MONUMENT
Community Revitalization Partnership
Team Visit

July 26 and 27, 2005

Team Members:
Clay Brown, Department of Local Affairs
Michael Hussey, Nolte Associates, Colorado Springs
Anna Jones, PUMA, Denver
Mark Leese, URS Corporation, Denver
Bob Matatall, Artisan Community Design, Denver
David Russell, Full Circle Consulting, Canon City
Barbara Silverman, CCRA, Denver
Thank you, for welcoming the CRP Team so graciously to Monument!

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 Monument is to focus its recommendations on enhancing physical cohesiveness and focus in historic downtown Monument. Recommendations will be made in the areas of connectivity, downtown architecture, streetscape, wayfinding and retail signage, parking, landscaping, the need for market information, and housing/mixed use, transit oriented development (TOD), with the possibility of a future commuter rail station (in the 10-20 year range) in mind.

The value of downtown revitalization – Why Do It? Your downtown is the living room and heart and soul of Monument. 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 Monument will create a sense of momentum to carry Monument into the future by:

- Attracting new investment
- Attracting more consumers
- Increasing the self-esteem of Monument as a community.
- Demonstrating local government’s commitment to the future of downtown.

Who is interested in the health and well being of downtown Monument? 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
- HMMA
- Chamber
- Churches and other non-profits
<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>Differentiates downtown as unique destination in Tri-Lakes region</td>
</tr>
<tr>
<td>A</td>
<td>Higher elevation, pleasant climate</td>
<td>Marketing angle?</td>
</tr>
<tr>
<td>A</td>
<td>Natural beauty and viewsheds</td>
<td>Protect viewsheds, market outdoor activities, proximity to natural forests, paths and trails</td>
</tr>
<tr>
<td>A</td>
<td>Colorful history</td>
<td>Use potatoes, agricultural history to advantage: “Mr. Potato-head”, events Creative potato cooking contests. Create some form of Historical Society or committee within the chamber, HMMA or Arts Council.</td>
</tr>
<tr>
<td>A</td>
<td>Sense of place</td>
<td>Differential advantage when compared to myriad adjacent strip malls and lifestyle centers that could be anywhere in the country</td>
</tr>
<tr>
<td>A</td>
<td>Open space: Lake, Santa Fe Trail</td>
<td>Great amenity, marketing opportunity</td>
</tr>
<tr>
<td>A</td>
<td>Downtown grid</td>
<td>Unique, historic, assists with orientation</td>
</tr>
<tr>
<td>A</td>
<td>Alleys</td>
<td>Pedestrian ways? Parking, dumpsters</td>
</tr>
<tr>
<td>A</td>
<td>Sophisticated retail offerings</td>
<td>Garden center, toy stores great shops to market: cross marketing among businesses</td>
</tr>
<tr>
<td>A</td>
<td>Local independent retail</td>
<td>Huge advantage over plethora of “big box” outside downtown</td>
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<tr>
<td>A</td>
<td>Arts community</td>
<td>Create arts council, consider 1% for art campaign, encourage public art</td>
</tr>
<tr>
<td>A</td>
<td>Health and well being service cluster</td>
<td>Marketing advantage – destination service</td>
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<tr>
<td>A</td>
<td>HMMA</td>
<td>Strengthen organization, provide additional funding, staffing</td>
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<tr>
<td>A</td>
<td>Chamber</td>
<td>Chamber/HMMA work together to promote downtown</td>
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<tr>
<td>A</td>
<td>Strong local market</td>
<td>If it works for locals, tourists will follow</td>
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<tr>
<td>A</td>
<td>Successful events</td>
<td>Relevant, timely</td>
</tr>
<tr>
<td>A</td>
<td>Numerous local churches</td>
<td>Source of volunteers and partners. Make presentation to congregations. Downtown is the heart and soul of Monument. Help us care for it.</td>
</tr>
<tr>
<td>NEEDS</td>
<td>ITEM</td>
<td>IDEAS AND ACTION(S)</td>
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<tr>
<td>-------</td>
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<td>---------------------</td>
</tr>
<tr>
<td>N</td>
<td>Downtown is an unknown quantity</td>
<td>Signage, marketing to locals, tourists, wayfinding, gateways</td>
</tr>
<tr>
<td>N</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>
</tr>
<tr>
<td>N</td>
<td>Downtown “Champion”</td>
<td>Strengthen HMMA: more funding, staff?</td>
</tr>
<tr>
<td>N</td>
<td>Activate vacant lots</td>
<td>Opportunity to plant wildflowers, pumpkin patch, community garden.</td>
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<tr>
<td>N</td>
<td>Greater retail/restaurant/services diversity</td>
<td>Build more commercial space</td>
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<tr>
<td>N</td>
<td>Lodging</td>
<td>Encourage B&amp;B’s, possibly boutique hotel</td>
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<tr>
<td>N</td>
<td>Community gathering place</td>
<td>As redevelopment occurs, incorporate town square/central gathering space</td>
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<tr>
<td>N</td>
<td>Historic district</td>
<td>Use historic building survey as basis for local ordinance</td>
</tr>
</tbody>
</table>
Marketing, Events, and Promotions

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

Differentiate Monument from the rest of the Tri-Lakes region through promoting downtown Monument’s differential advantages, i.e. unique, independent retail, wellness and destination services, the lake, and beautiful setting.

You have a great niche of wellness businesses. We suggest you use these as a focus for a WELLNESS FAIR.

Add a “Watch and Do” or other art-focused event to your event calendar. Consider expanding existing regional special events – especially arts related - occurring in Palmer Lake and other adjacent venues.

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

Expand placement of market information, i.e. hotels in Colorado Springs, Denver, Castle Rock, Pueblo, Cripple Creek, Manitou Springs.

Refresh web pages for HMMA, Town of Monument, and Tri-Lakes Chamber of Commerce.

Encourage formation of an arts council (as a subset of HMMA?) to support and promote local artists, and focus on art-destination events.

Storage unit fence is a possible location for event signage.

Encourage cross marketing among downtown businesses.

Erect Chamber signage.

Analyze types of events using the attached grid.
<table>
<thead>
<tr>
<th>Event Name</th>
<th>Date</th>
<th>Community</th>
<th>Regional</th>
<th>Tourist</th>
<th>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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<tbody>
<tr>
<td>Health &amp; Wellness Expo</td>
<td>Jan</td>
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<td>Tri-Lakes Women’s Club</td>
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<td>Pine Forest Antiques Show</td>
<td>April</td>
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<td>Monument’s Art Hop</td>
<td>May thru September</td>
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<tr>
<td>Palmer Lake Art Group</td>
<td>May</td>
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<td>Fine Art Show</td>
<td>May</td>
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<tr>
<td>Monument Farmers’ Market</td>
<td>May thru September</td>
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<tr>
<td>Tri-Lakes Cruisers Car Show</td>
<td>June 11</td>
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<td>Fourth of July Celebration</td>
<td>July 4th</td>
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<td>Monument Concerts in the Park</td>
<td>July and August</td>
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<td>Railroad Days Festival</td>
<td>September</td>
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<td>Tri-Lakes C of C Annual Golf Tournament</td>
<td>September</td>
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<td>Autumn Festival</td>
<td>October</td>
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<td>Monument Empty Bowl Benefit Dinner</td>
<td>October</td>
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<td>Palmer Lake Christmas Craft Show</td>
<td>October</td>
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<td>Monument Merchants Halloween</td>
<td>October 31</td>
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<td>Tri-Lakes Small Town Christmas</td>
<td>December</td>
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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 Monument 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.
DESIGN

Stress authenticity in everything you do. Understand and interpret history, culture, unique character of Monument 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 Monument’s history as a way to “brand” the downtown.
2. Place a “gateway” (new or relocate the gateway currently at 3rd Street) at 2nd Street and Beacon Light Road. A gateway at that location would mark the boundary of the downtown, is visible from SH105, and would not imply that the mini-storage development is part of the downtown.
3. Develop a system of wayfinding signs (which in some cases double as gateway elements) to direct travelers from I-25 to historic downtown Monument.
4. Preserve views of the foothills to the west and south and consider a mountain view preservation ordinance from a point in Limbach Park.
5. Use evergreen trees placed informally near the front of properties on the north-south streets to fill in the gaps in the “street wall”, to enclose the space of the street; create continuity in the streetscape, control views down the street, and give the downtown a distinctive character.
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. Develop concepts for a commuter rail station between 3rd Street and 5th Street that includes transit-oriented development on adjacent parcels east and west of the railroad tracks and connecting Mitchell Avenue to SH105.
9. Develop a concept for a pedestrian access (tunnel under the railroad tracks) that connects the properties north of Monument Lake Road and West of the railroad tracks to the downtown.
10. Consider updating or rewriting the zoning code to incorporate form-based rules and a TOD zone district.
11. Consider allowing increases in allowable densities in the areas within ¼ mile (walking distance) of the historic downtown and on the parcels targeted for transit-oriented development.
12. Conduct a future workshop to generate ideas for connecting the downtown to the lake.
The regional map above shows the relative size and location of downtown Monument to the rest of town and I25.
The above downtown map shows a potential Transit Oriented Development that expands downtown when transit is developed in the future. It recommends streetscape improvements to Second Ave., Using Third Ave. for incoming bus service to a transit station, and recommends an extension to the state highway to add access to downtown from Palmer Lake and to divert traffic from traveling through the historic residential area north of downtown.
The above shows streetscape improvements for Second Ave.

**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**
Diversify use of downtown/second story and above housing and over garages.
Create a mixed use village encircling the lake and unifying it with the downtown.

To enhance the vitality of the downtown area, seize every opportunity to add close-in housing and additional retail downtown.
New urban-style, multi-family residential opportunities in downtown will 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. The new 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.
The above drawing is a conceptual diagram of how a mixed use development that meets the existing town development codes could fit into the downtown. It uses the open lots on the north end of Front Street to include a potential hotel, theater, retail, office space and plaza. The hotel provides a minimum of parking on site, accessed from the alley so that it could in the future be converted to long-term rental housing or condominiums and have resident parking on site. Key features are no curb cuts on the street, parking covered and screened from view from the street, a publicly accessible plaza in the center of the property that is aligned to a potential walkway across the street over the tracks to Monument Lake and a future transit stop. In order for a development such as this to work parking requirements will need to be negotiated with the developer.

**PARKING**

**As additional development occurs and parking becomes more of an issue:**

- 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](http://www.mainstreet.org).
- Investigate shared parking opportunities with churches.
- Utilize alleys behind buildings for rear entrances and parking opportunities.
- Make necessary improvements to the alley to create a mixed pedestrian/service environment, such as requiring dumpster and utility screening or enclosures.
- On-street parking should be parallel parking to allow space for improved sidewalks and pedestrian safety.
- Consider a parking in lieu of program.
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.

SIGNAGE

Signs such as those shown above are used effectively to emphasize and reinforce downtown as a pedestrian scale place different from the auto oriented areas elsewhere in town such as is found near the highway interchanges.
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-25, Highway 105, and local streets.
2. Gateway signage that identifies your entry into the downtown,
3. Directional signage to civic buildings and parking areas,
4. Interpretive signage for local points of interest and history.

The existing arch should be moved to Second Avenue and enhanced or a new one added to better reflect the new primary entry into downtown.
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.
ECONOMIC DEVELOPMENT/RESTRUCTURING

MARKET DATA

- Gather data:
  - Inventory all businesses in downtown Monument. 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.
    - Determine existing retail and what is missing.
    - Understand demographics of shoppers
    - Understand business 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 board of trustees adopt a “Downtown First” policy requiring the Town to look at downtown first before moving/relocating civic offices to new locations. Consider public facilities are downtown anchors, and employees are customers of restaurants and other businesses.
ORGANIZATION AND MANAGEMENT

- Historic Monument Merchants Association (HMMA) Organizational Structure – Look at HMMA as the driving force for downtown revitalization. HMMA should conduct a strategic goal setting session for the downtown. We recommend that HMMA have a storefront office and a full or part time staff person. Base HMMA structure loosely on Main Street model with a board of directors and committees. Suggest HMMA 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)

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 downtown development authority (DDA) or urban renewal authority (URA). 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
<table>
<thead>
<tr>
<th>PROJECT DESCRIPTION</th>
<th>COMPLETION</th>
<th>LEAD ORGANIZATION</th>
<th>NOTES</th>
<th>BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Move/build entry arch at 2nd St.</td>
<td>12 mos.</td>
<td>Twn, HMMA, and C.of C.</td>
<td></td>
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<tr>
<td>Create view corridor ordinance</td>
<td>4 mos.</td>
<td>Twn.</td>
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<tr>
<td>Install tourist oriented destination signage and logo signage at pts. shown on reg. map</td>
<td>12 mos.</td>
<td>Twn.</td>
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<tr>
<td>Work with CDOT to improve I-25 signage- begin discussions.</td>
<td>ASAP</td>
<td>Twn.</td>
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<tr>
<td>Develop funding strategy for all downtown signage.</td>
<td>4 mos.</td>
<td>Twn. and HMMA</td>
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<tr>
<td>Create local historic district</td>
<td>12 mos.</td>
<td>Twn. and HMMA</td>
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<tr>
<td>Market analysis</td>
<td>12-18 mos.</td>
<td>Twn.</td>
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<tr>
<td>Move menu sign to 2nd Ave. and Jefferson Street</td>
<td>6 mos.</td>
<td>Twn.</td>
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<tr>
<td>Groom lakefront, grade and maintain access road.</td>
<td>8 mos.</td>
<td>Twn.</td>
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<tr>
<td>Allow swimming in lake</td>
<td>ASAP</td>
<td>Twn.</td>
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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 Association – 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)
Monument CRP Team Bios

Clay Brown, Regional Manager, Department of Local Affairs.

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.

Anna Jones is a senior associate at Progressive Urban Management Associates, a Denver-based consulting firm that specializes in downtown and commercial area revitalization strategies. Anna is primarily involved in the formation of Business Improvement Districts, market based planning and project feasibility analyses. Her specialties include research, public outreach and project coordination.

Mark Leese, AIA, AICP. Mark’s redevelopment planning experience started with a plan for Old Original Aurora in 1979 and was followed by downtown plans for Golden and Frisco in 1980. In 1981, he developed a plan for the redevelopment of the Town of Rangely. While with the City and County of Denver Planning and Public Works offices, Mr. Leese worked on, and in most cases directed, all redevelopment projects in Lower Downtown and Cherry Creek North. He also provided the urban design component for the neighborhood plans for all of Denver’s “close-in” neighborhoods. He served as a task force member on the staff teams for the redevelopment of the Lowry Air Force Base and Stapleton International Airport. Since returning to the private sector, he has developed redevelopment plans for Parker, Monument and Fountain, and the Shattuck Superfund Site in Denver. He currently is working on the transit-oriented development plans for bus rapid transit and commuter rail station areas along US 36 from Denver to Boulder and Longmont, an urban design/neighborhood plan for the Euclid Neighborhood in Salt Lake City, and a redevelopment plan for site of the existing St. George Municipal Airport, slated to be moved to another location in 2009.
**Bob Matatall, AICP**

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.

**Barbara Silverman** is the executive director of Colorado Community Revitalization Association (CCRA). Established in 1982, CCRA is a nonprofit, membership organization dedicated to building better communities through cultural and historic preservation; economic vitality; sustainability; quality; and respect for community identity. CCRA works with downtown development authorities, urban renewal authorities, business improvement districts and other downtown organizations throughout the state and administers the Colorado Main Street program. Barbara has over 25 years experience in the nonprofit and public sectors creating and directing a wide variety of programs including downtown revitalization and Main Street programs, economic and community development, housing, and land conservation. Barbara worked with the Trust for Public Land in New York and Minnesota, and started TPL’s 12-state regional office in Minneapolis. In addition to Colorado, she has worked with state Main Street programs in Minnesota and New Mexico.