

Gunnison, CO

April 2-3, 2009

COMMUNITY
REVITALIZATION
PARTNERSHIP

Sponsored by the

Department of Local Affairs



Strengthening Colorado Communities



BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION

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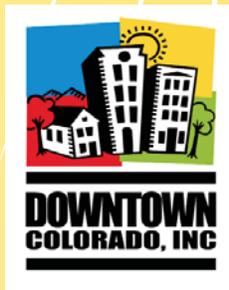
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CRP TEAM MEMBERS:

- Richard Sales, Colorado Center for Community Development
- Michael Tupa, Colorado State University Extension Community Development
- James Shaffer, Streetscapes Furniture
- Michael Hussey, Nolte Engineers
- Christy Culp, DOLA
- Jack Kirtland, DOLA
- Katherine Correll, Downtown Colorado, Inc.



Department of Local Affairs



Strengthening Colorado Communities



INTRODUCTION

Welcome to the downtown assessment for the special Colorado town of Gunnison.

CRP OBJECTIVES IDENTIFIED BY CITY

The City of Gunnison hopes to receive guidance on an overall streetscape plan to assist with a plan to enhance the downtown and promote economic growth. The irrigation ditch system will be replaced

in 2009 and the City would like to take advantage of the opportunity to incorporate a streetscape plan into the project. The streetscape plan should address landscaping, utilitarian items, traffic calming devices, pedestrian connectivity to Western State College, and overall downtown parking.

- **PEDESTRIAN USABILITY:** Gunnison is unique in that Main Street is also a State Highway (135). The street is very wide and it can be difficult for pedestrians to cross the street in the time allotted. Tomichi Avenue has a 95-foot pedestrian crossing and Main Street has a 70-foot crossing. At intersections without a traffic light pedestrian safety becomes a concern with high speeds of traffic and the road distance to cross.

- **LANDSCAPING:** Fruitless crabapple trees line the downtown district. Downtown businesses enjoyed the trees when they were planted, but as the trees grow many businesses would like to remove the trees. Some businesses argue that the trees take away from their business and cover their advertisement signs. The City is reluctant to remove trees lining Main Street.

- **UTILITARIAN ITEMS:** The downtown area provides pedestrian amenities such as lighting, trash receptacles, benches, bike racks, and informational signs. In places these necessary items obstruct sidewalks and overall pedestrian functionality.

- **IRRIGATION SYSTEM:** Gunnison has an extensive and unique irrigation system with a consistent flow of irrigation water from May through September. The ditch system traverses most of the City and runs along the streets within the City's rights-of-way. The ditch water serves as a source of water for landscaping and utilizes the City's water rights. Ditches in the downtown area are enclosed in concrete and covered with corrugated steel. The concrete enclosure is failing and replacement of the ditches is needed.

- **PARKING:** Customers and employees of downtown businesses, delivery trucks and recreational vehicles all demand downtown parking. Main Street (Highway 135) and Tomichi Avenue (Highway 50) provide parallel parking with a two-hour time restriction. During the peak summer tourism season, recreational vehicles often take up multiple parking spaces. The downtown area does not include any off-street parking areas.

Thank you to all of the community members who participated.

EXECUTIVE SUMMARY

In February 2009, the City of Gunnison requested a Community Revitalization Partnership (CRP) team visit from Downtown Colorado, Inc. (DCI) for April 2-3, 2009. The purpose of a CRP visit is to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the host community with its downtown revitalization goals. In anticipation of this visit, the City of Gunnison compiled materials, planned focus groups, and provided extensive background information about the history and status of Gunnison's downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation of the history of downtown and then toured the City. Afterward, the team met with the city staff and then held focus group



sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole; and to answer questions team members may have about the perceptions, strengths, weaknesses, and opportunities that relate to the downtown.

On day two, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation and question and answer session open to the community at-large. The report which follows provides an overview of the CRP visit, identifies partners and resources to help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.

OVERVIEW AND HISTORIC CONTEXT

Gunnison has an estimated population of 7,813 which includes 2,400 students who attend Western State College. Approximately 3,045 people live within three miles of the city limits. Most neighborhood services are located in the downtown area, however, large commercial areas are located five blocks north on Main Street near the north boundary of the City. Gunnison's downtown presents challenges for pedestrians as well as business owners. Concerns can be categorized into five topics: pedestrian usability; landscaping; utilitarian items; irrigation system; and parking.

PARTNERS AND RESOURCES

Stakeholders involved in the CRP process include Gunnison's citizens, the City of Gunnison staff and elected officials, and local business & property owners. Resources considered for use in implementing the recommendations of the report (see attachments for full details) include: The Colorado Department of Local Affairs, Community Development Block Grants, Energy Impacts & Minerals Assistance Funds, Small Business Development Center, USDA Rural Development Grant & Loans, State Historical Fund Grants, the Southeast Business Retention, Expansion and Attraction Agency, the Great Outdoors Colorado Trust Fund, private foundations, and technical assistance from the Colorado State University Extension Office. By participating in the CRP team visit, Gunnison community stakeholders are setting the stage for an ongoing and strengthened relationship with Downtown Colorado, Inc.



(including possibly the Colorado Main Street Program) and the Department of Local Affairs. The purpose of the visit is also to strengthen coordination between and among local stakeholders and the agencies providing the resources and technical assistance noted above.

OBSERVATIONS

- Dedicated and interested local government
- Active with school sports
- Popular events with car show, WOW, rodeo, and art walk
- Cute and walkable downtown, however there is a question of pedestrian safety crossing wide streets
- Unique stores with specialty items
- Friendly and helpful customer service
- Nice trees, benches, bike racks
- IOOF Park is nice gathering place
- Service oriented businesses
- Base for local and regional tourist attractions
- Art Center and artist community
- Rich history and architecture in the downtown blocks
- Contained centralized downtown district recognized as town focus
- Downtown is within easy walking distance of major residential blocks and campus
- Downtown is centric to education, neighborhood and public agency land uses
- At the intersection of 2 major highways
- Well documented and designed circular trail system around the town
- Wide sidewalks, mature vegetation, natural irrigation, seasonal shelter in shopping district.
- Availability of student labor, college skills and manpower.
- Adequate night time lighting of the street, shop frontage and interiors, denotes activity



RECOMMENDATIONS

BRANDING AND IDENTITY

There is no clear brand for the City of Gunnison or downtown Gunnison. A brand will provide a focus on which to build a marketing campaign to sell the community. Look to develop a brand that works for both an internal and external customer. Thinking internally and externally is important to promote the downtown to tourists and to the local community. The brand should focus on the assets of the community and highlight the uniqueness of the community. It should also focus on community events, activities and local shopping.

Some examples of community brands include:

- Alamosa – Gateway to the Great Sand Dunes
- Delta – Welcome Home to Delta
- Denver – The Mile High City

So yours might be: Gunnison – Access to Colorado's Wilderness

The downtown Gunnison brand should also consider the Tourism Association branding for Gunnison County –“Pure and Simple” to present downtown Gunnison as a vibrant piece of the larger town or county.

Brand Execution - Review the following steps:

1. IDENTIFY COMMUNITY ASSETS

There are many unidentified local assets that may be used to promote the Gunnison downtown. Visitors will come if you provide them with a reason to visit. Gunnison has a lot of natural attractions and assets. Gunnison has historic buildings, mountains, ranches, fishing and hunting to name a few. There's also the local history, full of interesting facts. They will identify what to see if you give them information, they'll stay a while and they'll spend money.

2. DEVELOP THE BRAND TO PROMOTE THE COMMUNITY

After you've identified community assets, you'll need to develop the brand to promote the community. That will mean developing a tagline or some other memorable statement about the community. It will also mean creating a marketing and promotional plan, developing a website, brochures and other support pieces.

3. PROMOTE THE BRAND

Promoting the brand is about executing the marketing and promotional plan. It's about making it happen and infiltrating all target markets with your message.

4. BROADEN YOUR MARKETING BOUNDARIES

Please consider looking at downtown Gunnison as one block south of US 50 and twelve blocks north of US 50. Shoppers visiting the businesses on the south end of Main Street would likely visit the north end of Main Street and vice versa. Combining the area in concept and design makes the whole district stronger.

5. BROADEN MARKETING COLLABORATION TO REACH VISITORS

Think of visitor contact points and make sure that you touch them. You should have a community website with a calendar of local events. Build on the Tourism Association and Chamber of Commerce calendar to create a downtown focused comprehensive list of events and activities people can participate in downtown. You should have information at all hotels, at the airport, on tour buses, at WSC, on the free bus that circulates around town, and in Crested Butte and the Black Canyon.

ORGANIZATION

Organization is the vehicle by which people come together to identify areas of common interest and decide strategies for moving forward.

OBSERVATION: LITTLE TO NO COLLABORATION BETWEEN DOWNTOWN INTEREST GROUPS.

Gunnison has a lot of organizations (whether official or not) and a lot of events and initiatives going on throughout the community. However, the lack of collaboration and partnership lends itself to a disjointed and incomplete ability to market all of the activities and for all actors to get the maximum benefit of activities.

RECOMMENDATIONS:

- **Create stakeholders' matrix to analyze potential partners** – The Stakeholders' Analysis allows Gunnison as a whole to look at all actors downtown, in the city, in the county, and in the state to get a better understanding of what part of Gunnison downtown might

be of importance to those actors if properly approached. Once the initial analysis is completed, a closer look at each stakeholder and what their contribution will allow Gunnison to develop a plan for communicating with each stakeholder to further collaboration and partnership.

- **Increase collaboration with active groups in Gunnison** – It is not necessary to re-invent the wheel. If Gunnison has active people, groups, or events, the downtown should determine how to capitalize on these so that the events and the downtown merchants can mutually benefit.

- **Connect with Western State College** - The team was particularly impressed with the importance of reaching out to Western State College as the home to approximately one-third of the Gunnison population. This is a source of volunteers, employees, and customers, where relationships should be cultivated through a unified downtown effort. Communication and collaboration are key to developing this relationship. Every time there is an event in Gunnison, the College should have an update of what downtown has for students that day.

- **Connect with Arts Center and artists' groups** – In each presentation and focus group the Arts Center and artists groups were mentioned as being active downtown and assets for the community. Regular communication and collaboration should be fostered with these groups to 1. Support and help to cultivate their efforts and 2. Allow downtown to build on their efforts through coordinated marketing programs that add on to whatever events the arts groups are planning. Begin dialogue with arts groups to initiate activities downtown.

OBSERVATION: MANY OF THE FOCUS GROUP PARTICIPANTS SEEMED TO EXPRESS APATHY AND A DISBELIEF THAT DOWNTOWN CAN BE MORE VIBRANT, IMPROVED OR EXPANDED TO INCREASE VITALITY. THE COMMENTS INDICATE THAT THERE HAVE BEEN NUMEROUS ORGANIZATIONS, INITIATIVES, OR ATTEMPTS AT MANAGING DOWNTOWN BUT THAT EACH INSTANCE WAS SHORT LIVED.

RECOMMENDATIONS:

- **Fight Apathy with Energy** – “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.” Margaret Mead. People said repeatedly that there are a few business owners or people who work to improve downtown. Harness the energy of those people who are active and dedicated to making change downtown – help them make it work. Perhaps an element of consistency can be added through local government commitment to support a downtown plan for the items listed in the Action Matrix.

As the agent in perpetuity, the City must recognize modern trends to play a leading role to preserve, rebuild, and revitalize the downtown core. There are many tools available to the City to gain grants, reset policy, create incentive, and partner with the public sector to improve the



downtown. In addition long term funding mechanisms are available in Colorado to address specific capital and promotional needs.

If the local government, college, and Arts Center can team up with the business owners who want to activate downtown, a strong coalition can be formed. This will make a statement of the importance of this initiative, and this should be promoted in the press, in signage, etc.

- **Identify a downtown champion** – It is often necessary to identify someone who can lead the charge for downtown revitalization. This might be an active or retired business owner who has a stake in downtown. While it is hard to ask that business people invest more time, it is also valid to point out that they are already active in numerous meetings. If one person will take the time to develop objectives (or review suggested tasks in the Action Matrix) it will save time and worry for the future.

- **Identify volunteers and potentially staff to do leg work** – A healthy and vibrant downtown attracts business interests by appealing to both the local and the visitor. Establish a leadership position or organization that has the ability to sustain itself in order to build confidence, credibility, consistency, and continuity. Many resources and best practice models are available for guidance in the arena of professional downtown management.

Utilizing the idea of a combination of two student intern positions and several proposed “Class Projects” will allow downtown business owners to focus efforts with a group of students to do the legwork. If the downtown, local government, and College can agree on a system for oversight and credit hours, students will be motivated to perform. This will also build some leadership capacity for the future and provide students with a greater idea of potential employment options in Gunnison.

- **Make small successes and celebrate them!** Plan for low-cost events downtown to build on momentum – Start today! Continue to build on the joint college-town Earth Day event to use student participation in decorating/cleaning up downtown. It is a real asset to hold awards for the largest participation from an organization. Work to use these concepts of collaboration and celebration to expand into other community events – focused on downtown. Develop some community building events like a “What is Gunnison” scavenger hunt searching store windows for the best drawing/representation of Gunnison; or “Gunnison Clean Up Day” where each high school class cleans a block and the class with the cleanest block is given an award of some kind.

While there are a lot of large projects that Gunnison citizens and government want to achieve, sometimes it is important to think about small scale, achievable projects that generate excitement and interest. Gunnison should consider creating a campaign to celebrate things that are already happening – for example, the Arts Center does a great job of holding artist receptions, etc. and both the community school and Western State College (WSC) hold downtown homecoming parades. The local government can promote



the Arts Center or school events happening downtown; create press releases and public receptions celebrating a new mural; Homecoming Downtown, etc. The community can really use the development of a downtown brand as a focus point for bringing students and citizens into an exciting process. By generating excitement, Gunnison will be able to bring others into the process of improving downtown.

PROMOTION

Promotion involves defining an image for the downtown and marketing that to people within and beyond the community.

OBSERVATION: DOWNTOWN DOESN'T HAVE A BRAND OR IMAGE. THE IMAGE OF DOWNTOWN GUNNISON IS BEING MOLDED MORE BY THE SURROUNDING AREAS THAN BY DOWNTOWN.

RECOMMENDATION:

Define Gunnison downtown, or it will be defined for you – The downtown needs a branded image that it can control and promote with unwavering consistency. This brand must reflect what downtown was, is, and will be...the heart and soul of the community.

With a vision in mind, the City should bring downtown constituent parties back together to craft a direction and work plan that ideally would involve the dedicated resources of others. At the core of the plan is the City's resolve and long term commitment to invest in downtown. However, the plan will need to be prepared to move forward with, or without constituent group support.

OBSERVATION: CURRENTLY THERE IS NO DOWNTOWN MARKETING MATERIAL.

RECOMMENDATIONS:

- **Create downtown directory, calendar, website, and e-newsletter** - Downtown Gunnison must be promoted as the heart of the city. When you say 'Downtown Gunnison,' people think quality service, unique niche stores, and a sense of place. Develop a downtown directory of stores and the products that they specialize in. Add a map to help people find the library, city and county buildings, stores they need, and the closest parking lots. Sell advertising space to all downtown businesses to pay for maps and signage, and/or use a portion of the Retail Sales Enhancement funds. Include a calendar of downtown events, store hours, special offers, and "coming soon" events.
- **Develop email and internet communications with downtown customer base** - Have a unified effort to develop a connection with customers through the internet and email. Develop a campaign with all business owners, the local government and the college to collect emails and information through the form of a drawing. Develop a weekly e-newsletter with a list of all events, activities, sales, coupons, etc.

OBSERVATION: ORGANIZATIONS AND EVENTS ARE SCATTERED AND NOT WELL ADVERTISED OR ORGANIZED FOR MAXIMUM BENEFIT.



RECOMMENDATIONS:

- **Identify event objectives with local government, businesses, and residents** - We recommend the City take the lead in setting a course for downtown based on the City's "desired outcomes". These objectives should include areas of "hardscape" (pedestrian orientation, street furniture, access, wayfinding signage, off Main parking), and "soft-scape" (providing retail friendly downtown management and parking plans, special event coordination, clean and safe programs, and liaison communication with downtown stakeholder groups such as Chamber, retailers, tourism).

- **Complete a strategic event matrix** – Plan year round events that draw locals and tourists to your downtown. Highlight your downtown and the businesses and amenities that exist. Develop downtown event objectives and review new events to determine what objectives are being met. Complete the Strategic Events Matrix provided in the appendices as a community building event for businesses, property owners, downtown employees, and residents.

- **Develop communication plan for reaching various audience groups** - Create a plan for downtown interests and businesses to outreach to organizations and businesses in the area to develop collaborative partnerships, tap into potential volunteer pools, sponsorship possibilities, and long term community planning activities. Develop a proposal for a business or communications class at the college to develop a communications plan that looks at the list of stakeholders and works to develop appropriate messages for each audience group.

- **Develop a 1, 2 and 5 year strategic plan for downtown** – Build on the objectives, strategic event matrix, stakeholders' analysis, and communications plan to put together a strategic plan for downtown. Be realistic but aggressive in developing objectives for downtown. Develop a proposal for a business or communications class at the college to create this plan.

DESIGN

Design represents the physical image as well as the manner in which downtown functions, both publicly and privately.

A major focus of the request from Gunnison was geared toward the concept of downtown design. Design takes advantage of the visual opportunities inherent in downtown by di-

recting attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown. In the structure of the Main Street Program, which CRPs utilize, the forefront of the design effort is the restoration of historic buildings which helps provide the back drop for downtown's sense of place. The Gunnison design effort has been tailored to include a larger focus on irrigation and parking to meet the needs of the Gunnison community.

GUNNISON'S POSITIVE DESIGN ELEMENTS

- 1) Gunnison has a rich history of ranching, recreation and education that can be built on. The town also has a rich collection of historic architecture in the downtown blocks which help to establish the character of the downtown district.
- 2) Downtown Gunnison is a contained centralized district that is recognized as town focus.
- 3) Downtown is an easy 10-15 minute walk from the majority of residential blocks within the larger downtown.
- 4) Downtown is within easy walking distance from campus of 2500 students.
- 5) Is the focus of the county, city and education functions of the region.
- 6) At the intersection of 2 major state highways, SH50 and 135, and has a regional airport.
- 7) Has a well documented and designed recreational trail system around the town that can connect downtown with the region for bicycle and foot traffic.
- 8) Downtown has wide sidewalks, mature vegetation, natural irrigation, and in some cases provides seasonal shelter in shopping district.
- 9) Gunnison has the beginning of an active artist community that can bring tourists into town.
- 10) Downtown has the availability of student employees, interns who can provide university skills and manpower to local businesses and the downtown organizations.
- 11) Downtown has exciting night time lighting of the street, shop frontage and interiors which denotes activity even when the stores are not open.

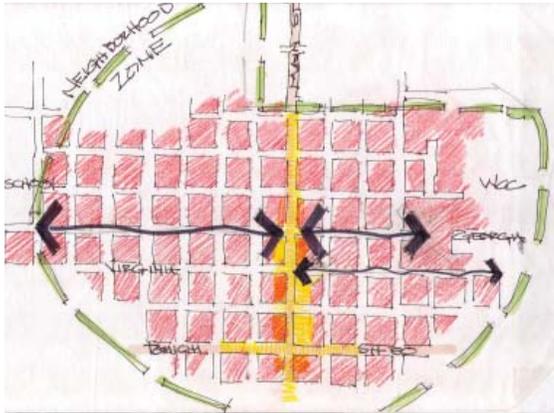
PURPOSE OF THE DESIGN EFFORT SHOULD BE TO:

- 1) The design effort should strive to unify the character downtown district to strengthen the image and brand.
- 2) Reflect the town character in architecture, street furniture and paving. The downtown district should be visually different from the surrounding development and reflect the town's unique character. Downtown should reflect the town history in form and narrative.
- 3) Downtown should provide a construct within which people can shop, gather and celebrate.
- 4) Downtown should enhance the commercial experience and promote shopping within the downtown district.
- 5) Downtown should be able to change with the changing times and character of the community. But not change the character that is rich about the downtown district. Change may occur through an expanded district or through a shifting of the nature of local businesses.



OBSERVATION: THE MAJORITY OF THE RESIDENTIAL COMMUNITY IS WITHIN WALKING DISTANCE OF DOWNTOWN.

Residents are either in the nearby homes or on campus. Additional parking, a desire of merchants, may not be the issue if they can get more pedestrians downtown for daily shopping or special events.



RECOMMENDATION:

• **Gunnison downtown must make major efforts to bring students downtown during after hour periods for social functions or for basic services-** Possibilities might include providing college functions downtown (Book Store, college Clothing Shop, etc) and advertising like crazy in campus papers, radio stations, at campus kiosks and at the student center. Right now the Student Center and the upcoming new student center will provide all functions

that downtown could provide (coffee, food, clothes, theater, etc) and provide it 24-7. Downtown is only open 9-7, 6 days a week and doesn't respond to needs of the students. (all except bars and alcohol)

OBSERVATIONS: DOWNTOWN DOESN'T HAVE A SPOKESMAN OR COMMITTEE, PROMOTION COMMITTEE, OR SOMEONE TO REPRESENT ITS INTERESTS TO THE TOWN GOVERNMENT, CHAMBER OR REGIONALLY.

Comments about new commercial development in the "suburbs" of Gunnison end up coming from individual businesses. Businesses don't have a common voice or spokesman who can keep up with the issues or promote their goals.

RECOMMENDATION:

• **Develop a plan for cross-promotion of events and venues all reflected in the downtown commercial context-** There are several major regional destinations and events in town including the pool/skating rink, rodeo, car show, college events, etc. that are the beginning of an on-going venue of opportunities that should be strung together as part of a planned downtown promotion effort.

OBSERVATION: THE DOWNTOWN DISTRICT IS MISSING A PEDESTRIAN PLAZA OR CENTRAL PARK FOR DOWNTOWN FOCUS AND ACTIVITY. ACTIVE DOWNTOWNS HAVE A FOCUS WHERE PEOPLE CAN GATHER FOR LOCAL EVENTS, TO SHARE A CUP OF COFFEE, ADMIRE LOCAL ARTIST SCULPTURE, GET INFORMATION ABOUT



ACTIVITIES HAPPENING IN THE DOWNTOWN, LOCATE A SHOP OR BUSINESS THAT IS NEARBY, OR TO GATHER FOR AN EVENING CONCERT WITH FRIENDS.

RECOMMENDATIONS:

- **The IOOF Park at Virginia and Main Street should at a minimum be re-designed to provide a plaza where events can occur.** It would be desirable to expand this park to cover the half block of Virginia along Main Street. This expanded plaza could add bench-wall seating, a small stage, a kiosk for local information, sculptures to honor the IOOF dedication, and provide a surface for changing local artist exhibits, statues and sculptures. This may result in a minor loss of some parking and the 3-4 shops along Virginia will not have door front parking for their patrons. But it will promote greater pedestrian use of the downtown and allow the shops to do more sidewalk promotion of their wares and services. It is suggested that if this half block is converted into a downtown plaza that the parking along the remaining part of Virginia be changed to 90 degree parking to increase that capacity. Additionally, the traffic light at E. Virginia and Main Street may need to be moved one block north to E. Georgia. Georgia is a more through street, connecting campus on the east with downtown and the high school on the west side of town. Keep in mind, that CDOT would need to be directly involved in these discussions and have the final say to any changes to Main or Tomichi. However, please note that it is easier to develop a plan with CDOT than to change one they have already created.
- Design the park with the community and coordinate the effort to encourage pedestrian movement from the neighborhoods and campus into the heart of downtown. It is important to consider this new downtown feature as a plaza and not as a park. It is meant for public gatherings but should have shade trees and some greenery to soften the hardscape.



OBSERVATION: THE DOWNTOWN NEEDS A UNIFIED DESIGN CHARACTER OF STREETScape ELEMENTS (SIGNAGE, WALKS, LANDSCAPING, ETC).

Currently in downtown there is a collection of signs, benches, columns for the overhangs, sidewalk patterns and levels, overhang types, news stands, and bike racks. The pedestrian has to navigate this collection of street furniture without bumping into it or fellow pedestrians. This navigation means that they are watching their feet and the sidewalk and not looking into the shop windows.

RECOMMENDATION:

- **Consider planning guidelines for signage, street furniture, awnings, etc. to alleviate the feeling of clutter-** The walk needs to be either widened to afford easy pedestrian flow or needs to be simplified to allow the pedestrian to amble along without worrying about what they might bump into next. Signs should be unified with standard



posts, some eliminated where safe, and be painted on the back to eliminate the utilitarian galvanized look. Benches should be located well out of traffic patterns. Walk patterns and levels have to be made uniform. Walk color is desirable to provide a more inviting atmosphere. Special textures should be kept to a minimum if used at all. News racks should be enclosed in a standardized designed location.

OBSERVATION: THERE NEEDS TO BE AN OBVIOUS PEDESTRIAN CONNECTION WITH WESTERN STATE COLLEGE.

Pedestrian movement to and from town from the campus is in part hampered by inconsistent sidewalk connections and poor lighting. The campus is 3-4 blocks from downtown and provides a walkable distance for most students. Walking pedestrians do not need parking spaces and can provide the added shopper base that some shops may need.

RECOMMENDATION:

- **Pedestrian access from the dormitory side of campus at E. Georgia and/or E. Ohio avenues should be evaluated to promote foot traffic during daytime and evening hours-** Sidewalks need to be widened and be made continuous, additional lighting may be needed for these walk ways. Campus banners and downtown signage should be encouraged along these streets into the downtown. Events might be planned to highlight the ease of walking these corridors from campus. And, campus supporting businesses might spring up along these streets to cater to student needs.

OBSERVATION: NEED FOR EXPANDED COMMERCIAL DISTRICT NEAR DOWNTOWN. IN THE YEARS AHEAD THE DOWNTOWN DISTRICT MUST EXPAND BEYOND THE 3-4 BLOCK DISTRICT IT NOW OCCUPIES TO REMAIN SUSTAINABLE AND VIBRANT.

As the nearby residential units convert from residential to retail use they also will evolve into commercial shops that invite expanded and a larger downtown district.

RECOMMENDATION:

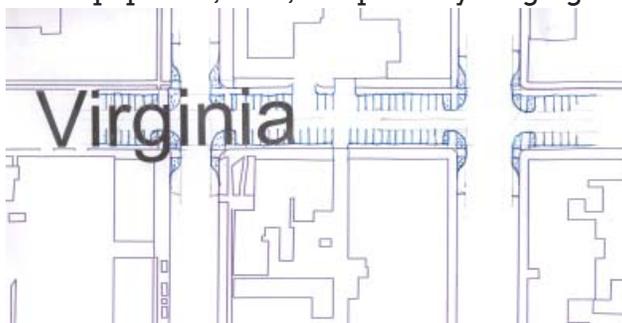
- **The Downtown district should consider this evolution and plan for how to use the alleys and include the back half of the downtown blocks to their advantage-**The downtown blocks will need to expand north possibly another 10 blocks to include the commercial district north of town. The current character shift from downtown stores at the sidewalk to residential sidewalk setback to suburban landscape buffer-parking lot-big box character will need to be re-evaluated to ensure the downtown district remains vibrant and desirable.

OBSERVATION: TRAIL PLANS THAT LOOP THE RESIDENTIAL AND CAMPUS DISTRICTS NEED TO CONNECT DIRECTLY INTO THE DOWNTOWN SHOPS ALONG DESIGNATED STREETS AND BIKE ROUTES.

Shops downtown serve those trail users with equipment, food, and possibly lodging. This opportunity should not be lost.

RECOMMENDATION:

- **Develop a 1, 2, and 5 year strategic plan for work to create and link trail connections into the downtown shopping district.**



OBSERVATION: THERE IS EVIDENCE OF REDUCED

MAINTENANCE, WALK UPKEEP, TRASH PICKUP, TREE TRIMMING, ETC.

The downtown needs a cleanup. It is the front yard to the shops in the downtown district and tree maintenance, curb and walk maintenance, trash pickup, tipped tree guards, dis-assembled trash cans, etc. reflects a lack of concern for the image of the town.

RECOMMENDATION:

- **Look at the downtown objectively and identify ways to clean up the appearance-** The Annual Community Spring Clean-up is a good start, but trees need to be pruned, tree guards need to be replaced or removed. Sidewalk valve boxes need to be raised flush with the walk. Trash needs to be collected regularly and all street furniture needs to have a fresh coat of paint (perhaps one color). Cross walks need new paint. This may be a typical spring clean up task that Gunnison undertakes and has not been accomplished at the time of our visit.

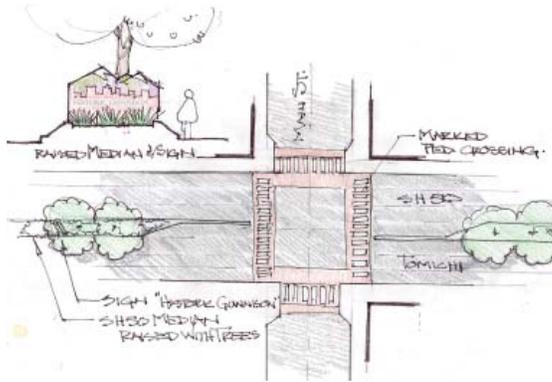
OBSERVATION: THERE IS A SENSE OF DANGER WHEN CROSSING STREETS BECAUSE OF TRAFFIC VOLUME, SPEED, AND TIMING ON STREET LIGHTS.

RECOMMENDATION:

- **Work to incorporate traffic calming features, bump outs, pedestrian safety areas, etc.-** Where possible "Bump Outs" should be incorporated into the downtown design. These bump outs promote easy pedestrian crossing, provide a place for signage and lighting, and give the town a finished look. Design of these features can be coordinated to make street snow plowing and drainage a minor issue. Many Colorado mountain towns have used these to promote the unique character of their downtown district with success.

OBSERVATION: THERE IS NO CLEAR MARKER IDENTIFYING THE ARRIVAL TO DOWNTOWN.

Currently the town of Gunnison is signed on the east with a sign outside of Western State College and on the west edge of the city limits. It would be advisable to begin working to get the downtown registered as a Historic Downtown or District. However, even before that process is complete, it is still possible to post signage denoting a Historic Downtown where the shopping district is or why a motorist should stop there. This downtown signage is important to reflect the sense of place and purpose to the motorist. Without signage denoting the historic character of the downtown district the motorist assumes it is another roadside shopping district and travels on to the next stop. Signage of this type is important to the vitality of the town.



RECOMMENDATION:

- **Signs-banners are encouraged to identify the Historic Downtown on Hwy 50-** This signage should be historic in nature, possibly span Hwy50 or be placed in a median island at blocks east and west of the downtown turn off.

IRRIGATION

OBSERVATION: GUNNISON'S DITCH SYSTEM NEEDS

ATTENTION.

There are existing irrigation ditches on the east and west sides of Main Street. Outside of the core downtown areas the ditches are still open and could remain so. However, in the core downtown the ditches have been placed in a concrete ditch with a slotted steel grate cover so that they can be walked on, but remain partially visible and a streetscape design element. There are some reported issues with the existing downtown ditches: the snow alternately melts and freezes over the grates in the winter creating a mound of icy snow and a snow removal problem; in some areas the grates have lifted creating a tripping hazard for pedestrians, and the existing concrete lined ditches are deteriorating. These ditches are a historic and unique feature that the City must preserve and make better use of to retain the City's water rights.

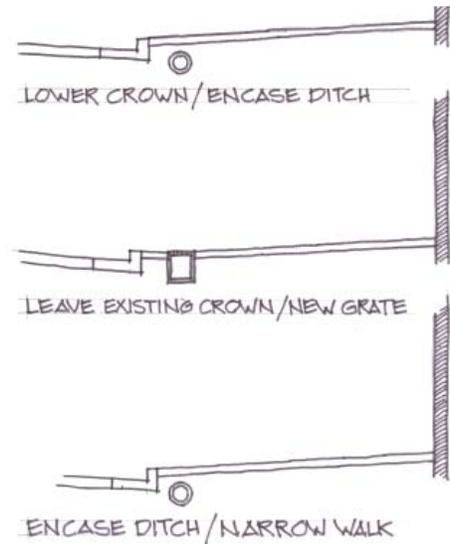
RECOMMENDATIONS:

- **There are three basic options for incorporating the irrigation ditches in their current location in the core downtown area into a new streetscape design-**

1. Totally encase the ditch in a pipe and lower the roadway. When the sidewalks in the downtown were widened the outside 2 feet of walk had to be sloped upwards from the ditch towards the curb in order to meet the existing roadway grade. So, the slotted grate not only retains some visibility of the ditches, but it also functions as the sidewalk drain. If the ditch is totally enclosed in its present location it would not be able to function as a drain for the sidewalk. Therefore, the roadway would have to be lowered so that the sidewalks could drain from the face of the buildings to the curbs. Also, while totally encasing the ditch would virtually eliminate any maintenance issues, it would remove any view of the ditches, thereby negating any visual or historic interest and value.

2. Leave the existing roadway, repair the concrete lining of the ditch, and replace the existing grate with a new, more decorative, and ADA compliant grate. This would negate the expense of rebuilding the entire roadway, would retain some visibility of the ditches, and would eliminate the tripping hazards of the existing grates. A more decorative grate would also enhance the aesthetics of the streetscape.

3. Totally encase the ditch and narrow the sidewalk. As with option 1 encasing the ditch



would virtually eliminate any maintenance issues while removing any view of the ditches, thereby negating any visual or historic interest and value. Narrowing the sidewalk to its original width would eliminate the sidewalk drainage issue – the sidewalk would be able to be sloped from the face of the buildings to the curb. However, it would reduce the space available for street trees, reduce the walkability of the sidewalks in the downtown, and it would virtually restrict any options for other sidewalk activities. Reducing the sidewalk width would be a step backwards, and is not recommended.

Another potential option would be combining elements of option 1 and option 2, with alternating sections of the ditch in new concrete lining with a new decorative grate, and totally enclosed sections. This would eliminate or reduce the safety and maintenance issues, while reducing the amount and cost of the decorative grates. This approach would have to be carefully integrated in a new streetscape design.

OBSERVATION: ANOTHER GOAL THAT WAS IDENTIFIED DURING THE FOCUS GROUP MEETINGS WAS TO MAKE BETTER OR MORE USE OF THE IRRIGATION WATER.

This could be done in a number of ways including the following ideas.

RECOMMENDATIONS:

- **The water could be used to directly irrigate both public and private landscaping of adjacent properties-** An underground storage tank could be constructed to store water for a downtown automatic irrigation system. This storage facility could be located in an open space area such as the ODD Fellows Park.
- **The water could also be used in downtown water features such as ponds, fountains, and streams.**

PARKING

OBSERVATION: ONE REPEATING COMMENT WAS THE LACK OF SUFFICIENT PARKING, CITY PARKING LOTS OR SIGNS TO THOSE LOTS.

RECOMMENDATION:

- **The town should conduct a parking analysis of the available parking in the downtown district-** The study should identify empty lots, alley ways, and near by parking that could be signed for downtown use. Business owners and their employees should be informed about the need to be parking in these public lots away from their shop front doors. Lots and nearby parking should be signed from the downtown district to inform tourist shoppers that additional parking is available only a short distance away. Tourists are used to walking from their car to a shopping district if the walk is exciting, informative and well signed.

OBSERVATION: THERE ARE PARKING ISSUES IN DOWNTOWN GUNNISON – SOME PERCEIVED AND SOME VERY REAL.

As with most communities many people think that if they cannot park in front of the store that they wish to visit there is a parking shortage, although quite often there is ample parking available within a block of their destination store. Consider that the one event that draws the most people takes place at a time when there is the least parking downtown, with streets closed and parking reduced.

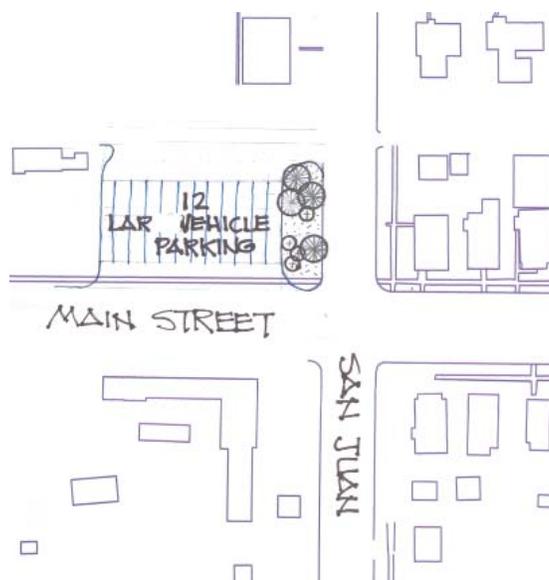
In Gunnison it appears that there are some shop owners and/or employees who take up on-street parking – often in front of their stores. This is a problem that is not unique to Gunnison. In many communities this has led to a real parking problem, or exacerbated a perceived problem. There are several solutions to this problem that may be available to Gunnison.

RECOMMENDATIONS:

- **Specific shop owner/employee parking areas may be designated.** If a parcel could be identified for development of an off-street surface parking lot, a portion of those spaces could be set aside for owner/employee parking.
- **Utilize alleys and space behind buildings.** There also appears to be abundant space of the alleys at the rear of many buildings in the downtown that could be used for parking – and might even provide a potential source of additional income for those properties that have excess space that could be rented to other owners/employees.
- **Identify locations or additional parking during events.** Additional downtown parking is needed during special events in the downtown that require street closure, thereby reducing the number of on-street parking spaces that are available at a time when there is a maximum demand for parking.
- **Increase density of current parking spaces.** Additional on-street parking could be easily developed in the downtown area to help offset parking shortages. The side streets currently have 60 degree diagonal parking. There is more than enough street width to convert this parking to perpendicular parking with room left over to widen the sidewalks if desired. In particular this could be accomplished along Virginia Avenue, Georgia Avenue, and Ohio Avenue for one to two blocks east and west of Main Street. This change could result in a gain of two spaces for every 100 lineal feet of parking.

OBSERVATION: OVERSIZED VEHICLES LIKE RVS OR TRUCKS WITH TRAILERS DO NOT HAVE A PLACE TO PARK DOWNTOWN.

There may be opportunities for off-street parking on a shared basis in existing parking lots that are currently only used at certain times of the day or night, or days of the week



and sit relatively empty the rest of the time. An example of such an opportunity mentioned during our Focus Group meetings was the old City Market parking lot that is now owned by the Catholic Church and could be opened for public use at those times it was not needed by the Church. The city has been using the empty lot as an overflow or RV parking site, having painted the lot and placed public parking signs on site last summer. However, it may be necessary to place signs around town directing RVs to that lot and also a notice making towns people aware of the lot for oversized vehicles.

RECOMMENDATION:

- **It has been suggested that a section of the old city market parking lot could be used for large or extended vehicle parking, and this is certainly an option that should be pursued-** However, it is recommended that at least one permanent parking lot with a minimum of 10 parking spaces be developed specifically for these vehicles, which are within walking distance (maximum of 3 to 4 blocks) of the downtown, and that adequate wayfinding signage be provided. This lot would not have electrical outlets or sanitary facilities; it would be strictly for parking. A potential location at the southwest corner of San Juan Avenue and Main Street was identified and the concept plan shown below was developed for illustrative purposes.

ECONOMIC RESTRUCTURING

The need for economic restructuring is the acknowledgment that the market for downtown has changed and we need to understand the forces of change and what that means for future development.

OBSERVATION: RETAIL MIX IS NOT SERVING THE LOCAL COMMUNITY. THERE IS A 40 PERCENT LEAKAGE TO MONTROSE DUE TO THE BELIEF THAT GOODS COST LESS IN NEIGHBORING COMMUNITIES.

RECOMMENDATIONS

- **Conduct Market Analysis. Study products, price and availability.** The CRP Team suggests that you conduct a market analysis to determine the facts. Montrose and Gunnison have many of the same stores. The cost of gasoline and the travel time required to travel might eliminate any potential savings. The market analysis can help differentiate between perceptions and reality.

Gunnison has an opportunity to collaborate with the Western State College (WSC) business department to conduct a market analysis study. The study might consider price, product and availability of items in both markets. The study would provide some answers and some potential solutions. Perhaps, there is a better supply or better selection of a particular product in Montrose. Once you've determined what the issues are, they can be addressed.

- **Fill empty store front windows. Vacant store fronts can kill a downtown.** They signal to prospective shoppers that people don't shop here. It doesn't promote window browsing and it interrupts the pedestrian traffic flow. Vacant store fronts affect the open businesses that are located in the same block. Pedestrians will turn back when they come to vacant store fronts. No one wants to look into a vacant store window.

Short term solutions might include having the building owners allow other local merchants to advertise their products in the vacant windows. Another idea might have local students participate in a window promotion campaign with a "shop downtown" theme.

- **Develop A Business Retention Program.** Create a business retention plan that would focus on training, planning and promotion to provide businesses with the tools they need to survive. Focus this program on helping existing businesses identify how

they might grow their business, helping potential entrepreneurs develop a plan for a new business, and looking for ways to attract complimentary businesses. For example, if a business owner created and reviewed sales reports, could that owner identify additional sales opportunities. Or if a business owner kept a list of products that customers requested over a period of time, could this owner identify additional products that could be added to regular stock.

- **Develop A Business Incubator Program with WSC.** Gunnison might also work with WSC to develop a business incubator program in collaboration with the WSC Small Business Development Center that could be located on Main Street. Such a program would eliminate one vacant store front, attract students to downtown, provide business skills to students, and potentially bring new products into the shopping mix. Locating such a joint Gunnison/WSC business development center in the downtown library or other centrally located public space that would provide business expertise, research, training or mentoring to local businesses and generate traffic downtown.

- **Review the Retail Business Mix on Main Street.** Gunnison might also look to recruit new businesses to Main Street that are currently missing or located off Main Street. Utilize the market analysis to determine why people visit Gunnison. Then build on the attractions and allow people to educate themselves on the subject and purchase something to remember the trip or indulge themselves on their hobby. For example, people visit Gunnison because of the fishing, the hunting, the wildlife and the beauty of the area. So, fishermen would visit an Orvis or similar type shop to look at fly rods or flies or fishing accessories. Visitors visiting the area for its scenic beauty would purchase photographs or paintings from a John Fielder type store or art galleries. Photographers using digital cameras are always looking for batteries and other camera supplies. Those types of business would support the retail environment on Main Street and promote the pedestrian browsing that is so important to downtown.

FUNDING MECHANISMS

Potential Sources of Funds include the following list:

- **Vendor Fees** – Mentioned in Fundraising section.
- **Business License Fees** - These are fees that can be assessed when a new business comes to the city. This will help generate revenues for the community and will help in identifying what businesses are located in the city. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. May be increased, lowered, or adjusted to impact the businesses, types of businesses, and revenue generated for the city by businesses. Be careful not to add to the burden of small or start up businesses in a down economy.
- **Heritage Tourism Office/Colorado Tourism Office Grants** – The Gunnison Chamber should work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit the website <http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf>
- **Research grant opportunities for personnel** – Gunnison should create a list of stakeholders, potential partners, etc. and determine where to look for funding and collaboration. Perhaps other opportunities exist through AmeriCorps, Universities, or other agencies that provide interns.
- **Tax Assistance from General Funds**
- **Community Development Block Grant or Rural Business Opportunity Grants** - These are federal funds that are distributed by DOLA. The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing, and OED money is used for Economic Development. Visit each agency's website to learn details.
- **Energy Impact Funding for public infrastructure** - These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.
- **Other Resources, e.g. Downtown Colorado, Inc., etc.** – As a member of Downtown Colorado, Inc., Gunnison will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Gunnison's downtown efforts. Additionally, Gunnison should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC). The CDN is putting together day long presentations focused on Economic Development 101, Downtown Development 101, and Brownfields 101. This training would be helpful to Gunnison, particularly the resources provided by CBF in determining land use and options for increasing density.
- **Consider revisiting Main Street Program**- www.downtowncoloradoinc.org.

APPENDICES

- 1. ACTION MATRIX**
- 2. STAKEHOLDER ANALYSIS**
- 3. VOLUNTEER RECRUITMENT MATRICES**
- 4. POTENTIAL PROJECT PARTNERS**
- 5. SUCCESSION PLANNING**
- 6. STRATEGIC EVENT MATRIX**
- 7. BLANK WORKSHEET**
- 8. EXECUTIVE DIRECTOR PERFORMANCE REVIEW**
- 9. CRP TEAM AGENDA**
- 10. SOURCES OF FUNDS/TECHNICAL ASSISTANCE**

Appendix 1: Action/Responsibility Matrix

Branding Organization & Management



	Action Item	Measurement of Success	Initiator	Potential Partners
1-3 M	Develop clear objectives for downtown based on CRP report.	Work plan with tasks and timeline for implementation of objectives	City	Chamber, downtown businesses & residents, include students
1-3 M	Define downtown geographically for the community and proposals	Map defining downtown	City	Chamber, downtown businesses
1-3 M	Create unpaid (or paid if possible) internships for one communications student, and one business student to help with downtown development	Performance objectives for downtown liaison and work plan with tasks and timeline for implementation of objectives	City	Chamber, Western State
1-3 M	Invite the Pioneer Society to contribute to the community branding process through a historical profile	Historical profile on file	City	Pioneer Society
1-3 M	Engage CCCD to work with the community to develop a brand and logo.	Contract with timeline for workshops	City	CCCD
3-6 M	Hold community workshops to identify Downtown Assets through stakeholder and SWOT analysis (Appendix 2)	Announcement of workshops	City	Downtown businesses
3-6 M	Develop a communications plan based on stakeholder analysis to identify target audiences/develop messages (Appendix 2)	List of distributed communications	Intern - Chamber	City, downtown businesses, business students
3-6 M	Tap into schools, college, and library volunteers to identify and coordinate volunteers available.	plan with distribution method and messages for each audience (locals, tourists, internet traffic, sponsors, students, county, etc.)	Downtown Coordinator	College, Library, Schools
3-6 M	Complete strategic events calendar (Appendix 6)	Advertisements	Downtown Coordinator	Chamber, downtown business
3-6 M	Create dialogue and complete list of downtown stakeholders and the contributions each will make.	Completed strategic events calendar	Downtown Coordinator	Chamber, downtown business
3-6 M		List of potential new events	Downtown Volunteers & City	Downtown & Business organizations
3-6 M		Stakeholders' Analysis		
6+ M	Hold planning meetings with Downtown Business owners to agree on ideal hours, parking, collaborative marketing opportunities	Develop Downtown Business Guidebook explaining preferred practices	Downtown Coordinator	Chamber, downtown business
6+ M	Identify a long-term funding source for downtown improvements, services, and promotions	Meetings scheduled to discuss DDA, BID, Main Street	City	Chamber/downtown businesses
6+ M	Look to make the internship a full time downtown manager position (with oversight by downtown businesses)	Clear contract tied to objectives and performance measurements	City	Chamber/downtown businesses



Action/Responsibility Matrix

Promotions

	Action Item	Measurement of Success	Initiator	Potential Partners
1-3 M	Develop a downtown directory and calendar of events	Directory and calendar distributed	Chamber	City/downtown businesses
1-3 M	Initiate a contest with elementary students to decorate vacant storefronts on "What is Downtown Gunnison"	Announcements and voting cards	Chamber	Schools/City/downtown businesses
1-3 M	Engage communications class to develop Downtown Website (or page from City or Chamber Site) that includes a list of all downtown businesses, events, space for lease, volunteer opportunities. Add on Facebook, MySpace, LinkedIn, Twitter, and a Blog as time permits.	Website built and new features/information added regularly	Downtown Coordinator/Intern	City/Chamber/downtown businesses
1-3 M	Develop partnership with Western State Business/Communications class to offer credit in return for working on a case study communications plan for downtown	Performance objectives for downtown liaison and work plan with tasks and timeline for implementation of objectives	City	Chamber, Western State
3-6 M	Determine downtown event objectives and conduct strategic session reviewing events and potential events (Appendix)	Strategic Events Matrix	City	Chamber/downtown businesses
3-6 M	Work with Chamber to develop downloadable podcast for "Sculpt Tour"	Podcast available on the website	Downtown Coordinator/Intern	Chamber/Western State
6+ M	Develop downtown Gunnison rack cards for placement at Chamber visitor center, Western State, county sites, hotels, airport, and for the Colorado Tourism Office to distribute.	List of distribution points	Downtown Volunteers	Downtown Liaison
6+ M	Consider creating an Events Coordinator position either as an internship or paid position	Downtown business and meeting agenda on this topic	City	Chamber/Downtown businesses



Action/Responsibility Matrix

Economic Restructuring

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Utilize students to conduct a market analysis – look on Wisconsin Extension Website	Analysis used for planning	City	Chamber, City, CCCD,
1-3 M	Discuss possibility of Western State assisting to develop a business incubator program utilizing vacant downtown space.	Planning meetings scheduled	City/Western State	Downtown Business/property owners, Retail Council
1-3 M	Contact DOLA to identify contacts and ideas for holding an economic gardening workshop to look at developing a information distribution center in downtown.	Plan for workshop	Western State Business Class	City/DCI/DOLA/OED/Economic development entities
3-6 M	Survey downtown property owners to catalogue all downtown buildings and second story usage.	Develop database to track downtown properties. Add survey results property database	Western State Business Class	Housing Authority
3-6 M	Begin inventory of ownerships, physical descriptions, and properties for sale or rent.	Database of properties	Western State Business Class	
6+ M	If library moves, plan for public use of space the library space that will serve as a gathering space, draw students, youth, and families	Request for Ideas on Use of Space	City	Library, Pioneers Society, Coffee Shop, etc.



Action/Responsibility Matrix

Design

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Clean store windows and investigate window display training for businesses	Better looking downtown Increased sales	Downtown business owners	City/ Chamber
1-3 M	Conduct a community survey to assess support for expanding IOOF Park onto Virginia Ave. and for designating a lot on South Main Street for RV/Trailer and large vehicle parking.	Show ideas for park & large vehicle parking	City	Business and property owners
1-3 M	Research ways to use GOCO, Colorado State Parks, and/or Conservations Trust Funds for parks and connecting downtown to bike trails.	Request for Proposal creation	City	GOCO, State Trails, Healthy Living, Colorado State Parks, and/or Conservations Trust Funds
1-3 M	Prune trees on Main Street and strategically assess what items need to be on the street, sidewalk, or hanging to reduce clutter.	Trees look more attractive and sidewalks are more usable & safe	City	City Maintenance
1-3 M	Develop RFP for parking and traffic flow study.	RFP goes to bid	City	
1-3 M	Interview three city officials from cities of similar size that have done traffic calming on CDOT main streets.	Results presented to businesses Report on results to Council from Delta, Loveland, Greeley	City	Students
1-3 M	Consider increased parking by adding perpendicular parking on side streets that perpendicular to Main.	Better understanding of parking resources. Increased parking Have test block demonstration to determine if successful	City	City Maintenance
3-6 M	Utilize Landscape Architect students to develop walking/biking corridor design between Campus and downtown along Virginia and Georgia. Provide lighting with pedestrian and bike path enhancements.	Increased student traffic to downtown Design concepts presented to citizens and students	City, College	College, business owners
3-6 M	Utilize CCCD engineering students to explore potential uses of ditch water in the downtown commercial core.	Report to Council on various options for using ditch water	City	CCCD



Action/Responsibility Matrix

Design cont.

		Appropriate codes and attractive and visible signs on businesses	City	Business Owners
3-6 M	Review codes to encourage a for standard color, style, and allow for placement for signs, sandwich boards, and awnings with gutters and downspouts	Appropriate codes and attractive and visible signs on businesses	City	Business Owners
3-6 M	Engage CCCD in developing a plan for wayfinding and signage plan with unified appearance and strategic placement. Include directions to downtown, parking, trails, parks, city or county buildings, Western State, and libraries or public uses.	CCCD Contract for work	City	Richard Sales, Colorado Center for Community Development
3-6 M	Release a Request for Proposals to engineering/landscape architectural company to design traffic calming bump-outs to reduce traffic-pedestrian interface and potentially include raised medians in parts of the Main Street or SH50 blocks near downtown	Completed construction documents for installation of streetscape improvements	City	SHF, Richard Sales, CDOT
6+	Develop a plan to improve the irrigation ditches in the downtown commercial core with exposure in certain areas of the downtown commercial core.	Completed construction documents for installation of streetscape improvements	City, Chamber	Business owners
6+ M	Use newly developed community brand to develop logo/style that can be integrated into wayfinding, street furniture, trash containers, etc.	Build sample project Brand identified and used by merchants	Chamber	Business owners, college
6+				



Appendix 2: Stake Holder Analysis - SAMPLE

Stakeholder for Project	Stake or Interest	Supportive of Project		Relative Importance	Potential Contribution or Withholding	Approach/Responsible
		Yes	No			
Businesses	More customers downtown	X		2	Volunteer Hours Potential Part-time employment	Indiv. Info packets/ Ambassador
Community Donors	Sense of fulfillment/gratification Tax deduction Means discarding unneeded household objects	X		4	Supplies or other Resources	Public meeting/committee chair
USCC	Contributing to their mission	X		5	Moral & Financial Support Information	Private meeting/Executive Director & Committee Chair
Donation Coordinator	Streamlining donations process Office stress-level reduction	X		5	Contact point for external donations Works in tandem with volunteer coordinator Office to caseworker liaison	Private meeting/Executive Director & Committee Chair
Catholic Social Service	Goodwill between the two offices Coordination of resources between the two offices	X		3	Oversight of the project leadership Coordination of resources between the two offices	Private meeting/Executive Director & Committee Chair
Volunteers (high school)	Fulfilling their community service requirement Sense of moral fulfillment camaraderie and fun	X		4	Time and Physical Labor Fund raising	Public service announcement/Executive Director Private meeting with internship manager/committee chair



Appendix 5: Succession Planning Matrix

Leadership Position	Name	Time remaining in term	Who will replace them?	Is the successor confirmed?	Necessary next steps to ensure a smooth transition
President/Chair					
Vice President/Chair					
Secretary					
Treasurer					
Design Committe					
Chair					
Organization					
Committee Chair					
E.R. Committee Chair					
Promo. Committee					
Chair					
Significant Business 1.					
Significant Business 2.					
Other:					



Appendix 6: Sample Strategic Event Planning Matrix

Objective -> event	Community Ambiance	Fund Raising	Traffic Generating	Promotes Retail	Restaurant	Down- town	Demo Reached 3 and beyond
Bike Rally		X	X	X			
Car Cruise	X		X				1
Pot Luck Picnic	X						1
Taste of Christmas	X						1
Farmers' Market		X	X			X	1, 3
Tri-Cultural Progressive Movie/ Concert nights	X		X	X	X	X	1, 2, 3
	X	X	X	X	X	X	1, 2, 3

Primary Demographic Groups

1. Local (Ignacio and Tribal)
2. Casino Guests
3. Regional



Appendix 8: Suggested Executive Director 2009 Performance Review

Work Objectives

The Downtown executive director coordinates activities within a downtown revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. He/she is responsible for the development, conduct, execution and documentation of the Downtown program. The executive director is the principal on-site staff person responsible for coordinating all program activities and volunteers, as well as representing the community regionally and nationally as appropriate. In addition, the executive director should help guide the organization as its objectives evolve.

Full Range of Duties to be Performed

The executive director should carry out the following tasks:

- Coordinate the activity of the Downtown program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Downtown program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the coordinating Downtown program and by the National Trust's National Main Street Center, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Main Street program's board of directors, downtown economic development strategies that are based on historic preservation and utilize the community's human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Main Street program's board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown's assets and to foster an understanding of the Main Street program's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; and provide advice and guidance on necessary financial mechanisms for physical improvements.
- Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
- Advise downtown merchants' organizations and/or chamber of commerce retail committees on Main Street program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- Help build strong and productive relationships with appropriate public agencies at the local and state levels.
- Utilizing the Main Street program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
- Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.
- Resource Management Responsibilities



Suggested Executive Director 2009 Performance Review

- The executive director supervises any necessary temporary or permanent employees, as well as professional consultants. He/she participates in personnel and project evaluations. The executive director maintains local Main Street program records and reports, establishes technical resource files and libraries, and prepares regular reports for the state Main Street program and the National Main Street Center. The executive director monitors the annual program budget and maintains financial records.

Job Knowledge and Skills Required

The executive director should have education and/or experience in one or more of the following areas: commercial district management, economics, finance, public relations, planning, business administration, public administration, retailing, volunteer or non-profit administration, architecture, historic preservation, and/or small business development. The executive director must be sensitive to design and preservation issues and must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent written and verbal communication skills are essential. Supervisory skills are desirable.



Suggested Executive Director 2009 Performance Review

Suggested Evaluation Procedure:

1. Executive Committee finalizes list of major areas of responsibility (Section I) with staff input
2. Committee obtains input on all sections from all board members
3. Committee compiles input and develops an aggregate evaluation
4. Committee presents evaluation to staff verbally and in writing
5. Staff and board president sign this form after the verbal and written review.

Name:

Title:

I. Performance in major areas of responsibility

	Does not meet	Meets	Exceeds	Far Exceeds
Project/Event Management				
Donor/Member Relations				
Support to the Board of Directors				
Support to the Committees				
Public Relations/Outreach				
Other:				

II. Comments about Staff Performance

III. Identify staff's greatest contributions to MAIN STREET during the past year.

IV. Identify any areas of performance which need improvement:

V. SIGNATURES: I have reviewed this document and have discussed the contents with the Main Street executive committee. My signature means that I have been advised of my performance evaluation and does not necessarily imply that I agree with this evaluation.

Employee	Date	President	Date
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Suggested Executive Director 2009 Performance Review

Name:

Title:

- I.** ONGOING RESPONSIBILITIES: *summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:*
- II.** 2009 SPECIAL ACTIVITIES: *List 4 - 6 specific or measurable outcomes, results, and products to be achieved based on priority areas of work for staff:*
- III.** 2009 EMPLOYEE DEVELOPMENT OBJECTIVES: *List 1-2 skill building activities:*

IV. SIGNATURES:

Employee

Date

President

Date



Appendix 9: Gunnison Community Re-vitalization Partnership Visit Agenda

Team Members

Michael Hussey, Nolte; (Wed, Thur in hotel)

Dale Ekberg, P.E., Nolte; (Wed, Thur in hotel)

James Shaffer, Streetscapes Furniture (Wed, Thur, Fri in hotel)

Katherine Correll (Thur in hotel)

Richard Sales, CCCD; (no hotel or transport)

Mike Tupa, DOLA-CSU Extension (Wed, Thur, Fri in hotel)

Christy Culp, Department of Local Affairs (Wed, Thur, Fri in hotel) – pays for own hotel and transport

Jack Kirtland, Department of Local Affairs (no hotel or transport)

Lodging: Comfort Inn, 911 N. Main Street, 970.642.1000

Date/ Time	Agenda	Attending	Location	
April 2				
10 AM				
12 PM				
1 PM	Orientation over Lunch	Tex and Andie	Council Chambers, Municipal Bldg. 201 W. Virginia	
2 PM	Tour of downtown	Tex and Andie		
3 PM	Presentation of Streetscape Needs	Andie Ruggera, Town Planner		
4 PM	Focus Group Meeting 1 (45 Min)	Residents		
5:00 PM	Focus Group Meeting 2 (45 Min)	Business and Property Owners, agricultural groups		
6:00 PM	DINNER/Meeting 3 (45 Min)	Town Staff/Elected Officials		
7:30 PM	Team de-brief			
8:30 PM	Draft Recommendations			
April 3				
8 AM	Working Breakfast - Team brainstorms recommendations, Follow-up interviews			
9 AM	Team Members develop presentation/power point & Final report			
10 AM	Team Members compile Power Point presentations sent to Team Leader			
12 Noon	Working Lunch Delivered	Tex and Andie		
2:30 PM	Team Members write report sections			
4 PM	Meet with client to review	Tex and Andie		
5:30 PM	Reception/Presentation	Invite ALL participants and town		



Appendix 10: Sources of Funds/ Technical Assistance

RESOURCES

(Information, Technical assistance, Funding)

- American Institute of Architects (AIA), publications, architects, etc.
- American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
- Colorado Brownfield Foundation – Environmental assessments and grants
- Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
- Downtown Colorado, Inc., technical assistance, Colorado Main Street program
- Downtown Institute from Downtown Colorado, Inc. (quarterly training focused on the Main Street Four Point Approach) Colorado Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
- Historical Society (historic surveys, preservation, tax credits, etc.)
- Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
- *Downtown Idea Exchange/Downtown Promotion Reporter* publications
- 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)
- Market Analysis Foundation (many good private consultants)
- National Main Street Center (National Town Meeting; publications on Organization, Design, Promotions, & Economic Restructuring)
- National Trust for Historic Preservation (small grants, *Preservation* magazine)
- RUPRI Center for Rural Entrepreneurship www.rupri.org Support practice-driven research and evaluation and facilitate shared learning among practitioners, researchers and policy makers.
- 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)

Visit: Littleton (gateways, maintenance of civic functions downtown, facade loans, signage, maintenance & cleanliness, etc.); Loveland (historic theater, public art, compact similar-size downtown); Lamar (authentic prairie downtown, new businesses serving emerging Hispanic markets, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, etc.); Grand Junction (wayfinding signage, parking solutions, theater(s), public art, DDA, etc.); Longmont (wayfinding signage, streetscaping, etc.); Greeley (building restorations, civic uses, design guidelines); Durango (heritage tourism, design guidelines, riverfront uses); Arvada (design guidelines, special events, streetscape, etc.)