Lake City
Downtown Improvement & Revitalization Team (DIRT)

Main Street Approach and Principles
The Main Street Approach was created by the National Trust for Historic Preservation. Through their National Main Street Center (NMSC) they have refined the techniques necessary for successful downtown revitalization, and they have willingly transferred many of the lessons learned to others. Downtown Colorado, Inc, with support from the Colorado Historical Society, directs the Main Street Program in the state.

The Main Street or Four Point Approach features organization, promotion, design and economic restructuring. It is under these umbrella issues that all downtown concerns can be addressed. Organization is the vehicle by which people come together to identify areas of common interest and decide strategies for moving forward. Promotion involves defining an image for the downtown and marketing that to people within and beyond the community. Design represents the physical image as well as the manner in which downtown functions, both publicly and privately. 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.

Several principles have emerged as equally critical to Main Street’s success. Main Street is:
• Comprehensive--it does not focus on only one issue but instead looks to the interrelationship of many issues;
• Partnership driven--no one individual or group can or should have to solve all of downtown’s problems; rather it is through partnerships, especially among public/private/non-profit sectors, that success occurs;
• Quality--downtown must put forward quality in every way, whether it is through customer service or through the quality of public improvements, to be competitive;
• Action-oriented--while planning is critical, success depends on making things happen to garner interest and support;
• Built on local assets--the best strategy for economic growth is to build on local assets, not to depend on external solutions or investments;
• Incremental/long-term--revitalization is best achieved through individual improvements, and their collective impact over time can be quite significant.
• Self-help--Main Street is truly a local program, and its success is directly proportional to the commitment and leadership applied locally;
• Management directed--the one significant distinction between Main Street and other good-faith efforts to revitalize downtowns is the requirement of full-time downtown management. Despite all of the interest and energy of volunteers, their accomplishments are limited by other commitments. A manager cannot only keep the momentum going between meetings but can also bring professional skills and knowledge to the tasks.

Introduction
Lake City Downtown Improvement & Revitalization Team (DIRT) was the fourth Colorado Main Street Program to receive a Resource Team Visit from October 27-29, 2008. The visit was conducted as part of the package of training and technical assistance provided by DCI to Colorado Main Street organizations with support from the State Historical Fund (SHF) and the Colorado Department of Local Affairs (DOLA).

Members of the Resource Team
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The agenda for the Resource Team Visit was organized by Kristie Borchers, Lake City DIRT Executive Director. (See Appendix A – Resource Team Agenda.)

Acknowledgements
DCI is very grateful to many people and organizations in Lake City that helped with the visit.
Kristie Borchers, DIRT’s executive director, did most of the advance preparation and gathered previous reports, collateral materials, organized each meeting and invited participants. We are very grateful. During the visit, Kristie was helpful, accommodated our every need, and was very informative.

The time, meeting space, and resources provided by DIRT, its board and committees were extremely helpful and we appreciate those who were able to volunteer their time.

We are also grateful to the Colorado Department of Local Affairs and the State Historical Fund whose support made this Resource Team Visit possible.

Purpose of the Visit
The purpose of the Resource Team Visit was to take a look at the downtown community and Lake City DIRT’s program and offer suggestions and recommendations. While the organization as a whole, and each of its committees, is off to a good start, this report is offering suggestions for prioritization of projects, and some ideas for new projects and/or approaches. This report is not a directive. As outsiders, it is not appropriate that we offer directives. Rather we offer suggestions based on comments from the community for how you might proceed related to the Main Street Four Point Approach™.

Our primary role during the visit was to observe and listen. We were there primarily to take in information about your downtown, about your organization, and about the primary issues that you face. We tried to get the “big picture” and resisted focusing in on just a few issues. While we considered your current work plan, we tried also to consider the full range of possibilities and potential challenges to your work. This report attempts to “call it like we saw it.” We have tried to reflect our observations back to you honestly and provide you with objective information to help you make good decisions going forward.

The Resource Team Visit is just one part of the relationship between the Lake City DIRT program and DCI. It is hoped that the community will use the report as a catalyst for ongoing dialogue and discussion about what’s best for Lake City’s downtown and how to achieve it. The citizens and officials of Lake City should study these recommendations, debate them, refine them, but by all means use them to shape a downtown revitalization program. Only through action can the process for downtown revitalization be successful.

Format and 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 resource 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.
Organization

Observations

• A LOT OF ACCOMPLISHMENTS: As a relatively young organization, Lake City DIRT is demonstrating achievements on par with a mature organization. The number of accomplishments is clearly due to the high level of organization and focus and could not have been achieved without the highly dedicated, motivated, and involved board and volunteer base.

• DEDICATED, ENERGETIC, VOLUNTEER BASE AND BOARD: The human resources available in such a small town are truly awe inspiring. The level of skill, hours donated, and excitement serve as a model to all Main Street Communities.

• GOOD OUTREACH THROUGH GRANT WRITING, COLLABORATION, AND PARTNERSHIP: For a small organization in a small town, you are making big waves with supporters and identifying supporting funds for excellent projects.

• STRONG LEADERSHIP OF ORGANIZATION AND COMMUNITY: DIRT has clearly established itself in Lake City as an organization able to get things done. DIRT is recognized as a strong, active, collaborative organization.

• FIERCELY INDEPENDENT AND ANTI-REGULATORY: It is fabulous that individuals and organizations in Lake City are autonomous and unconstrained. Participating in a strategic process to clarify roles and outline responsibilities may often enhance independence while allowing for greater overall community productivity.

RECOMMENDATIONS:
The following recommendations are meant to provide a framework for moving the Lake City DIRT program forward. Recommendations for organization look at the overall function of the program, the management of resources, and the promotion of the program. To assist DIRT to grow into a mature organization with greater effectiveness and efficiency, the team believes that focusing on the following areas will strengthen the program and image throughout the community:

1. CLARIFY ROLES AND OBJECTIVES FOR LAKE CITY

OBSERVATION: LIMITED RESOURCES REQUIRE STRATEGY, FOCUS, AND LEADERSHIP

Knowing the true identity of your downtown, your organization, and your partners and finding ways to effectively communicate and build a message to your unique audience is a key element to Main Street success. In a town with so many strong organizations, independent personalities, and limited resources, success will depend on the ability to collaborate, reduce duplication, and create clear internal communications and a clear targeted external message.

One of the key requirements to establishing an organizational identity is awareness of your constituency, mission, and resources. It takes awareness of your own organization’s priorities to turn down a potential project because it is outside of your geographic or focus area, and this may be something that DIRT will need to do. In Lake City, this will also mean the recognition of difference spheres of influence for current organizations. While DIRT should not take responsibility or “step on toes” of other organizations, it is clear that DIRT has the respect and support of most active community segments, and would be a likely organization to take the lead in initiating a community-wide strategic planning process involving the major players in town i.e. Town Administration, Chamber, Marketing Board, Historic Society, Library, Masons, Women’s’ Club, School Administration, Church Leadership, County, etc.

A primary means for streamlining management is to increase the coordination and leadership activities among organizations. This will also help you to avoid the over burdening of active community members. The absence of distinct divi-
sion of labor or spheres of influence or these organizations has become a limiting factor that results in duplication of effort and expense as well as an exhausted Lake City volunteer base.

A. RECOMMENDATION: WORK WITH THE STRATEGIC EVENT MATRIX AS A TOOL TO DETERMINE THE GOALS, AREAS TO ADD QUALITY TO AN EVENT, AND APPROPRIATE ORGANIZATION TO PROVIDE LEADERSHIP FOR EACH EVENT.

The matrix is a great way to look at each event in terms of objectives to see why this event is meaningful to DIRT or another organization in town. It can also be used as a means to evaluate event growth e.g. do you want to add a component for children, for seniors, etc. Additionally, the matrix is a useful tool in evaluating objectives as a whole to see how many events are meeting each objective, are there objectives that are being missed or are no longer relevant. The following suggestions should assist with utilizing this tool more effectively:

i) Create an activity matrix with clarified DIRT event objectives for projects and events. List DIRT activities and assess the objectives that are being met and areas for improvement. When working on a project or asked to partner on a project look strategically at the DIRT matrix and see what DIRT objectives will be achieved.

ii) Work with all organizations to complete the Activity Matrix for Lake City. Clarify roles for all organizations planning events or conducting marketing from Lake City.

iii) Include a column in the current Lake City matrix discerning between downtown and community projects. Evaluate the events that are relevant to DIRT objectives that take place downtown, and then use the matrix to strategically assess the projects that DIRT will be a part of. This will help DIRT to strategically manage resources by limiting activities to those focused on the downtown.

B. RECOMMENDATION: DEVELOP A COMMUNITY COMMUNICATIONS STRATEGY FOR ORGANIZATIONS TO WORK TOGETHER.

The committee believes that a facilitated discussion with the Chamber, Marketing Board, DIRT, and the Town would be beneficial to overall resource management because these organizations are so prominent and seem to work with so many of the same board members and members/investors. In order to develop a streamlined process for presenting Lake City, we suggest a coherent communications strategy beginning with the following:

i) DIRT has proven to be a strong and active organization and should take a stronger role coordinating partnership, events, etc. for the downtown. Because DIRT has been so capable at identifying and securing training, grants, and other forms of assistance, when possible, DIRT might help to coordinate outside assistance, resources, and training services for various groups in Lake City.

ii) Determine the focus areas for each organization including target audiences, messages, objectives, etc. to avoid duplication and reduce strain on Lake City resources. For example, the Chamber might focus on external (state-wide and regional) marketing of Lake City, identifying and pursuing conference/event hosting possibilities. DIRT might create promotional materials geared toward downtown events, the impacts of a historic downtown organization, etc.

iii) Identify areas that might allow for partnership or joint initiatives e.g. fundraising, collaborative campaigns, or where shared administration might save time and money;

2. INCREASE SPECTRUM AND DEPTH OF RESOURCES.

OBSERVATION: UNCERTAIN RESOURCES ADD STRESS AND REDUCE FOCUS ON THE MISSION

Related to resource management and funding for the overall organization, DIRT has done a great job at identifying
and rewarding volunteers and pursuing grants from state and national sources. DIRT has also developed a dedicated and energetic local base for volunteers and in-kind donations of time and goods.

In talking with DIRT and other organizations, it became clear that there may be resources that could be tapped through a change in approach. Though DIRT does not charge membership fees, it may be feasible to offer a level of visibility to investors who contribute consistently. Similarly, when DIRT provides public improvements or town maintenance services, the town may be able to pay DIRT as a contractor. Finally, there may partnerships and collaborative opportunities with organizations in Lake City (Schools, Churches, etc.) or as close as Red Cloud, Gunnison, Montrose, or other nearby communities that can not only provide funds, advertising, but also skilled volunteers, or visitors to events.

A. RECOMMENDATION: BE PROACTIVE IN ASSESSING AND ADJUSTING THE REQUESTS YOU MAKE ON BOARD, VOLUNTEERS, AND STAFF.

DIRT continues to do amazing things with limited resources, but the team has some concerns about “burning out” volunteers, staff, and board members, which highlights the need to streamline resource management.

i) Strategically plan for meetings with overtaxed groups. It may be possible to combine the executive committee (President, Vice-President, Treasurer, and Secretary) with the organization committee to reduce meeting and duplication—meet every other month and report on each committee.

ii) Create a Five Year Strategic Plan for DIRT and use tools such as a stakeholders’ analysis, the activity matrix, or objective tree. Involve the community groups in a second planning phase.

iii) Develop clear internal communication between in-town organizations to reduce the work for each when planning together, and when assessing new events. Include as many groups as possible in the planning stage to avoid duplication and to adequately assess potential involvement. Meet with the DIRT Board after/during completing the event matrix with Historical Society, School, Chamber, Arts Council, Uncorked, Marketing Board, etc.

iv) Develop clear external messaging plan. Look at target audiences, what message you hope to send, who is the best actor to communicate this message.

v) Seek to broaden partnership and collaboration to expand volunteer and leadership base. Create a chart of organizations and groups that are stakeholders to assess their constituency, activities, goals, and the potential role they could play with DIRT. Include an initial list of FBLA, high school, Western State, SBDC, Ft. Lewis/Adams State, BLM, Red Cloud.

B. RECOMMENDATION: WORK TO ENLARGE THE ENTIRE RESOURCE POOL.

Efforts to raise money from outside sources have been well planned and highly successful, but DIRT shouldn’t shy away from asking at home. There are numerous groups that are dedicated, or invested in your efforts (whether they know it or not) and they should be tapped. Additionally, there are usually options to increase the size of the funding pie through legislation or contracts.

i) Assess options to increase the Lodging Tax. The team strongly believes that increasing this tax would enlarge the money available for marketing with little to no impact on tourism in the county.

ii) Review options to expand the DIRT investor base through a targeted campaign for:

   i) Second home owners: Create material highlighting the benefits of Lake City, “Buying History” and the “Cure for the Common Crowd” (figure out how to use this) are great. Work with the Chamber to include materials focused on the beauty of an historic downtown, the feel of family, and the benefits to
(ii) Develop a recognition system for long-term investors. For example, if someone contributes money each year for three years they are listed on a plaque, in the newsletter, receive a t-shirt or certificate. The more visible the better.

(iii) Assess options for assistance in staffing the DIRT office. Research some possibilities for interns through existing programs such as VISTA, Southwestern Conservation Corps Youth Corps, graduate program, etc. or look into developing a program with regional colleges or schools.

(iv) Increase sponsorship and grant seeking through outreach to national and statewide companies including the private sector as well as foundations and public entities. Some ideas include: Coca-Cola, Pepsi, Budweiser, Purina Dog Chow, REI/Patagonia, or CenturyTel.

(v) Research options for contract services that DIRT might deliver (or already be delivering). The Town might cover more expenses for public improvements (i.e. insurance, maintenance contract, etc.).

Promotion

What Does the Promotion Committee Do? The job of the Promotion Committee is to PROMOTE downtown as the center of commerce, culture and community life for residents and visitors alike. To be effective, our committee must move beyond the typical “tried-and-true” downtown promotion ideas of yesteryear. The Promotion Committee must think about promotion in a broader sense and develop new strategies by:

• Understanding the changing market—both potential shoppers and your “competition”;
• Identifying downtown assets—including people, buildings, heritage, and institutions;
• Defining Main Street’s market niche—“position” in the marketplace; and finally
• Creating NEW image campaigns, retail promotions, and special events to lure people back downtown.

Observations

• High Energy and Creative Promotion Committee (PC) Volunteers—The DIRT PC enjoys its role with the organization. They have a full understanding of their role; promoting downtown as the center of commerce, culture and community life for their residents and visitors alike. The committee is able to develop strategies, brainstorm ideas and plan events/activities. The PC has the energy required to organize and implement special events and see other projects through until completion. An example of their creative thinking is the “Missing Mistletoe Promotion”.

• Highly Professional Graphics and Promotion Images—The DIRT organization is very fortunate to have volunteers involved that have graphic and image talents. These talents are visible in the DIRT website, logo, “constant contact” mailings and the journaling. Many business districts or main street programs do not have these assets.

• Great Staff Support with Promotions—Kristie’s dedication to DIRT and Lake City was noted and observed by the Team during the Resource Visit. Kristie is a highly professional, dedicated staff member who supports the PC in the execution of their activities. The Promotion point often requires a staff member that not only supports the activities of the committee, but is willing to be the “manpower” or “roll up her sleeves” and get the work done during events or activities.
• Cool DIRT Promotion Activities- During 2008, the PC developed many creative promotional activities; Missing Mistletoe Promotion, Third Street Market and the local consumer awareness campaign. These activities are unique to Lake City and can not be duplicated in any other Colorado community. Often main street committees plan events that can occur in Anytown, USA, but that is not the case with DIRT PC.

• Good Businesses/District to Promote- Lake City has a good business mix which includes locally owned restaurants, unique retail stores, the library, an interesting museum with an abundance of local historical displays, a downtown park, historic buildings and surrounding natural beauty. These public and private assets provide a good foundation for the PC in its promotion of downtown Lake City.

• Good Promotion Partners (Other Community Groups) - There are many promotional partners assisting in making the community an interesting destination in Lake City. Some of those community partners are: The Chamber of Commerce, The Marketing Committee, Uncorked Group, The Arts Council, The Women’s Club, the Hinsdale County Museum, and the Lake City/Hinsdale County Governments.

Challenges

• Evaluate all activities for the Direct Tie-In with the Downtown- DIRT PC is involved in many “community” events that do not promote the downtown district. Several of these events do not even occur in downtown. For example, the Town Wide Yard Sale, the Balloon Festival don’t specifically involve the downtown business district - but maybe there should be a downtown component. The DIRT PC needs to remember that its charge is to promote the downtown through special events, image campaigns or retail/sales promotions.

• DIRT PC Needs Additional Resources to Promote Downtown Lake City- DIRT Board and management will need to find additional financial resources to support increased promotional activities. Special Events need to feature quality activities and printed materials need to become “first class”. The Resource Team was alerted that professional written and printed materials emphasizing the downtown as a whole, and the historic assets of the core of Lake City are not available for promoting the downtown. It should be noted that a downtown revitalization program has to put their “best foot forward” when delivering their message to visitors and potential customers. An expanded promotional budget will be needed by DIRT to accomplish this issue.

• DIRT PC Needs More Business Owners and Other Downtown Interests to Serve on the Committee- Businesses or downtown venues that will directly benefit from the activities of the PC should be in-
cluded in the effort. While there is representation on the DIRT board from the Museum, the historical community and the Library, it isn’t clear that this representation is translating to partnering in combining and collaboratively planning joint events. Use the DIRT PC committee to link events and if it is happening downtown, identify how it benefits downtown.

- **DIRT PC is Functioning as a Community Organizer/Umbrella Organization**- This leadership function is requiring and using too much volunteer energy, therefore depleting valuable DIRT human resources. For example, DIRT’s role with 2009 History Month. Currently, DIRT is being viewed as the leader of this event, instead of a partner.

**Recommendations**

- Complete the DIRT Event Matrix before the 2009 Promotion Planning Retreat- This activity will force the PC to “audit” past and present promotion activities. This will facilitate ideas and thoughts for the 2009 Promotion Planning Retreat. The Planning Retreat needs to occur every year in October or November, therefore allowing time to begin the next year’s calendar of activities.

- Work with Community Partners to Complete the Lake City Annual Event Matrix- This activity will allow DIRT PC members to review their involvement in community events. It will also give other community partners ownership of some of the activities that should involve their organizations. Throughout this activity discussion can begin on the roles for the 2009 History Month. A recommendation by the Team is that the events during this month long promotion should occur on the same day of the week (example - all events during the month of August will occur on Wednesday evening).

- Enhance Promotion Checklist and Post Assessment Form- DIRT PC needs to utilize these tools for each promotional activity. This will assist with pre-event activity details and proper review and assessment of promotional activities.

- Enhance Event Button on the DIRT Website- By enhancing the event button you can provide web visitors with expanded event information, i.e. event details, schedules, previous years’ pictures, locations etc...

- Inventory Chamber and Other Regional Outlets for DIRT Promotional Materials- This research will assist the committee in planning toward the development of materials that will promote the downtown and the businesses within the district. Collateral pieces such as a downtown business directory, rack cards and guides are the responsibility of the PC.

- Encourage the Chamber to research 2008 Hotel/Motel/Cabins/Other Lodging Occupancy- This information could provide the basis for an increase in the current bed tax. These additional funds could provide for improved promotional activities and materials.

- Develop a Community Brand- This image/slogan should be something that has the downtown as the focal point. The branding will be used by all other Lake City partners, thus providing a consistent Lake City message. It should be a powerful image/slogan similar to “A Cure for the Common Crowd”.

- Recruit New Members to Assist the DIRT PC- As previously observed, private/public sectors members with a vested interest in downtown Lake City need to be recruited and join the PC. These members should join the committee before the 2009 Planning Retreat.

- Explore Operating a Shuttle for Western State Students During the Wine & Music Festival- According to the community, this event was down in attendance this year and this activity would boost attendance and provide customers for downtown businesses. There is the possibility that the students could become repeat customers for the downtown. Also, students could consider future entrepreneurial opportunities in downtown Lake City.
Design on Main Street?
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 backdrop for downtown’s sense of place.

General Observations
- The link between the southern end of Silver Street and the core downtown area is not as strong as it could be.
- The link between the Silver Street business and Gunnison Avenue businesses is not as strong as it should be.
- Gunnison Avenue is emerging as the new retail area as evident by all the newer buildings along its length. There are many gaps in the street wall along downtown’s original shopping street, Silver Street.
- First Impression at the gateways to the community could be stronger
- The buildings that remain in downtown are in pretty good shape.
- Many of the cottonwood trees are mature and a succession plan for replanting needs to be stepped up.
- Colorado Center Community Development Study offers several viable options for improving downtown.

Observations & Recommendations
Observation: Density of Architecture will continue to be important. The future of downtown Lake City’s identity hinges on appropriate infill development. Downtown’s architecture is chock full of great “boom town” storefronts from the early 1900s. This collection is an asset because it provides downtown with a great sense of place.
Recommendation: Approach to New Building Construction should be detailed. (Time Frame 60 to 90 days)
The design committee needs to look at each building individually, identify the original elements of the architecture, and begin work on reworking the design guidelines based on these elements. The guidelines should consider the use of materials since Lake City’s palette is very distinct. Stucco, Drivet and vinyl siding should not be used.

Observation: Window Restoration and Replacement is important to historic validity. (Time Frame 180 days)
There are several areas in downtown where windows need to be reworked. With the cost of energy increasing many people are stripping out old windows. In reality many of these windows are fine with a simple weather stripping project.
Recommendation: Work with contractors and property owners to understand the following issues. The National Trust for Historic Preservation has done research on this issue and has found that people want to rip out the old windows (second story windows) and replace them with new ones. Going from a historic window to a double insulated, low-E is only going from R-1 to R-3 meaning that this is not a value. The payback period for these im-
Improvements can take 15 years meaning that it’s not a good return on your investment. R values can easily be increased further by adding storm windows (interior or exterior). Exterior storm windows should be a painted wooden storm to match the building. Aluminum looks too modern given most of downtown’s older buildings. Window sashes can be made much more efficient by simply adding a thin, V shaped insulation strip along the window jamb.

Existing display windows can be made more efficient by the use of an aftermarket film such as V-Kool. This film doesn’t darken windows yet it reduces harmful UV and it eliminates much of the light spectrum that makes stores hotter. Dark tints and films make a store appear to be closed and should be avoided at all cost.

Observation: First Impressions at the gateways to the community could be stronger. As Lake City has grown, the “gateways” to the community have moved further out. The edges to these corridors are becoming more suburban in nature. This means that the traditional design elements of front yard fences and tall cottonwood trees are being omitted for parking lots.

Recommendation: Adopt a minimum landscaping code for new businesses along this corridor to include parking lot landscaping, in particular the use of cottonwoods along the front lot line and possibly the use of decorative wood fences along planting beds that are adjacent to the front lot line.

Observation: Many of the cottonwood trees are mature and a succession plan for replanting needs to be stepped up. These tall trees line the traditional corridors in downtown. Their height is a stark contrast to the landscape as you enter the downtown which establishes a great sense of arrival.

Recommendations: Work with homeowners and owners of residential property being used for commercial property along Gunnison Avenue and Silver Street to replant the cottonwood trees. Many of these are very mature and could easily be damaged by an ice storm or wind storm as evident by the current slate of damage. These trees should start at the edge of the community and extend to the edges of downtown. The sudden and abrupt transition from cottonwood trees to no trees or different species and planting locations in the immediate downtown area will signify a sense of arrival. The trees should change on Gunnison Avenue between 1st and 3rd Streets. This change could be in types and frequencies of trees. The cottonwood trees should be omitted on Silver Street between 4th and 1st Streets entirely. What will happen as a result of these trees being omitted is that the sky will open up more and it will help to draw people to this space.

Trees are obviously important to have in the park in downtown. When trees are added to the park,
don’t plant trees along the edges of the park in a linear manner and don’t use cottonwoods. Plant trees in the interior of the park and use other varieties.

**Observation:** Many of the residences in town have decorative fences or historically had fences. Most of these were or are constructed of wood. Collectively these help to reinforce the original historic core of the community and where they stop in downtown they signify the outer edges of the commercial district.

**Recommendation:** Use fences to define entryways into town. Research the historic patterns of fencing found in Lake City and the area and use these as templates for reproductions or modern interpretations. Use photos at the historic society as a starting point in this research. Also consider looking at the state archives and on E-Bay for images. The fences should be used wherever the cottonwood trees are planted in the residential areas. (See the above recommendations on street trees).

**Observation:** Development of Gunnison Avenue between 1st and 3rd Street. Right now this portion of Gunnison is without design standards that ensure appropriate development similar to the building forms that provide Silver Street with its great sense of place. The challenge is to develop new architecture that is not disingenuous to the community’s history and the built environment. This portion of Gunnison is increasingly becoming commercialized. This is due to the realignment of Highway 149 from Silver Street to Gunnison as a result of a decades ago flood that took out the Silver Street bridge. Over time, retail and commercial development has drifted to the Gunnison corridor which has resulted in the conversion of residential structures to commercial structures and the loss of front yards, cottonwood trees and fences to parking lots. This impact is slow but for sure changing the first impressions of Lake City

**Recommendation:** Development of Gunnison Avenue between 1st and 3rd Street. Try to limit the encroachment of retail and commercial on Gunnison between 1st and 3rd Streets and retain the residential land uses up to these boundaries. The blocks between 1st and 3rd Streets have already been impacted and will continue to redevelop overtime. If this is implemented properly, this section of Gunnison will create more of a sense of arrival in the downtown. Currently this is not as obvious as it should be. As these parcels redevelop, try to institute more of an urban feeling to the buildings, much like current commercial development along Silver Street. This development could be guided by a retail overlay zone with the following guidelines.

Ideally, some of these guidelines would be adopted into a retail overlay district. These are not style or color based design guidelines. These are a set of simple design standards to be incorporated into a downtown zoning district that enable new construction to link up with one another and take advantage of walk by traffic. This is important because about 65% of retail sales are impulse sales (department store type merchandise).

1. Establish a zero lot setback requirement for all new construction. It’s suggested that you specify a minimum amount that is to be zero lot line and a maximum amount of frontage that can be recessed. Corner buildings should have a minimum amount of their building at a zero lot setback to make sure that the corners are retained and enhanced. (One of the keys to getting people to cross the street is to have buildings with activity and attractive retail offerings to help give the pedestrians the incentive to cross the street.

2. Percentage of front lot line coverage. The entire front lot line should be about 90% covered by the first floor store front. Most of the buildings along this street have a couple of feet in between them so the entire front lot line coverage is not necessary.
3. Location of primary entrances and primary facades should face the primary shopping street, Silver Street. Entrances or foyers should directly abut the sidewalk. Buildings may have recessed entrances but the facade should be a zero lot set back along Silver Street. Each storefront should have its own entrance that remains unlocked during business hours.

4. Percentage of glazing for facades facing primary shopping streets should be 80% glass between 2 feet and 10 feet in height.

5. Establish minimal transparency factor for first floor glass. This means no tinted glass, smoked glass, mirrored glass or frosted glass. Some communities address this with a minimum light transmission factor.

**Observation:** The link from Silver Street to Falls Creek is not as strong as it could be. Colorado Center Community Development has made some simple suggestions for improving the linkages between Silver Street and the Creek.

**Recommendation:** Follow through on the recommendation of CCCD to improve the access to Falls Creek at the end of Silver Street. Access could be a simple set of landscape timber steps with some low level lighting. Consider working a fishing overlook in as well. Landscaping adjacent to the access point should be colorful, large and bold to help pull people down Silver Street. These set of improvements could be the start of Lake City’s own mini “Riverwalk.”

**Observation:** Lake City has an interesting history that has not been eroded by massive amounts of new tourism. Visitors to this area can still see legitimate, original buildings in an unspoiled environment. There’s a sense that many of the promotional materials that interpret this history are about out of print and need to be updated.

**Recommendation:** Apply for Certified Local Government Funds for updating marketing historic buildings. As a CLG you can apply to the State Historic Preservation Office and for funds to help interpret local history, sites and buildings.

**Observation:** Many property owners conduct regular maintenance on buildings themselves while others hire it out. Regardless of either approach, there’s good maintenance and bad maintenance. Lake City’s building stock is in relatively good shape despite the harsh winter environment and short construction season. Still improved preservation education could help to ensure that time is used efficiently and dollars are well spent.

**Recommendation:** Develop a printed manual for basic maintenance issues such as how to do a good paint job, tuck pointing, repair of older sash windows, care for pressed metal facades, how to ensure that basic carpentry repairs last and proper care and maintenance of adobe. (Cannibal Grill has some of the concrete from their southern wall defoliating and is exposing the inner adobe wall.) Some of this basic information can be downloaded from the National Park Service’s web site http://www.nps.gov/hps/tps/briefs/presbhom.htm. The manual should be distributed to all owners of older historic buildings.

**Observations:** There is an opportunity in the library moving to the south edge of the park. The building that the library is moving into is only oriented to Silver Street yet the north facing wall of this building defines an important edge to the park.

**Recommendation:** Consider having the Library add an entrance with a porch over it on the north side of its new building. This will allow parents and visitors to sit on the porch and watch their children play while they read or write. This will also let the Library use the park for it programming. If an entrance on this elevation doesn’t work out with the proposed floor plan, then at
Lake City has done an incredible job in conducting a market analysis, one of the most vital components of any economic restructuring plan. It allows for the Main Street community to be aware of the assets and issues facing it as it prepares to implement strategies for the downtown area's future. With the report in place, the next step is for the economic restructuring committee to use the information effectively to ensure that investors and businesses are aware of the resources and benefits available to them and their business in Lake City. This section of the report will cover observations and recommendations for how the committee can move forward with assisting with efforts to recruit, retain and expand opportunities for investment in Lake City's downtown.

**Observation:** There is a need for full time retail resources for year-round residents
The resource team learned that while there is a sufficient market for those that call Lake City home during the peak season, there was limited opportunities for year-round residents to be able to do all of their shopping and have all of their needs met within the city limits. Despite comments made by many members of the community that there is a need to leave the community because of its “off-season” population and close proximity to one another, in order for the town to carry through on its goal of growing a telecommuting community, there will be a need to expand the types of services that are available.

**Recommendation:** Conduct training needs survey. Although you’ve recently completed a market analysis, this survey would help determine the difference between your two major groupings of businesses:

In the Main Street program, the economic restructuring component for downtown revitalization works to ensure that downtown is an attractive place for investors and businesses. The ER committee helps to recruit, retain and expand opportunities for investment in downtown. The committee also helps to build harmony between the businesses, people, and living environments in the downtown. The next section will look at observations and recommendations for economic restructuring in Lake City.
Those who are operating a business in Lake City for the purposes of being a year-round money-making business
• Those who are content with their current level of retail business

Once you identify those merchants that are trying to be profitable and grow in business, you will be able to provide services and training that will assist them in achieving their long term goals for their businesses. You will also be able to provide some services to those folks who are looking to relocate to Lake City who are not sure what type of business they would like to operate and what their short and long term goals may be for that business.

**Recommendation:** Provide training for those businesses that want to operate year-round. Look to partnering with the Small Business Development Corporation office and area colleges to provide the types of training and services that are requested by those businesses that say they want to operate year-round. One thing that can potentially happen as a result of offering this type of training is that you may have some businesses that originally said they just wanted to operate primarily during the peak season change their mind as a result of the lessons learned from the training sessions. You will also want to expand the offerings of tips and helpful hints on your website and in any printed materials (e.g., newsletters) that you provide to your businesses and your supporters. A great step towards this end has already been taken through the Coffee & Conversations and the Annual Economic Development Summit.

**Recommendation:** Focus on the development of affordable housing options. The need for affordable housing will become even more important for those businesses that choose to operate year-round especially if their owners do not necessarily want to be behind the register during the off-season. Affordable housing options for employees will be critical for some business owners to consider off-season operations. These same options must also be made available to those telecommuters that may be considering relocating to Lake City but who cannot especially if they are in a start-up phase of their business if self-employed. One other option to consider when looking at this recommendation is the ability to attract quality teachers to your school system long-term.

**Recommendation:** Investigate the possibility of creating a community development corporation. One way to provide affordable housing options would be to consider creating a community development corporation (CDC) for Lake City. That organization would enable DIRT to lead the effort in developing those housing options while serving as a prime example of doing great infill projects throughout the city.

**Recommendation:** Reach out to 2nd home owners. This is a captive audience that already chooses to participate in the life of the city during the peak season. Use all of the tools available to you to engage them in the conversation about relocating their businesses (and as a result, themselves) to Lake City full-time. Implement your plan to use them as virtual representatives of the city, but consider calling them “ambassadors.” This simple change in the title of your program may be enough to encourage these representatives to do even more for your program and your downtown. Even if they are not interested in relocating, they may know of others that might be willing to come out and explore the possibility, especially after hearing from your Ambassadors about how much they love being there for their yearly long-term visits.

You will want to arm your ambassadors with materials that are geared towards relocating, or provide them with easy access via your organizational website to any new materials you might develop. You will also want to provide them with as much information as possible and
as many ways as possible to contact DIRT or the Chamber office in order to get additional information about the city and opening a business or developing property downtown.

**Observation:** Need to play on additional draws to the downtown community. The ability to increase traffic for those year-round businesses will be important to their long term success. The community already has several events during its winter months and uses both traditional and non-traditional methods to share this information with others, including a Facebook group and an online journal. DIRT, the Chamber and the town all have websites that are quite useful individually that would be in fact more helpful if used collectively.

**Recommendation:** Provide online historic sites tour. Your historic fabric is an asset that needs to be exploited for the benefit of attracting new businesses into the downtown area. It is also a great way to attract visitor traffic into the area that may also lead to potential new businesses and residents. Investigating how you can continue to expand Lake City’s presence online via a podcast or a video tour (one of which is currently available via YouTube showing off a recent snowfall) will go a long way, especially when thinking about another tool that would be available to your Ambassadors.

**Observation:** Need for improved links among sources of communication. Lake City has an incredible web presence and the uses countless communication devices to reach out to the community at large and those that call it home outside of the peak season. It should be easier to move between the resources available online and easy to access this data from more than one location physically.

**Recommendation:** Investigate (and increase) your current level of link sharing. Look into ways to make it easier for folks to find information between the three main sites and other tools being used for marketing of the organization online. This strategy will actually help your Ambassadors more than anyone else as they will be able to showcase Lake City and its events more effectively. It should not take more than two (2) clicks for a visitor to one of your web presences to find the information that they are looking for - otherwise you will lose them. The increased linkage may also serve as a basis for the various organizations becoming more aware of the others plans and activities. It also provides an excellent way for the entities to share information with each other.

**Observation:** Lack of engagement of younger residents. The resource team heard that there was a problem finding ways to engage younger families in DIRT activities.

**Recommendation:** Use school children to engage parents. Try seeing if teachers at the elementary and high schools would consider giving homework assignments that would have the children asking parents questions pertaining to downtown. It would allow you to have those younger families interviewed by their own children. You could also have the students take home surveys that would need to be completed, perhaps rewarding the class that received the most responses with a prize. You could also have school projects take place downtown, including murals or reading contests at the library that would serve as a traffic generator for district. Using the green space next to the park or temporarily converting one of the vacant lots (particularly the lot across the street from the proposed site of the new library) to an ice skating rink would also provide reasons for school-age children (and as a result, their parents) to the downtown area, providing an opportunity to investigate stores and make purchases.
APPENDICES

Appendix A. Lake City Resource Team Agenda
Appendix B. Suggested Action Matrices

[Image of a building and landscape]