Downtown Assessment
October 17th-19th, 2017

DHM Design

Committed to the future of rural communities

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

Introduction 1
Executive Summary 1-2
Historical Context + Background Information 2-6
Overview of Three Main Priorities 6-7
Focus Group Observations 7
ASSESSMENT TEAM RECOMMENDATIONS
Communications + Marketing 8-11
Organization + Management 11-13
Economic Development + Diversification 13-16
Physical Improvement + Design 16-19
Funding Mechanisms + Resources 19
Team Member Bios + DCI Team Support 20-22
Appendices + Action Matrix 23-62

TEAM MEMBERS

The Parachute Assessment Team appreciates the invitation to get to know your city and to assist your community in maximizing its considerable assets. The volunteers worked diligently, pre- and post- visit, to provide relevant and realistic input towards the betterment of your community.

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Introduction

Welcome to the community assessment for the Town of Parachute, Colorado. Downtown Colorado, Inc. (DCI) is proud to offer affordable, quality assessments for all Colorado member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado have the opportunity to apply for assistance through DCI and receive a reduced rate thanks to the in-kind contribution of consultants from DCI’s professional membership base. The community assessment for the Town of Parachute was made possible in part by a grant from the United States Department of Agriculture Rural Development (USDA).

The DCI community assessment gathers community leaders and stakeholders to develop a structure and process for the community to support local businesses and a vibrant commercial downtown. The process results in a road map to guide community leaders in providing services and training to help local businesses and historic downtowns thrive.

To ensure quality and affordable services, DCI assembles a team of professional consultants experienced in their discipline, including designers and architects, marketing and branding specialists, land use and urban planners, redevelopment and real estate specialists, economic developers, and finance experts to work in communities over the course of two (2) days to contribute to this final report. The assessment team members value the invitation to learn about and assist your community, and worked diligently to provide relevant and realistic input toward the betterment of your community.

Executive Summary

In the spring of 2017, the Town of Parachute requested a community assessment from Downtown Colorado, Inc. (DCI). The assessment visit was held from October 17 through 19, 2017 for the purpose of identifying community issues and opportunities, as well as to provide tools, insights and direction to help Parachute achieve its community revitalization goals.

Prior to this visit, DCI collaborated with the Town Parachute staff to produce an agenda, identify key stakeholders for focus groups, and provide extensive background information about the history and status of Parachute’s downtown revitalization efforts and any issues facing the community.

DCI organized an assessment team with combined experience in organizational management, marketing and communications, outdoor recreation, economic development and diversification, affordable housing, landscape architecture, local government, and financing mechanisms. Upon arrival in the community in the afternoon of October 17th, team members were given an introduction by Town staff to their current successes and obstacles to date as well as their vision for the future. Starting the next morning, the DCI team held a focus group with Town Staff, and representatives from the Colorado Department of Transportation (CDOT), followed by a tour of downtown as well as the surrounding area to familiarize them with the Town. The DCI team then met directly with stakeholders and heard multiple perspectives about the issues facing the downtown and the area as a whole. These meetings provided a chance for team members to ask the stakeholders about the perceptions, strengths, weaknesses, and opportunities related to Parachute.

These focus groups, including the local library, fire, and school districts; recreation center; and business owners; continued throughout the first full day of the assessment in Parachute. DCI team members gathered data and information in order to discuss their observations and formulate recommendations that evening. The following day, the team worked diligently to compile a public presentation and formulate this report,
and that night, presented their findings in the form of a PowerPoint followed by a question-and-answer session open to the community-at-large. The following report provides a brief history of the community, a list of observations gathered from the community, and provides action recommendations for short and long-term implementation in four areas: (1) Physical Improvements and Design, (2) Economic Diversification, (3) Communications, and (4) Organization and Management. The report appendices contain an action matrix and other documents produced for this assessment. The community will also be provided with DCI’s Implementation Toolkit.

Historic Context + Background Information

Historic Context

The Town of Parachute is situated in the Grand Valley on the Western Slope of Colorado, the general area of which was first used as a seasonal campground by the Ute indigenous nation. In the mid-19th century, ranchers and farmers moved down from the mountains into the milder climate of the Grand Valley which served as greater protection for cattle. With the advent of the Denver and Rio Grande Western Railroad connecting Denver to Grand Junction in 1882, the Town began its economic transition from predominantly agricultural industry to an extractive one centered around oil shale and minerals, demonstrating Parachute’s historical dependence on a single industry.

This physical development in Parachute, which was previously inhibited by the factors of limited space of the valley and the necessary space of ranching and agriculture, led to growth and their eventual incorporation in 1908 under the name of the Town of Grand Valley. Oil shale boom and bust periods happened frequently, including in 1916, the 1920’s, and the 1940’s. The booms provided Parachute with prosperity while the busts put livelihoods and jobs in jeopardy – something that the Town now wants to avoid through economic diversification. The oil shale industry continued to dominate in the region through the 20th century. By the late 1950’s, the Union Oil of California company purchased the Lindauer Ranch at head of the Parachute Creek and built an oil shale retort, which would come to produce about 1,000 barrels of crude oil a day.

During the post-war period, the oil shale industry continued to grow, and by the late 1960’s the proposed construction of Interstate 70 seemed as a promising development for Grand Valley area and the Town due to the growing industry. Companies such as Exxon invested as much as 5 billion dollars’ in local development and, “as the projects progressed, a lot of new people and new money flowed into the area. Housing costs and expectations for businessmen soared throughout the Garfield County section of the Colorado River Valley,” writes local Garfield County Historian Jim Nelson. However, with the construction of I-70, 1st Street, the original historic Main Street, was cut off from Battlement Mesa, which would become the largest residential area in the valley. This isolation of downtown has remained as one of the prominent obstacles facing the community today. While 1st Street is the community’s historic downtown, many of the historic buildings and physical definition of space have been lost as a result of the construction of I-70.

Investment in Parachute/Grand Valley due to a booming oil shale economy led developers to produce the first Planned Unit Development (PUD) on the Western Slope,
Battlement Mesa, designed to house 25,000 people in anticipation of a coming boom that was supposed to come to the local area. At this time, the population of Parachute itself was projected to swell from about 200 to 40,000. However, the boom did not occur, and speculators coming to the area to buy land with the intention of making a profit once Exxon finished its development had their fortunes changed almost overnight. As Colorado historian Andrew Gulliford, notes, “Speculators moved in and plunked down large amounts of money for what had previously been inexpensive property. Forget the interest rates. Why worry about long term indebtedness? Wasn’t Exxon spending 1 million dollars a day to build Battlement Mesa?”

Due to the cheap alternative of liquid petroleum, the dropping price of crude oil, and other macro-economic forces, Exxon decided to step out of their initial plans in 1982. The decision, that went into effect on May 2nd, 1982, became known as “Black Sunday” and resulted in 2,000 workers being laid off, given 10 hours’ worth of extra pay, and being locked out of the job site. An additional 8,000 support workers left the County within two weeks. Battlement Mesa was transformed from Exxon workers’ housing into a self-styled retirement community in the 1980’s drawing in people from other parts of the State and country. Battlement Mesa has since become a family oriented community with a younger average age demographic. Although located near downtown Parachute, just across the Colorado River, some differences have developed between Battlement Mesa and Parachute.

The history of the Town of Parachute helps to illustrate some of the current challenges facing the community today, including single industry boom and bust, the loss of the original historic downtown, landowners intransigence, and an uneasy relationship between the Parachute and Battlement Mesa. The regional economy has stabilized since the crash of 2008, due to in part the legalization of retail and recreational marijuana within the municipality in June 2015. Economic diversification has been a primary priority for the Town, with a focus on outdoor recreation, tourism and activating the historic downtown as a local and tourist destination.

Previous Studies
+ Reports: DCI’s Downtown Institute

In early 2017, community leaders and Town staff began discussing the possibility of Downtown Colorado,
Inc. (DCI) coming to Parachute in order to have a Downtown Institute – a public event open to regional entities, residents, and business owners focused on educational sessions and strategies for downtown success. In Parachute, this meant economic diversification, improving communication among stakeholders, and physical improvements to the historic downtown.


The following are the highlights that were captured at the Downtown Institute that the DCI Team used to build off of in the course of developing this report.

**State of the Community:**

**Economy**
- In 2008, there were over 80 active oil rigs in Garfield County. In 2009, there were 15, and by 2015 that number stood at six (6). In 2016 and into 2017 that number dropped to three (3).
- In May 2015, the Town of Parachute Board of Trustees adopted Ordinance 683, allowing recreational marijuana. As a result, sales tax in Parachute jumped from $831,640 in 2015 to $1,052,850 in 2016. The 2017 estimate is $1,562,500.
- The 2015 Comprehensive Plan identified outdoor recreation and tourism as the number one economic growth area for Parachute.

**Projects**
- River access ramp
- Improved river recreation
- Parachute island park
- Improved trials
- Events center (monster trucks, motor cross, rodeos and other events are possibilities)

**Events 2017**
- Movies in the Park: May 26, June 23, August 11
- Rockmageddon: July 1-2
- Latin Heritage Festival: July 15
- Oktoberfest: September 30
- Holidays in Grand Valley: November 18
- New Year’s Eve Party

**Regional Economic Development Opportunities:**

**Jump Start Mesa County:**
A program of Jump Start Colorado, Jump Start Garfield County provides a tax-free environment for qualifying businesses for up to 8 years if the local government opts in.

**Foreign Trade Zone:**
GJEP and the Grand Junction Chamber of Commerce are working to make Grand Junction a Foreign Trade Zone (FTZ), which would allow domestic companies special customs treatment and encourage domestic manufacturing, assemblage and warehousing. The Town of Parachute would be included in the FTZ.

**Grand Valley Outdoor Recreation Business Park:**
A $30 million business park located along the Colorado River designed with outdoor recreation companies. The park will allow manufacturers of outdoor recreation equipment to test products on-site.
**World Café Workshop:**

This workshop focused on the three (3) areas:

1. People
2. Process
3. Place

The people who were defined as being essential to the future of downtown Parachute were the Board of Trustees and Town leadership (Town Manager and staff), business owners, the school district, outdoor enthusiasts/locals and visitors, and residents. These categories all formed the basis of our focus groups in DCI’s Downtown Assessment.

Processes, or what it would take to actualize the goals of the community, included the following ideas: streetscape improvements, broadband infrastructure, improved collaboration with Battlement Mesa, marijuana research businesses, cultivation, hemp businesses, small scale manufacturing industry, and outdoor recreation.

Place involved the reimagining of 1st Street in downtown Parachute with architect Jim Leggitt. Mr. Leggitt sketched out the conceptual plan as suggestion came from the participants which included:

1. A new streetscape for 1st Street
2. Activating the west end of 1st Street by Parachute Creek for events and food trucks
3. Improving the alley in between 1st Street and I-70
4. Pedestrian Loops, and
5. Higher density for residential and mixed use.
Next Steps:
1. Buy Land for Recreation Amenities
2. Educate Community
3. State Incentive Plan for Investors & Developers
4. Start a Project Now—Show Quick Win
5. Improve Vacant Storefronts Downtown
6. Solidify Community Vision
7. Update Website

Downtown Assessment: Overview of the Three (3) Main Priorities

Downtown Activation + Beautification

The first step to downtown activation and beautification is to celebrate the already existing assets of the community. The local restaurants in the historic downtown showcase the great food of Parachute, while the rest stop off I-70 serves as gateway to 1st Street. The pedestrian bridge connecting 1st Street to Cardinal Way over the highway is a site ripe for further utilization and improvement, with opportunities for improving the footbridge and using the historic McKay House property for rentals, parties, and events.

While there are some great assets downtown, there are also some overlooked areas of downtown that are not being used to their full potential. The DCI team suggests focusing public investment on creative, low cost ways of activating downtown. Places like Beasley Park and Tiendita El Paisano, have great potential and latent energy. Tactical Urbanism is a low-cost strategy that can attract both locals and visitors to 1st Street and can act as an impetus for further and more permanent development. Possible activities include using a vacant space within an existing building for a bar and grill, helping establish a pop up store in one of the historic buildings, bringing outdoor ping pong tables to vacant spaces, creating a young adult arcade, and more (see “Assessment Team Recommendations”).

Economic Diversification

Based on our focus groups and discussion with Town Staff, economic diversification is a central priority for Parachute. Projects for long term economic diversification include an Island Adventure Park, downtown activation (as discussed above), a multi-purpose rodeo and outdoor events site, a high-quality RV Park, investment in value added industries like hemp and the mineral nahcolite, as well as manufacturing supply chain businesses utilizing welding and other skilled trades. Outdoor recreation and tourism has been identified as an important industry for Parachute moving forward and Town has begun investing time and resources into this area. The Town can continue to serve as the initial driver for outdoor recreation through public investment.

To encourage value added industries and supply chain businesses (such as small manufacturing), the Town could develop incentives for specific industries. Colorado’s “Jump Start Community” program is one resource that could be of use.

Unification: “United We Stand”

Throughout the assessment, the DCI team observed challenges in how the Town of Parachute relates to Battlement Mesa. Communication could be more effective between all entities in the area. Without more unity and improved relationships, downtown revitalization and economic diversification will prove difficult. While attempts have been made in the past and the obstacle may seem difficult to some, the DCI team identified areas to improve collaboration and unification. A crucial aspect of the strategy outlined in this report revolves around families, the school district and youth engagement.

A Grand Valley Unity Coalition formed by 2
to 3 members from each local board or stakeholder group (including the HOAs) could help celebrate unified successes and plan for longer term unification. In the long run, the DCI team recommends incorporation of Parachute and Battlement Mesa into a single municipal entity called “Grand Valley,” in recognition of shared historic and geographic roots.

Focus Group Observations

What You Said You Like About Parachute
- Parachute is beautiful
- The Mountains and Colorado River
- Nature and outdoor activities abound
- Great food
- People love this place
- School programs are strong
- Access and location
- Transportation infrastructure is in place
- Improvements are happening
- School and Parks and Recreation include full community
- Small Town; safe community
- Lots of plans and grants
- You have options!

Challenges We See
- Parachute North and South are separated by I-70
- Dependence on only two (2) economic drivers
- More people live in unincorporated areas than in Town
- Civic uses have further divided community
- Vacant housing will deter developers
- While there is no grocery store within the Town of Parachute, it is unclear if there is enough demand for such a store. *
- Land prices are prohibitively high

*The DCI assessment team recommends that the community continue to explore the viability of a downtown grocery store.
Lots of absentee land owners
There is a lot of competition between the Town of Parachute and Battlement Mesa
Lost sense of place

Assessment Team Recommendations

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into the following topic areas that are vital to revitalizing downtowns:

(1) Communications and Marketing:
Focuses on branding and messaging, communications, and events.

(2) Organization and Management:
Focuses on resource management (including human resources), partnerships, and finances.

(3) Economic Development and Diversification:
Looks at opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.

(4) Physical Improvements and Design:
Focuses on beautification, infrastructure, parking, and connectivity.

The observations gathered from the community have been categorized into these topic areas, over which our three (3) main priorities named above were superimposed. Some of the recommendations specific to the Town of Parachute following each observation may be repeated as they cross more than one category.

A. COMMUNICATIONS + MARKETING

Observation #1: Downtown Parachute lacks pedestrian activity and businesses.

Observation #2: Parachute does not adequately celebrate the assets and successes of the community. People outside the community don’t necessarily know about Parachute or what it has to offer, beyond oil and gas.

SHORT TERM RECOMMENDATIONS

1. Celebrate What You’ve Got: Refine positive talking points about Parachute and distribute these to local businesses and other stakeholders. Encourage local businesses to refer customers to other
services, and to explore all that the Parachute / Grand Valley area has to offer. Encourage residents, businesses, and stakeholders to speak positively about Parachute. Building a positive image of Parachute for locals and visitors begins with how locals talk about Parachute. By speaking highly of the community, local businesses will reinforce the message that Parachute is open for business. This positive messaging will improve Parachute’s image and reputation externally.

2. **Hold downtown celebration(s):** Draw people downtown and commemorate downtown events. Even relatively minor events such as the restriping of the highway downtown could become events that build pride and draw people downtown.

3. **Continue Message of Involvement:** Create a standard call to action message that is positive, highlights leadership, and reflects the community brand.

**Observation #3:** Downtown Parachute is in need of additional investment. The perception of downtown is not always positive.

**SHORT TERM RECOMMENDATIONS**

4. **Kick off Investment:** Make an initial investment that publicly and visibly shows a desire to improve Parachute. Think strategically about an investment that can be easily marketed and is a great way to show commitment in your community. Publicizing the kickoff investment in regional newspapers, social media, community presentations, and through other channels can generate excitement.

5. **Track all accomplishments:** Quantify all results as Parachute moves forward. Keep track of both large and small achievements and keep your community informed to build pride. This will show commitment by the city.

6. **Work to create a media push:** Get the word out -locally and state wide- about the Parachute downtown renaissance. If the Town celebrates its own success and is proud of itself, others will be too. Start talking about Parachute as though it is already a destination. Consider using “Basecamp for Adventure” in your marketing to locals, businesses, and tourists.

**MID TERM RECOMMENDATIONS**

7. **Give youth an opportunity to hone communications and marketing skills and promote downtown projects:** Current efforts to engage the local youth, for example, in Town government, are valuable first steps. However, in order to move beyond mere perfunctory behavior and into active participation, more opportunities to do work of significant consequence is a strategy the DCI team suggests of bringing in Parachute’s younger demographic.

8. **Create a student lead newsletter:** Note the Town’s successes and to assist in developing Parachute’s new messaging. Place this newsletter in strategic places around Town such as restaurants, the Welcome Center, and the recreation center and have the students put their mark on their work, visible to both the creators and the readers, which will have the dual purpose of cultivating pride and incentivizing more people to read the newsletter.
Observation #4: The Parachute Chamber of Commerce is struggling.

SHORT TERM RECOMMENDATIONS*

9 Reinvent the Chamber of Commerce: Make the Chamber of Commerce a communications platform to encourage people to shop local. Narrowing the tasks of the Chamber will keep a positive message that the Town is “open for business” while not overtaxing the staff and volunteers. Using the lodging tax to fund the Chamber of Commerce could provide it with resources, collateral, or staff time. The Chamber of Commerce, though it faces challenges, is a valuable organization.

10. Utilize a lodging tax: This would help fund the Chamber. Consider a formalized Town and Chamber partnership. This could include funding, staff sharing, or sharing space.

ONGOING RECOMMENDATIONS

11. Celebrate what you have: Many of the initiatives that the Town of Parachute is taking to revitalize the community can go unheard or unseen. By celebrating those accomplishments in conjunction with what already exists, locals will take greater pride in their community, generate excitement, and draw visitors and businesses to Parachute. Having refined talking points will also go a long way in completing this objective.

12. Create new messaging: Having a unified message can likewise demonstrate to visitors what Parachute is all about. Concerted efforts show that the community is organized, they understand their own identity, and consequently, others looking to spend time in Parachute understand what it has to offer and what they can do there for activities. Work with local businesses to adopt this messaging for a more effective impact and consider changing the branding to something that no other municipality has in Colorado, such as “Basecamp for Adventure”, instead of competing for the identity that other larger towns and cities are already striving after, in tune with the principle of comparative advantage. This kind of identity building is something that inspires businesses to locate here (outfitters, etc.) that support activities the Town wants to promote and can generate economic and tourist momentum.

Observation #5: Parachute has a need for long-term economic diversification, and does not adequately convey data on the benefits of locating in the community.

LONG TERM RECOMMENDATIONS

13. Create a communications campaign on the benefits of locating in Parachute: Parachute has already taken the steps to develop a business incentive plan. When this information and data has been acquired, make sure to communicate it thoroughly and vigorously as to why Parachute is the
Observation #6: The Colorado River divides the community. However, the Recreation Center is a prized asset by members of both communities and could serve as a bridge builder.

ONGOING RECOMMENDATIONS

14. Not all residents in Grand Valley know that they are able to use facilities like the Recreation Center: Spread the word about unity and the benefits of living in Parachute and the Grand Valley through student newsletters, social media, websites, and community meetings. The Recreation Center can not only provide great services, but can build bridges among the larger community. Spreading awareness through all new and existing mediums can go a long way in fostering cooperation and sense of unity.

15. Engage the Recreation Center and School Board: Engage the Recreation and School Board through presentations and active communications through their channels (website, social media, school folders, etc.).

B. ORGANIZATION + MANAGEMENT

Observation #1: Projects are Scattered and Momentum is Lost Without Focus.

ONGOING RECOMMENDATIONS

16. Focus on High Priority Projects: A lot of energy and great projects are underway in Parachute currently. However, if scattered too disparately, that energy can be diluted. The DCI Team suggests choosing the most important projects, and focusing on completing them. This can be achieved by:

1. Reviewing project management
2. Identify tasks to complete
3. Assign roles for execution and identify obstacles
4. Notify the public about finished project and develop a means of acquiring feedback. This process can help build momentum as project successes become highly visible.

17. Focus on High Priority Geographic Areas: Small communities can benefit greatly through intimate and human scale public space. In fact, people are drawn to small communities because of their walkability and charm. Having such a focus will help get projects done, and demonstrate success.
Observation #2: Parachute could better celebrate successes.

ONGOING RECOMMENDATIONS

18. **Hold a quarterly celebration along with a planning meeting focused on Downtown:** A quarterly celebration (as discussed in the Communications and Marketing section of this report) will build pride and participation from the community, and give residents and local business owners a sense that they have ownership of the Parachute Renaissance. Holding the celebrations will involve identifying an individual or team to coordinate the event, scheduling dates for the event, and promoting the event. Planning for these celebrations offers an opportunity for locals to affect the direction of community revitalization. Celebrations should be fun and local-focused. Include family activities and an opportunity for stakeholders to network and discuss their efforts.

Observation #3: Downtown Parachute contains many un(der)developed parcels.

LONG TERM RECOMMENDATIONS

19. **Draw the boundaries for a blight study and consider Urban Renewal for Parachute:** Land ownership and a lack of interest in development has been an obstacle noted in many of the meetings during the assessment, and in previous reports. First identify an individual or team to lead the effort, then perform a physical assessment of the area.

20. **Document these efforts:** This documentation can serve as the foundation of future efforts to give 1st Street a more permanent beautified streetscape.

Observation #4: Parachute has a need for long-term economic diversification.

MID TERM RECOMMENDATIONS

21. **Visit Regional Adventure Parks:** Talk to management about first steps and feasibility for Parachute. Part of the strategy for economic diversification identified by Parachute is to develop the outdoor recreation industry, and specifically an adventure park. A good first step is to create an advisory team, and have the team visit other adventure parks in the state and talk to management. Adventure parks in Castle Rock and Glenwood Springs could be good places to look. Create a file with information, data, successes, and goals for Parachute. After these visits, create a report to share with the Town of Parachute and the community, as well as a list of recommendations for a Parachute Adventure Park.

Observation #5: Youth are a huge asset for the community, but are not well utilized.

SHORT TERM RECOMMENDATIONS

22. **Add a dedicated youth position on community boards (e.g. a Junior Trustee):** Youth are a vital resource for the community, especially as Parachute looks to draw young families and retain (or bring
Parachute natives. Schools can be an important partner, and help to identify potential representatives. Youth should then be appointed, and assigned an adult mentor.

**MID TERM RECOMMENDATIONS**

23. **Allocate some of the scholarship or other funds for paid internships:** Develop youth leaders by continuing to grow opportunities for internships and scholarships. This is not only an asset for the young people of Parachute now, but has the potential to retain young adults and to create a culture that embraces young people and new ideas. While scholarships are important, they draw youth away from the community, and they are not applicable for all students. Skilled trades have become great careers, and Parachute has the opportunity to capitalize on distributed manufacturing opportunities.

24. **Expand experiential learning opportunities (CNA, etc.):** Experiential learning is fitting for the local economy of Parachute and provides the economic base for retaining a younger demographic within the community. Work with the existing program to expand their offerings, and show that the Town is supportive of these programs.

**Observation #6:** The Colorado River divides the Town of Parachute from Battlement Mesa.

**SHORT TERM RECOMMENDATIONS**

25. **Create or dedicate positions on the school and recreation boards for representatives from Parachute and from Battlement Mesa:** Ensuring that all constituencies have a clear seat at the table, and making that known publicly, will increase inclusivity and representation. Be sure to promote the effort in both Parachute and in Battlement Mesa.

26. **The Recreation Center in Battlement Mesa offers amenities to the local community:** Hours of operation could be extended to better suit the needs of the community. Opening earlier would allow youth increased access, and staying open later would be helpful for working adults. Policies should be looked at to ensure that the rec center meets the needs of all users.

**LONG TERM RECOMMENDATIONS**

27. **Longstanding divisions need to be addressed for the two (2) communities to work together and capitalize on resources effectively:** This coalition should be composed of members from both sides of the River. Information regarding the coalition should be distributed through the school newsletter. A Unity Coalition would have representatives from both Parachute and Battlement Mesa, as well as an impartial facilitator to guide the process, identify issues, and make recommendations to improve community relations.

**C. ECONOMIC DEVELOPMENT + DIVERSIFICATION**
Observation #1: Downtown Parachute lacks vitality.

SHORT TERM RECOMMENDATIONS

28. Consider bringing an arcade downtown to an underutilized site on First Street to create a sense of vibrancy and activity: The arcade could be run by either the Town, a for profit, or a non-profit entity. The first step will be to develop an RFQ for interest in managing the arcade. Youth and adults alike mentioned the lack of things “to do” for ages 10 and over. Creating this kind of positive activity hub would be a step in the right direction.

29. Create a business retention, attraction, and growth plan for downtown: A focused plan and set of policies for assisting downtown businesses will help existing businesses grow and will draw new businesses. The business incentive plan should include the following steps:

   1. Review incentives to ensure they meet community goals
   2. Limit incentives to businesses which create high paying jobs
   3. Develop a vision for the Downtown, using this report, and incorporate them into the Comprehensive Plan for Parachute. This business plan should move away from the economic cycles of boom and bust and create a smooth and sustainable economic foundation.

MID TERM RECOMMENDATIONS

30. Create pop-up stores: Pop-up stores are a great way of introducing excitement and activity into downtown Parachute without the intensive capital needed for larger retail stores. By bringing activity downtown, pop up stores can create a buzz that will attract new business and development. Agreements must be made with property owners, and the opportunity for short term leases must be established: These leases could be done seasonally, to coincide with the Holiday season, or summer. Outreach will need to be done to businesses in Grand Junction, Glenwood Springs, and/or other communities to see if they are interested, as well as to local residents with entrepreneurial interests.

Observation #2: Parachute has a need for long term economic diversification.

SHORT TERM RECOMMENDATIONS

31. Consider Acquisition and Development of Adventure Park: Once the site visits and information collection of different Adventure Parks has been completed (as noted in the previous section) and a clear picture of what is appropriate for the community is in sight, begin on first steps of acquisition, development, and operations of the future park. Consider incorporating this into a new message or branding of Parachute being the, “Basecamp for Adventure.”
MID TERM RECOMMENDATIONS

32. **Assist local businesses in tracking, or improving existing tracking mechanisms, for sales data:** Use this data and existing traffic and sales data to assist potential businesses. Make sure the publication of this information is wide spread and done through existing and new mediums of communication, and reaches a large audience of businesses looking for an attractive location.

33. **The access to the Colorado River is a prime asset for Parachute and the community:** Extra care should be taken in making sure future development is attractive and inviting. Design guidelines should be established for the island and for surrounding land, and should work in concert with the branding and messaging of the Parachute renaissance. Guidelines should not be overly restrictive, but should encourage development that will build the long-term wealth of Parachute.

These guidelines should:

1. Give people driving by on I-70 a reason to pull off and do something
2. Give people already coming off I-70 for short term purposes a reason to stay longer.

A riverfront restaurant, with a patio visible from I-70, for example, would be a great draw for people driving by. Such a restaurant could itself become a draw or a regular stop for people making the drive.

LONG TERM RECOMMENDATIONS

34. **Continue discussions on assemblage and acquisition of land for the Island Adventure Park:** Initial discussions can take place at the same time as the visits to other adventure parks. Serious financial analysis of the project will need to take place after initial viability, demand, and costs are established.

35. **Rebrand Parachute as “Basecamp to Adventure”:** Gateways are things you pass through. The DCI team suggests allocating communication and marketing resources to claim an identity that will keep people in Parachute. Both Parachute and Battlement Mesa are investing in outdoor recreation as a long term economic development strategy; a unified Grand Valley theme of “Basecamp for Adventure” suggests a niche within outdoor recreation. The idea of Basecamp suggests a destination for one to stay—for a full day of activities, a weekend trip or a longer vacation. The term “Basecamp” conjures up imagery of parachutes, battlements, rock climbing, river trips, outfitting, and wilderness— all things this community has to offer.

Observation #3: The rodeo ground site presents and opportunity to bring locals and visitors together

LONG TERM RECOMMENDATIONS

36. **Designate the Rodeo Ground as a site for a high-quality RV Park and work to improve the Rodeo Grounds:** Grounds for a multipurpose rodeo can attract the local region to events and help start a potential RV park for long term
development. Steps to work towards this goal include:

1. Gain access to large tract of land
2. Develop plan and strategies
3. Research funding for development

Consider enhanced experience at rodeo grounds to include other events, such as some which are already successful.

Observation #4: The Town of Parachute has a unique Off Highway Vehicle Culture (OHV) that should be expanded to benefit both locals and visitors

MID TERM RECOMMENDATIONS

37. Cultivate an OHV culture; improve quality of trails and improve signage on trails: OHV trails could be expand to snowmobile trails and year round opportunities, and trails could be better marked. Parachute can then market itself statewide, and to the Front Range area in particular, as a mechanized outdoor playground.

38. The off-highway vehicle culture in Parachute and the surrounding area is something that is unique about the area: This should be emphasized and developed upon by improving infrastructure and trails, making it more open to visitors, expanding it to include snowmobiles in the winter, improve trail maps and signage, and lastly to market broadly. Consider an Office of Tourism grant to support a Parachute OHV campaign.

Observation #5: The Town of Parachute could take advantage of its location and transportation infrastructure by investing in value added manufacturing

LONG TERM RECOMMENDATIONS

39. Capitalize on regional assets for high paying jobs: Several resources exist in the region which could be capitalized on to create more high paying jobs. To reach this objective, consider:

1. The CO Jump Start Designation
2. Work with the mineral Nahcolite and Hemp producers to determine what type of business might utilize their product.
3. Develop marketing/incentive plan to recruit and encourage these manufacturers to locate in area.

Observation #6: The Town of Parachute may have potential employees with the skill sets needed for supply chain manufacturing.

LONG TERM RECOMMENDATIONS

40. Work with workforce centers: Survey the skill sets of the existing workforce and determine what welding and metal, fabrication and precision machining skill sets are in area. Many with these skill sets may be underemployed.

41. Demonstrate to manufacturing companies that the Grand Valley has strong skill sets in
**manufacturing**: This can help recruit appropriate manufacturing processes of a larger supply chain from larger industries. Celebrate those skills via new and existing mediums of communication to attract business from the Front Range, as well as second homeowners up Valley who may have an industry division located elsewhere in the country that could expand to this location.

### D. PHYSICAL IMPROVEMENTS + DESIGN

**Observation #1**: Downtown Parachute lacks vitality.

**SHORT TERM RECOMMENDATIONS**

42. **Install Tivoli lights parallel to First Street**: Improve the look and feel of downtown without having the permanency or high cost of streetlights. These lights will help downtown feel safer at night for teenagers, and will create a more inviting atmosphere for adults. They will also make downtown more visible, and give First Street more character.

43. **Create design guidelines for downtown and other important neighborhoods**: These guidelines should not be overly restrictive, but can express the brand of the Town. This will be important to complete before new development occurs downtown. A consultant should be hired for this purpose to successfully express the brand of the Town and so that future development
physically expresses this brand as well. Many stakeholders should be consulted, including Town, Chamber of Commerce, property owners and residents.

44. **Install outdoor ping pong tables in vacant land downtown:** Outdoor ping pong tables can attract both teenagers and adults, both groups who reported that they “lack things to do.” Determine first the ideal locations for ping pong tables along First Street, and then approach property owners. When approaching property owners, the vision for a vibrant First Street should be addressed, giving owners an incentive to create improvements. The Town could also research buying property downtown. Table options should then be investigated and then bought, either with attached paddles, or with paddle rentals available (at Mama’s and another location open in the evening, for example).

45. **Parachute’s current rest stop is a great site as an entrance into the historic downtown:** The additional parcel adjacent to the rest stop area is a great opportunity to develop a dog park which has relatively small capital inputs and pairs well with the rest stop. This would be a low cost, high value to the Town until the funds or interest are there to develop the parcel into something more permanent.

46. **Determine the date of the road stripping for 1st Street and have a “grand opening” where there can also be a brief presentation of future project in Parachute (including lighting, ping pong tables, and arcade, for example).**

47. **As mentioned in the Economic Development and Diversification section of this report, an arcade on 1st Street could provide a social activity for youth and adults, and bring additional foot traffic downtown:** First, develop qualifications to run an arcade in a building leased on Main Street—either Town or private. A Town, for profit, or non-profit entity could manage the establishment of an arcade on 1st Street. The arcade could include video games, skeeball, a pool table, foosball or similar, and could be as simple as a Nintendo Wii.

**MID TERM RECOMMENDATIONS**
48. As mentioned in the Economic Development and Diversification section of this report, an urban renewal authority (URA) could provide an important source of funding for downtown development: Inflated land prices have been an obstacle for development, but funding and developer interest are also obstacles. The first step will be to conduct a blight study and a physical assessment of the area. This document can serve as the foundation of future efforts to give 1st Street a more permanent beautified streetscape. The Town of Parachute should consult with other communities who have successfully started urban renewal authorities.

49. Create rest area signage highlighting downtown: Hiring a graphic designer is an important part of creating attractive and eye-catching signage that pulls people from the rest stop and into downtown or across the pedestrian bridge over I-70 and to the other parts of Parachute. This signage should be mapped out in all the critical areas and point out the places of interest in Parachute in terms of distance and time. A flyer in the short term and a kiosk in the long term would be ideal. Brochures at the local restaurants advertised regional destinations outside of Parachute. Use this flyer to advertise things to do within the Town and place it in prominent locations.

50. Install permanent lighting and heat lamps on 1st Street: This can be a first step in a more permanent streetscape that will be needed for 1st Street. To install the lights, first determine where lights and heat lamps would be most effective, and establish a budget for the project. Once this has been accomplished, a contractor can be hired to purchase and install lights.

**Funding Mechanisms + Resources**

As the community begins to implement projects, it will become important to identify appropriate funding sources to support those projects. The community should strive to develop sustained funding sources and leverage local funding with external resources in ways that maximize the impact of local resources. This section recommends a few specific resources that the community should investigate when considering how to implement projects.

**GOCO:** Grants for outdoor recreation projects.

**Colorado Tourism Grants:** “Basecamp for Adventure” campaign for bringing visitors to Parachute.

**Colorado Heath Foundation:** A variety of grants, including capital infrastructure, Activating Places and Spaces Together, Housing Financial Assistance, and Health Schools-Local Planning and Implementation

**Colorado Parks & Wildlife:** Grants for communities including Fishing is Fun, Non-Motorized Trails Grant Program, and much more. For more information: http://cpw.state.co.us/aboutus/pages/grantprograms.aspx

**Live Well Colorado:** Live Well programs include technical assistance through HEALS cities and towns campaign and more.

**Daniels Fund:** Grants for a variety of programs in the areas of: aging amateur
sports, disabilities, drug and alcohol addiction, early childhood, homelessness, K-12 education and youth development.

**Gates Family Foundation:** Focused capital projects grants, including building purchases, new construction, land acquisition, or renovation.

**El Pomar Foundation:** A variety of grants to non-profits across the state.

**Rivers, Trails & Conservation Assistance Program:** The National Park Service Rivers, Trails, and Conservation Assistance Programs supports community-led conservation and recreation projects across the nation.

**DOLA:** Provides a variety of grants and loans for housing, planning, and many other local economic development initiatives.

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**Participating Stakeholders**

Please see pages 45-50 for the full attendance lists.

- Business Owners
- Colorado Department of Transportation
- Elected Officials
- Garfield County School District 16
- Grand Valley Fire Protection District
- Grand River Hotel
- Grand Valley Recreation District
- Parachute/Battlement Mesa Area Chamber of Commerce
- Stuart McArthur, Town Manager
- Town of Parachute Trustees
- Parachute Town Staff
- Local Residents
- Local Youth

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**Team Member Bios**

**Madison Brannigan,** Local Government Coordinator, Great Outdoors Colorado (GOCO):  

Madison joined Great Outdoors Colorado (GOCO) as the Local Government Program Coordinator in 2015. At GOCO, she helps implement grant programs with partners from local government entities, and the projects result in improved quality of life for Coloradans across the state. These programs, including Youth Corps, local parks and outdoor recreation (LPOR), mini, and planning grants, help GOCO grantees build and improve parks and athletic facilities, create site and master plans for outdoor recreation,
employ Colorado Youth Corps Association crews on trail building projects, and much more. Madison moved to Colorado in 2013 after earning her bachelor’s degree from the University at Buffalo in Environmental Studies. Prior to joining Great Outdoors Colorado, Madison served in an AmeriCorps program at Mile High Youth Corps.

GOCO invests a portion of Colorado Lottery proceeds in helping preserve and enhance the state's parks, trails, wildlife, rivers, and open spaces through competitive grant programs. In its 25-year history, the organization has committed over $917 million to 4,900 projects in all 64 counties.

Elaine Brett, Organizational Development Consultant:

Elaine came to Colorado's Western Slope from Washington DC in 2005. Her experience spans healthcare, corporate management, and organizational development. She consults in facilitation and strategic planning in community projects. She is on the boards of Downtown Colorado Inc. the Western Colorado Community Foundation and is a Heart & Soul Champion. She is passionate about local food and enjoys cycling, hiking and gardening. She wants to see rural towns and economies survive and thrive.

Katherine Correll, Executive Director, Downtown Colorado, Inc.

Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in 2007 she became the Executive Director. Katherine received her Master’s Degree in Public Administration from Rutgers University and her Bachelor’s Degree in Politics with a Minor in Urban Studies from New York University.

Karen Current, Principal & Marketing Director, DHM Design

Karen joined DHM in 2001 with experience in both private and public communications, PR, business communication and design. With a degree in Communications, and two decades of experience, Karen has developed the skills to create and implement marketing materials, identity concepts, publications, signage, brochures, and interpretive displays for a wide variety of projects. Karen also manages the proposal and interview process, including strategy, materials and team building for the firm. She has helped win 10 nationwide National Park Service contracts and numerous state and national awards for the firm.

Andrew Curtis, VISTA Leader, Downtown Colorado, Inc.

Andrew is originally from a bucolic part of New Jersey, an area of the country many do not know exists, and received his BA in History from Susquehanna University in 2015. Before coming to DCI to move into his current position overseeing the AmeriCorps VISTA program, Andrew assisted the Town of Elizabeth’s Main Street Program in efforts to revitalize the downtown.
Karen Harkin, Colorado Housing and Finance Authority (CHFA)

Karen Harkin, Community Relationship Manager for the Western Slope for the Colorado Housing and Finance Authority (CHFA). She is responsible for marketing and technical assistance for affordable rental housing and small business lending for 22 counties in western Colorado. Karen was previously the Director of Home Finance for CHFA. After a brief hiatus and a relocation to Grand Junction via Pennsylvania, she rejoined CHFA in 2015 in the Community Development division. With over 30 years of experience in affordable housing, Karen was recognized with lifetime achievement awards by Housing Colorado and the Colorado Mortgage Lenders Association.

Brandy Reitter, Local Government Professional

Brandy Reitter has years of experience in local government including the former Town Administrator of Buena Vista and currently the interim Town Administrator of Saguache, CO.

Jamie Shapiro, Rural Outreach Specialist, Downtown Colorado, Inc.

Jamie grew up in Boulder, Colorado and attended Colorado College where he majored in Comparative Literature and minored in the Redevelopment of Urban Brownfields. His love for architecture and urban development led him to spend a semester studying urban design in Copenhagen, Denmark and then conduct an independent research project on Denver brownfield redevelopments. He has experience working in human services, GIS mapping and conservation field work in Southwest Colorado. He previously served as DCI’s AmeriCorps VISTA, and is thrilled to be able to continue his work for DCI on behalf of Colorado communities. Jamie recently received his Masters in Historic Preservation from the University of Colorado Denver.

Pattie Snidow, United States Department of Agricultural: Rural Development

Pattie has lived in Western Colorado for over 40 years, and has over 18 years in economic development, downtown development and community development practices. She began her career in mortgage banking in Denver. She then moved to Craig to raise a family. Pattie served the Western 22 counties as the Western Business Development Representative for the CO Office of Economic Development & International Trade from 2002, where she coordinated the Community Assessment Program for Economic Development. She joined the U.S. Department of Agriculture - Rural Development Division (USDA-RD) as Western Area Director in 2005 overseeing four offices, serving 28 counties, working across 47 programs. Pattie has a Bachelor of Science in Business Administration from Regis University, with minor studies in Communications and Marketing. She is a graduate of the Economic Development Institute, and was trained as a Professional in Economic Gardening under Chris Gibbons.

Daniel Tal, Senior Associate & Professional Landscape Architect, DHM Design

Daniel Tal is a registered landscape architect with over 18 years of experience. Daniel has worked on a variety of projects ranging from large master plans to legacy projects in the US and internationally. Daniel is a 3D modeling and visualization expert. He has authored two books with Wiley and Sons publications on 3D modeling for professionals: Google SketchUp for Site Design and Rendering In SketchUp.
List of Appendices

1. Action Plan Matrices
2. Initial Streetscape Concept Sketch by Jim Leggitt of studioINSITE
3. 1st Street, Existing | Graphic
4. 1st Street, Tactical Urbanism | Graphic
5. 1st Street, Conceptual Streetscape | Graphic
6. 1st Street, Conceptual Streetscape Cross Section | Graphic
7. 1st Street, Conceptual Streetscape Detail | Graphic
8. 1st Street, Conceptual Streetscape Rendering
9. Hallett Street Plaza, Conceptual Site Plan
10. Hallett Street Plaza, Conceptual Rendering
11. Example Façade Improvement, Before and After
12. Conceptual McKay House Event Photo
13. Assessment Agenda
14. Assessment Sign-in sheets
15. Assessment Public Presentation, February 24th, 2017

The community should also consult DCI’s Implementation Toolkit for an assortment of planning documents and guidance to assist with implementation of the recommendations contained in this report.
<table>
<thead>
<tr>
<th>Observation</th>
<th>Recommendation</th>
<th>Objective</th>
<th>Tasks to Reach Objectives</th>
<th>Deliverables</th>
<th>Initiators/Partners/ Stakeholders/ Expertise Needed</th>
<th>Plan Start Date : October-17 Planning Months Out:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Parachute lacks vitality.</td>
<td>Celebrate what you've got</td>
<td>Pride in the Community</td>
<td>Refine your positive talking points</td>
<td>Positive image and reputation of the Town Message that we are open for business.</td>
<td>Everybody</td>
<td>October-17 January-18 April-18 July-18 October-18 January-19 July-19 November-19 February-20 May-20 August-20 November-20</td>
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<tr>
<td>Kickoff Investment</td>
<td>Show Commitment</td>
<td>Press release, social media, community presentations, Celebrate this as the kickoff to many projects in the valley.</td>
<td>Articles in local papers Create a document to track ALL successes - quantify it and count it.</td>
<td>Town and Chamber</td>
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<tr>
<td>New Messaging</td>
<td>Unified Message</td>
<td>Start talking about it if it's already a destination. Consider using &quot;Basecamp for Adventure&quot; in your marketing to locals, businesses and tourists.</td>
<td>Further develops the brand of the town. Start and complete projects that support that brand. Entice new businesses that support that brand.</td>
<td>Town, Chamber, School District, Recreation District</td>
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<tr>
<td>Reinvent the Chamber</td>
<td>Match level of effort to level of engagement</td>
<td>Make the chamber a communication platform to encourage people to &quot;Shop Local&quot; Use lodging tax to help fund the Chamber Include Town/Chamber link [funding, staff sharing, etc.]</td>
<td>Monthly campaign to shop local - eblast, social media, newsletter, etc. Offer one training / year on marketing. [DCI Bootcamp or others...] Reassess in a year.</td>
<td>DCI or other training facilitator and Town</td>
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<tr>
<td>Give youth an opportunity to hone communications and marketing skills and promote downtown projects.</td>
<td>Youth Engagement</td>
<td>Develop messaging around all successes and include in a student led newsletter. Place newsletter in strategic locations: hotels, restaurants, rest stop, rec center, etc.</td>
<td>Create newsletter and distribute to stakeholders. Make sure it's part of the school curriculum.</td>
<td>Town, School Board, Recreation District, Students, Chamber</td>
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<tr>
<td>Media push-local and statewide-to get the word out about Parachute downtown renaissance.</td>
<td>Celebrate and Be Proud so Others will too</td>
<td>Photograph successes - smiling faces than flyers Send press releases to regional papers, landowners</td>
<td>Develop a press release and medialist to send communications</td>
<td>Town, School Board, Recreation District, Students</td>
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<td>Continue Message of Involvement</td>
<td>Get more businesses to locate to the community and provide support to retain them.</td>
<td>Continue to develop and finalize business attraction and incentives plan. Market and promote on website and target market the plan.</td>
<td>Business attraction and incentive plan.</td>
<td>Town, Chamber, Business Owners, Industry Leaders</td>
<td>October-17</td>
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<tr>
<td>Parachute has a need for long term economic diversification.</td>
<td>Communications campaign on the benefits of locating in Parachute.</td>
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<td>4-6</td>
</tr>
<tr>
<td>Community is divided by the River</td>
<td>Communicate that the Recreation Center serves the entire community.</td>
<td>Build positive bridges between all demographics to the community.</td>
<td>Spread the work about unity by using student newsletters, social media, websites, and community meetings.</td>
<td>Community groups working together.</td>
<td>Town, Chamber, Battlement Mesa, Recreation Center, School District, HOAs.</td>
<td>7-9, 10-12, 13-15, 16-18, 19-21, 22-23, 24-26, 27-28, 30-31, 32-34, 35-36</td>
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<tr>
<td>Projects are scattered, and momentum is lost without focus.</td>
<td>Finish projects that are started and celebrate</td>
<td>Review project management &amp; identify tasks to complete. Assign roles and responsibilities if needed. Identify</td>
<td>Finished projects. Press releases to inform community. Community feedback.</td>
<td>TOP, Parks &amp; Rec, other Boards</td>
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<td>Focus on particular geographic areas.</td>
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<tr>
<td>Downtown Parachute lacks vitality.</td>
<td>Hold a quarterly celebration along with a planning meeting focused on downtown.</td>
<td>Create awareness and community engagement</td>
<td>Identify coordinator(s). Schedule celebrations. Promote event.</td>
<td>Community event &amp; engagement. TOP &amp; all organization representatives</td>
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<tr>
<td>Draw the boundaries for a blight study and consider urban renewal.</td>
<td>Identify possibilities for Urban Renewal opportunities.</td>
<td>Identify individual or team. Perform physical assessment of downtown area. Create document.</td>
<td>Document produced.</td>
<td>TOP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parachute has a need for long term economic diversification.</td>
<td>Make a site visit to adventure parks and talk to management.</td>
<td>Gather information about successes of existing parks.</td>
<td>Create an advisory team. Set objectives. Make contacts. Schedule trip(s). Create trip reports and present to TOP.</td>
<td>Trip report with recommendations. Project team</td>
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</table>

Plan Start Date: October-17

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<thead>
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<th>Planning Months Out:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youths are a huge asset, and aren't consulted.</td>
<td>Add a dedicated youth position on community boards. Junior trustee.</td>
<td>Engage youth in community processes</td>
<td>Schools identify potential representatives. Appoint youth representatives. Appoint adult mentors.</td>
<td>School District, TOP, Parks &amp; Rec Board, Chamber Board,</td>
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<td>1-3</td>
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<tr>
<td>Allocate some of the scholarship money, or other funds, for paid internships.</td>
<td>Create a youth leaders. Work with existing programs to enhance AP</td>
<td>Increase number of students in internship programs</td>
<td>School District, Scholarship Funders</td>
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<td>7-9</td>
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<tr>
<td>Develop youth leaders. Work with existing programs</td>
<td>Increase number of students.</td>
<td>School District</td>
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<td>10-12</td>
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<tr>
<td>Expand experiential learning opportunities (for CNA, etc.)</td>
<td>Create dedicated positions on school and recreation board for Parachute and for Battlement Mesa.</td>
<td>Increase inclusivity and representation</td>
<td>Propose to Boards equitable distribution of board positions to ensure representation</td>
<td>School District, Parks &amp; Rec Boars</td>
<td></td>
<td>13-15</td>
</tr>
<tr>
<td>Community is divided by the River</td>
<td>Rec district should focus on family friendly, inclusive policies, including extended hours (5am-late).</td>
<td>Increase access to facilities</td>
<td>Review policies and schedules to meet the needs of the community</td>
<td>Parks &amp; Rec Board and Director</td>
<td></td>
<td>16-18</td>
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<tr>
<td>Create a unity coalition with members from both sides of the river, distribute through school newsletter.</td>
<td>Improved communication and integration of communities</td>
<td>Identify representatives to form a coalition team. Use facilitator to identify issues and guide process</td>
<td>Recommendations to improve community relations</td>
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<td>19-21</td>
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<tr>
<td>Downtown Parachute lacks vitality.</td>
<td>Develop qualifications to run an arcade in a building leased on Main Street—either town or private.</td>
<td>Create a feeling of vibrancy and activity in downtown area. Increase pedestrian traffic.</td>
<td>1. Review incentives to ensure they meet community goals. 2. Limit incentives to businesses which create high paying jobs. 3. Develop a vision for the Downtown, using DCI plans and incorporate into Comprehensive Plan</td>
<td>Town/For Profit or Non-Profit entity</td>
<td></td>
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<tr>
<td>Create a business retention, attraction, and growth plan for downtown.</td>
<td>Incentive plan which enhances long term economic viability, diversifying away from boom and bust cycles, and supports both new and expanding existing business.</td>
<td>Town/ Stakeholders throughout the Grand Valley area/ Entrepreneurs</td>
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<tr>
<td>Parachute has a need for long term economic diversification.</td>
<td>Make site visits to adventure parks and talk to management. Create pop-up stores.</td>
<td>Make the Grand Valley a BaseCamp for Adventure.</td>
<td>Plan for acquisition, development and operations for the Island</td>
<td>Development Plan Town/Stakeholders</td>
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<td>Package data (trips, etc.) of visitors to attract businesses.</td>
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<tr>
<td>Business retention, attraction, growth plan.</td>
<td>See above. Create specific incentives for this location. Attract the RIGHT businesses</td>
<td>See above</td>
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<td>Continue discussions on assemblage and property acquisition.</td>
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<td>Parachute Community Assessment</td>
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<td></td>
<td>Create design guidelines for the Island and surrounding land, particularly prime locations overlooking the Island and the River.</td>
<td></td>
<td>1. Give people driving by on I-70 a reason to pull off and do something. 2. Give people already coming off I-70 for short term purposes a reason to stay longer.</td>
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<td>Gain access to large tract of land</td>
<td>High Quality RV Park which can be utilized during events, for tourism visitors, or for transient energy workers.</td>
<td>Partners: Town, Energy Companies, County, rodeo association, entity granting land. Resources: Energy Impact Funds, DOLA</td>
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<td></td>
<td>Consider enhanced experience at rodeo grounds to include other events, such as some which are already successful.</td>
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<td>Focus on creating an RV park near rodeo grounds in the long run. This is a long run (10 years).</td>
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<td>Consider enhanced experience at rodeo grounds to include other events, such as some which are already successful.</td>
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<td></td>
<td>Cultivate OHV culture, improve quality and signage on trails. Expand to snowmobile trails and year round opportunities. Market statewide, Front Range area in particular, as mechanized outdoor playground.</td>
<td></td>
<td>1. Improve trails 2. Expand to include snowmobiles in Winter 3. Improve directional signage to trail areas, as well as destinations on trails. 4. Market broadly with focus on Front Range area.</td>
<td>Improved Trails and destination sites. Improved signage to and on trails. Increase access and use to local outdoor recreation areas. Enhance visitor overnights in community</td>
<td>Resources: GOCO will fund signage but not OHV trails. Colorado Parks and Wildlife will fund OHV trail development and improvements as well as signage.</td>
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<td>Value Added Manufacturing Industry potential</td>
<td></td>
<td>1. Consider CO Jump Start Designation 2. Work with Nahcolite and Hemp producers to determine what type of business might utilize their product. 3. Develop marketing/incentive plan to recruit and encourage these manufacturers to locate into area.</td>
<td>Partnerships and plans in place to take advantage of opportunities when they occur.</td>
<td>Production industries /Town/County/ Industrial Park Developers</td>
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<tr>
<td>Manufacturing Supply Chain potential with workforce skillsets</td>
<td>Work with workforce center to survey skillsets of existing workforce to determine welding / metal fabrication/ precision machining skillsets in area. Many may be underemployed.</td>
<td>Actively market a highly skilled light industrial manufacturing trained and skilled workforce to tap into a distributed supply chain economy.</td>
<td>Workforce WorkKeys testing for interests/skill assessment. Survey existing workforce for their own skillsets.</td>
<td>Demonstrate to manufacturing company that the Grand Valley area has strong skillsets in manufacturing to recruit appropriate manufacturing processes of a larger supply chain from larger industries. Celebrate those skills to attract interest from Front Range, as well as second homeowners up Valley who may have industry division elsewhere in the country, which could expand to this location.</td>
<td>Schools / Workforce Center / Existing Industries / Existing Local Workforce which may be underutilized due to lack of quality jobs available.</td>
<td></td>
</tr>
<tr>
<td>Downtown Parachute lacks vitality.</td>
<td>Develop qualifications to run an arcade in a building leased on Main Street—either town or private.</td>
<td>Activate vacant buildings on Main Street.</td>
<td>Work with property owners re: leasing buildings to Town. Considers partnerships with for- and non-profits to provide equipment for entertainment space.</td>
<td>Leases on buildings. MOUs with partners</td>
<td>Community Development Director; Parks &amp; Rec rep; school district</td>
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<tr>
<td></td>
<td></td>
<td>Create a business retention, attraction, and growth plan for downtown.</td>
<td>Survey existing residents &amp; short-term visitors to determine needs.</td>
<td>Survey results.</td>
<td>Economic Development Director; Chamber of Commerce</td>
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<tr>
<td></td>
<td></td>
<td>Create pop-up stores.</td>
<td>Survey existing vacant buildings &amp; lots Use survey results to determine needs. Identify potential short-term rental businesses.</td>
<td>Inventory of potential buildings &amp; lots. Contact property owners regarding short-term rentals. Identify potential stores.</td>
<td>Community Development Director, Economic Development Director</td>
<td></td>
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<tr>
<td>Parachute has a need for long term economic diversification.</td>
<td>Take a study trip to adventure parks and talk to management.</td>
<td>Understand needs &amp; operations of other existing parks.</td>
<td>Advance planning with destination site</td>
<td>Summary of destination business, best practices, financing &amp; funding.</td>
<td>Economic Development Director, Parks &amp; Rec, GOCO rep</td>
<td></td>
</tr>
<tr>
<td>Package data (trips, etc.) of visitors to attract businesses.</td>
<td>Understand why visitors come to Town &amp; what would entice them to stay longer.</td>
<td>Survey hotel guests, marijuana shoppers, special event patrons, outdoor activity users &amp; restaurant patrons to determine why they came &amp; what would entice them to stay longer</td>
<td>Survey results.</td>
<td>Community volunteers, businesses, parks &amp; rec</td>
<td></td>
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</tr>
<tr>
<td>Business retention, attraction, growth plan.</td>
<td>Attract new businesses and retain existing businesses that meet needs of residents &amp; visitors</td>
<td>Survey existing residents &amp; short-term visitors to determine needs.</td>
<td>Survey results.</td>
<td>Economic Development Director; Chamber of Commerce</td>
<td></td>
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<tr>
<td>Continue discussions on assemblage and property acquisition.</td>
<td>Provide a comprehensive summary of properties available for development</td>
<td>Identify available parcels &amp; determine existing market values for sale &amp; rental. Identify properties that are on delinquent tax rolls. Identify blighted properties</td>
<td>Inventory of potential buildings &amp; lots, sales &amp; rental values, tax status, code violation history &amp; accurate owners/contact information.</td>
<td>Assessor, appraisers, realtors, code enforcement officers, town &amp; county attorney, Community Development &amp; Economic Development Directors</td>
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</table>

ACTION MATRIX : ECONOMIC DIVERSIFICATION
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Create design guidelines for the land.</td>
<td>Ensure that future land &amp; building development is consistent &amp; sustainable, supports local economic development &amp; enhances quality of life for residents &amp; visitors.</td>
<td>Research other design guidelines from similar western &amp; rural areas. Engage land use planners to assist in evaluation &amp; identification of key requirements.</td>
<td>Land use guidelines</td>
<td>Planning &amp; zoning - local &amp; county. Economic Development Director. Land use planners. Parks &amp; Recs. DOLA</td>
<td></td>
</tr>
<tr>
<td>Rebrand Grand Valley as &quot;basecamp to adventure&quot;. Make the Grand Valley a destination.</td>
<td>Develop Adventure Island Park (mid-term). Develop RV park near rodeo grounds (long term).</td>
<td>Follow adopted comprehensive plan. Research other adventure parks. Research other RV parks</td>
<td>Detailed steps in comprehensive plan, including budgets, potential funding sources for adventure park &amp; RV park</td>
<td>Adventure park experts; RV park experts; GOCO; parks &amp; recreation.</td>
<td></td>
</tr>
<tr>
<td>Observation</td>
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<td>Tasks to Reach</td>
<td>Deliverables</td>
<td>Planning Months Out: Initiators/Partners/ Stakeholders/</td>
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<tr>
<td>Downtown Parachute lacks vitality</td>
<td>Create design guidelines for downtown and other neighborhoods</td>
<td>Physically express the brand of the town</td>
<td>Hire a consultant</td>
<td>Design guidelines report</td>
<td>Town, consultant, chamber, property owners</td>
</tr>
<tr>
<td>Create a dog park in the large parking area across from the rest stop</td>
<td>Expand opportunities at rest stop</td>
<td>Purchase fencing, dog bags, and trash cans</td>
<td>Area is fenced off</td>
<td>Dog bags available as a temporary use</td>
<td>Town, Parks and Rec District</td>
</tr>
<tr>
<td>Install outdoor ping pong tables in vacant land downtown.</td>
<td>Expand opportunities for teenagers/adults downtown</td>
<td>Determine where they would go</td>
<td>Purchase</td>
<td>Make plan for paddle rental</td>
<td>People play ping pong</td>
</tr>
<tr>
<td>Install Tivoli lighting along (and parallel to) 1st Street. String lights between buildings.</td>
<td>Beautify downtown</td>
<td>Determine where lights would go</td>
<td>Purchase</td>
<td>How many lights to buy</td>
<td>Talk to property owners where lights would go</td>
</tr>
<tr>
<td>Celebrate the successful restriping and road diet on 1st Street.</td>
<td>Unify town/ start idea of revitalizing downtown</td>
<td>Determine date that restriping will happen and set “grand opening” date</td>
<td>Invite presenters to talk about future of Parachute</td>
<td>Grand opening celebration</td>
<td>Town, CDOT, property owners, youth, residents, Parks &amp; Rec, school, chamber, town nonprofits/organizations, sports teams, fire department</td>
</tr>
<tr>
<td>Develop qualifications to run an arcade in a building leased on Main Street—either town or private.</td>
<td>Expand opportunities for teenagers/adults downtown</td>
<td>Find a building to lease</td>
<td>Survey youth to see what they want in the arcade</td>
<td>Purchase arcade equipment</td>
<td>Teenage/youth space downtown</td>
</tr>
<tr>
<td>Too many buildings and sites are underutilized and in disrepair</td>
<td>Draw the boundaries for a blight study and consider urban renewal authority</td>
<td>Research state statutes, legal authority, implementation of URA</td>
<td>Creating a URA</td>
<td>Town, property owners, county, school district, consultant on URA</td>
<td></td>
</tr>
<tr>
<td>Create rest area signage highlighting downtown.</td>
<td>Cohesive signage so people know where the destinations are</td>
<td>Map out where signage needs to be</td>
<td>Hire a graphic designer</td>
<td>Signage</td>
<td>Town, business owners, graphic designer</td>
</tr>
<tr>
<td>Install permanent lighting and heat lamps on 1st Street</td>
<td>Increase safety</td>
<td>Determine where heat lamps/lights would be</td>
<td>Hire contractor to install lights and purchase lights</td>
<td>Permanent lights downtown</td>
<td>Town, contractor</td>
</tr>
</tbody>
</table>
Downtown Parachute | Phase #1: Tactical Urbanism
1. Pedestrian bump-out curbs  
2. Stormwater / Runoff mitigation Bioswale Median  
3. Overflow Catchment System w/ Perforated Pipe
1st Street | Long Term Vision
Conceptual Streetscape

SCALE: 20' 12' 8' 4' 2'

(Graphic by Andrew Luettis, DCI)
Hallett Square + Streetscape
Conceptual Long Term Vision

References:
1. Mixed-Use / Co-Working Space
   Creative Industry
2. Xeriscaped Median with Natives of Western Slope / double acts as Bio-Swale and storm water mitigation
3. Outdoor seating
4. Outdoor ping-pong tables
5. Multi-use Volleyball sand court
6. Alleyway open to small development and pedestrian foot traffic
7. Vegetated Sound Barrier
Conceptual Facade Improvement
McKay House | Event Space
# Parachute DCI Assessment

**Elected and Appointed Leaders, Oct. 17, 2012**

*Please sign in...*

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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<tbody>
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**ASSESSMENT SIGN IN SHEETS + ATTENDEES**

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<td>Brandy Rieeker</td>
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<td>Patty Swiders</td>
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</tr>
<tr>
<td>Jane Shapin</td>
<td>DCI</td>
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### Parachute DCI Assessment

**Business Owners and Citizens, Oct 18, 2017**

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<tr>
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<tr>
<td>David A. Beau</td>
<td>Grand Valley-Fire Chief</td>
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<tr>
<td>Scott Patton</td>
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</tr>
<tr>
<td>Judith Hayward</td>
<td>Grand Valley Historical Society</td>
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Parachute DCI Assessment

Youth and Education  Oct. 18, 2017

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<tr>
<td>Chelsea Allee</td>
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## Parachute DCI Assessment

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<tr>
<td>Jamie Shapin</td>
<td>DCI</td>
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</tr>
<tr>
<td>Todd Barton</td>
<td></td>
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<tr>
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</tr>
<tr>
<td>Bruce Beasley</td>
<td>Dentist</td>
<td></td>
</tr>
<tr>
<td>Bruce Beasley</td>
<td>Rosey Mt &amp; Combat</td>
<td></td>
</tr>
<tr>
<td>Brandon Rock</td>
<td>Ranks Mech</td>
<td><a href="mailto:Brandonrock@gmail.com">Brandonrock@gmail.com</a></td>
</tr>
<tr>
<td>Hayden Rader</td>
<td>PP PUD</td>
<td><a href="mailto:hrader@ruf.net">hrader@ruf.net</a></td>
</tr>
</tbody>
</table>

**ASSESSMENT SIGN IN SHEETS + ATTENDEES**
<table>
<thead>
<tr>
<th>Date &amp; Time</th>
<th>Agenda</th>
<th>Attending</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 17</td>
<td><strong>Focus Group Meeting:</strong> City Staff,</td>
<td>City Council and County Commissioners, Mayor, City Manager,</td>
<td>Parachute Town Hall, 222 Grand Valley Way, Parachute CO 81635</td>
</tr>
<tr>
<td></td>
<td>Elected Officials and</td>
<td>Community Development Director, Economic Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commissioner (75 min)</td>
<td>Director, Public Works Director (and others as determined by liaison)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Breakfast at lodging</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct 18</td>
<td><strong>Community Orientation Breakfast at lodging</strong></td>
<td>Community Liaison, Community Development Director, Planner, and City Manager</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td>8:00 AM</td>
<td><strong>Community Tour</strong></td>
<td>Community Liaison, Community Development Director, Planner, and City Manager</td>
<td>Start at Town Hall</td>
</tr>
<tr>
<td>9:30 AM</td>
<td>**Walk around downtown to visit shops, talk to people on the street,</td>
<td>Team Members</td>
<td>Downtown Parachute</td>
</tr>
<tr>
<td></td>
<td>feel the community,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00 AM</td>
<td><strong>Team lunch &amp; debrief</strong></td>
<td>Team Members — Private meeting to review what we have heard and additional information we should be</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td></td>
<td>Lunch delivered</td>
<td>looking into.</td>
<td></td>
</tr>
<tr>
<td>12:00 PM</td>
<td><strong>Focus Group Meeting:</strong> Service</td>
<td>Community Liaison, School District, library, chamber,</td>
<td>Parachute Branch Library</td>
</tr>
<tr>
<td></td>
<td>Providers (75min)</td>
<td>museums/historic groups, local non-profits, civic coalition' groups, CDOT, Economic Regional Representative,</td>
<td>244 Grand Valley Way, Parachute, CO 81635</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Merchants Association and Chamber representatives, Park and Recreation District</td>
<td></td>
</tr>
<tr>
<td>1:30 PM</td>
<td><strong>Focus Group Meeting:</strong> Youth (60 min)</td>
<td>Middle and High School students, teachers, Superintendent</td>
<td>School Administration, 460 Stone Quarry Ave.</td>
</tr>
<tr>
<td>4:00 PM</td>
<td><strong>Focus Group Meeting:</strong> Downtown</td>
<td>Downtown Merchants and Small Businesses.</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td></td>
<td><strong>Property and Business Owners</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:30 PM</td>
<td><strong>Focus Group Meeting:</strong> Youth (60 Min) —</td>
<td>Residents, community members at large, even those who live outside of town.</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td></td>
<td>Residents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:30 PM</td>
<td><strong>Team de-brief and begin draft recommendations</strong></td>
<td>Team Members — Private Meeting</td>
<td>Grand River Hotel</td>
</tr>
<tr>
<td></td>
<td>Dinner delivered</td>
<td></td>
<td>221 Grand Valley Way, Parachute, CO 81635</td>
</tr>
<tr>
<td>Oct 19</td>
<td><strong>Working Breakfast—Team members review plan for the day.</strong></td>
<td>Team, Provide print outs of the previous night’s work for this breakfast.</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td>8:00 AM</td>
<td><strong>Breakfast at lodging</strong></td>
<td></td>
<td>Grand River Hotel</td>
</tr>
<tr>
<td>9:00 AM</td>
<td><strong>Team creates initial slide content</strong></td>
<td>Team</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td>10:30 AM</td>
<td><strong>Team Slides Shared</strong></td>
<td>Jamie collects all slides and compiles.</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td>11:00 AM</td>
<td><strong>Team reviews presentation.</strong></td>
<td>Team</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td></td>
<td>Continues work on report sections and action matrix.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Noon</td>
<td><strong>Working Lunch</strong></td>
<td>Community Liaison available for questions or clarification</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td></td>
<td>Lunch provided.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:00 PM</td>
<td><strong>Meet with client to review draft presentation</strong></td>
<td>Community Liaison and others (as determined by liaison)</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td>5:00 PM</td>
<td><strong>Reception/Presentation</strong></td>
<td>Invite all participants and the public. Strongly encourage City Council.</td>
<td>Parachute Town Hall</td>
</tr>
<tr>
<td></td>
<td>Snacks available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:30 PM</td>
<td><strong>Town Board Meeting</strong></td>
<td>DO Team adjourns</td>
<td></td>
</tr>
</tbody>
</table>
Downtown Assessment: Parachute
October 17-19, 2017

Thank you participants!
Business Owners
CDOT
Commercial Property Owners
Elected Officials
Garfield County School District 16
Grand Valley Fire Protection District
Grand River Hotel
Grand Valley Recreation District
Parachute Battlement Mesa Area Chamber of Commerce
Stuart McArthur, Town Manager
Town of Parachute Trustees
Town of Parachute Staff
Residents
Youth

Thank you DCI ADVISORY TEAM
Madison Brannigan, GOCO
Elaine Brett, Organizational Development Consultant
Katherine Correll, DCI
Andrew Curtis, DCI
Karen Current, DHM Design
Karen Harkin, CHFA
Brandy Retter, Local Government Professional
Jamie Shapiro, DCI
Pattie Snidow, USDA Rural Development
Daniel Tal, DHM Design

WHERE WE WORK
MEMBERSHIP
- Referrals
- Jobs & RFP postings
- Discounts
- Scholarships

INFORMATION & ADVOCACY
- Legislation
- Public relations
- VISTA volunteers
- Committee participation

EDUCATION
- Vibrant downtown in the game event
- Downtown institutes
- Housing strategy
- Business training

ADVISORY TEAMS
- Team of consultants tailored to needs
- Identify clear action steps
- Delegate and implement

Why Downtown?
It is where
- we eat
- we gather
- we shop
- we play
- the heart is...

THIS IS ME
THIS IS YOU
THIS IS WE

WHY DO YOU LOVE YOUR PLACE?
**What you said you like...**

- Parachute is beautiful
- Mountains and river
- Nature and outdoor activities abound
- Great food
- People love this place
- School programs are strong
- Access and location
- Transportation infrastructure is in place
- Improvements are happening
- School and Parks and Recreation include full community
- Small town safe community
- Lots of plans and grants
- You have options!

**Challenges we see...**

- Highway cut the downtown in half
- Dependence on one economic driver
- More people live in unincorporated areas than in Town
- Civic uses have further divided community
- Vacant housing will deter developers
- Not enough demand for a second grocery store
- Land prices are prohibitive
- Lots of absentee land owners
- There is a lot of competition
- Lost the sense of place
- You have options!
Priority #1
Downtown Beautification & Activation

Priority #2
Economic Diversification

Priority #3
Unified Approach
Downtown Beautification and Activation

Downtown Activation

Celebrate what you’ve got
Create a Path to Fun
Think Long Term, Act Short Term
Communication and Investment

Celebrate what you’ve got

REST STOP
RESTAURANTS

Celebrate what you’ve got

McKAY HOUSE
PED BRIDGE
PARK
Celebrate what you’ve got

Evolution of Downtown: Short-Mid Term
- Kickoff the Investment into Downtown
- New Messaging: “Basecamp for Adventure”
- Reinvent the Chamber
- Youth Integration
- Positive communication of successes
- Plan for the Boom
- Building Uses
- Physical Improvements

Evolution of Downtown: Long Term
- Physical Beautification
- Use or Development of infill lots
- Keep people involved in the planning process: Goal is community buy-in
Communication

- Messaging and Identity
  - Believe in Parachute and other people will too.
  - This is a place to stop.
  - Answer the why and be your own champions.

- Why is it special?
  - River! Anybody can stop right now and go fish.
  - Basecamp for adventure:
    - Boat and kayak rental
    - OHV
  - Views
  - It’s safe – we don’t have a lot of crime and social issues.
  - Good schools.
  - Recreation Center – many communities don’t have that.
  - Parks and playgrounds.
How to Communicate

- Put the why where people can see it.
- Keep the positive messaging going.
- Put more photos of community (people, not things) on Facebook pages.

Economic Diversification

Island Adventure Park

Short Term
- Create Planning Framework
- Solidify acquisition of Site
- Refine Design Guidelines for Site and Surrounding Properties

Mid Term
- Site visits to other Adventure Parks
  - Philip S Miller Park – Castle Rock
  - Glenwood Adventure Park
  - Others

Long Term – Island Adventure Park

- Develop Recruitment Strategies for Developer/Operator
Downtown Activation

- Research Urban Renewal Authority
- Define Boundaries
- Commercial?
- Residential?
- Address Blight
- Tax Increment Financing for Redevelopment

Rethink Retail Commerce

Short Term
- Market Survey of Residents and Visitors
  - What do they need in Grand Valley?
  - What is missing in the retail mix?
    - That can be supported by the community
  - What would encourage visitors to stay in area
    - One more Hour?
    - One more Day?

Mid Term
- Recruit Complementary Businesses into Downtown
- Training
- How to Compete in an Amazon World

New Rodeo/Outdoor Events Site

Short Term
- Planning strategies for multi-purpose

Mid Term
- Acquisition of site
- Development of site

Long Term
- Develop High Quality RV park with amenities adjacent to site
  - Showers/laundry
  - Dog Park
  - Shade Trees or Structures
Value Added Industries

- Research becoming a Jump Start Community
- Develop incentives (infrastructure, permits, fees) specific to outcome of high wage jobs in manufacturing core resources
  - Value Added Hemp
  - Value Added Nahcolite

Manufacturing Supply Chain Workforce

- Assess the skillsets of local workforce for welding, metal fabrication, and precision machining.
- Market and celebrate an underutilized, talented workforce.
- Recruit processes and portions of manufacturing supply chains from Front Range as well as from industries owned by second home owners up valley and across the country.

Expand OHV Culture

- Invite visitors to enjoy more diverse outdoor opportunities, as well as enhance OHV infrastructure for locals
  - Improve trails
  - Expand to include snowmobiles in winter
  - Improve directional signage to trail areas, as well as destinations on trails.
  - Market broadly with focus on Front Range area.

United We Stand
United We Stand

Short Term

• Prioritize projects and finish them
• Enhance and promote what events you already have
• Add youth to boards to get their perspective
• Parks and Recreation, School Board, Town Board, Junior Trustees, Chamber Board — self-elected by students in government class
• Engage youth and give them projects/issues
  • Expanding hours for Rec Center for students and creating family friendly policies (survey to identify hours)

Mid Term

• Create a Grand Valley unity coalition
• Feasibility study to combine Parachute and Battlement into the Grand Valley based on the existing school boundaries
• 2 to 3 members from each group
  • HOAs, Town, Parks and Rec, Chamber of Commerce, School, Youth, Battlement Mesa Service Association
• Celebrate unified successes
• Strengthening boards
  • Outreach to recruit new members not on other boards
    • Nominating committee (identify 2-3 people to fill on Fly0 boards — who are you missing (i.e. Social Media, Lawyer, Grants, etc. People who are interested will invite them)
    • Leadership education every other year, every 2 years
    • Board orientation each time you add new member
    • Use existing term limits to broaden membership and bring new ideas

Long Term

• Housing
  • Rental housing
    • Workforce units in the near future
    • Monitor ongoing needs for affordable housing based on changes in energy jobs
  • For sale housing
    • Preserve developed land that the town purchased for parks to be used for future housing
    • Availability of construction loan financing
    • Grand Valley contribution to affordable development
      • Tap fees, permitting
### Action Matrix

<table>
<thead>
<tr>
<th>Time</th>
<th>Recommendation</th>
<th>Tasks</th>
<th>Deliverable</th>
<th>Partners/ Stakeholder &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 M</td>
<td>Declare the commercial core a priority.</td>
<td>Adopt a mission statement for improving the commercial district.</td>
<td>Mission Statement</td>
<td>Businesses, Residents, School,</td>
</tr>
<tr>
<td>3-6 M</td>
<td>Form Downtown committee to begin implementing priorities set by visioning committee</td>
<td>Monthly reports to Visioning Committee on progress, Work plans for implementation</td>
<td>Reports, meeting minutes</td>
<td>Visioning Committee</td>
</tr>
</tbody>
</table>

### Upcoming DCI Events

- **Business Bootcamp: Creating a Customer Experience**
  - October 23
  - Castle Rock
- **Clear Creek County Housing Workshop**
  - November 9
  - Evergreen
- **Monte Vista Business Development Workshop**
  - November 15
  - Monte Vista
- **Return to Parachute**
  - Soon!
- **DCI Conference Annual Conference & Challenge Studio 2018**
  - April 10-13
  - Boulder

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**Thank You!**
Downtown Colorado, Inc.
303.282.0625