REVISED 10-20-05
Burlington
Community Revitalization Partnership
Team Visit

August 24 and 25, 2005

Team Members:

Michael Hussey, Nolte Associates, Colorado Springs
Bob Matatall, Artisan Community Design, Denver
David Russell, Full Circle Consulting, Canon City
Thank you, for welcoming the CRP Team so graciously to Burlington!

The Department of Local Affairs (DOLA) and CCRA have teamed up for a program to provide one to three day downtown revitalization assistance visits to non-Main Street communities under 20,000 population on a variety of subjects. The CRP goal is to enable towns to “break through” a troublesome issue or question thereby moving forward with their downtown revitalization.

The CRP team’s mission in Burlington was to conduct a two day visit to assess the major strengths and opportunities to be taken into consideration when creating an overall revitalization plan for downtown. Team will make recommendations and prioritize projects in four areas: promotion, organization, design, and economic restructuring.

The value of downtown revitalization – Why Do It? Your downtown is the living room and heart and soul of Burlington. It illustrates the pride of the community (certainly far more than commercial strip developments!) Downtown also represents millions of dollars of infrastructure and private investment.

Improving the physical characteristics and beautifying downtown Burlington will create a sense of momentum to carry Burlington into the future by:
- Attracting new investment
- Retaining and expanding your retail sector
- Attracting more consumers and tourists
- Identifying your downtown as a vibrant, special place
- Demonstrating local government’s commitment to the future of downtown

Who is interested in the health and well being of downtown Burlington? Identifying your stakeholders (all who care about the future of your downtown) and involving them in planning Downtown’s future is vital.
- Residents
- Business and property owners
- Town Staff and elected officials
- Chamber
- Economic Development Committee
- Kit Carson County (e.g. Kit Carson County Carousel Association, fairgrounds)
- Churches and other non-profits
Impressions of Burlington/Why People Love Burlington:

Community that gets things done
  • Volunteer network
Wonderful town
Quality of life
Farm community
Open space
Clean air
No tract housing
Friends – dependable
Progressive farmers
Small town heart
Appearance
"Knew I wanted to be here"
Like everything about Burlington
Caring community
Welcoming community
Extremely progressive small community
Great place to raise a family
Small town feel
Location
Friendly people
Best people in the world
4-H for the kids
Kit Carson farmers
Enjoy this town
Education opportunities
Know everybody
Don’t have to lock doors
People take care of each other
<table>
<thead>
<tr>
<th>ASSETS</th>
<th>ITEM</th>
<th>IDEAS &amp; ACTION(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Friendly small town atmosphere</td>
<td>Maintain small town feel by use of design elements and reworking of zoning uses</td>
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<td>A</td>
<td>Lodging</td>
<td>400 beds, opportunity for B &amp; B’s and Inns downtown</td>
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<td>A</td>
<td>Natural beauty and viewsheds</td>
<td>Promote heritage of the plains and agricultural history</td>
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<td>A</td>
<td>Downtown design elements</td>
<td>Inventory of historic architecture; large street trees; few vacant parcels; ample supply of parking</td>
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<td>A</td>
<td>Downtown transit</td>
<td>Old Town horse drawn carriage; town bus; entrepreneurial opportunities for local shuttle (golf carts – buffalo motif)</td>
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<td>A</td>
<td>Main Street</td>
<td>Little pass through traffic</td>
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<td>A</td>
<td>Agricultural history</td>
<td>Use agricultural history to advantage: “Ag Month”, and tractor pull events. Opportunity to create an Ag Museum in the Courtney Building (Science, Technology, and Education).</td>
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<td>A</td>
<td>Morgan Community College</td>
<td>Educate workforce and source for technical assistance (SBDC – Small Business Development Center)</td>
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<td>A</td>
<td>Regional Access to Recreation</td>
<td>Pheasant hunting, Bonny Reservoir, Beecher Island, and Longhorn Trail are examples of great amenities and marketing opportunities</td>
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<td>A</td>
<td>Downtown grid</td>
<td>Unique in small towns and assists with orientation</td>
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<tr>
<td>A</td>
<td>Recreation</td>
<td>Skate park, swimming pool, city parks, playground, remote control model airplane strip, and Longhorn Trail; Extensive sports activities.</td>
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<td>A</td>
<td>Developed service center</td>
<td>Downtown grouping of vital services (City Hall, County Seat Facilities, Dept. of Human Services, Library, USDA, Post Office, Senior Center, Newspaper, mental health, hospital and medical services, legal) that creates a population of employee consumers and local traffic.</td>
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<tr>
<td>A</td>
<td>Technology</td>
<td>Fiber optic availability; downtown computer store; MCC computer lab and classes</td>
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<td>A</td>
<td>Commitment and planned capital improvements</td>
<td>Successfully planned and funded Pavilion, Community and Education Center, Carousel Museum, and Dialysis Center</td>
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<tr>
<td>A</td>
<td>Health and well being service cluster</td>
<td>Marketing advantage – destination service; Daily access to specialty treatment; Flight for life</td>
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<tr>
<td>A</td>
<td>Municipal Airport</td>
<td>Increases regional, statewide, and national access</td>
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<tr>
<td>A</td>
<td>Close proximity to I-70 and Kansas Border</td>
<td>Marketing potential (&quot;Gateway to Colorado&quot;), pull traffic off I-70</td>
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<td>A</td>
<td>Welcome Center</td>
<td>Market and promote Burlington’s downtown</td>
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<td>A</td>
<td>Close proximity to strong attractions</td>
<td>Downtown is sandwiched between Old Town and the Carousel and Fairgrounds. Opportunity to draw traffic and cross marketing and promotion.</td>
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<td>A</td>
<td>Churches, Service clubs, Senior Center, Historical Society, Arts Council</td>
<td>Source of volunteers and partners. Downtown is the heart and soul of Burlington. Help us care for it.</td>
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<td>A</td>
<td>Healthy Municipal Financial Situation</td>
<td>Ample capacity for bond funding, opportunities for Energy Impact funding, proven grant track record</td>
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<td>A</td>
<td>Power Plant</td>
<td>Back up power resource and potential tourist attraction; close proximity to downtown</td>
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<td>A</td>
<td>Private Prison</td>
<td>Stable revenue and major employer</td>
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<tr>
<td>CHALLENGES</td>
<td>ITEM</td>
<td>IDEAS AND ACTION(S)</td>
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<tr>
<td>C</td>
<td>Downtown funding stream</td>
<td>Create special districts (Central Business District, Historic District, Business Improvement District [BID])</td>
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<td>C</td>
<td>Infrastructure improvements</td>
<td>Drainage; under grounding utilities; curb, gutter, and sidewalks; pedestrian street lighting; street furniture; connecting private and service sectors into fiber optic; façade improvements; water tower (round town, downtown, old town); and long horn trail interpretive signs and trail markers</td>
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<tr>
<td>C</td>
<td>There is no data about downtown (in one easy to access location)</td>
<td>Gather data: business and building inventory; vacant building and vacant lot info, condition of, for sale or rent; lease rates</td>
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<td>C</td>
<td>Downtown “Champion”</td>
<td>Develop a downtown organization; develop leaders, goals and objectives, presence, funding, staff?</td>
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<td>C</td>
<td>Coordination and Communication</td>
<td>Create a process where organizations meet and talk to each other; cross market and cross promote</td>
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<td>C</td>
<td>Point of Contact</td>
<td>Create a central clearinghouse or place for people to go for information and resources</td>
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<td>C</td>
<td>Increase web presence</td>
<td>Upgrade the city’s webpage to include the downtown area, activate a chamber page, and expand the calendar of events to be inclusive</td>
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<td>C</td>
<td>Increase vertical mix-use</td>
<td>Add residential to downtown</td>
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<td>C</td>
<td>Downtown rentals</td>
<td>Retail and commercial space is cheaper elsewhere.</td>
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<tr>
<td>C</td>
<td>Activate vacant lots</td>
<td>Potential pocket parks</td>
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<td>C</td>
<td>Greater retail/restaurant/services diversity</td>
<td>Expand and attract additional retail business</td>
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<td>C</td>
<td>Create financial incentives</td>
<td>Help increase retail and commercial businesses and decrease vacancies</td>
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<tr>
<td>C</td>
<td>Downtown inventory</td>
<td>Create a database of existing businesses, retail and commercial spaces, property owners, and available space</td>
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<tr>
<td>C</td>
<td>Reverse retail leakage</td>
<td>Begin the process of doing a market analysis. A market analysis determines who shops downtown, defines leakage, and inventory’s business mix</td>
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<td>C</td>
<td>Historic District</td>
<td>Do an historic and heritage building survey as basis for local ordinance and potential funding sources. An historic district creates opportunities for funding from Colorado Historical Society (CHS), Colorado Preservation Inc. (CPI), Heritage Funding, CDOT Funding (Safe TEA - LU)</td>
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<tr>
<td>C</td>
<td>Fine – tune commercial zoning</td>
<td>Limit industrial use in downtown</td>
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<td>C</td>
<td>Sense of place</td>
<td>Create a visible delineation for the downtown</td>
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<td>C</td>
<td>In town campground or RV Park</td>
<td>Increasing need for multiple facilities</td>
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<td>C</td>
<td>Chamber</td>
<td>Strengthen organization, provide additional funding, staffing</td>
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<tr>
<td>C</td>
<td>Successful events downtown</td>
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<tr>
<td>C</td>
<td>Signage</td>
<td>Signage, marketing to locals, tourists, way-finding, gateways</td>
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<tr>
<td>C</td>
<td>Create Financial incentives</td>
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<tr>
<td>C</td>
<td>Entrance Way Appearance</td>
<td>Improve entry ways into the town</td>
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<td>C</td>
<td>Potential loss of historic resources</td>
<td>Consider Courtney Building for reuse as Ag Museum in an Historic District</td>
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Marketing, Events, and Promotions

In order to effectively market and promote downtown Burlington, the CRP team recommends the following:

Differentiate downtown Burlington from the rest of the area through promoting downtown Burlington’s differential advantages, i.e. historic significance, service and retail sector, health, wellness, and destination services.

Establish a branding, identity, theme and logo for the downtown area and use on ALL promotional materials, in business advertising and the internet.

Suggested Themes:
- “After You Go Round, Shop Downtown”
- “Gateway to Colorado”
- “3 Stop Light Town”
- “Old Town, Down Town, Round Town”
- “Round Town, Down Town, Old Town”
- “History of the Plains”
- “Shop the Downtown 14’er”
- “Heritage of the Plains”
- “Linger, Learn, Leave Refreshed”

Create a downtown map to be distributed in retail shops, gas stations, and gathering places.

Create a downtown placard to be placed in every hotel room identifying downtown merchants and events.

Create a tri-fold brochure highlighting downtown Burlington’s retail sector and downtown events at the Welcome Center, lodging, and cities in a three county region.

The downtown organization needs to create downtown events to draw traffic to the downtown area. For example, motor cycle rally, farm equipment exposition and rally, go kart race downtown, wrestling on the street during the tournament, themed sidewalk sales (add Rose Avenue and laterally located retail businesses to fill in service locations on the main street).

Maintain and distribute an inclusive calendar of events.

You have a great niche of health services including the hospital. We suggest you use these as a focus for a HEALTH AND WELLNESS FAIR.
Add a “Downtown Farmer’s Market” to tie into Burlington’s agricultural sector. Consider expanding existing local events – especially Old Town and Fairground related.

Create a Jim Gurnhart Funeral Festival downtown.

Increase use of local and regional media (public radio, radio, cable television, print, internet) to promote Burlington events, heritage and history.

Expand placement of market information, i.e. hotels in Hays, Colby, Goodland, Limon, Colorado Springs, and Denver.

Refresh web pages for Town of Burlington and Chamber of Commerce.

Encourage cross marketing among downtown businesses, and between Carousel & Old Town and downtown. (“Round Town, Downtown, Old Town”).

Provide day trip information (i.e. ghost towns, caves, reservoir, fly-ins, arrowhead digs).

Create an improved downtown transit using the Old Town horse drawn carriage and city bus that stops and picks up in the downtown corridor. Encourage a privately-owned shuttle system in the downtown corridor.

Begin a three to five year plan to convert the Courtney Building to an Ag Museum focused on today’s science and technology, education, and resource access.

Analyze types of events using the attached grid.
### Types of Events

<table>
<thead>
<tr>
<th>Event Name</th>
<th>Date</th>
<th>Community</th>
<th>Regional</th>
<th>Tourist Ambiance</th>
<th>Self Sustaining</th>
<th>Fund Raising</th>
<th>Traffic Generating</th>
<th>Promotes Retail</th>
<th>Family Friendly</th>
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10
DESIGN

Stress authenticity in everything you do. Understand and interpret history, culture, and the unique character of Burlington for residents and visitors. Do not have a “theme” other than authentic and genuine!

1. Focus efforts on creating a MOST distinctive “old town”/historic downtown. The veracity of its historicness is less important than using the downtown’s place in Burlington’s history as a way to “brand” the downtown.

2. Use existing historic buildings as inspiration for the design of new buildings and additions within the downtown.

3. Develop design standards for use within town development reviews that differentiate treatment zones along 14th Street. These can be used as educational, advisory, or mandatory design guidelines depending on the acceptance by the community. (see the section on treatment zones contained in this document)

4. Develop more detailed designs for intersection treatments for the three main intersections along 14th Street. (see the section on intersection treatments contained in this document)

5. Develop a system of wayfinding signs (which in some cases double as gateway elements) to direct travelers from I-70 to historic downtown Burlington.

6. Incorporate softer materials like concrete pavers in the design of sidewalks to preserve the informality of the downtown streets.

7. Encourage a retail mix that leverages already present trends, i.e. art galleries and spas.

8. Conduct a future workshop/training to generate ideas for window display design.
In addition to highlighting circulation patterns and landmarks to understand distances and location relationships, the above map also describes recommended urban design treatment zones and intersection improvements to guide public improvements as well as new development and rehabilitation of existing properties.
TREATMENT ZONES
Main Street and several adjacent streets that lead into town contain several differing blocks of development characteristics ranging from that found in urban downtowns, to older small towns, to new suburban developments. Each has distinct patterns that should be reinforced. This can be done through regulation within the zoning code, additional design review, or education with property and business owners. By focusing the range of development appearance within a zone, improvements will better enhance the entire downtown. Below are the key characteristics of each.

Aa -- New Suburban Setbacks
  Screen off street parking
  Add Street Trees
  Monument Signs at Lots

Ab – Historic Residential/Commercial
  Low Yard signs
  Keep front yards/porches
  Encourage live/work home occupations
  Parallel parking

Ac – Traditional Downtown Commercial
  Building to sidewalk
  Angled parking on street or alley
  Densest streetscape improvements
  Encourage vertical mixed use retail below/office or residential above

B – Boulevard Residential
  Street tree median (oaks, elms, etc)
  Complete detached sidewalks both sides
  Add bike lanes Discourage Parking

Bb – B & B/Inn Zone
  Rotated lot platting with commercial zoning
Burlington is blessed with many mature and beautiful street trees in downtown. This is often the key component of a streetscape program and along with paving the most costly. The challenge here is to undergo strategic improvements that: 1. maintain what is in place; 2. continue to increase the consistency of design elements; and 3. solve drainage and utility requirements for the future. While a combination of new concrete, pavers, lighting, and street furniture will be part of this, an additional focus should be intersection improvements. These have two purposes. The first is to reinforce the pedestrian nature of the downtown through traffic calming. The second is to assist in orientation through an understandable hierarchy of intersections. These are described below.

1 – Entry
   Surface pavers
   Vertical decision elements at corners
   Directional signage/gateway

2 – Heart of Downtown
   Arch/Lites/Banners over Streets
   Public Art
   Surface Decoration/bumpouts

3 – Terminus
   Monument/Directional sign landscaped
HISTORIC PRESERVATION

The CRP team recommends the following steps be taken with regard to historic preservation:

- Investigate creation of a local historic district
  - A historic survey has already been conducted and can be used as the basis for an ordinance allowing for local designation.
- Use the Historic Burlington Walking Tour booklet to create interpretive signs in front of historic sites. Historic designation allows for additional funding, specifically State Historic Fund grants.
- Use local history and heritage when appropriate, i.e. art and streetscape.

Buildings of historic significance can be designated as significant at local, state, or national levels depending upon the individual history.

FACADE IMPROVEMENTS

Your building stock is in good condition and we suggest you concentrate on larger, streetscape issues. If, in the future, you want to pursue a façade renovation program, contact CCRA for information and referral to several communities around Colorado that have developed façade improvement programs.

HOUSING

Where second story buildings exist on 14th Street explore opportunities for housing on the upper floors.

To enhance the vitality of the downtown area, increase the pedestrian options, by adding close-in housing and additional retail downtown.

While Burlington has few empty lots on 14th Street, where opportunities present themselves for either redevelopment of properties or new development of properties, new urban-style, multi-family residential that fit the suggested treatment zones by location should be explored to expand the town fabric making the entire downtown a cohesive destination.

Residents will enhance the street life and reinforce the pedestrian orientation of the downtown. Residents will support local retail establishments and help to extend the hours of downtown activity beyond the typical 9-5 window. Neighborhood residents/customers will be able to access neighborhood businesses on foot, thereby increasing the downtown customer base without creating traffic or parking problems. New retail will increase the interest in and draw people to the downtown.
RETAIL

- Promote additional retail and provide additional commercial space to create critical mass

Many existing businesses already use awnings, signage, flower arrangements and display windows to great effect.
The above diagram shows the circulation through town and locations for signage to respond to this traffic flow.
Develop and implement a signage program that clearly identifies and provides direction to public parking facilities in the downtown area as part of an overall “way-finding” signage program for the downtown area. There is an entire array of signage that should be investigated by the town including:

1. “Logo” and Tourist-Oriented Destination Signage and local way-finding for I-70, and local streets (see map above),
2. Gateway signage that identifies your entry into the downtown (see map above),
3. Directional signage to civic buildings and parking areas,
4. Interpretive signage for local points of interest and history.

Develop a consistent system for all public facility signage for Town owned properties.

Utilize international symbols in the way-finding system.

Nolte Associates has developed a book entitled “When a Highway Runs Through Downtown” filled with information about working with CDOT, gateway and way-finding signage, traffic calming strategies, and streetscape information. Contact Michael Hussey at Nolte for a copy.

**TRAFFIC RECOMMENDATIONS**

- Improve pedestrian crossing signage.
- Implement and enforce a requirement that vehicular traffic stop for pedestrians in crosswalks.
- Enhance visibility of pedestrian crossings – more visible crosswalks, bump-outs, and lighting.
PHOTO OBSERVATIONS

The pictures above show a continuous segment of a block. Most of the architecture is intact and minor improvements in terms of signage, the removal of later shingle improvements, and the addition of street furniture is all that is needed for an excellent streetscape.

The picture on the left shows that much of the core of downtown is intact with few holes in the streetscape. A series of continuous awnings adds to the pleasant atmosphere for pedestrians and allows for viewing display windows with protection from weather. The picture on the right shows traditional mixed use buildings with spaces on a second floor for offices or residences. This should be encouraged in any future rehabilitation or new development.
The picture on the left shows the semi public area of yards on Main Street. While many of these properties are still residences they have commercial use allowances and should be encouraged to maintain landscaping as part of business improvements. The picture in the middle is of the water tower at the end of Main Street and due to its location is an opportunity for painted murals that display community identity. The picture on the right shows head in parking on the street which disturbs the pedestrian flow on the sidewalk along Main Street. This should be avoided wherever possible.
The picture on the left is one of the few open lots in downtown and is located next to the historic building on the left and the restaurant on the right. It is an ideal location for a pedestrian pocket park with outdoor seating that can be used by the restaurant. The picture in the middle shows the equipment storage yard for one of the community’s more prominent businesses. Until this business moves (if ever) to an industrial zone in town, the property can serve as an agricultural heritage interpretive site with murals on blank walls and signage in front of some of their custom designed machinery. The picture on the right is of the historic power plant which is another heritage interpretive site.
The property shown in the photo on the left is an existing house at the end of Main Street. It is an ideal opportunity for a boutique shop or restaurant with outdoor seating. The yard is an amenity that should be encouraged to be incorporated into future development rather than lost. The middle picture shows the quality of existing street trees and the lack of street furniture, pedestrian lighting, and paving. The photo on the right shows suburban style parking in front of the post office with no landscaping to provide screening, cooling or visual relief from the asphalt.
MARKET DATA

- Gather data:
  - Inventory all businesses in downtown Burlington. Include type of business, products, square footage, lease rates, number of employees.
  - The above information should be put into a business listing and map (which might also show civic locations) to be distributed to every location you can think of! Many towns put this information in the form of a placemat which can be used in restaurants.
- Initiate and coordinate completion of a Market-based analysis of downtown. Can be done by a consultant, volunteers or a combination. Great resource: Market Analysis Tool Box, Downtown and Business District Market Analysis, [www.uwex.edu/ces/cced/dma](http://www.uwex.edu/ces/cced/dma).
  - Determine existing retail and what is missing.
  - Understand demographics of shoppers
  - Understand business’s and residents’ desires and current shopping habits
  - Determine realistic businesses to attract to downtown
  - Identification of possible market niches for downtown
  - Understanding who your markets are guides types of promotions, marketing and branding of downtown.

POLICY

- Over the long-term create incentives for development and redevelopment such as tax abatement programs or low interest loans.
- Recommend town council adopt a “Downtown First” policy requiring the Town to look at downtown first before moving/relocating civic offices to new locations. Consider public facilities as downtown anchors, and employees as customers of restaurants and other businesses.
ORGANIZATION AND MANAGEMENT

- Downtown Champion – Business Improvement District (BID) or Main Street type of organizational structure is the driving force for downtown revitalization. This organization should conduct a strategic goal setting session for the downtown. We recommend that the organization have a storefront office and a full or part time staff person. Base the organization’s structure loosely on Main Street model with a board of directors and committees. Suggest they host the following meetings:
  - Realtor forums (2 per year)
  - Financial institutions
  - Merchant seminars (subjects to be determined through quick survey of business owners, i.e. marketing and merchandising, window displays, and customer service training)

FUNDING/REVENUE FOR DOWNTOWN IMPROVEMENTS

Consider additional revenue streams for downtown improvements and organizational support

- There is an opportunity to capture additional sources of revenue through:
  - the creation of a Business Improvement District (BID) or Downtown Development Authority (DDA). Pros and cons of each should be weighed carefully and the political nature of both should be understood and carefully considered. For more information on special districts and authorities, use CCRA as a resource for further consultation.
  - dedicating a portion of future sales tax revenues to downtown-specific improvements,
  - vendors’ fees, and/or
  - one signature fundraising event per year
WORK PLAN/PRIORITY RECOMMENDATIONS (for your use in laying out top priority projects for the upcoming year.)

<table>
<thead>
<tr>
<th>PROJECT DESCRIPTION</th>
<th>COMPLETION</th>
<th>LEAD ORGANIZATION</th>
<th>NOTES</th>
<th>BUDGET</th>
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RESOURCES
(Information, Technical assistance, Funding)

American Institute of Architects (AIA), publications, architects, etc.
American Society of Landscape Architects (ASLA), Landscape Architecture magazine
Colorado Brownfields Foundation – Environmental assessments and grants
Colorado Community Revitalization Association (CCRA), technical assistance, Colorado Main Street program
Colorado Historical Society (historic surveys, preservation, tax credits, etc.)
Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
Downtown Idea Exchange/Downtown Promotion Reporter publications
Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
US Department of Housing & Urban Development (Housing development, HUD Economic Development Initiative grants, etc.)
Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
International Downtown Association (IDA)
League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
Main Street 101 Training
Market Analysis (many good private consultants).
Downtown Market Analysis Toolbox (a Do-It-Yourself tool) www.uwex.edu/ces/cced/dma
National Main Street Center (National Town Meeting on Main Street-Baltimore; publications on Organization, Design, Promotions, & Economic Restructuring)
National Trust for Historic Preservation (small grants, Preservation magazine)
State Historical Fund (grants for surveys and historic preservation)
TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
Traditional Building magazine
Urban Land Institute (ULI)
Small Business Development Center(s)
Burlington CRP Team Bios

**Sophie Faust, Department of Local Affairs**
Sophie Faust has worked for the State of Colorado for over 8 years. She has traveled throughout the state monitoring state funded programs that build capacity for community development. She is especially aware of the needs and efforts of rural communities. She has also worked in Bangalore, India doing crisis intervention work with women. She has a Bachelor of Arts degree in Sociology from North Central College in Naperville, Illinois.

**Michael Hussey** is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects in Billings, Montana (downtown), Colorado Springs (Downtown BID), Avon (Town Center), Broomfield (US287), Fountain (US85), and Manitou Springs (US Bus 24/Manitou Avenue). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael is also the co-author of “Grow Native,” one of the earliest Colorado xeriscape landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District.

**Bob Matatall**, Artisan Community Design, worked as an urban designer for RNL Design and in the planning departments of Telluride, Breckenridge and Boulder. A certified planner, he also has provided architecture, urban design and planning services to numerous communities as a self-employed consultant. Bob taught historic preservation in the environmental design program at CU-Boulder.

Bob holds two graduate degrees from the University of Colorado at Denver, a master’s degree in architecture and a master’s degree in urban and regional planning, and has started work on a Ph. D. in design and planning. He graduated with a bachelor’s degree in fine arts from Northeastern University.
David C. Russell Jr. is president and owner of Full Circle Consulting based in Cañon City, which provides services to entrepreneurs, small businesses and non-profits. Prior to rejoining his consulting business this year, he served four years as a member of the city council and as the executive director of the Fremont Community Foundation for two years. In the early 1970s, he began a career on Wall Street and achieved success as a senior executive, trader, broker and fully licensed financial professional. After his retirement in 1990, he formed and operated DCR Inc., a national financial, business and development consulting firm.

Over the past sixteen years, David helped execute the Montague Street Business Improvement District in New York City; directed the restoration of exterior stone walls, stained glass, and suspended ceiling at the 150-year-old Holy Trinity Church in Brooklyn; re-established the San Mateo CA. and Brooklyn N.Y. Arts Councils, and assisted more than 40 clients to achieve financial stability and programmatic success. David is an investment and financial consultant to major foundations across the country, a Small Business Development Counselor and serves on the Colorado Community Revitalization Association board of directors.