



EADS
Community Revitalization Partnership
Team Visit

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Thank you, for welcoming the CRP Team so graciously to Eads!

The Department of Local Affairs (DOLA) and Colorado Community Revitalization Association (CCRA) have teamed up to provide one to two day downtown revitalization assistance visits to non-Main Street communities under 20,000 population. 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 Eads was to focus its recommendations, design suggestions, and supporting material on bolstering and improving the downtown to continue preparations to take advantage of positive economic factors in the area that include increased use of the Ports to Plains Highway and the new Sand Creek Massacre, National Historic Site.

This visit is intended as a follow-up and continuation of the “Your Town” workshop that occurred in 2004. Since that three-day event there have been two important developments. The County has created a Historic Preservation Board, and there is a new Economic Development Organization. These are positive steps forward. These however are by no means the only recent developments that show positive movement forward. The purchase of the Crow Luther Art center and adjacent buildings and the creation of the Horseshoe Park are others. The goal of this CRP visit is to provide further direction.

Immediate concerns that were addressed were streetscape recommendations that integrate with the new park, next steps for a historic preservation program, next steps in market analysis and business development with suggestions for new downtown businesses, design suggestions for a gateway element to attract visitors off the highway onto Main Street, and overarching planning recommendations to more fully deal with the future such as a possible highway bypass.

PREFACE

The Town of Eads faces a unique set of challenges and opportunities in the redevelopment of its downtown. In evaluating the best approach, this report suggests two important background factors be taken into account in planning an overall approach to this challenge.

- First, a survey of Colorado counties rating the level of civic support and involvement of the citizens shows Kiowa County to be one of the state's top counties in terms of its citizens' involvement in community endeavors. This involvement shows itself in the individual commitments of Kiowa County citizens. It also shows itself in the number of civic and communal organizations and institutions that have flourished in the county.
- Secondly, In contrast to the population growth experienced by the rest of Colorado, Kiowa County has experienced a slow decline in both its population and its traditional economic base.

The Town of Eads therefore has a unique set of resources at its disposal.

- In contrast to many other communities where the need for planning is driven by the pressure of growth, in Eads, the need for planning is driven by the need to consolidate and preserve the town's valuable community resources.
- In contrast to other communities where planning is based on the energy of an influx of new dollars and enterprises, the resources in Eads are a tradition of relationships and community support.

The historic Main Street district of Eads dates from the time when Eads was the retail, commercial and financial center of Kiowa County. The businesses that met those needs have now left the Main Street district leaving most of its storefronts empty. Many of the occupied storefronts are filled with civic rather than retail or business functions.

The primary commercial/retail district now borders Highway 287/96 which forms a border around the west and south edges of the town.

Main Street does not serve as a conduit to any destination other than itself. The result is that the traffic on Main Street is purely destination traffic.

The success of the Main Street redevelopment therefore depends on:

- Recreating Main Street as a real and valued destination.

- Supporting that destination with appropriate vehicular and pedestrian circulation and infrastructure.

Functions that can help Main Street become an important destination include the following:

- **Civic Functions.** Examples: art center, book center supporting the national park facility that will open at Sand Creek, senior citizens center.
- **Appropriate Businesses.** This should be retail that is destination oriented rather than dependent upon pass-through traffic along the state highway.
- **Housing.** Such as small apartment units.
- **Attractions for Heritage Tourists.** As the National Historic Site attracts more visitors, Eads will have opportunities to get these visitors to stop, providing Main Street develops attractiveness and reputation sufficient to attract these bypassing tourists off the state highway into downtown. Bringing tourists into the downtown is of particular significance because it introduces outside money into the economy and has the potential of creating new jobs and businesses. Inviting entry signage drawing tourists into the Eads downtown Main Street area is a component of this development as are businesses that heritage tourists find interesting, unusual (not found elsewhere) and attractive.

And lastly, climate. The Eastern Plains are known for strong winds, extreme temperatures and lots of sun. Both residents of Eads and travelers who are visiting will benefit from a design that takes this into account. Historically, shade along Main Street was provided by retractable awnings. Modern travelers are attracted to shady areas that offer protection from the summer sun. With Eads' interest in providing services to elderly residents and new retirees, control of climate is particularly important. Modifications that make walking and driving easier and provide protection from climate extremes are particularly helpful to this older population. Large deciduous street trees provide shade in the summer and wind protection year round.

Developing a vision, goals and objectives to guide your downtown revitalization program is extremely important. The following examples of goals and objectives are not intended to be all inclusive. Development of a vision, goals and objectives can be accomplished through well-facilitated public meetings.

Example of Vision:

Downtown Eads honors the architectural, cultural and agrarian heritage of the community. Downtown is the center of business, entertainment, culture, community celebrations, and neighborly contact for residents and visitors.

Example of Goal:

Downtown Eads will consist of a two block main street that preserves the architectural and agrarian heritage of the community through the preservation of the surviving buildings in the area and their

development for adaptive reuse. Associated with this center will be other buildings of historic value in the community, also preserved and developed for active use.

Examples of Objectives:

1. Protect/preserve/restore designated buildings and rehabilitate their interiors for commercial and/or residential use.
2. Preserve and restore the historic early 20th century streetscape within the Main Street District, as well as the iconic water tower and grain elevator, at the same time adding contemporary public use amenities.
3. Develop a strategy for improving the community’s housing stock to accommodate and attract service personnel, low income families and retirees.
4. Provide an enhanced community and visitor cultural life experience by preserving historic venues and adapting other historic structures to become venues for folk arts, history museums, library, and fine arts center, as well as developing outdoor spaces for seasonal festivals and recreation.
5. Provide services for traveling families in the existing sports complex by offering lessons, recreational use opportunities and local/visitor pick-up games or activities.

As consultants coming from the outside we often have “off the wall” ideas (we prefer to call them “intriguing” ideas) that may spark your creative imagination. Here is a Nan Rickey special:

Eads has an opportunity for a larger scale and more ambitious redevelopment that could establish the town as a visitor and educational destination for tourists and schools as well as recreational travelers.

Developed around the theme of becoming a Center for Colorado’s Eastern High Plains, the central business district could be given over to the development of four separate buildings, each serving as experiences in the history of the region, its culture, natural history and environment. These buildings would be “exhibit experiences” much like, but even more highly developed than, the exhibit experiences presented by the Denver Museum of Nature and Science. Their content would be focused on the special and unique qualities of Colorado’s eastern plains in each of the themed areas, and the presentations would be multi-media and highly sophisticated. The developments should be targeted both for the enjoyment and education, with the primary target audiences being schools and tourists. The presentation content should change perhaps every five years to attract repeat visitors, and old installations could be recycled and updated to appear again after, say, 20 years.

The core concept could be expanded in a number of ways to attract creative people and scholars as a part of the features' development. It could be combined with the downtown preservation and economic development strategy outlined in this report.

Thank you again, for welcoming us to Eads. You have a wonderful community!

EXISTING CONDITIONS

Highway 287 runs adjacent to the downtown on two sides as it turns near the railroad underpass. There are approximately 3000 vehicles passing by daily. These counts will probably increase as the Front Range of Colorado nearer to Colorado Springs and Denver continues to develop and get more congested, and people search for alternate, quicker routes. In the future rail lines may also be moved farther east. The present Ports to Plains Highway will get an increased amount of traffic over time.

There is now a rest area a few blocks from the downtown separated from downtown by railroad tracks. The town has numerous landmark grain silos and water towers that create a very distinct character. There are auto-oriented businesses along the highway.

Several blocks of the existing downtown are traditional commercial properties in relatively good condition. These properties form the basis for numerous opportunities to continue the progress being made in the downtown for a cohesive pedestrian friendly environment. The downtown also includes several blocks of residential style structures past the commercial core but between there and the Kiowa County fairgrounds. Most institutional public buildings such as the Court House and City Hall are interesting architectural buildings located a block off Main Street, yet still in the downtown.

The library is presently in the basement of the County Court House. Most of the housing in the downtown is single family homes. The town is developing a new horse shoe park with assistance in part of GOCO funds. The Jackson Pond property has begun development of new residences and there has recently been a new assisted living facility completed.

The federal government has recently legislated a new National Historic Site to commemorate the Sand Creek Massacre Site about 15 miles east of town. The Cheyenne and Arapahoe tribes will be deeding property for this site over to the U.S. government by the end of the summer 2006.

The town has a hospital, drug store, assisted living facility, and home health care providers creating an excellent full service health care system for a small town.

The following pictures are representative images near or in downtown (view as adobe acrobat images, open file by clicking on image)

Insert photos labeled: Eads proof sheet.pdf on following three blank pages.

DOWNTOWN REVITALIZATION

The Value of Downtown Revitalization – **Why Do It?** Your downtown is the living room and heart and soul of Eads. It illustrates the pride of the community. Downtown represents millions of dollars of infrastructure and private investment. Improving the physical characteristics and beautifying downtown Eads will create a sense of momentum to carry Eads into the future by:

- Attracting new investment
- Attracting more consumers
- Increasing the self-esteem of Eads as a community.
- Demonstrating local government’s commitment to the future of downtown.
- Integrating “old town Eads” with the new Jackson property development.

New Approaches to Invigorate Downtowns

The following are generic recommendations for the redevelopment of downtowns from PUMA (Progressive Urban Management associates) a CCRA member organization.

Make Downtown Relevant to the Locals:

If the locals enjoy downtown the visitors will follow.

Understand the Market:

Identify a niche strategy that differentiates you from nearby communities.

Create a Vision that Makes Downtown Fun and Livable:

Create multi dimensional downtowns no matter how small, that provide places to shop, play, live and work.

Identify Development Districts and Opportunity Sites:

If appropriate due to size special character districts allow for guided investment and leveraged results that accommodate more specific uses.

Form a Sustainable Public/Private Partnership to Champion Downtown:

It takes both private and public support to have long term stable success. The best way is to establish some form of organized corporation, agency or authority.

Employ a Property Management Approach to Manage Downtown:

Downtown needs to function as one large real estate asset. With individual property owners this requires collaboration and cooperation to succeed and compete against shopping malls and big box retail operations.

What Eads has in place:

- Political Will and Property Owner Interest

The Town has purchased several buildings on Main Street. This is a good investment in the town and should be looked at further in the context of a more comprehensive redevelopment strategy.

What Eads needs to consider:

- What projects to fund?
 - All?
 - Historic properties only?
 - Where are the historic properties/historic district?
 - Priority buildings?
 - Historic buildings first?
 - Key locations first?
 - First come, first served?
- Fronts? Sides? Rear? Signs?
- What design?
 - Historically accurate?
 - Historically sympathetic?
 - Does not matter?
- Who decides?
 - Planning Commission?
 - Town Council?
 - Area Historic Society?
 - All of the above?
 - Appeal process
- Who designs? Who budgets?

PLANNING

Who is interested in the health and well being of downtown Eads? 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
- The Kiowa County Historical Commission
- Southeast Regional Tourism Council

- Churches and other non-profits
- Schools
- Utility companies
- Large corporations

Comprehensive Plan- The community needs to develop a comprehensive plan to democratically decide the future direction of the community. This is an adopted strategic plan that covers all the major categories that are important to the community over a twenty year period. It can and should be reviewed and updated periodically within this 20-year period as issues and circumstances change or arise. This is the best document upon which to base marketing and selling your town to investors and future residents. It should guide, in a general way, major decisions. It should deal with land use and major assets, programs and expenditures of the community.

An accompanying document is a land use plan and regulations for zoning and land development review procedures. Community zoning insures that

- historic resources are protected from incompatible adjacent development
- residential areas, churches and schools are protected from commercial and other traffic or incompatible adjacent uses; and that
- motels are located conveniently for travelers and truckers and do not intrude on the small town, pedestrian friendly character of downtown Eads.

The process to develop these tools should include a significant public input component. Another key component is an IGA (inter governmental agreement) with Kiowa County for a 3-` mile plan. Major issues such as a highway bypass, oversized loads on Main Street and locations of businesses should be dealt with before they are being proposed. This helps to avoid unwarranted conflicts and allows for discussion without pressured deadlines.

The Department of Local Affairs can assist with the costs of developing these plans. The town should explore amending the current EIAF grant.

HISTORIC PRESERVATION

Asterisked items below are those that indicate projects that might be eligible for State Historic Fund grants.

- Establish an endowment fund to provide continuing maintenance for community owned historic buildings.
- Obtain Certified Local Government status
- Complete a survey of historic resources consisting of the following steps:

- Perform a reconnaissance (windshield) survey of buildings and landscape features.
- Commission the preparation of a historic context for the town, and register nominations for selected buildings and features*
- Secure listing on historic registers (national, state, or local).
- Develop design guidelines and development review strategies for buildings within historic city center.*
- Prepare a Preservation/Development and Use Plan
- Establish community zoning (see above section on comprehensive planning)
- Prepare Historic Structure Assessments according to a development schedule.*
- Designate an historic district (local at least; state and national if possible) and associated landmarks.
- Develop, flesh out historic walking, biking tours. A good resource is the **National Association for Interpretation**, headquartered in Fort Collins.
- Develop then use a Historic Eads Walking Tour booklet to create interpretive signs in front of historic sites.*
- Encourage restoration and rehabilitation construction projects.*
- Prepare maintenance plans for each building as it is finished. *

HOSPITALITY

- **Create a visitor center/chamber of commerce.** Use this as a connection between the highway and Main Street. Look at the existing buildings available.
- **Rest area along side of highway near grain elevators.** The idea here is to get through traffic to stop. The existing rest area already has a nice monument sign, restrooms, and landscaping. Expand on this and provide a map of downtown, a landscaped pathway to Main Street and town park on the other side of the tracks.
- **Recruit hotel/hostel/inn/lodge/B&Bs internal to the historic district.** The key is to offer something more personal and service oriented than a highway motel. Something that gives the visitor the feeling of being a guest in Eads not just a customer.
- **Restaurants**--Recruit locally or regionally owned/operated restaurants/coffee shops into downtown. Restaurants can have regional draw as evidenced by the French restaurant in Berthoud and Bruce's Bar in Severance. Focus on foods that are locally grown and raised and have a niche appeal.

INFRASTRUCTURE/ URBAN DESIGN/LAND USE

- **Stress authenticity in everything you do. Understand and interpret history, culture, and the unique character of Eads for residents and visitors. Do not have a “theme” for architecture other than authentic and genuine!**
- **Underground** as many utilities as possible when opening streets for new water or other infrastructure work. Eventually underground electric in alleys and use the alleys as a pedestrian network.
- **Protect existing street trees** and expand your street tree program to create even more shaded areas for protection from summer sun and winds year-round.
- **Murals on blank walls** (discussed and rejected previously but there may be opportunities in unique locations such as on grain elevators, water towers, and walls adjacent to parks just not the primary visual focus of downtown)
- **Introduce mixed use housing.** Provide housing options in the downtown in addition to single family residences with yards. Encourage development of apartments over retail in existing renovations and new construction.
- **Streetscape.** The existing sidewalks downtown are generally in good condition. The town already has a fairly extensive street tree program. Efforts should be aimed at upgrading certain elements within an agreed upon style. This has been discussed already in the context of the Our Town workshop. The next step is to make decisions that pick specific product lines that coordinate the selection decision process. Picking materials, textures, colors and styles that reinforce the authentic identity chosen by the community is the key. Example: Metal elements from farm machinery such as windmills, irrigation pumps and gates, tractors, etc. are clues. Colors that are typical of the enamel metal on tractor engines etc.

The existing curbs and parking should not be removed but a 4 foot planting strip can be cut from the existing concrete and replaced with textured pavers or stamped concrete. This leaves a 6’ wide concrete sidewalk from property lines and building fronts out toward the street. Wide sidewalks in some areas can accommodate street dining and merchandise displays. The remaining 4’ between the sidewalk and the curb is the best location for placing street furniture, planting beds, pedestrian light posts etc. Clusters of street furniture should be spaced so that mini outdoor rooms are created that include: light posts, benches, bike racks, lights and banners, trash cans, planters and flower beds. At the present time there is adequate parking in the downtown. While the street width should not be altered there are possibilities for removing individual parking spaces to use as bulb-outs for street furniture and planting locations. This lessens the width of the street at strategic locations for safer crosswalks and shorter distances. Narrowing curb to curb right of way is a successful way to slow and calm traffic. This is especially important for seniors and parents with children and strollers.

SIGNAGE

Inviting entry and signage drawing tourists into the Eads downtown Main Street area is a vital component of your downtown redevelopment. This entry and associated signage should be located at the south side of town at the intersection of Main Street and Highway 287/96. This signage should be visible to automobile traffic and should carry a clear message that **downtown Eads' Historic Business District is located a short distance to the north.** As with other aspects of downtown redevelopment, it is desirable that this entrance emphasize existing historic elements which are characteristic of Eads and its history. The existing water towers and grain elevators are important landmarks closely associated with, and in physical proximity to, the Main Street entryway. These are elements that can be used as part of an entry design that focuses attention on the Main Street turn off.

Another idea for a gateway to Eads: The town might consider redesigning the entrance to Main Street by moving the turn off from the highway to the east creating a landscaped park-like area containing the historic water tower and grain elevator. These features would serve as visual statements and attractions to highway users saying **"this is the place – Eads."** Lighted at night, these features would be prominent and eye catching gateways.

On the next page are 13 quick sketches showing fun ideas for gateway signage at the entrance to downtown along the highway. Some are new freestanding sculptures and others are basically murals on existing infrastructure. In all your signs you have an opportunity to expand the concept of public art while still creating functional signage. The important points for your entry are:

Do something; Make it visible, Locate it in the correct spot, and Have fun!

Additionally, 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 "wayfinding" 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 wayfinding for Highway 287, Main Street and local streets.
2. Gateway signage that identifies your entry into the downtown (see above),
3. Directional signage to civic buildings and parking areas,
4. Interpretive signage for local points of interest, history and historical sites.

Nolte Associates has developed a book entitled "When a Highway Runs Through Downtown" filled with information about working with CDOT, developing gateway and wayfinding signage, traffic calming strategies, and streetscape information. Contact Michael Hussey at Nolte Associates, 719-268-8500, or email:

Michael.hussey@nolte.com for a copy.

Insert photos labeled: Gateway sketches.doc on following blank page.

ECONOMIC DEVELOPMENT

- **Keep as many community public institutions as possible downtown.**
- We recommend that the town board of trustees adopt a “**Downtown First**” policy requiring the Town to look at downtown first before moving/relocating civic offices to new locations. This may seem premature, however, when Eads experiences development pressures, having raised the consciousness of the value of preserving downtown, your community will be a giant step ahead.
- **Do everything possible to retain your existing businesses.**
- **Anchors:** Downtowns no longer have the luxury of having traditional anchor stores such as department stores. Today downtown anchors are your civic institutions and public offices, grocery stores, restaurants, entertainment venues, and destination specialty shops. Some interesting specialty stores that serve as anchors (destinations for shoppers) in other communities are: meat processing for hunters’ and their game (Arvada), an Army Navy Surplus store (Arvada), a meat store creating a wide variety of meats and sausages (Brush), a general mercantile offering shipping, candy, art, specialty foods, clothing and jewelry (Monte Vista and Meeker). Seek to retain or attract a drug store, bank, post office, food store and variety store. Consider public facilities as valuable downtown anchors, and employees of those facilities as valuable customers of downtown restaurants and businesses.
- **Create a Community Market for locally produced/grown products**
 - Talk with extension agent
 - Talk with statewide farmer’s market organization. Contact Colorado Farmers Market Association (CFMA) 1316 Wilfred Court, Berthoud, CO 80513 or via email: sueandmarkparson@aol.com.
- **New Businesses** – With funding and construction for facilities at the Sand Creek Massacre Site in phases over 10-20 years there will be opportunities for locations in town, through a combination of leases by the Park service and private business opportunities. Some of these include:
 - A library combined with a coffee shop/book store combined. This can be both a Park Service facility and the local public library.
 - Interactive arts and/or crafts center and regional arts and/or crafts outlet sore (where visitors can make things themselves as well as see artists working and purchase arts/crafts)
 - Comfort facilities
 - Movie, musical and live performance theater
 - Destination-oriented businesses (not dependent upon pass-through traffic along the state highway) such as insurance offices, legal offices and appliance stores.
 - Bike Shop w/ rentals, tours, maps of the area
 - Unique Frontier gourmet foods from locally grown crops, wild flora and fauna and livestock

- Pet Store
- Bird seed company and store
- B&B
- Gift shop with a western general store theme and local craftsman like “hat maker/boot maker”
- Homemade Ice Cream Shop and associated local dairy
- Wildlife Museum and Indian Arts Museum (items that are collected or donated but fall outside of those adopted by the NHS mission for the Sand Massacre site)
- Cactus Brewery
- Railroad Ride – Train Station- To Towner, Stuart, and Sheridan
- **Events** –Create events that can encourage visitors to stay longer in town after a visit at the new National Historic Site, the lakes, or just truckers and travelers who go by on the Ports to Plains Highways and want to take a rest. Schedule events quarterly and combine some of the following suggestions until they get enough support to stand alone. Reinstate Eads Bucks (have Economic Development help subsidize portion in the beginning to get program running) Distribute in welcome packets, at truck stops and restaurant counters etc. Do marketing in locations that are 6-10 hours away where Eads is on the driving route
 - Cheyenne/Arapahoe art demonstrations
 - Twilight Thursday’s Horseshoe Tournaments
 - Get Eads on the route of the TransAmerica Bike Tour
 - Create a Bird Watching Festival(speakers, tours, competitions)
 - Special BBQ dinners in the park
 - July 4th Chili Cookoff
 - American Pie Judging Competitions
 - Dog Shows
 - Bed races down Main Street
 - Railroad Days
 - Sunflower Festival
 - Quilting Displays and Sales
 - Spiritual/healing runs with the tribes as host
 - Holiday decoration competitions (Businesses, individuals, schools etc do a tree on Main Street.
- **Branding (Create Marketable Town Identity)** Be Authentic, Base it in agriculture, frontier settlers, railroad history, authentic living. Develop themes like : “From Here to Frontier”, “A Step Away From Frontier”, “Where America Still Lives”, or “Authentic Living”. Look at The Dust Bowl era for inspiration and interpretation opportunities.
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- **Financial and management programs**—Explore creation of a downtown management/financing organization such as: a business association, Main Street program, downtown development authority, urban renewal authority, business improvement district, general improvement district, special improvement district, vendors' fees, or devise the town's own program. Pros and cons of each should be weighed carefully and the political nature understood and carefully considered. For more information on special districts and authorities and programs, use CCRA as a resource for further consultation.

DATA

- Gather data:
 - **Inventory** all businesses in downtown area of Eads. Include type of business, products, square footage, lease rates, number of employees.
- The above information can be used as basis to **create 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.
- **Assess** other communities with similar demographics and relationships to larger surrounding cities to assess types of viable retail, service, and residential products
- **Conduct an intercept survey** of traffic going through town which shows where travelers are coming from, what they are looking for, and what they are not finding in Eads that they would like. This can also be done in Kit Carson with truckers who stop. Ask why they stop there instead of Eads. Determine locations within a radius of a days ride from Eads along typical road routes. Target these communities for promotions and advertising.

PARKING (in the future)

As additional development occurs and parking becomes more of an issue these are some projects/activities that you might want to consider:

- Complete a parking management plan that realistically identifies parking needs, the current supply, and opportunities for additional parking inventory.
- Create and enforce parking time limits to encourage turnover of spaces.
- Provide incentives for business owners and employees to park in off-street parking areas. Examples of a wide variety of employee parking incentive programs and creative solutions are available through the National Main Street Center website: www.mainstreet.org.

- Investigate shared parking opportunities for private businesses with different hours and needs.
- If public lots are considered look at small 5-10 space lots every block leased on private land rather than one large public lot.
- Utilize alleys behind buildings for rear entrances and parking opportunities. Do not create parking lots in front of buildings. Adhere to the concepts of Main Street zoning (a continuous flow of buildings with zero lot lines (avoiding the “gap-toothed smile” created by missing buildings)
- Make necessary improvements to the alleys to create a mixed pedestrian/service environment, such as requiring dumpster and utility screening or enclosures,.

SUMMARY

Accept that Eads is in a uniquely positive situation due to the highway, nearby lakes, and future National Historic Site. Prepare for and take advantage of these opportunities by continuing the preparations, planning, and improvements already underway. Focus on connections to the downtown and downtown improvements. Create a unique identity that is used to guide all decisions and create a cohesive inviting community that is positive for locals and thereby attractive to guests and visitors.

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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 in all facets of downtown revitalization, Colorado Main Street program, DOLA/CCRA CRP 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 Main Street Conference ; 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)

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