



# Elizabeth, CO

August 24-25, 2009

**C**OMMUNITY  
**R**EVITALIZATION  
**P**ARTNERSHIP

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*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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## CRP TEAM MEMBERS:

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**Department of Local Affairs**



*Strengthening Colorado Communities*

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## INTRODUCTION

Since 2005 Downtown Colorado, Inc. and The Colorado Department of Local Affairs (DOLA) have teamed up to coordinate the Community Revitalization Partnership (CRP) Program providing assistance relating to Colorado's downtowns. DOLA and DCI have teamed up to offer one and two-day technical assistance visits to communities involved in downtown revitalization. A team of three to five professionals with expertise in the areas identified by the community is assembled by DCI. DCI uses the structure provided by the Main Street Four Point Approach as the basis for identifying and delivering services. Visits will vary in length from one to two days depending upon the subject matter and needs of the community. The CRP Program includes assessment services focusing on current conditions in the downtown. These visits provide valuable information about the strengths and opportunities of the downtown and create the foundation from which a work plan can be developed. Look below to view a typical assessment visit schedule.

The Colorado Revitalization Partnership program is sponsored by the Colorado Department of Local Affairs working in partnership with Downtown Colorado, Inc. and the Town of Elizabeth

## FORMAT & USE OF THIS REPORT

This report is loosely organized along the Four Points. Each of the sections was drafted by a particular member of the CRP team. As such, these different sections are each organized a little differently according to the nature of the issues addressed and the style of the writer. These sections were not extensively edited but the entire draft report was circulated among all team members for final review and comment.

## PARTNERS & RESOURCES

Stakeholders involved in the CRP process include Town staff and elected officials, County staff and elected officials, representatives from the Elizabeth Library District, Elizabeth Fire Protection District, Elizabeth Police Department, members of the business community, the Chamber of Commerce and residents at large. By participating in the CRP team visit, Elizabeth community stakeholders are setting the stage for an ongoing and strengthened relationship with Downtown Colorado, Inc. and the Department of Local Affairs. The purpose of the visit is also to strengthen coordination between and amongst local stakeholders and agencies providing the resources and technical assistance noted above.

## OBSERVATIONS

- The area has a rich history, including railroads, arts, etc.
- Main Street has unique shops and products with friendly proprietors.
- The historic Section House, with support from ECCOG and SHF, was saved and helps to anchor the downtown.
- Elizabeth has a wonderful, unique mix of buildings and people.
- Community events downtown are well liked and well attended (Elizabeth and Trick or Treat Night).
- The Old Town Sign helps market the downtown.
- The downtown area is original, real, authentic.

- Elizabeth is close to Denver and Colorado Springs. It does not have to mimic these larger communities.
- There is a sense of apathy coming from residents and business owners.
- Deteriorating buildings are dangerous and attract vandals, and with limited lighting on Main Street in the winter and after dark, it is a prime spot for trouble makers.
- Lower downtown has a connectivity problem and is often under utilized.
- Downtown is only available to consumers 8am-5pm.
- Parking on Main Street is viewed as a problem.
- Elizabeth has no real vision of where it wants to go or what it wants to be.
- The Town seems to have an onerous and costly development review process that limits new businesses.

#### **What do you like about your downtown?**

- Friendly shops
- History – railroads, arts, etc.
- Unique shops and products
- Wine, food, and music on Main Street
- Carriage Shop with Tea House
- Section House – Support from ECCOG and SHF saved the house and helps to anchor the downtown
- Wonderful, unique mix of buildings and people
- Community events downtown are well liked and well attended
- Elizabash really brings town together
- Old Town Sign helps market the downtown
- Real place with a small town feel
- Trick or Treat Street is a real family event
- Provides a sense of place
- It is original, real, authentic
- Generates tax revenue
- Businesses are able to tap into the customer base of their neighbors
- Convenience
- The place the community comes for donations to events and causes
- Art Community
- Small
- Softball, Soccer, Skateboard
- Library
- Low crime
- Safe schools
- Close to Denver and Colorado Springs

#### **What do you dislike about your downtown?**

- Traffic is an issue
- Signage issues
- No parades on 86
- Apathy
- Dark on Main Street in the winter
- Deteriorating buildings are dangerous and attract vandals
- Maintenance is a problem
- Lower downtown connectivity is a problem in high traffic
- Main Street dead ends – major arterial on south side would help
- No place to put snow, trees and drainage issues – storm drains
- Only used 8-5pm – few restaurants, no regular business hours, nothing open when get off work
- Gesin building is a blight
- No collaboration or joint planning between restaurants
- Lack of participation

- Stores are closed and there is nothing to do
- Parking on Main Street is viewed as a problem
- No bike path or trail
- Vandalism because children are bored
- No real vision of where we want to go or what we want to be
- Bedroom community
- Three blocks, but all flowers, lights, etc. end at 2 blocks – set back hides business on 3<sup>rd</sup> block
- Signage – nothing would cause traffic to turn onto Main Street
- Metal barn architecture
- Onerous and costly development review process requirements for parking and landscaping in the downtown

## BACKGROUND

Elizabeth is a small, rural community that enjoys a pastoral setting just beyond Colorado's Front Range in its Eastern Plains, a pleasant environment of rolling hills and mature vegetation. The town itself centers on its original downtown business and residential neighborhoods featuring a traditional grid street pattern, from which it expanded over time to include planned residential subdivision and commercial developments. Colorado Highway 86 intersects the town running east-west and several County Roads run north and south through the community. Most of its newest development, existing and planned, is occurring on the western side of town, in some instances in unincorporated Elbert County just outside of Elizabeth proper including the recently-opened Wal-Mart in the Wild Point business park.

The community's history is storied and diverse, extending from its origins that developed around its early saw mill and railway access, to agricultural, to artist's colony in the 1960s and '70s, and on up to its present-day moniker of "bedroom community" (viewed by many in the community as an undesirable status). Focus group participants expressed their appreciation for many of Elizabeth's features, among them its historic character, the uniqueness of several of its downtown businesses, community events and parades, its proximity to (and, at the same time, removed location from) the metropolitan centers of Denver and Colorado Springs, and its "sense of place". A recurring theme was the community's appreciation that Elizabeth has always been, and remains to this day, "original", "real" and "authentic".

Together with its attributes, of course, the community struggles with a number of challenges, among them are issues related to signage and visibility; a perception of apathy among business owners and residents; the fact that the downtown is dark in the evenings, particularly during the winter, because businesses are closed and unlit; poor building maintenance that gives the downtown area a "tired" feeling and leads to deterioration and vandalism; a lack of activities and programs for children and youth in the downtown; and no real vision or general understanding of where the community is headed. Last but not least, parking (or a perceived lack thereof) is viewed a problem.

These general observations and others, as viewed independently by the CRP team and as expressed to the team by focus group participants, form the framework on which this report builds.

The next section of the report looks at Elizabeth through the Main Street Four-Point Approach™ to downtown revitalization.



# ORGANIZATION

The first section will look at Organization which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are:

- Public and media relations;
- Volunteer development; and
- Fundraising.

A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid, full-time or part-time program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In Elizabeth, for example, your Chamber of Commerce is strengthening and might possibly add an organizational component designated to focus on the downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization—without first creating and developing a solid organizational component to oversee and manage the process, and despite the best intentions of all concerned, the program rarely accomplishes the desired outcomes and most often fades away before anything has a chance to succeed.

Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding.

Several observations lead to the recommendations reflected below, key among them:

1. Many individuals, some organizations, and several in town government appreciate the importance of downtown Elizabeth as the heart of the community and its potential to be an economic engine for the community. What Elizabeth lacks is an organization that exists solely for the purpose of actually implementing change in the downtown.
2. Communications and collaboration is lacking between organizations.
3. There is little or nothing productive for youth to do downtown, and even more so after the library relocates out of the downtown.
4. The Town lacks the identifiable resources to implement many of the projects it wishes to pursue.



Develop, adapt, or expand an organization to focus on downtown revitalization and development. Whether this organization works under the umbrella of an existing organization (e.g., the Elizabeth Area Chamber of Commerce) or develops as a new, stand-alone entity, several factors should be incorporated.

1. The organization should consciously and proactively invite the active participation of key stakeholder organizations, businesses and individuals.
2. The governing board of the organization should reflect (1) its nature as a organization that partners with others, (2) the comprehensive nature of the revitalization program and (3) the recommendations in this report. A board structure that encourages these characteristics might include:
  - Four executive officers (president, vice president, secretary, treasurer);
  - Four committee chairs (one each for organization, promotions, economic restructuring and design)' and
  - Individuals who serve on the governing bodies of other downtown stakeholder organizations and act as "liaisons" between their respective organizations and the downtown revitalization organization (e.g., the Town of Elizabeth, Elbert County, Chamber of Commerce, Elizabeth Stampede, seniors organization, youth representative, etc.).
3. The governing board, committee members and other volunteers will come from, and reflect, a broad spectrum of the community. Many, if not most, will not necessarily be downtown business owners, and this may be especially true during the earliest time of organizational development.

Overall, the organization's scope of work is to implement (as appropriate and feasible), or assist others in implementing, as appropriate, any of the recommendations in this report considered worthwhile by the community and any other desirable downtown-related projects and activities that arise from time to time. Specifically, in the short term, and given the observations reflected earlier in this section, a scope of work may include:

- Gathering and disseminating all information about the downtown and downtown events.
- Advocating for the downtown, to include building the community's support for public policy and regulatory matters affecting the downtown.
- Building collaborative relationships, partnerships, sponsorships, and cooperative public relations activities with other non-profits, governmental entities, the Parks District, Stampede, Celtic Festival, etc. Take special care to develop a stronger relationship with the library and schools to plan some collaborative events downtown that are geared towards youth and children.
- Engaging the public in downtown and organizational strategic planning.
- Researching the various funding sources and options available for revitalization, including the potential for a Downtown Development Authority (DDA) and dedicating a portion of the Wild Point PIF revenues for downtown enhancement projects.
- Researching the potential for a distinctive Farmers' Market in the downtown.
- Collaborating with schools and seniors' organizations to develop downtown projects and programs in which the community's youth can participate, and downtown activities of interest to children and youth. Seniors can play a prominent role by serving as mentors and coaches for youth teams.

To restate, the importance of developing some form of organizational structure to do and guide the work of downtown revitalization cannot be over-emphasized. Downtown Colorado, Inc. (DCI) and the National Trust Main Street Center are particularly good resources to assist with organizational development.

# PROMOTIONS

Promotion is one of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

A wide variety of actors are planning events that give people a reason to come downtown. Events are particularly important when the retail mix is not yet compelling to draw people on its own. Downtowns need both daytime and evening vitality, special events help provide this. You have a full event calendar and organizations are starting to plan together and collaborate but it is important to make sure that these events work for your downtown and speak to your target market. An events calendar should be well thought out and very strategic. Your events should work in key areas.

**Build Community** - The residents of Elizabeth should see downtown as the heart and soul of your community. Multi-week events are great for making coming downtown a habit. Events around key holidays also sell the idea of downtown as the pinnacle of the community. People need to feel that if something is happening in Elizabeth, it must be happening downtown.

**Identify Fundraising Opportunities** - Developing a plan that includes events to make money to support downtown will help the downtown promote itself. You might identify a segment of current or new events that would benefit just Main Street.

**Build Traffic** - You need to get people downtown onto your sidewalks. Once you get them onto the sidewalk, work with the businesses on how they can get them into their establishments. There may be training sessions that would allow some businesses to be more successful, some examples of this might be merchandizing, hospitality, etc.

**Increase Retail/Restaurant Activity** - Work with downtown restaurant and retail to do some cross-promotions.

The above areas are just ones that have been identified for you. You may find that you need to add additional ones as your downtown and organization grow. An event matrix (provided in the appendices) is a valuable tool when working to identifying the strengths and weaknesses in your event mix. It can also help you identify areas of opportunity. In working with a strategic matrix evaluate your event calendar on an annual bases allowing for you to alter events to make them a better fit as well as getting rid of events that don't fit at all. You can also plug a column into your event matrix which tracks the demographic groups served by that event. This is a good way to make sure that you are focusing on your target markets.

There are opportunities to add new events and promotions to your calendar. Just make sure they fit into your strategic picture. Some ideas:

- A Holiday Bazaar for artisans, jewelers and bakers held in a vacant space downtown could give citizens reason to come downtown for holiday shopping. They get creative gifts while supporting downtown and their citizen entrepreneurs. This event could also translate into a Summer Bazaar to bring people downtown on weekends.

- Support the local business initiatives through a collaborative summer evening concert series. Multi-week events help to make coming downtown a habit. An evening concert series could also provide the evening vitality your downtown currently lacks.
- A “Paint Elizabeth” window-painting contest could help bring life into downtown by utilizing the vacant windows and storefronts. These windows can also be used as additional display windows for downtown businesses or for community groups. Promotions can be added that don’t impact your event calendar but should still be evaluated based on your event matrix.
- Promotions encouraging folks to come downtown before and after high school sporting events

Your first step is to set up a meeting with all parties planning events in Elizabeth to evaluate your event and promotions calendar to evaluate:

- What is working for you and what is not
- Are their holes in your matrix that need to be filled
- Brainstorm how to fill those holes given your current resources

Elizabeth must find a way to better present the wonderful things happening in downtown. Gather all information from the events calendar and create downtown collateral material, and on a downtown events board that displays events in and out of town. Create one downtown Elizabeth website with links to/from all community websites. Be sure to keep this site updated with current events, downtown activities, and news about businesses and their promotions.

Use the downtown events meeting to bring together stakeholders and determine who is invested in downtown. Make a list of groups and contacts that can play a role, whether that role is downtown user, sponsor, or partner. Use this list to develop a message for each group or individual. Think about what you should request and how best to do it. Use this to create a distribution list to which you will send materials, information, requests, etc.

## DESIGN

Design takes advantage of the visual opportunities inherent in downtown by directing 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. At the forefront of the design effort is the restoration of historic buildings which helps provide the back drop for downtown’s sense of place.

### GENERAL OBSERVATIONS:

- Lack of Consensus on Downtown Boundaries.
- Downtown looks “tired” lack of infrastructure, streetscape appeal, public are a focal point
- Lack of gateway or entry signage
- Gesin building block has a negative visual element in the downtown district
- Lack of unified theme in building façade styles
- Design issues with proposed Highway 86 Improvement options
- Downtown is not walk able
- Parking is Limited
- Town is perceived as non-business friendly

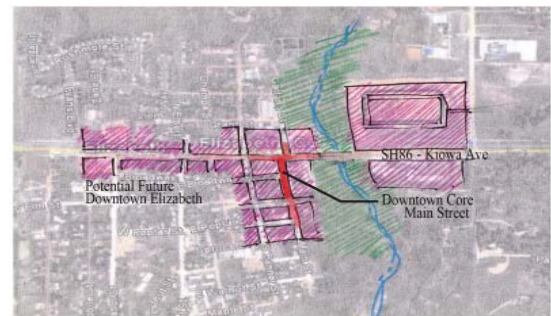
## **OBSERVATION: LACK OF CONSENSUS ON DOWNTOWN BOUNDARIES.**

Downtown Elizabeth means different boundaries to different people. There appears to be no defined downtown district but rather a spread out fabric of retail development. There is not a sense of “arriving at” downtown or “coming into” a special place. This coupled with the approval of 40-acres of commercial space in unincorporated Elbert County, threatens the area’s ability to become the heart of the community and its viability depends upon establishing a distinctive character.

## **RECOMMENDATION: Gain an Understanding of Elizabeth’s Downtown**

Understanding the current state of Downtown Elizabeth and the factors that have shaped it are necessary before developing strategies to expand and revitalize downtown. In particular, knowledge of land use, activities, current zoning, and physical characteristics found in the downtown area will help paint a picture of the current state of Downtown Elizabeth. Upon this basis, an enhanced downtown environment can be built.

The downtown district of Elizabeth should be well defined, contained to one or two blocks, and developed to create a focus for the community at that location. Later editions of the downtown can expand from this core. Downtowns have a number of things in common. First is a place for people to gather for local events, festivals, Wednesday night band concerts, and to gather for retail and commercial purposes. The most obvious place for this core is along Main Street from SH86 south 2-3 blocks on Main Street. Trails along the creek for bikers, hikers, and equestrian access should be provided for access to the downtown district. Linking the downtown along SH86 for a block or two may also be desirable but as that highway changes this core may be cut in half or eliminated due to increased traffic and pavement.



Elizabeth currently has a number of successful businesses along Main Street and these can be the anchor for new shops, storefronts, and retail ventures. The southwest corner of Main and SH86 has a gas station and vacant building. These take up half that block and one block of the Main Street experience. These need to be removed and updated with a town square and new retail shops.

Elizabeth residents envision a downtown area that functions as the heart of their community. In order to make sure that downtown Elizabeth becomes that desired community-gathering place, the town needs to draft and adopt a **Downtown Strategic Plan** that is consistent with the citizen’s vision for the downtown area. This Strategic Plan should clearly define downtown boundaries (identify the heart or commercial center of town), goals and objectives, organizational mechanisms, enhancement programs, improvements promotion and a clear set of supported and actionable strategies and actions that can guide the town’s decision making and prioritization of next steps into the future.

As with all planning efforts, collaboration, consensus building, and ownership of the Plan is the key to its ultimate adoption and implementation. The appointment of a Downtown Action Committee who’s role will be to provide guidance and community insight throughout the development of the Plan will ensure community ownership and support of the adopted document. The Downtown Strategic Plan should include five distinct phases in the scope of work: 1) baseline data collection and analysis, 2) public outreach and participation (host a series of public workshops, community surveying, and stakeholder interviews), 3) draft the Plan, 4) adoption, and 5) implementation.

## **OBSERVATION: "THE DOWNTOWN LOOKS TIRED."**

This was a recurring comment received and the retail district of Elizabeth does exhibit a spent character. Streets have weeds, walks are not uniform, pavement is patched, light fixtures are broken or do not work, street trees are not pruned or maintained, and street-pedestrian crossing markings are worn thin.

## **RECOMMENDATION:** Downtown needs to be Cleaned Up.

New walks, curb-and-gutter, landscaping, street furniture, signage, and structured parking will promote a downtown that visitors can recognize as some place the town of Elizabeth is proud of.

The downtown also reflects a wide range of building styles and character. Much of this carries strong character but some of the newer buildings change the character of the town into one of metal buildings and cheap architecture. Building frontages, signage, streetscape treatments, and lighting should present a unified character that ties the downtown and community together. Use of native rock and stone is one way to accomplish this.

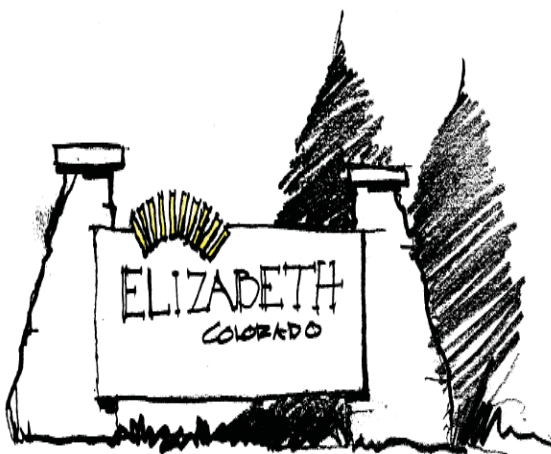
First step is implementing a town clean up day, removing weeds from the pavement, sweeping the walks, painting the signs, updating the storefronts, pruning the trees, etc. This could be done in the spring and summer as a community event celebrated with a party on Main Street at the end of the day. Next is to get the parking spaces, pedestrian walks, and streets striped with fresh paint. Later stages might include new pavement, new walks and curbs, and new storefronts and landscaping.

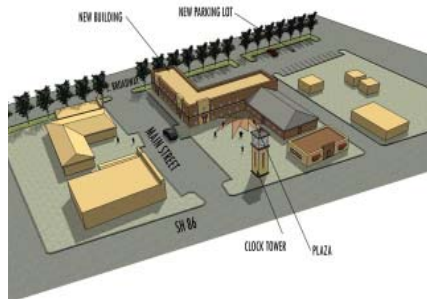
## **OBSERVATION: LACK OF GATEWAY OR ENTRY SIGNAGE**

Although there is a standard blue highway sign to identify downtown Elizabeth there is no town signage to celebrate the downtown district.

## **RECOMMENDATION:** Create Gateway and Entry Signage that Celebrate the Downtown District.

Signs along SH86 east and west of the town would identify entry into the Town of Elizabeth while more detailed signs would identify the Old Town Elizabeth Historic Main Street district. Signage could also identify historic buildings, where to find parking, upcoming events. They could be banners on light standards or flicker lighting over the main street blocks. Electronic signage could also be used to advertise town festivities and events to encourage the through town traveler to stop and look-see.





**OBSERVATION: GESIN BUILDING BLOCK HAS A NEGATIVE VISUAL ELEMENT IN THE DOWNTOWN DISTRICT.**

The Gesin Building Block has a building that has been abandoned for many years and is a negative visual element in the downtown district. Additionally the gas station location on SH86 does not contain desirable downtown retail for shoppers and might be better suited farther from the Main Street district.

The Gesin Building has at times in the past been the anchor for this community. As a successful restaurant it was a regional draw for diners who might just step out to do some shopping along Main Street. But, the building has been vacant for many years and although the current owner has had it up for sale, no one is willing to make the commitment to redevelop this block. Local police have noted this building as a hazard waiting to happen and as a noted hang out for the younger population.

**RECOMMENDATION:** Redevelop the Gesin block into a town square. Rehabilitation or restoration of the restaurant on this site, even within the existing building shell, is seen as not reasonable. Feedback we received indicates that the building does not meet code, may have asbestos and other hazardous materials inside, and as it sits is a fire hazard. Given these restrictions on the existing building, it may be desirable to remove the building and gas station from this half block and redevelop the block into a town square with added retail frontages, a clock tower, signage for Old Town Elizabeth, a visitor center, etc. This opportunity can be a great draw to the downtown district and help change the overall tired image of the town. Grade changes within the site may allow curb side second story entry from the back and using the back parts of that block additional over-flow parking for the downtown could be another advantage of developing this block. Be sure to plan for children and family activity in this redevelopment e.g. a children's fountain or playground.

This block offers the town the opportunity to create some public space along SH86 that can draw visitors and stage town events, concerts, sales, outdoor restaurant seating, etc. within the downtown area. Shown on the illustration is a two-story building with retail on the Town Square level and residential or professional offices on the second story. The public space could stage art and rotating sculpture exhibits featuring local artists and expanding the retail character of Main Street.

The first step in developing this concept is to look at what can be done with the block, then determining how to make that idea happen. Community meetings, developer research, economic analysis, and a range of town planning issues need to be undertaken to accomplish this recommendation. This is not a 5 or 10-year recommendation but may be directed at some future time when retail and development opportunities are greater. However, the first step is for the community to decide what should happen in this block to enhance their downtown district and town image from the highway.

**OBSERVATION: LACK OF UNIFIED THEME IN BUILDING FACADE STYLES.**

There is a range of building façade styles and repair within the community. This range promotes an image that is not unified and does not strengthen the image of Elizabeth to the motoring traffic along SH86. There are some strong historic character buildings downtown and along SH86.



This is combined with newer infill development and some newer buildings that give a more inexpensive utility image as metal structures with metal siding. All these styles are within historic downtown Elizabeth.

**RECOMMENDATION:** Develop a Building Façade Improvement Program. The town should look at the building facades to determine the character, which best suits, the community. Several historic downtown buildings have great character. These include the Bank building at Main and Broadway and the historic building on Main at SH86. Other newer development along Main Street reflects a newer fresher image that is inviting and should be encouraged. First step under this recommendation is to identify the styles present within the identified downtown district. Through community input, develop a building façade improvement program that can encourage new and old businesses to enhance their building facades. Later steps might carry this program to help direct new development downtown and elsewhere within the community.

### **OBSERVATION: ISSUES WITH PROPOSED HIGHWAY 86 IMPROVEMENT OPTIONS- WIDENING OR ONE-WAY COUPLETS.**

The “Town of Elizabeth Street Plan” listed four options for resolving traffic issues related to Highway 86. They included:

1. Widen the two lanes of Highway, delete or restrict the existing parking and add two “auxiliary” lanes.
2. Create a northern bypass.
3. Create a southern bypass.
4. Develop one-way couplets using Highway 86 for eastbound traffic and Grant Street (one block to the north) for westbound traffic.

Option 1 has a number of drawbacks if the community's goals are to enhance the appeal of the downtown, create a more walkable environment, and thereby encourage redevelopment and revitalization of the downtown. Wider travel lanes will encourage faster vehicular speeds, which is already too fast and not conducive to an inviting, walkable, pedestrian oriented commercial area. The elimination of all parking on Highway 86 would adversely impact the merchants that are located on the highway that depend on that parking for their customers. The elimination of the parking lanes increases the amount of vehicular travel lanes that pedestrians have to negotiate in order to cross the street. The goal should be to REDUCE that width.

Option 4 also has a number of drawbacks. Grant Street has some existing steep grades that would exceed highway standards; requiring extensive grading that would adversely impact the properties that are located along the street. The area between Highway 86 and Grant Street is a mix of commercial (mostly along the highway) and residential (mostly along Grant Street), the couplets would effectively cut this area off from the adjacent neighborhood – creating an ineffectual no-man's land that would truly split the north side of town from the south side. The increased traffic volume and higher speeds would also adversely impact the residential neighborhood along Grant Street.

Therefore, the northern or southern bypass would seem to be the most advantageous options for meeting the traffic needs of Highway 86, while preserving the opportunity to create a walkable, inviting, vibrant downtown. A thorough study would need to be completed to identify potential routes and determine which would be the most feasible.

There is another potential Highway 86 improvement option not offered in Street Plan that would help improve the traffic flow on Highway 86 **and** create a more walkable highway corridor. There appears to be enough room within the highway right-of-way to create a roadway with two 11-foot travel lanes, a 12-foot center median/turn lane, two 8-foot parking lanes, and two 5-foot sidewalks. This option would save the parking along the highway. The center turn lane would allow cars that want to make left-hand turns get out of the way of the through traffic – allowing it to move unimpeded. The narrower travel lanes would discourage speeding and therefore serve as a traffic calming measure that would enhance the walkability of the corridor and the visibility of the adjacent businesses. This option would also be less costly than the one-way couplets or a bypass. However, a bypass may be necessary to meet the long-term traffic demands of Highway 86.

Without plans, solidly supported by the public, that effectively address concerns that the town considers critical for the primary street through the downtown and the heart of their community, the highway department will develop plans based solely on traffic movement and likely not consider the impacts on the viability of downtown Elizabeth. The town needs unified support to help direct CDOT on how **their** stretch of SH86 is to be dealt with.

### **OBSERVATION: DOWNTOWN IS NOT VERY WALKABLE.**

The downtown is not very walkable or pedestrian friendly. Sidewalks are uneven, some are too narrow, and in some cases there is no sidewalk at all - compelling people to walk in the street. Main Street is very wide, which makes it difficult for pedestrians to cross comfortably and safely if there is vehicular traffic. Highway 86 is also very wide and vehicular traffic is periodically very heavy and speeds are too high generally making it unsafe for pedestrians to cross.

We have already discussed some roadway improvements for Highway 86 in the *Issues with Proposed Highway 86 Improvement Options – Widening or One-way Couplets* section that could be made to improve walkability in the highway corridor. Some other safety and walkability improvements that could be incorporated on both Highway 86 and Main Street include new and better sidewalks, bump-outs at pedestrian crossings, more and better delineated crosswalks, and improved street lighting.

New sidewalks could be widened where needed, installed where absent, and brought up to modern ADA standards where lacking. New sidewalks could also be used to enhance the streetscape through the use of a variety of paving colors, patterns, and materials. All of which would make the downtown more interesting, inviting, and walkable. It looks as if it would be feasible to have 11-foot sidewalk areas on both sides of Main Street, which would allow for a 6-foot, unimpeded “pedestrian zone”; and a 5-foot “amenity zone” where benches, trash receptacles, signage, street trees, street lights, underground lines for irrigation and street lights, etc. could be located. New sidewalks could tie the core downtown area to commercial areas on the east and west ends of the downtown area. A trail (possibly even including equestrian usage) along the Running Creek corridor and tying into the downtown sidewalk system could provide access from outlying areas of Elizabeth to the downtown.

Bump-outs will shorten the distance that a pedestrian has to cross the street; if raised planters are incorporated, they will provide a safety barrier; and they allow pedestrians to get further out into the street thereby increasing their visibility to drivers and allowing increased visibility of oncoming traffic. If planters are incorporated, they also provide an opportunity for landscaping and “on the street” art, which would create a more inviting, visually appealing downtown environment.

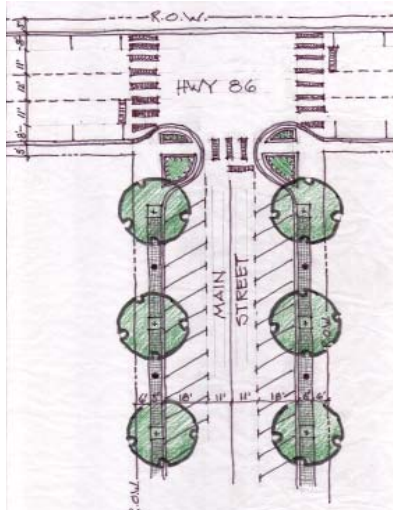
More and better delineated crosswalks would provide more and safer opportunities for pedestrians to cross the streets. They can also provide opportunities to visually enhance the streetscape through the use of different paving materials, patterns, and/or colors. (We would not suggest using pavers for the crosswalks because they tend to become uneven and difficult to walk on, and can cause ongoing maintenance problems.)

The use of pedestrian level decorative, streetlights would improve night-time visibility creating a safer pedestrian and vehicular environment. This new lighting could also create a feeling of liveliness, and provide a signature identification design feature for the downtown area.

**OBSERVATION: PARKING IS LIMITED.**

There is a perception that parking in the downtown is very limited, especially when downtown festivals and events cause parking to spill into the adjacent residential neighborhoods.

**RECOMMENDATION:** We have already discussed the importance of maintaining the existing parking along Highway 86. In addition, there are options available for increasing parking in the downtown area. It appears that the Main Street right-of-way is wide enough for two 11-foot travel lanes, two 18-foot lanes for 60 degree angled parking, and two 11-foot sidewalk areas. Currently there is diagonal parking on the east side of Main Street and parallel or no parking on the west side. Therefore, providing diagonal parking on both sides would increase the amount of on-street parking in the core downtown.



Another option for increasing parking in the core downtown area would be the creation of surface lots. There are a number vacant properties as well as properties with old, vacant buildings that could be converted to surface lots within easy walking distance of the downtown core area. Some of these new lots might also set aside small areas for landscaped pocket parks or pedestrian rest areas that would further enhance the visual interest and environment of the downtown. These areas could also provide additional opportunities for “on the street” art. A cohesive vehicular wayfinding signage for these lots and the provision of attractive, well signed, lighted, and safe pedestrian connections to downtown shops would be important to their successful usage.

**OBSERVATION: TOWN IS PERCEIVED AS NON-BUSINESS FRIENDLY.**

Throughout the series of focus groups, there were numerous complaints that the town’s development review process for building projects was cumbersome and took too long. While some citizens expressed concern about how the Town looks and thought the town needed to adopt higher standards, we heard most citizens thought the town’s land use requirements were too stringent and limited the ability of development in the downtown area.

**RECOMMENDATION:** Facilitate a community engagement process for land use and development regulation updates. Public outreach and consensus building are key to any planning effort. The community engagement process is about informing and educating the public. Work directly with the public throughout the process to ensure that issues, aspirations, and concerns are consistently understood and considered and provide feedback on how public input influenced decisions.



### Community Engagement Goals:

- Gather public feedback about community desires (utilize community surveying, visual preference surveys, workshops, stakeholder interviews, etc)
  - Provide a transparent process for how public input is used. Be transparent and inclusive.
  - Foster participation of Elected and Appointed Officials (find a respected champion)
  - Collaborate with service providers and public works department up front
- Test the regulations with developers, business owners and civic associations

**RECOMMENDATION:** Create a Streamlined the development review process. An efficient development review process will ensure the success of the town's newly updated Comprehensive Plan. The process should be predictable, streamlined, and transparent. It should also be simple and easy to understand for any type of customer. The following are suggestions that would facilitate a streamlined development review process:

1. Set forth clear submittal requirements
2. Adopt a downtown overlay zone or consider a new downtown mixed use zone district
3. Set forth an administrative review process (Town Administrator approval) for projects in the downtown mixed use zoning or overlay zone district.
4. Set forth an alternative compliance process within this overlay zone or zoning district. Upon request of an applicant, the Planning Commission may approve an alternative approach that may be substituted in whole or in part for a plan not meeting one or more of the development standards contained in the standards. This approach provides flexibility to meet the development standards in the ordinance and should apply in circumstances in which an alternative approach would provide a result that is equal to or superior to that which would be provided by the standards in this ordinance.
5. Consider adopting a downtown mixed-use zoning district development handbook that incorporates the various code requirements for the district or overlay zone into a single document for ease of use by property owners, developers, citizens and town staff.
6. Provide a "How to" sections and include graphics to convey intent of the regulations.
7. Establish criteria for accessory dwelling units.
8. Establish density bonuses and expedited approval for residential development downtown.

**RECOMMENDATION:** Adopt Downtown Design Guidelines. Adopt downtown design guidelines that address building siting, access and circulation, architecture, landscaping, lighting, parking, signage and public art. The purpose of the guidelines is to ensure that future growth in the downtown area proceeds in a manner consistent with the vision set forth in the 2008 Master Plan.

**RECOMMENDATION:** Development and Maintain a Development Tracking Report. A development tracking report is a powerful tool to keep the community aware of development activity and status of current land use applications, including site plans, rezoning, subdivisions,

uses permitted by special review, signs, pre-submittal meetings, public hearings, etc. It also will serve as a tool for staff to better manage applications and enhance customer service. (Example attached)

**RECOMMENDATION:** Utilize Town Website to Disseminate Information on Development Activities. The town's website is designed to be an online resource for information on development and community planning in Elizabeth. While the webpage should be designed for people with some knowledge of planning and building application processes, it is helpful to provide a tutorial for those who are less experienced. Once a development tracking report is created and maintained, consider mapping all development activity and uploading it on the town's website. Depending on the project caseload, the town might want to consider partnerships with the County's GIS department to create a web-mapping tool that graphically depicts development activity in town and the surrounding area.

**IMPORTANT:** All of the recommended improvements set forth in this report should be incorporated into the Downtown Strategic Plan.

## ECONOMIC RESTRUCTURING

The focus of economic restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance and all of the benefits of choosing to locate their business in downtown, including the opportunities that may exist to capitalize on promotional activities. It also works to build strong relationships between downtown businesses, residents, and users.

After a review of the existing business and economic environment of downtown Elizabeth and information gathered at the forums with residents, businesses and government officials of the community the team has the following observations and recommendations.

- 1) There appear to be gaps in the physical layout of the downtown area and in the business diversification. The downtown area, loosely defined to include Highway 86 north and south of Main Street as well as Main Street, is a compilation of retail, commercial and service businesses intermixed with residential properties and vacant lots. This presents a disjointed appearance that appears to make for a difficult continuous shopping pattern as the distance between businesses is often significant which is not conducive to a walking friendly shopping area. Likewise, the current business mix appears to lack the diversity necessary to draw a variety of customers to the downtown area. It is recommended that a concerted effort be made to establish a more diverse business base in order to increase downtown traffic and appeal. It is also recommended that a common theme or appearance consistency be promoted in order to create a common look and feel in the downtown area.
- 2) The library moving from downtown will be a great loss because there is little if any family or children oriented activities downtown. Drawing families downtown is very important in establishing economic activity. In conjunction with diversification discussed above, activities and family oriented places in a downtown create a vibrancy and identification to a business area that encourages business to locate in the area and provides increased traffic to existing business. It is recommended that opportunities to create public spaces, activity centers and places/businesses of interest to kids and families be pursued. With the loss of the library downtown it is recommended that this valuable space be utilized to keep this important traffic and interest generator functioning. In planning for the former library space there are two

buildings and multiple objectives to think about. Major objectives are to maintain a traffic generator in this space, retain access to this space for the community, and to ensure some children/family oriented activities on Main Street. One suggestion is to begin discussions with the library district now to determine feasibility of a an IGA between the Town and Library to utilize the downtown library facility and Carlson building. The Historic Carlson Building would be a great space to keep for community use such as a community



meeting room with places to display local artists work combined with community college or extension classes in the Carlson building. The existing library building might be a good mixed use building that could include some community and some retail activity. These might include a cooperative effort with the library, schools, and recreation districts to promote children's activities, a library satellite location, reading programs, a community computer center, senior's activities, community arts programs and community college or extension classes in the former library space. Additional activities could include a small business incubator program/space and a coffee/ice cream shop or other family oriented business. The recommendation is to make every effort to maintain or increase the traffic that was generated by the library.

- 3) The Gesin corner property must be addressed. The cornerstone of downtown is intersection of Highway 86 and Main Street. The existing building conveys an abandoned, neglected image to passing traffic and is the exact opposite of a welcoming focal point to induce people to stop and utilize the downtown area both in the context of consumers and potential business operators. It is recommended that an effort be made to work with the current or future property owner in the form of a public private partnership to redevelop this property to create an identity for the downtown. The design section discusses more specific ideas on utilization of this corner. The underlying economic basis for creating a public space and identity on this property is to provide the sense of "place" and a public area that will draw consumers to the downtown area which in turn will generate a climate conducive to pedestrian traffic and consumer activity. This is another area to strongly consider the need for children/family oriented activities in the design.
- 4) The team observed that the downtown businesses and the Town itself do not seem to be fully utilizing the available resources for economic development. It is recommended that the Town, Chamber and individuals in the business community create a clearing house or program to identify and utilize the available resources to maximize the economic incentives for businesses to locate or relocate to the downtown area. Some examples of available resources include: tax credits, OEDIT Business Representative, Enterprise Zone, East Central Council of Governments and USDA economic stimulus programs. Efforts could be made to work with the small business administration and Colorado economic development resources to sponsor small or start up business seminars in the downtown area to help potential businesses get valuable information and resources.

## FUNDING MECHANISMS

### PROMOTIONS

- **Repeal of Sales Tax Vendors Fee** - Each business that collects sales tax is entitled to retain a 3 1/3 percent “vendors fee” to help cover the cost of filing said taxes. Many municipalities have passed an ordinance to repeal this vendors fee and the town retains the 3 1/3 percent fee. If the fee is repealed it is only to be used to market or support the merchant community. These funds could be used to help fund some of the recommendations made in this report.
- **Booth Fees** - These are charges applied to concessionaires at events, parades, community gathering places.
- **Business License Fees** - These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community and will help in identifying what businesses are located in town. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. Elizabeth has a flat \$10 business license fee. The fee is probably on the low side as compared to other communities. Many communities have developed a fee schedule by businesses types. A home occupation business might be charged a different fee than a large retail business. A travelling sales person may be charged yet a different rate. Although enforcement is an issue, many communities require anyone doing business in the town have a license. The reasoning is that if an in-town contractor must pay a fee, then the competing contractor from out of town should also pay a fee.
- **Heritage Tourism Office/Colorado Tourism Office Grants** - The Elizabeth 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.
- **Research grant opportunities for personnel** - Elizabeth should create a list of stakeholders, potential partners, etc. and determine where to look for funding, collaboration, etc. Perhaps other opportunities exist through AmeriCorps, Universities, or other agencies that provide interns.
- **East Central Council of Governments/Prairie Development Corporation** – The ECCOG and PDC can assist the business community with low interest loans for new businesses and business expansion. They can also assist with helping businesses access Enterprise Zone Tax Credits.

### PUBLIC INFRASTRUCTURE

- **Tax Assistance from General Funds** - Allocate specific funds for the downtown improvements. Consider allocating by Town Board Resolution a percentage of the Wild Point P.I.F. to fund downtown improvements that benefit the entire community.
- **CDOT 6 Planning and Management Region** - If not already involved, get involved in the STIP process. If possible get someone from the town board or staff or a regional committee
- **Energy and Mineral Impact Assistance Funding for public infrastructure** - These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.

- **Great Outdoors Colorado (GOCO)** - The lottery funded program that provides grant funding for outdoor recreation. This may be a source of funding if a park is an element of the downtown revitalization.
- **Conservation Trust Fund** - Local Town of Elizabeth funding from the State that is to be used for parks and recreation. These funds could be used as part of a match to GOCO for a grant or to help maintain park facilities built downtown.

## **BUSINESS DEVELOPMENT**

- **Governor's Office of Economic Development and International Trade** – This agency has several programs from economic development assessments to small business development centers
- **EPA Brownfields Program** -This program provides direct funding for brownfields assessment and cleanup. The Gesin's Building is a potential brownfield due to the underground gasoline tanks. This fund may help with the re-development of the site.
- **Governors Energy Office (GEO) and USDA Rural Development (RD) Energy Programs** - Both agencies have new funding programs to retro-fit both public and business HVAC and lighting systems. Elizabeth businesses could utilize new technology and renewable energy sources to reduce costs. The town could covert streetlights to more energy efficient LED type lights.
- **Small Business Administration and Economic Development Administration** – These are two Federal Programs that can assist local businesses in business startup, expansion and relocation.

Other Resources, e.g. Downtown Colorado, Inc., etc. – As a member of Downtown Colorado, Inc., Elizabeth 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 Elizabeth's downtown efforts. Additionally, Elizabeth should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC).

# **APPENDICES**

- 1. ACTION MATRIX**
- 2. STAKEHOLDER ANALYSIS**
- 3. DEVELOPMENT TRACKING CHART**
- 4. CRP TEAM AGENDA**
- 5. SOURCES OF FUNDS/TECHNICAL ASSISTANCE**





# Appendix 1: Action/Responsibility Matrix

## Organization & Management

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Attend DCI annual conference and training events	Attendance at events by one or more individuals	Local Government Planning Department	Chamber, businesses, residents, and ECCOG
1-3 M	Develop a downtown action committee to review the options for structuring a downtown organization.	Identified organizational structure and designated Downtown Coordinator	Local Government Planning Department	Chamber, businesses, residents, and ECCOG
1-3 M	Identify local source of funds for organizational development activities for 1-3 years. Consider option of incorporating downtown activities into the Chamber in the short-term partially supported financially by the town.	Identified organizational structure and designated Downtown Coordinator	Local Government Planning Department	Chamber, businesses, residents, and ECCOG
3-6 M	Develop vision, mission, core values, goals and objectives for downtown for the next 3-5 years.	Adoption of organizational strategic plan through public process.	Downtown Coordinator	Chamber, Town, businesses, and residents
6-12 M	Develop 2010-2011 work plan based on objectives and CRP Action Plan	Work plan with tasks and timeline for implementation of objectives	Downtown Coordinator and Action Committee	Chamber, Town, businesses, and residents
12+M	Researching longer-term funding options including TIF funding through a DDA or BID, utilization of PIF, grants, sponsorships, memberships, fees for services, etc.	Financially sustainable organization	Downtown Coordinator and Action Committee	Chamber, Town, businesses, and residents
1-3 M	Identify a contact person at Elizabeth High School and a senior citizens organization to serve as liaisons with the downtown action committee; invite participation with action committee organizational development.	Commitments made by two individuals to serve as liaisons	Local Government Planning Department	High school principal and seniors group
3-6 M	Identify one project each for a student team and a seniors team to develop.	One adopted project each by a student team and a seniors team	Downtown Coordinator and Action Committee	Student and seniors teams
6-12 M	Develop the project work plans, budgets and funding sources.	Work plan with tasks and timeline for implementation of objectives	Student and seniors team	Downtown Coordinator and Action Committee



# Action/Responsibility Matrix

## Organization & Management cont.

		Identified organizational structure	Ginger	Chamber, businesses, residents
1-3 M	Recruit a farmers' market planning team to research farmers' markets and coordinate community input.	Completed database	Ginger	
1-3 M	Compile a database of creative, unique small town farmers' markets from around the country.	Recorded community input	Farmers' market planning team	Chamber, town, ag organizations, ECCOG
3-6 M	Host one or more town forums and focus groups to design a farmers' market that reflects Elizabeth's unique characteristics and distinguishes the market from others in surrounding areas.	Dedicated location	Farmers' market planning team	Town and chamber
6-12 M	Evaluate and select a location on which to hold the market.	Work plan with tasks and timeline for implementation	Farmers' market planning team	Chamber, ag organizations, ECCOG
6-12 M	Develop an implementation plan that includes a fees structure for participating vendors, licensing requirements, sources of entertainment, costs and sources of funding.			



# Action/Responsibility Matrix

## Promotions

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Invite participation from community in developing objectives to use for all events in Elizabeth. Send short survey home with children through school.	Completed strategic event matrix with year round events	Chamber	Chamber, School, Residents, Town, Businesses, and County
1-3 M	Compile list of all event planning organizations and entities doing events and distributing promotional material. - request quarterly coordinators' meetings.	Completed phone, email, and mailing list	Chamber	Chamber, Schools, Stampede, Celtic, Town, County, ECCOG, etc.
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 draw or write essays on "What is Downtown Elizabeth" - display entries at the Carlson Building or in the windows of downtown businesses.	Announcements and voting cards Selection of a downtown theme or tag line	Schools	Chamber /Town/ downtown businesses
3-6 M	Develop collateral material that tells the story of Downtown Elizabeth - history, businesses, events, etc.	Brochure printed and distributed to all marketing organizations.	Chamber or Downtown Coordinator	Town/ downtown businesses
3-6 M	Engage high school computer class to create a website to develop Downtown Website (or page from City or Chamber Site) that is easy to update and includes a list of all downtown businesses, events, space for lease, volunteer opportunities.	Website built and new features/ information added regularly	School	Town/Chamber/ downtown businesses
6+ M	Begin holding quarterly event coordinators' meetings to discuss how events can be planned together - rotate hosting the meetings	Meeting agendas highlighting areas of collaboration and means for adding components to events	Chamber or Downtown Coordinator	Chamber, Schools, Stampede, Celtic, Town, County, ECCOG, etc.
6+ M	Add Facebook, MySpace, LinkedIn, Twitter, and a Blog to the website and social media as time permits.	Increased traffic on website	Chamber or Downtown Coordinator	Schools, etc.
6+ M	Assess which events could be held downtown that aren't currently held in the area e.g. movie night, art in the pines, a Stampede dance, etc.	Increased events held downtown	Chamber or Downtown Coordinator	Chamber, Schools, Stampede, Celtic, Town, County, etc.



# Action/Responsibility Matrix

## Economic Restructuring

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Conduct a building and vacant space inventory and market/business gap assessment.	Detailed analysis of downtown inventory and market needs	Jace Glick	Town, CSU, Chamber and County Assessor
3-6 M	Hold public meetings to discuss the community's vision for the Gesin Property	Develop vision for the property to work with owner to sell or develop.	Downtown Action Committee	Property owner, Downtown Colorado, Inc., consultants, Brownfields Foundation
1-3 M	Begin discussing an IGA between the Town and Library to utilize the downtown library facility and Carlson building	IGA between Town and Library district	Town	Library
12+ M	Research public private partnership to re-develop Gesin property and create gateway to main street and maximize redevelopment	Contract with consultants and property owner	Town	Property owner, Downtown Colorado, Inc., consultants, Brownfields Foundation
3-6 M	Develop and distribute information about the Carlson Building as a downtown meeting and event space.	Revenues generated by Carlson Building.	Downtown Action Committee	Town, Library, etc.
6-12 M	Initiate action group to prepare plan on targeting needed businesses to utilize available downtown space and resources	Reduced vacancy rate, diversification of downtown services/products	Chamber President	Town, ECCOG, OEDIT, Chamber Members
6-12 M	Identify coordinating entity for use of downtown library facility and enter into cooperative agreements with partners	Contract for use of facility	Town and Chamber	Library, Parks & School district, community college/extension, economic dev. Entities
6 - 12 M	Work with DOLA to assess the various sources of funds available to assist in downtown enhancement projects.	Develop a comprehensive database of funding program and contact resources.	Town	DOLA, CCCD, ECCOG, OEDIT
12 -24 M	Advance planning for capital improvements downtown	Expanded Capital Improvement Plan and funding options	Town	DOLA, consultants, Fire District, Police Department, County, ECCOG



# Action/Responsibility Matrix

## Design

	Action Item	Measurement of Success	Initiator	Potential Partners/ Contact
1-3 M	Stripe parking spaces downtown (1 side diagonal and 1 side parallel until such time sidewalks are widened and streetscape is upgraded).	New parking spaces	Town Planning/ Public Works Department	Chamber and businesses
1-3 M	Define boundaries of Downtown Elizabeth	Clear understanding of what is classified as downtown	Town Planning Department	Chamber, businesses, residents, ECCOG
1-3 M	Utilize CSU students to create a wayfinding and directional signage program to post throughout the Town and on 86	Presentation and adoption of options for wayfinding and directional signage program	Town Planning Department	Chamber, businesses, CSU/DOLA, CDOT and residents
1-3 M	Institute a Development Tracking Report (submittal dates, referrals, staff responsibility, public hearing dates, approved, denied, recordation, etc.) and post on Town website	Development Tracking Report posted on Town website	Town Planning Department	N/A
1-3 M	Development of a maintenance program to trim trees, cut back bushes, upkeep planters, replace broken lighting, installing lighting	Adoption and implementation of a maintenance program	Town Planning/ Public Works Department	Chamber, Businesses
1-3 M	Form a committee to work on Public Arts and to research different Art on the Street Programs in towns of similar size in Colorado to see how they work, the marketing material, etc.	Formation of Public Arts Committee Develop plan for Art on the Street Program	Local Artist	Chamber, Town
1-12 M	Develop a Downtown Strategic Plan 1. Baseline Assessment and Analysis 2. Public Outreach and Participation Draft the Plan 3. Adopt the Plan 4. Implement the Plan	Adoption of the Downtown Strategic Plan	Town Planning Depart	Downtown Action Committee, Chamber, businesses, and residents
3-6 M	Facilitate a community engagement process (public participation) for land use and development regulation updates (site plan standards and procedures, signs, zoning, subdivision, parking, lighting, ADU's, fees, etc.) as well as downtown design guidelines including historically appropriate building design for downtown	Community consensus on land use development regulation updates and downtown design guidelines. Adoption of new downtown mixed use zone district regulations or overlay zone and downtown design guidelines	Town Planning Department	Citizens, businesses, stakeholders, steering committee, Chamber, businesses, CSU/DOLA, and CDOT



# Action/Responsibility Matrix

Design cont.

3-6 M	Promote an Art on the Street Program or banner/ mural program	Art of the Street Program or banner / mural program	Chamber/Public Art Committee	Local Artists
6-12 M	Develop a façade incentive program for historic commercial buildings	Façade Incentive Program	Town Planning	Downtown Action Committee, Historical Society, business and Chamber
6-12 M	Accept submissions of art pieces and develop a selection committee to choose the pieces that will be displayed.	Formation of Public Arts Committee First Annual Art on the Street event	Chamber	Local Artists
12 M	Identify areas for surface parking along the Main Street corridor	A minimum of 3 areas identified	Town Planning/ Public Works Department	Chamber, Businesses, CDOT, Parks and Recreation District, County
1-4 years	Develop gateway and monument signage	Gateway and monument signage constructed	Town Planning	Citizens, businesses, Chamber, businesses, CSU/DOLA, and CDOT



## 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 3: Development Tracking Chart

## Town of X Development Tracking Chart <Insert Date>

Project Name	Project Description	Project Location	Submittal Date	Approval Date	Project Status	Staff Contact	Applicant	Contact	Comments
<b>ACTIVE PROJECTS</b>									
Red Rocks Centre ODP	Rezoning from MU-CO to PD	C-470 and Morrison Rd	12/27/2007	Under Review	5/27 PC recommendation of approval with conditions (COA); 7/8 BOT public hearing	CM	H.F. Holdings, LLC	Tom Clark, TerraVisions, LLC., 303.468.6700	7/23/07 LDRC Pre-App Mtg; 8/30 Neighborhood Meeting; 9/24/07 Notice of application deficiencies; 10/15 JPRC pre-app meeting; 12/4 Resubmittal rec'd (response to 9/24 notice of deficiencies; 12/27 App deemed complete and ready for referral; 2/5 Referral comment deadline; 2/11 Referral Response Summary Report (RRSR) issued; PC Public Hearing 2/26/08; BOT Public Hearing 6/3; 5/29 Rec'd submittal/packet info for BOT hearing on 6/10; 6/10 BOT hearing continued to 7/8.
T-Mobile CMRS Facility Expansion	CMRS Telecommunications; Replace existing Omni roof-top mounted antennas with DualPol antennas	405 Bear Creek Avenue	9/13/2007	N/A	5/19 Variance approved with conditions; Awaiting resubmittal	CM	T-Mobile	Annie Mackiewicz, 303.601.7241	6/12 Rec'd resubmittal; 6/20 comments issued - flood plain issues need to be resolved; Awaiting resubmittal that addresses flood plain issue; Once addressed, LDRC meeting with be scheduled.
<b>APPROVED PROJECTS</b>									
Hogback Cellars	Lot Line Merger	116 Stone Street	3/26/2008	N/A	3/31/08 Approved	CM	Carl and Rhonda Benton	Rhonda Benton, 303.979.1669	4/10 Surveyor is signing final documents for recordation
<b>REFERRALS</b>									
Lyons Ridge ODP, Jefferson County	Rezone from A-2 to PD to allow 283 SFR detached. College campus removed from request	5345 Fox Hills Road (SW corner of C-470 and US 285)	12/4/2007	N/A	Public Hearings - staff recommendation of denial	CM	Colorado Christian University	Henry Maloney	Jefferson County Cas No 06-107245RZ (4th Referral). 12/18 PC consideration



# Appendix 4: Elizabeth Community Revitalization Partnership Visit Agenda

## Community Revitalization Partnership Proposed Plan for Elizabeth

### Potential Team Members:

1. Urban Designer (local person, no hotel required): Review traffic patterns, streetscape, signage, facades, etc. to determine traditional assets, future planning, and “low hanging fruit” that may be implemented with little cost in a short period of time.
2. Planner: Review current zoning downtown in comparison with community and local government ideas of how to go forward. Assess the town objectively and provide some insights from solutions or concepts used in other towns.
3. District/Financing Mechanism Specialist: Provide a definition of various financing mechanisms (including URA, DDA, BID) and present the pros and cons of each to the community. Assess the town, business climate to determine which of the available financing mechanisms would best serve this town.
4. Market Analysis Specialist: Review the current data on leakage, business and housing capacity in the area. Develop a plan and a list of data that should be collected and assessed to determine what sort of businesses might be approached, grown/developed, or maintained better/differently in the community.
5. DOLA Regional Manager
6. DOLA Community/CRP Specialist
7. DCI Director

### CRP Team Activities:

1. Meet with Town Board, downtown businesses, residents, and other stakeholders with the specific purpose of developing a downtown mission statement, job description, and timeline for the Downtown Action Committee & specific roles for members of that committee.
2. Develop an understanding of the lay out of Elizabeth Downtown and relevant plans/developments that might impact downtown visually, economically, politically.
3. Develop and present a review of various financing mechanisms that could be used to support downtown initiatives.
4. Hold a community presentation of findings and recommendations that would build community consensus based on the community’s ideas.
5. Present the community with a written report and action plan of steps to take for downtown revitalization.

### Town Preparation:

1. Locally promote the meetings (with businesses, schools, organizations, residents, etc.) and formation of a Downtown Action Committee to solicit interest and participation.
2. Schedule all meeting rooms and groups according to an agreed upon agenda.
3. Compile list of downtown businesses, schools, organizations, etc.
4. Compile all downtown maps (including zoning/land use) and maps of plans in the area that might impact downtown (residential or retail/commercial developments, improvements, signage, etc.).
5. Compile any economic studies or analysis completed previously.

Develop and present an orientation to the CRP Team.

### Costs:

Two-Day Visit = \$6,000

50% Reimbursed by DOLA



# Elizabeth Community Revitalization Partnership Visit Agenda

Date/Time	Agenda	Attending	Location
<b>August 24</b>			
10:30 AM	Orientation/Tour	Town Administrator & Planner	Town Hall
12:00 PM	Lunch with Staff, Trustees, and County Commissioners.	Town Staff/Trustees, County Commissioners	Town Hall
1:00 PM	Focus Group Meeting 1 (45 Min)	Town Staff/Trustees, County Commissioners, Planning Commission Members	Town Hall
2:30 PM	Focus Group Meeting 2 (45 Min)	Service Providers. Elbert County Planning Department, Elizabeth Library District, Elizabeth Fire Protection District, Elizabeth Parks District, Elizabeth C-1 School District	Carlson Building
4:00 PM	Early Dinner		Costentino's
5:30 PM	Focus Group Meeting 3 (45 Min)	Business Community/Groups Chamber of Commerce, Main Street, Business Owners at large. Merchants.	Elizabeth Middle School
6:30 PM	Focus Group Meeting 4 (45 Min)	Residents, community members at large.	Elizabeth Middle School
9:00 PM	Team de-brief		Town Hall/Days Inn
10:00 PM	Draft Recommendations		Town Hall/Days Inn
<b>August 25</b>			
8:00 AM	Working Breakfast - Recap Issues and Recommendations		Police Department
9:00 AM	Team brainstorms recommendations, Follow-up interviews		Police Department
10:00 AM	Team Members develop presentation/power point & Final report		Police Department
12 Noon	Working Lunch Delivered		Police Department
2:15 PM	Team Members compile Power Point presentations sent to Team Leader		Police Department
3:45 PM	Meet with client to review	Town Administrator & Planner	TBD
5:30 PM	Reception/Presentation	Invite ALL participants and town	Elizabeth Middle School



# Appendix 5: Sources of Funds/ Technical Assistance

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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 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](http://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.)





