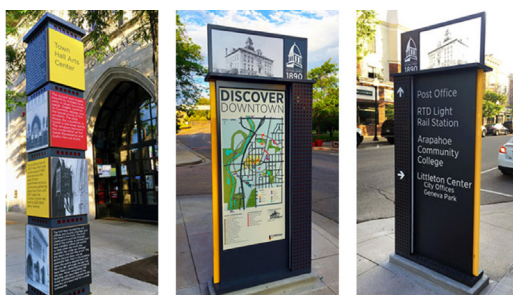
Pop-up wayfinding signs, Monument, CO. Source: Downtown Colorado, Inc.

## Cultural Heritage Wayfinding

Wayfinding signs can direct people to points of interest and highlight local history and cultural resources.

Signs can provide visual cues for drivers to key areas, such as commercial and entertainment districts and also include detailed maps to guide pedestrians.

Historic photos and information about the area's history can be integrated into the signage.



Example of a system of wayfinding signs in Littleton, CO. Source: City of Littleton, CO ([www.littleton.gov/business-resources/downtown-wayfinding-signage](http://www.littleton.gov/business-resources/downtown-wayfinding-signage))



Street sign identifying historic districts

Cultural heritage wayfinding signage in Washington, D.C.

# THRIVING NEIGHBORHOODS

## CURRENT CONDITIONS

Many homes in the neighborhood were built before 1918 and may lack the size and comforts of contemporary housing. There is a higher percentage of rental housing than other parts of the city. Current zoning designates some of the area as non-conforming due to small lots. In some cases, property owners must apply for a variance to build new or an addition due to current zoning constraints. The city is currently working on zoning improvements to address these obstacles. Additional barriers to home improvement and maintenance include low land value and costly upgrades needed to comply with current building codes. The community would like to remove barriers to redevelopment, reduce litter and crime and increase local services including a grocery store.

## GOALS

- Provide residents with home buying assistance.
- Develop infill affordable and workforce housing.
- Adopt zoning to support small lot infill development.
- Provide recreation and service amenities.
- Provide street improvements.

## STRATEGIES

### 1. Adopt small lot infill housing zoning

Recognizing the growing trend in in-city living, many local governments have adopted small lot infill zoning to promote home improvements and redevelopment within city neighborhoods. Infill zoning refers to city development requirements that encourage building on vacant or underutilized lots in a manner that is compatible with the neighborhood. By creating a zoning overlay, the city can remove barriers to basic home improvements and infill redevelopment for new contemporary housing. Infill zoning allows the redevelopment to maintain the traditional setbacks (distance required between structure and property line) of the neighborhood and relaxes requirements for parking and other features that are not feasible on small lots. Finally, the zoning outlines design guidelines to reclaim and maintain the historic character of the neighborhood. The new zoning code could address unique characteristics and neighborhood goals of the three neighborhoods, for example integrating artist live/work zoning for Grove.

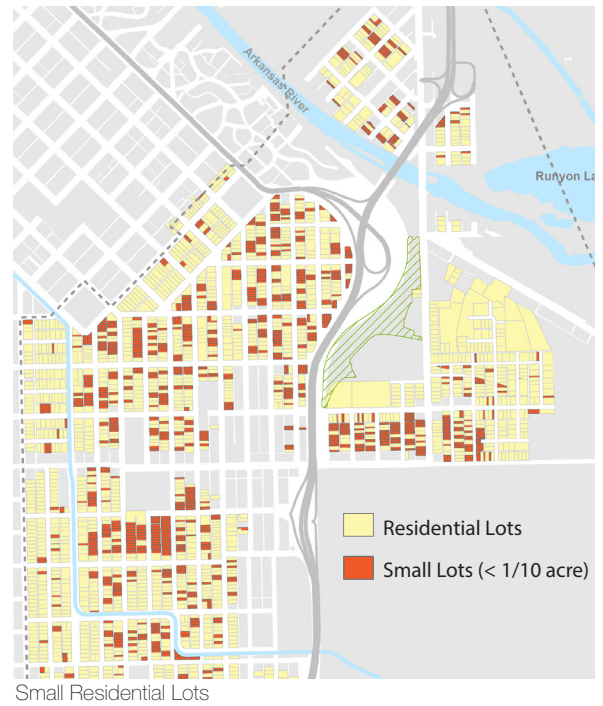
Example Zoning and Guidance

#### ***Heart of Knoxville Infill Housing Design Guidelines***

In 2006, the Knox County Metropolitan Planning District developed infill housing zoning and guidelines to foster neighborhood stability and maintain historic character while meeting a wide range of housing needs. The guidelines give attention to setbacks, parking, scale, foundation height, porches, windows, and roof pitch. Since the adoption of the new zoning overlay, the committee has issued 87 certificates of approval for new construction, additions, changes in driveway configuration, changes in porches, and platting. The city's community development department has also followed the guidelines for 96 city-funded houses over the last 6 years. Guidelines: [https://archive.knoxmpc.org/plans/dguides/infill\\_guide.pdf](https://archive.knoxmpc.org/plans/dguides/infill_guide.pdf)

#### ***The Infill Design Toolkit***

The City of Portland developed an infill design toolkit that provides strategies for achieving context-sensitive design in infill development and ways of overcoming some of the unique design challenges of development on small sites. The toolkit focuses on medium-density residential development (such as rowhouses, plexes, courtyard housing, and low-rise multifamily development) in established neighborhood areas. The toolkit offers neighborhood policies, infill strategies, prototypes, project profiles and a gallery of examples. Many of the strategies can be easily adapted for similar historical small lot neighborhoods. Portland Infill Design Toolkit: <https://www.portlandoregon.gov/bps/49254>





## 2. Increase home buying and improvement

Often homes can fall into disrepair by neglecting simple maintenance such as maintaining gutters, roofs, plumbing fixtures and porches. Landlords may be unwilling to invest the resources or owners may not have the knowledge and resources to ensure upkeep. Home buying assistance programs can also help low income families secure a home that may not otherwise qualify through traditional lending sources. Promoting a home maintenance program for renters and landlords and home buying assistance to local tenants in all three neighborhoods can help retain and restore housing quality and increase neighborhood stability, pride and ownership.

## 3. Commit to safety and stewardship

Opportunity to collaborate between community and police to expand neighborhood watch programs and increase community policing, such as foot and bike patrol around hot spots to reduce crime. Improve lighting. Provide trash receptacles in the parks and public spaces and host trash cleanup days.

## 4. Sponsor a catalyst mixed-use project

Identify an underutilized site for a catalyst public-private project that combines investment in civic space, workforce housing, neighborhood services and streetscape improvements.

## 5. Increase Affordable Housing Options

Include more affordable housing options for workforce, senior and family housing. Identify under-utilized areas for increased density to support local retail and commercial areas.

## IMPLEMENTATION

Potential Partners and Resources

- Sustainability Plan Action Team (SPAT) (county led)
- Neighborhood Associations
- NeighborWorks/FINCAP support
- Opportunity Zone
- Current and proposed historic building assessments
- Local Elementary Schools
- Southern Colorado Renter's Association
- Catholic Charities
- POSADA
- Pueblo Community Health Center
- NAMI/mental health support
- Pueblo Garden Heroes
- Pueblo Regional Building Department



Left: example of existing small lot infill development.

Right: examples of small homes with near-zero setbacks to neighboring homes.

# INTEGRATED INVESTMENT

## *Mixing funding sources, investing in a commons and leveraging local neighborhood talent and creativity!*

Reimagining the Civic Commons is a collaboration of national foundations and local partners advancing a vision for renewed and connected urban public places that respond to community needs by integrating public and private investment with the following principles:

- Recognizes the intrinsic value of existing buildings, assets, neighborhoods and people that others disregard.
- Brings people of all backgrounds back into public life, reconnecting communities to civic assets where trust can be formed.
- Generates stewards and advocates for the assets that shift the behavior of citizens from consumers to producers.
- Provides the best quality for all and can compete with alternatives in the private market.
- Welcomes everyone and creates opportunities for shared experience among people of all incomes and backgrounds.
- Increases access to nature for residents and invites visitorship via walking, biking or transit.
- Provides ecological benefits to the surrounding neighborhood.
- To create tax revenue to support the assets in a way that serves longtime residents.

Detroit's Reimagining the Civic Commons integrates public and private investments to develop an integrated heart of the community with the following amenities:

- community park
- commercial corridor
- residential neighborhood
- greenway
- updated streetscapes

Since Reimagining the Civic Commons launched in 2016, Detroit has created robust, multi-sector partnerships and "braided" together philanthropic, private and public dollars to create a replicable model of community revitalization. Anchoring this model are the interwoven investments.



Top: Aerial Image of Ella Fitzgerald Park. Source: City of Detroit | Reimagining the Civic Commons.

Bottom: Ella Fitzgerald Park. Source: Bree Gant | Reimagining the Civic Commons

## CURRENT CONDITIONS

Many family-owned businesses add cultural vitality throughout the neighborhoods. However, there are many underutilized properties in the designated commercial zones. Once the “main street” of the neighborhood, Northern Avenue retains some of the historic buildings which could be retained and supported with infill development. Northern Avenue supports extremely high traffic volumes which can be an asset for commercial visibility if the traffic is buffered with landscaping and pedestrian safety features. The community would like to attract a grocery store and entertainment destinations, such as a brewery, to activate the commercial areas. The community also envisions an event calendar and walking tour map to attract visitors and support local businesses.

## GOALS

- Promote locally-owned businesses.
- Support business retention.
- Re-invest in the Northern corridor (art, culture, food).
- Develop a food co-op or grocery store.
- Partner with anchor institutions to support local business and jobs.
- Develop a business association for the three neighborhoods.

## STRATEGIES

### 1. Support Commercial Infill & Adaptive Reuse

Identify funding and address code barriers for adaptive reuse and improvement of existing buildings. Create sense of place (such as a Bessemer Village District along Northern Avenue) with signage, landscape and pedestrian safety features. Identify convenient parking that maintains building facades along street frontage.

### 2. Develop Destination Programming

Invest in local businesses by marketing a local restaurant district that celebrates local eateries and multicultural cuisine by creating a walking tour map of neighborhood restaurants and pubs. Create an event plan to promote a city-wide or regional destination such as taste-of-the-neighborhood events, concerts in the park, food trucks and farmers markets in Bessemer Park.

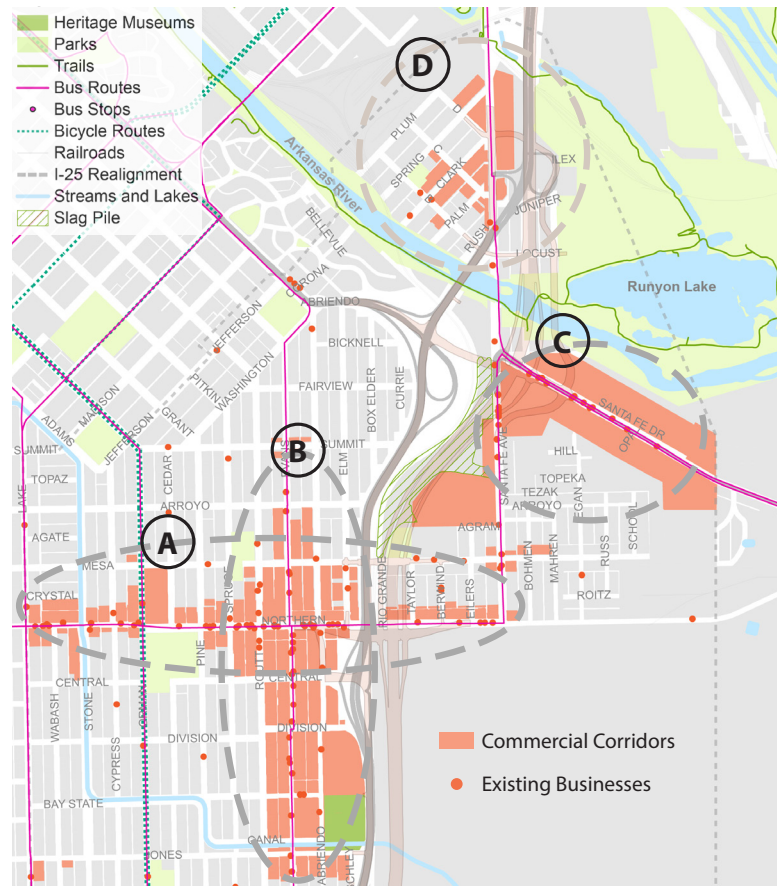
### 3. Attract Neighborhood Commercial Anchors

Attract and support anchor stores that provide neighborhood services such as a grocery store. Locating a brewery or regional recreational facility (climbing gym, indoor rec center) or other entertainment will bring new energy and dollars into the commercial zone.

## IMPLEMENTATION

Potential Partners and Resources

- Public Land Bank
- Business Improvement District
- Colorado Trust
- Southern Colorado Economic Development District
- Packard Foundation of Colorado (Packard from Pueblo)
- Community Development Block Grant (CDBG) funds
- City’s 1/2% tax to attract jobs
- Pueblo Conservancy District
- Pueblo Urban Renewal Authority (PURA)
- Opportunity Zone
- Short-term property tax or utility reductions

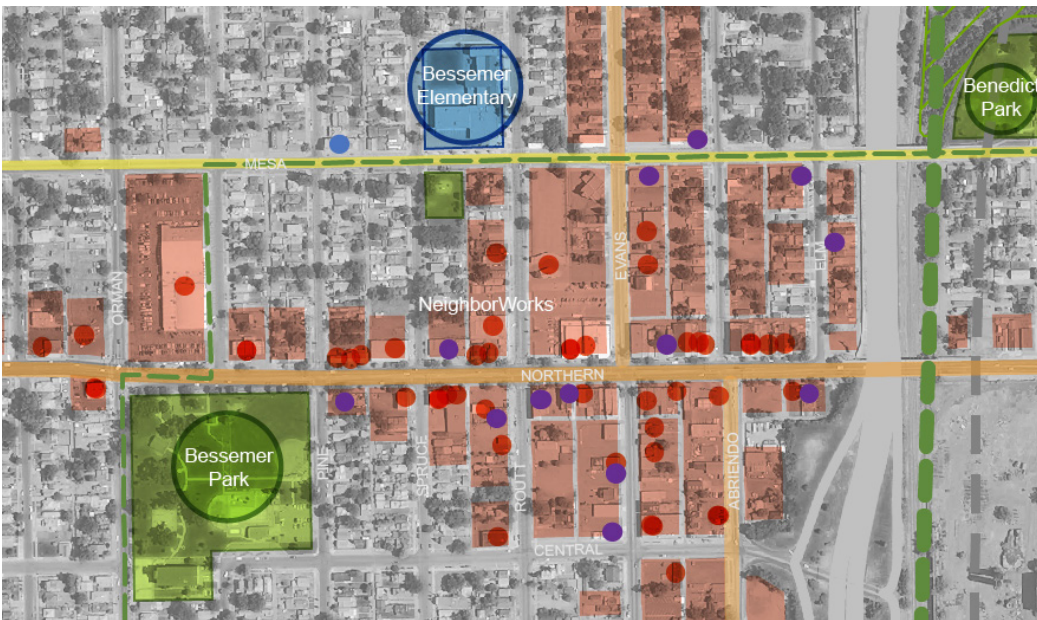


Recommendations for the four commercial areas are provided on the following pages.



Existing Local Restaurants and Pubs.

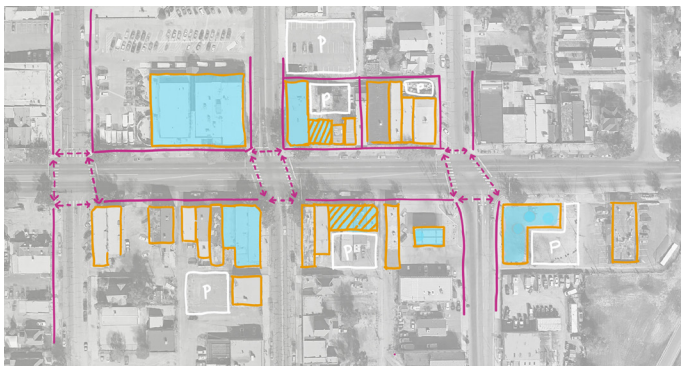




- Commercial Area
- Existing Businesses
- Local Restaurants and Pubs
- Potential Greenway
- On-Street Greenway Connection
- Commercial Corridor
- Residential Corridor

### **(A) Northern Avenue**

Attract and support anchor stores that provide neighborhood services (grocery) and a destination (brewery or theatre). Identify funding and address code barriers for adaptive reuse and improvement of existing buildings. Create sense of place (Bessemer Village) with signage, landscape, and pedestrian safety and traffic speed reduction features. Identify convenient parking that maintains building facades along street frontage. Invest in local businesses by marketing a local restaurant district that celebrates local eateries and multicultural cuisine by creating a walking tour map of neighborhood restaurants and pubs. Create an event plan that promotes a city-wide or regional destination such as taste-of-the-neighborhood events, concerts in the park, food trucks and farmers markets in Bessemer Park.

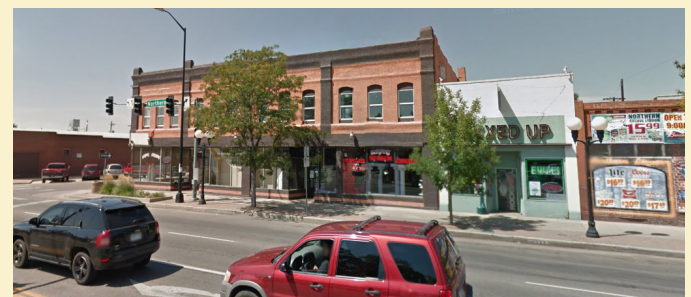


Commercial anchor strategies illustrate how anchor stores can be integrated within the existing fabric. The bottom image shows how a midblock walkway can provide additional outdoor gathering areas and connect to parking located behind the buildings. Actual redevelopment will need to respond to specific building conditions and property owner goals.

### **Guiding Principles of the Colorado Main Street Program**

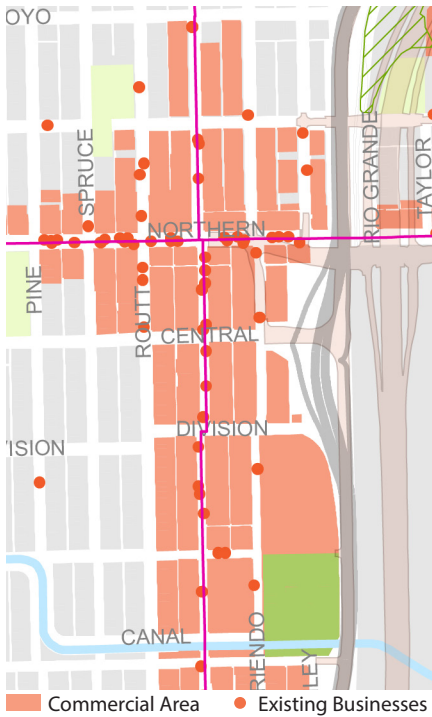
- Plan beyond one project to a series of initiatives.
- Small projects make a big difference and demonstrate that “things are happening.”
- Only local leadership can initiate long-term success.
- Enlist the expertise of both the public and private sector.
- Leverage unique local assets.
- Ensure quality in design and programming.
- Shift public perceptions and practices.
- Plan frequent, visible changes including small but dramatic improvements.

Colorado Main Street Program: <https://drive.google.com/file/d/1ScOvdabUarCil5LaozAF8oVK55HWXOk/view>



Northern Avenue.

# VIBRANT COMMERCIAL



## B Evans/Abriendo

Evans currently has a number of viable local businesses that can be supported and complimented with infill development. Both Evans and Abriendo have good visibility and access from the highway that could be ideal for a mixed-use neighborhood service development (grocery, pet store, pharmacy) or a regional civic use, such as an indoor recreation center.



An example from Berkeley, CA of adding a new building (infill development) within an existing commercial corridor that provides a new neighborhood commercial anchor while preserving the "main street" character.

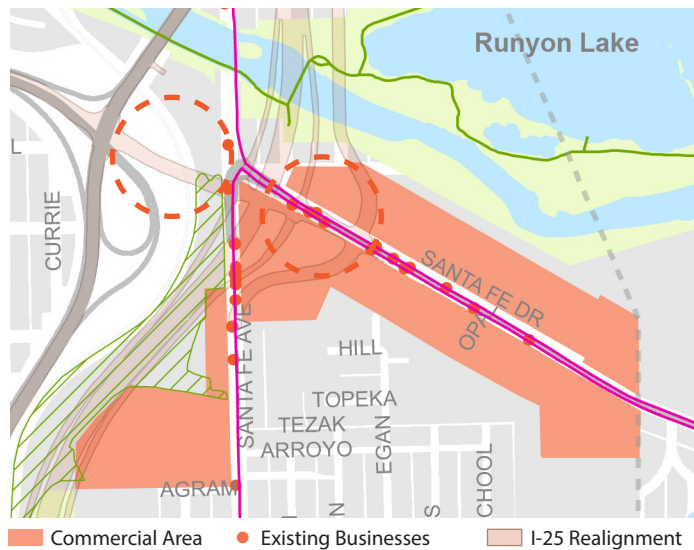


A new recreation center could provide a community amenity and fill a gap created when YMCA relocated.

## C Sante Fe Drive along Eilers Neighborhood

With views and access to the river, Sante Fe Drive offers an opportunity for mixed-use infill development providing live, work and play options. This important crossroads with high visibility could support an incubator hub, entertainment and outdoor recreation businesses to leverage access to I-25, Downtown and the River Trail. Consider adding a boat launch or other river access amenities.

Commercial areas may be adjusted based on potential I-25 realignment. For example, the proposed highway interchange at Sante Fe Drive may limit development in this area while a new commercial area may be created west as Sante Fe Drive extends to Abriendo.



## Smart Growth and Economic Success: Investing in Infill Development

As part of a four-part series on economic development for small towns, EPA developed this guidance on investing in infill development. The framework outlines how to overcome infill barriers including land assembly, environmental contamination, capital costs, financing and the regulatory approval process. The guidance also includes strategies to increase demand for residential and office infill development and describes the economic benefits of infill development including lower infrastructure costs and greater economic returns.

Source: <https://www.epa.gov/sites/production/files/2014-06/documents/developer-infill-paper-508b.pdf>



## D Sante Fe Avenue along Grove Neighborhood

Once flooded and isolated by the rail lines, a new riverfront trail is being planned that will connect Grove to Downtown and Runyon Park. This quiet neighborhood boasts an eclectic collection of businesses along Sante Fe Avenue including industrial, commercial, pubs and eateries. Consider infill mixed-use zoning to support incubator hubs, live-work areas and local light manufacturing.



Example of planter and kiosk in downtown Pueblo that could be expanded into Bessemer commercial areas.

# VALUE CAPTURE IN REVITALIZATION INVESTMENTS

Reimagining the Civic Commons developed a toolkit of community investment strategies that capture value that can be reinvested back into the community in a manner that benefits local residents.

*“The Value Capture in the Commons toolkit serves as a resource for neighborhoods, municipalities, non-profits, and philanthropic organizations grappling with how to sustain operations, reinvest in communities, and ensure equitable access for all through investment in the civic commons.”*

Strategies highlighted in the toolkit include:

- Special District Assessments - apply an additional tax on properties within a defined geographic area in order to fund a specific public improvement project.
- Tax Increment Financing - a tool municipalities use to spur development in economically distressed or underdeveloped areas.
- Land Control - through a mission-based community development organization (CDO) that can acquire and maintain ownership of land can be used as a tool to advance community objectives, such as ensuring long-term housing affordability, providing affordable retail or office space for local businesses, and programming and maintaining civic spaces
- Sale or Lease of Public Land - Cities can capture value by ceding control of public land to private developers through a ground lease or outright sale, with the condition that civic space be integrated into the development plan, along with other community benefits.
- Land Value Taxation – provides a disincentive for vacant lot holders by structuring the tax so that all or a large portion of the property tax applies only to the value of the land, not the improvements.

Source: [http://civiccommons.us/app/uploads/2018/11/Final\\_RCC\\_Value-Capture\\_Updated-Oct-2018\\_Pages.pdf](http://civiccommons.us/app/uploads/2018/11/Final_RCC_Value-Capture_Updated-Oct-2018_Pages.pdf)

### Map Sources

Maps in this document are included for planning purposes only and include data provided by City of Pueblo and Pueblo County. The City of Pueblo, Colorado does not guarantee nor provide any warranty, expressed or implied, as to the representative completeness or accuracy of maps and data provided herein.

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# MOVING FROM PLAN TO ACTION

## POTENTIAL IMPLEMENTATION PHASING AND PARTNERS

The table below outlines potential phasing and partners for each strategy. The CSRP team can build on this framework to coordinate among partners, secure funding and track progress.

STRATEGY/PROJECT	Culture/ Connectivity	Thriving Neighborhoods	Vibrant Commercial	TIME (years)	POTENTIAL LEADER	POTENTIAL PARTNERS	POTENTIAL FUNDING
Improve Streetscapes	✓	✓	✓	5	City Capital Project Manager	CDOT	City Capital Improvement Plan
Create Greenway Connector Trail	✓	✓		10	City Parks & Rec	City Planning, Health, PACE	GOCO
Designate Heritage Trail with Signage	✓	✓	✓	5	Pueblo Historic Preservation Commission	Historic Education Committee, History Network	State Historical Fund, CLG grant
Invest in Culture and Community Spaces (plaza, rec center)	✓	✓		5	City Parks & Rec	City Planning, Steelworks, EVRAZ	City Capital Improvement Plan
Adopt Small Lot Infill Housing Zoning		✓		5	City Planning	Pueblo Realtors Association	N/A
Increase Home Buying and Improvement		✓		3	Private developers	City Housing, NeighborWorks, SOCO	Private, HUD, CHFA, CDBG
Commit to Safety and Stewardship		✓		3	Neighborhood Watch	City Police, City Parks, Health	
Sponsor a Catalyst Mixed-use Project		✓	✓	10	Pueblo Urban Renewal Authority	City Planning, County EcoDev, SKIL, SCED	Tax Increment Financing
Increase Affordable Housing Options		✓	✓	10	City Housing	Private developers	Private, HUD, Opportunity Zone
Support Commercial Infill & Adaptive Reuse			✓	5	City Planning	Chambers of Commerce, Pueblo Downtown Association	City Capital Improvement Plan
Develop Destination Programming	✓	✓	✓	3	Pueblo Downtown Association	Chambers of Commerce	Business Improvement District
Attract Neighborhood Commercial Anchors	✓	✓	✓	5	PEDCO	Chambers of Commerce, Realtors	Half cent tax

## ACKNOWLEDGEMENTS

Representatives from the following organizations participated in the Colorado Smelter Visioning Workshop.

### Community Organizations and Representatives

- Bessemer Association for Neighborhood Development
- Colorado Smelter Community Advisory Group
- Eilers Heights/Bojon Town Residents
- Grove Neighborhood Residents
- Historic Arkansas Riverwalk of Pueblo (HARP) Authority
- Neighborhood Watch
- Neighborworks
- Pueblo Cathedral Church/Pueblo Diocese
- Pueblo Chamber of Commerce
- Pueblo Community Health Center

### Local Government

- City of Pueblo Planning & Community Development
- Pueblo County Economic Development Division
- Pueblo Department of Public Health & Environment

### Elected Officials

- Pueblo County Commissioner
- Pueblo City Council
- U.S. Senator Gardner's Office
- U.S. Representative Tipton's Office

### Local Businesses

- Comcast/Xfinity
- International Engineering
- Local Business Owners
- REMAX Pueblo West

### State and Federal Agencies

- Colorado Department of Public Health & Environment
- Colorado Department of Transportation
- U.S. Department of Housing and Urban Development
- U.S. Environmental Protection Agency

### U.S. EPA Region 8 Contact Information

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