CHALLENGE STATEMENT //
The primary goal is to have the Red Cliff community develop a streetscape vision and for them to take ownership in that vision. Community outreach efforts will engage community residents to gain streetscape project support. Red Cliff will work toward achieving this goal by establishing of a Streetscape Steering Committee and Community Arts Steering Committee. The Streetscape Steering Committee will help develop and implement a multi-phase Streetscape Concept Plan. The Community Arts Steering Committee will help with joining the Red Cliff community in art projects that will improve the Town’s aesthetic qualities and further bond the Community’s ties.

EXECUTIVE SUMMARY OF STUDIO WORKSHOP //
Community Outreach
• Develop Streetscape Demo at Eagle & Turkey Creek to Stimulate Residents’ Streetscape Vision & Interest.
• Develop a Community Outreach Plan with support and approval of Mayor and Town Council.
Promote Community Ownership/Shepherding for Streetscape Project by Creating Resident Streetscape Steering Committee
• Develop Red Cliff Streetscape Concept Plan.
Organize a permanent Community Arts Steering Committee.
• Conduct local and nearby community artisans and school outreach
• Organize community art projects during volunteer community events

TEAM MEMBERS //
Jade Arocha, NRC
Denise Aten, Bohannon Huston
Andrew Curtis, DCI
Kelly Flenniken, Xcel Energy
Hunter Hovenga, Buena Vista/DCI
Scot Hunn, Land Use Planner Consultant, Town of Red Cliff, Farley McDonough, Manitou Chamber and MS URA
Michele Mierzykowski, Kremmling
Lindsay Newman, Norris Design
Tom Quinn, Alameda Corridor Business Improvement District (BID)-Lakewood
Brandy Reitter, Town of Eagle
Linda Rock, UC Denver School of Public Affairs Challenge Studio Project Coordinator
Barb Smith, Town of Red Cliff
BACKGROUND INFORMATION //

To attract more tourists and new businesses, and to increase demand for new retail services and restaurants, Red Cliff is looking forward to a streetscape enhancement project for its downtown area. The Town has been in need of street repairs for a long time. The smart move is to take care of the ground work all at once to save from digging up the roads multiple times. This includes sidewalks, curbing, storm water retainage and drainage, dark sky appropriate light points, and placement of underground electrical and fiber optic conduit. Additional improvements include plantings, bike racks, benches, adding an open area, signage, and a school bus stop shelter.

Red Cliff wants to develop a Streetscape Concept Plan for a consistent and well-designed streetscape project that focuses on safety, enhancing the aesthetics of downtown, and creating inviting places that serve locals, engage the public, attract more tourists, and facilitate interactions among community members. In addition to the Streetscape Concept Plan, a feasibility study is also needed to address how best to plan and schedule the project work. The Town will conduct the streetscape project in phases. The number of phases and out-year scheduling of work scope will be determined by addressing the first major question: How does the work get planned for least impact to community, greatest efficiency, and most cost savings? Does it make most sense to tackle the project by individual and/or limited combined upgrades throughout the entire Town, e.g., conduct all road improvements for the all the Town’s roads at once, or plan and schedule upgrades limited to within the downtown area first?

Population: 300

Stakeholders + Partners:
- Red Cliff Town Government
- Town residents
- One major business owner

Assets:
- $20K in Red Cliff coffers
- Federal and Colorado Grants to be identified

Obstacles:
- Lack of engagement of large constituency of town residents to support and contribute efforts to long-term streetscape improvements. Reasons for lack of engagement include:
  - Fear and opposition to local tax increases to help fund project.
  - Fear of changing or ruining current character of community equates to low involvement or interest from many in the community.
- Current sole major business owner, (Green Bridge Inn Hotel and Mango’s Mountain Grill) in town is skeptical of bringing in new commercial interests and developers. Business owner fears competition will hurt his businesses.
- Little existing finances currently available.
- Concern for ongoing maintenance costs of streetscape improvements.
RESOURCES //

Existing Resources:
- Tightknit community! Has Annual Community Unity Day
- Collaborative & Responsive government leadership!
- Downtown focus area with broad vision to have streetscape improvements for entire town
- Scenic mountain locale to attract tourists to hike, bike, snow mobile, dark sky & wild flower viewing
- High quality and quantity of Town drinking water!
- Residents are resourceful & wear many hats
- Few second-home residents, (6 now) with an uptick in interest from more
- Town itself has amazing dark sky – “Vail’s better backside”
- Close proximity to Vail, Minturn, Leadville – can market to their tourists, promoting Red Cliff’s attributes & differences

New Resources:
- DCI
- Kremmling
- Manitou Springs
- Buena Vista
- Eagle
- Eagle County
- Elizabeth
- Fort Morgan
- Brush
- Vail
- Avon
- Mancos
- Paonia
- Minturn
- Leadville
- Carbondale
- Nederland
- Alameda Corridor Business Improvement District (BID)-Lakewood
- Engineering firms
- Landscape architectural design firms
- CU Denver
DESIRED OUTCOMES //

Through community outreach efforts, Red Cliff residents will take ownership in driving the streetscape project forward through completion and realize a new sense of community pride. Red Cliff will realize its vision for implementing a multi-phased streetscape project that will become a catalyst for future economic development. Business owners will renovate their existing buildings. The increase in foot traffic from locals and tourists to the downtown will increase demand for new retail and food services. This demand would encourage existing business owners to expand business hours and attract new entrepreneurs to the area. As a result, Red Cliff will have more tourist visits, develop more dining and retail options, and business owners and the Town government will see increased revenues.

ACTION STEPS //

ONE:  
1. Develop Streetscape Demo at Eagle & Turkey Creek to Stimulate Residents’ Streetscape Vision & Interest

2. Develop a Community Outreach Plan with support and approval of Mayor and Town Council
   a. Challenge Studio Notes on Philosophical Approach for Community Outreach:
      i. Map who is in community
      ii. Follow the money - get on phone, email – start exploring
      iii. Remember little steps can go a long way – try small things
      iv. Start with the Community – create awareness around what the Town wants to be done!
      v. Focus on grants to help inform next steps – look at funding first
      vi. Start with one corner as a sample of what a streetscape enhancement project can look like
         1. Invite representatives from Eagle County and other towns and seek input
      vii. Develop a plan and schedule what town can do day by day and week by week - stick with it and start small. Remember this is not a one-person job!
      viii. Organic and planned/formal community outreach
      ix. Need small steps for ultimate success – demo project first
      x. Outreach – further but-in by identifying residents with good skill sets willing to help for the long haul.
      xi. Streetscape is a mid-project objective – the project can take on larger scope for big picture of Red Cliff!

   b. See Attachment 1: Red Cliff Challenge Studio Workshop Ideas for further details and specific recommended actions for Community Outreach Plan development.

TWO:

3. Promote community ownership/shepherdng for streetscape project by organizing Resident Streetscape Project Steering Committee.

4. Organize a permanent Community Arts Steering Committee.
THREE:
5. Through Resident Streetscape Project Steering Committee, develop Red Cliff Streetscape Concept Plan.

**Action Steps for Red Cliff Streetscape Concept Plan:**

1. Explore additional finance options – developers, private, public partnerships (P3s)
2. Explore tourist marketing opportunities
3. Identify, meet, and coordinate with comparable communities that are undergoing or have completed streetscape projects
4. Meet and coordinate with UC Denver School of Architecture & Planning contacts in coordination with UC Denver School of Public Affairs contact, Randy Harrison
5. Identify and talk with engineering firms with experience writing up plans and working on complex and phased infrastructure planning and design
6. Develop Red Cliff Streetscape Concept Plan
7. Develop Red Cliff Streetscape Concept Plan Feasibility Study to identify costs, timelines, funding to secure resources for the project and for the ongoing maintenance of street scape enhancements
8. Obtain funding
9. Develop contracting and procurement process/mechanisms
10. Issue RFP for Site Survey/Site Analysis
11. Issue RFP for Street Scape Design
12. Issue RFP for Phase 1 Construction
13. Choose Surveyors, Architects, Contractors
14. Begin Phase 1 construction
15. Monitor and update project work scope and timelines as needed
16. Continue with additional construction phases
Attachment 1

Red Cliff Challenge Studio Workshop Ideas

Resources for Funding Ideas, Partners, In kind Support

- Farmers Union - In kind help: Co-Op for child care
- US DOT: (Denise Aten)  [https://www.fhwa.dot.gov/resources/topics/funding.cfm](https://www.fhwa.dot.gov/resources/topics/funding.cfm),  [https://www.fhwa.dot.gov/specialfunding/](https://www.fhwa.dot.gov/specialfunding/)
- USDA
- EPA Brownfields Grants
- Excel Energy Grants
- Free DOLA resources and technical assistance – look up “Colorado Downtown Streets” document
- Community Resource Center (CRC) creates opportunities, tools and strategies to develop nonprofits and community groups to strengthen Colorado. We are a mission driven nonprofit that offers a continuum of services throughout the state of Colorado:  [http://crcamerica.org](http://crcamerica.org)
- Colorado Office of Economic Development & International Trade - (They have funds for economic development for rural communities):  [https://choosecolorado.com/doing-business/incentives-financing/higher-education-partners/](https://choosecolorado.com/doing-business/incentives-financing/higher-education-partners/)
- Pursue Relationship with Eagle County. Ask, and keep asking for monetary support
- Use your plan to sell your vision to P3s and community
- GOGO funds for “Call Out to Artists”
- Develop regional support group with Minturn, Vail, Leadville, etc. Check with these towns for shared resources like the Vail Valley Partnership
- Find financial sources to purchase land and spaces within and bordering Red Cliff for new development
Community Outreach Ideas

- Organize Streetscape Project Steering Committee. Have City Administrator, Mayor and Council promote committee development and demonstrate political buy-in for project. Focus on growing stakeholders vested in project. Directly contact community residents to request them to “join in.” Another potential name for Committee: Community Pride/Image Taskforce Committee. Ask members to determine committee name. Committee will be dedicated to seeing Streetscape Project from inception through completion. Provide direction for steering committee to host small town meetings to promote Streetscape project buy-in. Serve homemade cookies! ;)

- Organize a permanent Community Arts Steering Committee. Focus on goal to organize community art projects. Have committee organize and coordinate with schools in Vail. Include arts event(s) concurrent with Community Unity Day. Identify one or more buildings for an art wall. One idea: Identify a theme (designs can focus on Red Cliff history, Cultural fabric of community, environmental awareness, unique attributes of Red Cliff, …) Also consider parks improvements projects and music events. Crowdsource materials from local businesses and artisans.

- Engage “Gen 2”/current school-age residents in specific charrette events.


- Local government outreach for stronger commercial presence for in-fill development/redevelopment.

- Identify, meet, and coordinate with comparable towns that are undergoing or have completed streetscape projects. Invite/coordinate with Streetscape Project Steering Committee.

- Seek out “patient investor(s)” willing to make improvements at the expense of making immediate profits. Look outside Red Cliff. Research Vail, Avon, Front Range for developers who have the money to invest and who have created quality development that would be consistent with Red Cliff’s vision. Demand developers not exploit Red Cliff resources, land, etc. Invite them to Town Meetings to share their ideas and promote Red Cliff’s.

- Reach out to communities with similar demographics and community funding streams. Sell Red Cliff’s vision and successes. Coordinate on ideas for shared tourism. (Think Kremmling, Manitou Springs, Carbondale, Minturn, Leadville, Nederland, etc.) Consider a sister city concept.

- Work with Kremmling on community bonding activities and ideas like big-wheel, tricycle races, kite flying contest, etc.
Policy and Programs

- Re-envision Red Cliff’s design and development codes. Seek consistency in architectural designs, controls, expectations. Seek community involvement and input.
- Create an overall streets, parks, and trails master plan for the town to unify community visions with an engaged public.
- Introduce a façade improvement matching program.
- Combine streetscape project with floodplain mapping update to leverage money while addressing storm water and water quality issues.
- Develop Red Cliff Streetscape Concept Plan,(Action idea).
- Consider making town policy changes to enhance vision for town improvements.

Tactical Urbanism

- Establish a Red Cliff Community Volunteer Day to add hanging or sidewalk planters and other simple improvements/amenities
- Place overhead string lighting (use solar) at demonstration areas.
- Organize a design charrette event with local volunteer engineers, landscape architects, and utility providers. Provide stipend or other small incentive to attract volunteers.
- Get GOCO grants to create more pocket parks.
- Host Walkable Day events – no cars day(s).
- Reach out to “associated press” to tell your town’s story.
- Make a streetscape demonstration area.
- Create tree bump outs:
  - Alternating locations
  - Change out ideas/options
  - Ensure designs are “in-tune logically” with existing development
  - Locate in between parallel parking – save space
- Obtain Wayfinding on Hwy 24
- Identify infrastructure improvements to be included in new downtown developments, e.g., sidewalk locations.
- Create downtown summer patio cafes (paint a space to start!)
- Contact Town of Elizabeth (per Andrew from DCI) for specifications and costs of mobile streetlight demo project (* Linda will forward email from Andrew), but still need to contact Elizabeth’s planners for details.
- Look for streetscape opportunities for residents to build planters, set out benches, etc., make signage that fits Red Cliff style as “a bit funky, but NOT junky!”
- Create mockups for more accurate bidding and to generate community interest.
- Test corner of Turkey & Eagle with art, solar light pole, planter, and bench.
- Look into “cheap tactical urbanism” ideas via Google searches – a little goes a long way…
- Use themed lighting of Green Bridge to celebrate events, seasons, holidays, and use same color lighting near demo around the town.
- Sell streetlight additions with placing banners or other branding tools (on sidewalks.)
**Build-Out Concept Ideas**

- Look into purchase of green infrastructure options for streetscape project such as placement of permeable pavers in parallel parking spots – see Fort Morgan – adds to environmental enhancement, adds interest and relatively easy to install.
- Identify and talk with engineering firms with experience writing up plans and working on complex and phased infrastructure planning and design. (Action ideas.)
- Secure dedicated parking spots for residents throughout downtown area (signage.)
- Develop feasibility study to identify costs, timelines, funding options to secure resources for project and ongoing maintenance, (Action ideas.)
- Promote easy access by OHV’s and promote OHV-designated trails and designated parking next to Mangos!
- Plan for green and blue infrastructure additions (L.I.D.) in street scape design, (bioswales, pervious concrete, porous asphalt, permeable interlocking pavers, green roofs or white painted roofs, rain gardens, etc.)
- Explore stand-alone solar street lighting options. Compare costs to the “buried-utility” option, not requiring trenching streets [https://www.nrel.gov/docs/fy03osti/34232.pdf](https://www.nrel.gov/docs/fy03osti/34232.pdf)
- Prepare an existing conditions study of town as it is now and identify phased cross sections of town to be improved. (Per Lindsay Newman, NRC, not sure this was interpreted correctly.)
- Engage local contractors or nearby towns’ public works organizations to provide advice on best design and construction of light poles.
- Meet and coordinate with Randy Harrison in UC Denver School of Public Affairs (SPA) to organize streetscape concept plan development with UC Denver School of Urban Design and Architecture, (Action Idea.)