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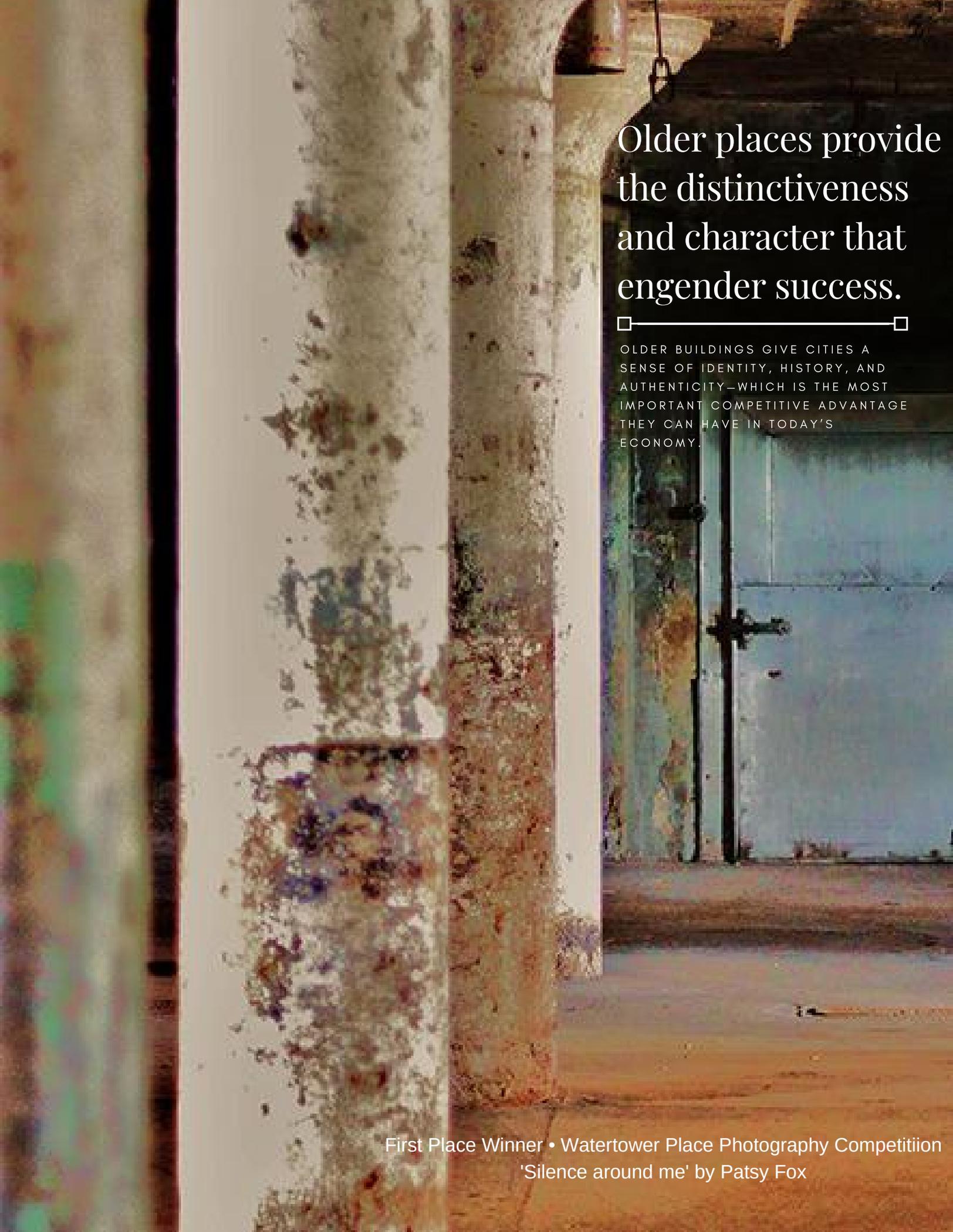
WATERTOWER PLACE

PUEBLO • COLORADO • USA



FROM NUCKOLLS
TO ALPHA BETA

OVER 130 YEARS OF CREATIVITY &
INNOVATION IN THE HEART OF THE
GROVE IN PUEBLO, COLORADO



Older places provide
the distinctiveness
and character that
engender success.



OLDER BUILDINGS GIVE CITIES A
SENSE OF IDENTITY, HISTORY, AND
AUTHENTICITY—WHICH IS THE MOST
IMPORTANT COMPETITIVE ADVANTAGE
THEY CAN HAVE IN TODAY'S
ECONOMY.

First Place Winner • Watertower Place Photography Competition
'Silence around me' by Patsy Fox



I Welcome to the Grove

Nestled between the Arkansas River and Santa Fe Avenue in Downtown Pueblo is a quiet pocket most commonly known as the Grove.

II From Nuckolls to Alpha Beta

Emmet Nuckolls and his son G. H. Nuckolls opened Nuckolls Packing Co. in 1891 near the Union stock yards, about one-half mile east of Bessemer Junction station.

III Hans Peter Henschien & the Rational Factory

Born in 1881 in Kristiana, Norway, Hans Peter Henschien emigrated to the United States in June 1901. In his early twenties he started Henschien & McLaren Architects which set up shop in the Old Colony Building in Chicago, Il. Their specialties included packing house and cold storage construction.

IV Center for Creativity & Innovation

From cities to small towns to suburban corridors, innovation spaces are transforming the landscape. Over the past 10 years, these spaces—such as research institutes, incubators, accelerators, innovation centers, maker spaces, co-working spaces, start-up spaces and more—have grown at a considerable pace across the United States and globally.

V Pueblo Makes

I grew up in a paper mill town in New Jersey and after I came to Pueblo 20 years ago, it took me a while to figure out why I felt at home so quickly.

VI Re-Urbanism Today

The 10 Principles of Re-urbanism. Saving and restoring historic fabric can help a city create thriving neighborhoods, good jobs, and a vibrant economy.

VII Creating Community, Jobs & the Future

Companies and organizations are calling Watertower Place their new home in Pueblo. An assessment of where we are today.



THE FUTURE OF THE PAST

The Grove

Nestled between the Arkansas River and Santa Fe Avenue in Downtown Pueblo is a quiet pocket most commonly known as the Grove. It was the settling place for many different nationalities in Pueblo as they arrived from their home land. Italians, Yugoslavians, Czechoslovakians, Germans, Slovenians, and Hispanics made the Grove their home and the Steel Mill their life work. While the bars are a common recognition for the neighborhood today, the Grove's history revolves around deep blue culture, faith, and lots of water.

St. Mary's was the first of the three parishes to be founded in the Grove. In 1891 an abandoned broom factory was converted to a church meant to cater to the Germans, Slovenians, and Slovaks of Pueblo. Later, in 1911 around 200 Slovak families split from the church and constructed St. Anthony of Padua. St. Mary was then popular among Yugoslavians while St. Anthony was popular to Czechoslovakians. After the flood, St. Mary's was relocated to Blende.

The Grove welcomes you to the Neighborhood and encourages participation in the conversation where everyone has a voice. We embrace differences and find collaboration an effective means of empowering change on the sidewalks of Pueblo.

Come Home to the Grove.



MEAT PACKING & COLD STORAGE

Nuckolls to Alpha Beta

1891

Emmet Nuckolls and his son G. H. Nuckolls opened Nuckolls Packing Co. in 1891 near the Union stock yards, about one-half mile east of Bessemer Junction station. The plant, located on six acres just southeast of the Historic Arkansas Riverwalk of Pueblo, enjoyed a trade that extended as far south as Houston, Texas, well into eastern Kansas, and all through Colorado and New Mexico and Arizona.

1915

Nuckolls used special ingredients in its packing process including special grade salt from Hutchinson, Kansas and a great deal of sugar from New Orleans which was light brown in color and had the taste of molasses. The Nuckolls also put out three brands of lard, the Pike's Peak, the Columbine, and the Open Kettle rendered, the last named being the best.

1944

In 1915 the family hired Hans Peter Henschien to design one of the world's most sophisticated meat packing facilities using his 'rational factory' theory. According to the Pueblo Chieftain, the cost of construction was \$300,000 and the project took a year to complete. Prior to WW II, Emmet Nuckoll's granddaughters Marion and Della served as President and Vice President of the family business which is considered one of the first documented cases of women in the senior positions for a large manufacturing facility in the USA.

1970

American Stores bought Nuckolls in 1944 and operated a beef and lamb slaughterhouse until 1970, when it became Alpha Beta Acme Packing, part of the large Alpha Beta supermarket chain on the West Coast of the USA. Alpha Beta closed in December of 1980, leaving about 500 workers unemployed. Several attempts to reopen the plant failed and it went into foreclosure in early 1989.

1989



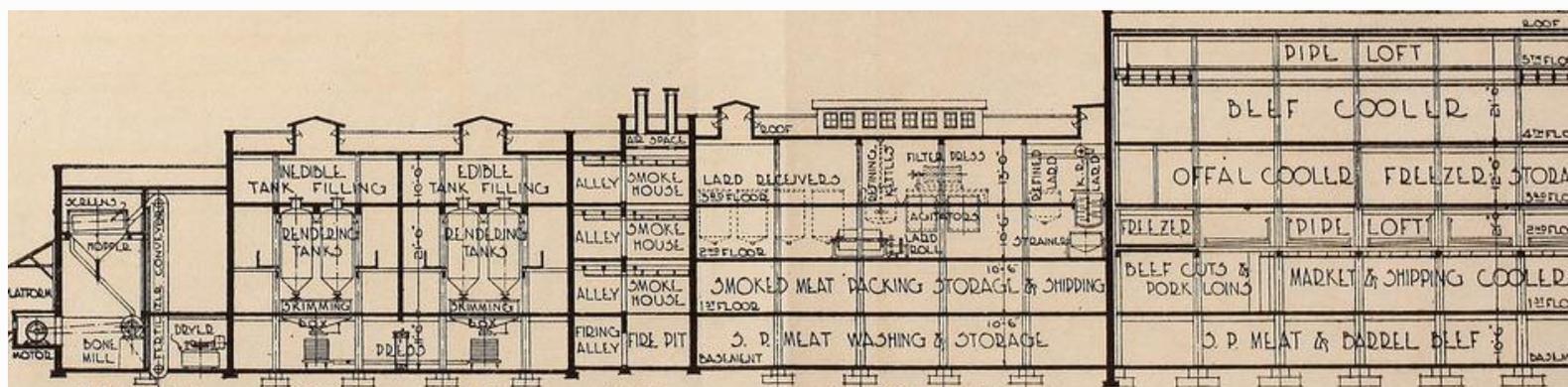
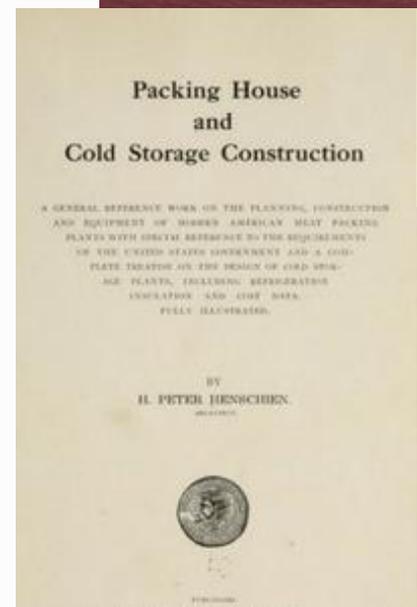
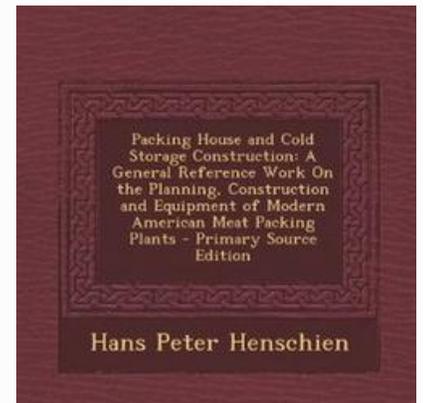
THE RATIONAL FACTORY

Hans Peter Henschien

Born in 1881 in Kristiana, Norway, Hans Peter Henschien emigrated to the United States in June 1901. In his early twenties he started Henschien & McLaren Architects which set up shop in the Old Colony Building in Chicago, Ill. Their specialties included packing house and cold storage construction. The young genius is most noted for his theory of the 'rational factory' which used gravity as its core technology.

In 1915, Chicago, Nickerson & Collins Co. published the fully illustrated *Packing House and Cold Storage Construction*; a general reference work on the planning, construction and equipment of modern American meat packing plants, with special reference to the requirements of the United States government, and a complete treatise on the design of cold storage plants, including refrigeration, insulation and cost data. This book became the 'Bible' for creating meat packing facilities in the USA and throughout the world. Other projects include the Richter Sausage Factory in Chicago, the Rath Packing Co. in Waterloo, IA, and numerous plants in Russia.

From 1915 to 1917 the Pueblo Chieftain regularly reported on the construction of the massive Nuckolls Packing Co. plant with an emphasis on the introduction of the world's latest modern technologies.



NEW SPACES FOR DISCOVERY

Centers for Creativity & Innovation



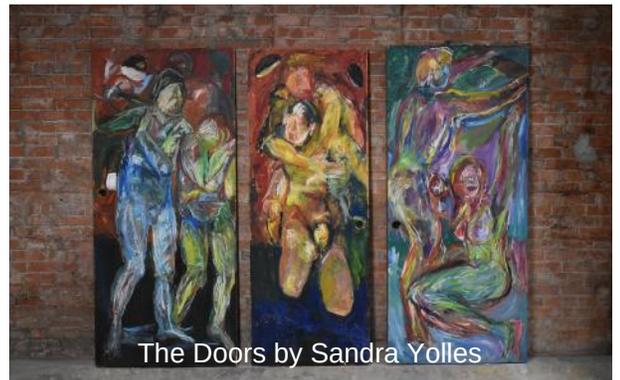
Watertower Place in historic downtown Pueblo is providing unique and inspiring spaces designed to foster collaboration and promote ideas for efficient, forward-thinking innovation. Pueblo makes the things that enable Makers to make things. The story of Pueblo, whether it is steel production or meat packing, is about making processes to create great things that impact the world around us. This has been the core narrative for generations of Puebloans and at Watertower Place we are passionate about making Southern Colorado a preferred destination to incubate and grow innovative ideas, products and businesses.

Watertower Place is a home for Southern Colorado based makers, creatives and entrepreneurs to flourish. Our first collaborative platform is the Hans Peter Henschien Center for Creativity & Innovation which is named after the Norwegian architect who designed the original Nuckolls Packing Company in 1916 and is known worldwide for his 'rational factory' design.

As a mission driven enterprise, one of our key priorities at Watertower Place is to leverage a robust regional innovation and entrepreneurial ecosystem to encourage the development and commercialization of intellectual property, to support innovators and entrepreneurs, to promote the success and growth of commerce, and to foster sustained regional prosperity.

Watertower Place is proud to become a part of a collaborative effort of regional organizations, including Pueblo Corporate College, a division of Pueblo Community College (PCC), Colorado State University-Pueblo (CSU-P), the Southern Colorado Small Business Development Center (SBDC), Startup Pueblo, and a substantial group of regional partners and collaborators.

We invite you visit our 'rational factory' in the heart of the Grove in Historic Downtown Pueblo and experience the 'future of the past'..





OUR MAKER CULTURE

Pueblo Makes



I grew up in a paper mill town in New Jersey and after I came to Pueblo 20 years ago, it took me a while to figure out why I felt at home so quickly. I realized that Pueblo has the same rich ethnic diversity, the same friendly but tough welcome, and the same hands-on, "we can do this" attitude of my home town.

Both towns are maker towns. Pueblo makes steel, but we also roast coffee, we design and make jewelry, we customize hot rods, and we paint murals. We have great manufacturing companies that make carbon disk brakes for aircraft, towers for wind turbines, rail products, traction chains, custom kitchen cabinets, fruit handling equipment, high end GPS devices, bath and body products, and more. I sew.

In the Engineering Department at CSU-Pueblo, our engineering students build on theoretical foundations of calculus and physics to design and make products using equipment including our foundry and 3D printers. In my job as an engineering professor, I am proud that we help students achieve their dreams and that those engineering graduates help our local companies succeed.

Jane M Fraser
Department of Engineering
Colorado State University-Pueblo

NATIONAL TRUST FOR HISTORIC PRESERVATION

Re-Urbanism



Cities are only successful when they work for everyone.

People are at the center of our work. Preservation projects can create opportunities for community residents at all income levels to live, work, and play in a diverse and thriving environment.

Older places provide the distinctiveness and character that engender success.

Older buildings give cities a sense of identity, history, and authenticity—which is the most important competitive advantage they can have in today's economy.

Older neighborhoods are economic engines.

Research shows that neighborhoods with a mix of older and newer buildings perform better along a number of social, economic, cultural, and environmental metrics than areas with only new buildings.

New ideas, and the New Economy, thrive in older buildings.

All over America, the most innovative companies of the 21st century are choosing to make their homes in older buildings. These buildings fuel creativity by being distinctive, character rich, endlessly adaptable, and often low cost.

Preservation is adaptive reuse.

Adaptive reuse is preservation. Historic preservation is not just about keeping old buildings around. It is about keeping them alive, in active use, and relevant to the needs of the people who surround them.

Preservation is about managing change.

Healthy, dynamic neighborhoods are always in the process of change. Historic preservation is about managing change: unleashing the enormous potential of older buildings to improve health, affordability, prosperity, and well-being.

Cities are for people, not vehicles.

Reclaiming city streets and making them more amenable to pedestrian and mass transit use can help neighborhoods reacquire activity and thrive once more.

The greenest building is the one that's already built.

It takes energy to construct a new building—it saves energy to preserve an old one. It simply does not make sense to recycle cans and newspapers and not recycle buildings.

There are many ways to achieve density.

Areas with a mix of older and newer fabric tend to be denser than new-only neighborhoods, and they achieve that density at a human scale.

Every community has stories and places that matter.

The places worth saving are those where communities choose to come together and that represent the local stories they treasure and wish to see preserved.

Saving and restoring historic fabric can help a city create thriving neighborhoods, good jobs, and a vibrant economy.

COMPANIES AND ORGANIZATIONS ARE CALLING WATERTOWER PLACE
THEIR NEW HOME IN PUEBLO

Creating Community in the New 'Rational Factory'



International Engineering provides Engineering & Marketing services as well as Products for technical disciplines such as Vehicle/Track Interaction, Vehicle Performance Monitoring, Track Integrity, Friction Management, Profile Optimization, Continuous-Welded-Rail Management, Yard Management, Route Planning and Expert Witness support.

International Engineering delivers Solution-Based Technologies & Global Connections through State-of-the-Art & Leading-Edge Knowledge. Our Engineered & Field-Tested Products, Technical & Commercial Consulting, Management Support, and Best-In-Class Solutions serve the Global Railway Community.

- Consulting - (Technical, Commercial, & Wheel/Rail)
- Operations Software - (Scheduling, Yard Management, & Modeling)
- Hardware/Parts Division - (Rolling Stock & Infrastructure Components)
- Monitoring Systems - (Vehicle & Infrastructure Inspection Systems)
- Business Development Services - (Market Analysis & Technical Marketing)
- R&D - (Internal & External Research & Development Programs)



The Hans Peter Henschien Center for Creativity & Innovation is a collaboration of higher education and private industry which has selected more than 6,000 sf in the heart of the Watertower Place building for collaboration, education, and the production of many diverse support products and services for enterprises and operations within Watertower Place and throughout the community and the five-state region. We are honored to foster the first innovation space dedicated to Makers, Creatives and Start-ups in Pueblo.



Johnnys Boiler Shop and Metal Works. Established in Pueblo in 1946, this local metal fabrication shop is a staple in the community and provides services for industry as well as the general public. The fabrication shop is also assisting in the metal works being performed at the 303 S Santa Fe Ave location at a discounted rate which assists in cost savings to the building renovation project.



Vapor Source is currently utilizing over 10,000 sf for production and corporate offices. This Pueblo operation supports eight retail stores and was selected for the culture and character offered at Watertower Place.

COMPANIES AND ORGANIZATIONS ARE CALLING WATERTOWER PLACE THEIR NEW HOME IN PUEBLO



Kadoya Gallery selected over 5,000 sf of Watertower Place to house its fine art gallery which will feature exhibitions including artists from Pueblo and around the world. The new Crews Beggs Boutique re-introduces one of Pueblo's great retail experiences with local small artisanal products from furniture to fashion.



Rocky Mountain Realty is dedicated to marketing the beautiful region of Southern Colorado. Our real estate agents have long standing relationships with neighbors, retailers, business owners, schools, service groups, and city governments. This local profile gives us an edge in the competitive real estate market and also defines how we approach our work. We are members of a community that we love and offer each client the opportunity to become a part of the long history of Pueblo and surrounding areas. We are independently owned and operated and this gives us the ability to respond to our clients in an unusually flexible and responsive way.



BlackIron Railcar will provide repair services due to an increasing need for repair in the area. This has inspired us to open on-site repair shops and transload facilities. Location is paramount to our success. We are based where our customers' cars are each day, allowing us to diagnose a tank car's problem immediately and perform the necessary repairs without sending the tank car to a home shop. Pueblo Colorado fits the needs for customer driven expansion. Also currently in negotiations with the largest rail car manufacturer in the world (CRRC) regarding investment into BlackIron.



Rail Parts Production Co is a world leader in the manufacturing of track components and pressure-treated wood products used primarily for the railroad and electric/communications industries. Distribution of product from Colorado is being requested by current customers and the 303 S Santa Fe property is ideal for service to UP and BNSF. This company has been serving the railroad industry with treated wood railroad ties and railroad crossing panel products for over 20 years. In North America, we are the largest provider of railroad cross ties for the Class I Railroads and are known for our pre-plated cross ties.

Multiple companies have requested the utilization of our Cold Storage Warehouse. Businesses are already operating in Pueblo with a shortage of cold storage space. We have been approached by three to date.

We are also in talks with other Businesses such as 3 breweries, 4 restaurants, a real estate company, Pueblo Community College, Colorado State University, and several others. As noted, we have done no marketing at all and have made no attempt to reach out. All inquiries have originated externally.

SMALL BUSINESS IS THE ENGINE OF JOB CREATION IN AMERICA

Watertower Place is Creating Jobs

According to Forbes, middle-market companies tend to be more agile than larger firms. A basic fact about today's business environment, whether global or local, is its extraordinary fluidity. The scope and pace of change are constantly increasing. Opportunities open and close swiftly. A host of trends (disruptive changes in markets and products; volatile shifts in demand; global complex supply chains that make it hard to say what is actually "made in America" vs. "made in China," capital flows across borders, the reach of technology, and radically new business models that leverage technology) reward speed, adaptability, and decisiveness. Middle-market companies' smaller size and concentrated ownership means they can change direction faster, adapt more aggressively, and innovate more nimbly. Powerful mechanisms are available to rapidly ramp up global expansion.

The following is a list of jobs being created at Watertower Place:

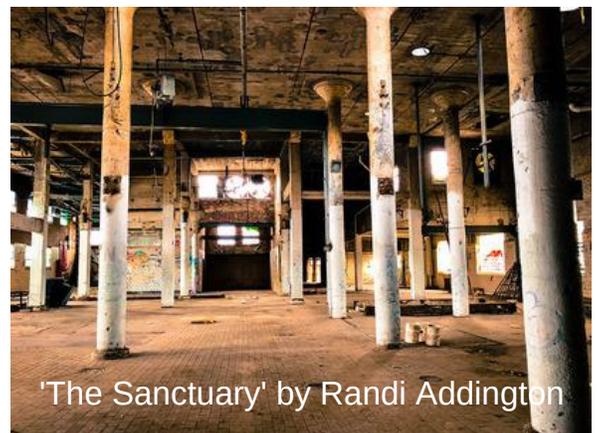
- Project management
- Electricians
- Plumbers
- Framers
- Painters
- Mechanics
- HVAC Trades
- Welders
- Artists
- Creatives
- Makers
- Agriculture Specialists
- Planning and Zoning Support
- Grant Writers for historic and urban renewal projects
- Commercial building managers
- Window and door trades/specialists
- Engineers (mechanical, civil, railway, structural, software)
- Food service of all disciplines
- Metalworkers
- Machinists
- Field technicians
- Commercial Drivers
- Warehousing professionals
- Security professionals
- IT and communications personnel
- Transportation professionals

We offer initial opportunities to those with skill sets and passions aligned with the rehabilitation of the building complex and the surrounding infrastructure in the heart of the Historic Grove of Pueblo.

2nd Place Winner



3rd Place Winner



BUILDING THE FUTURE OF WATERTOWER PLACE

Then & Now



Value of the Past

Build Cost of \$149,000,000 in Today's Dollars

Eleven Adjudicated Water Wells

Two Railroad Lines

Quarter of a Million Square Feet on 6-Acres



Condition at Purchase

- No Electricity →
- No Natural Gas →
- No Water Service →
- No Comms Service
- 50% Burnt-Out →
- Missing / Leaking Roof →
- Vagrant Nuisance →
- Not 1 Window or Door →
- No Riverwalk Connection →

Where We Are Today

- Over 1 Mega Watts of Electrical Service
- Multiple High Pressure Gas Lines
- Two 8" City Water Lines
- Three High Speed Communications Svcs
- New high-tech Fire Sprinkler System
- New Roof and Walkout Rooftop Decks
- Removal of 1,000,000 pounds of Trash
- New Windows and Doors in Process
- Riverwalk Connection in Design Phase