



**MANITOU SPRINGS
Community Revitalization Partnership
Team Visit**

March 9, 2005

Team Members:

Arne Ray, Ray Real Estate, Denver
Brad Segal, Progressive Urban Management Associates, Denver
Barbara Silverman, CCRA, Denver

Thank you, for welcoming the CRP Team so graciously to your wonderful community!

The Department of Local Affairs (DOLA) and CCRA have teamed up for a one-year pilot program to provide downtown revitalization assistance visits to non-Main Street communities under 20,000 population on a variety of subjects. The CRP goal is to enable towns to “break through” a troublesome issue or question thereby moving forward with their downtown revitalization.

The CRP team’s mission in Manitou Springs was to provide a preliminary analysis of existing market analysis information to determine what additional information is needed to “fill in the gaps” to develop a solid retail and restaurant recruitment program. The information from the CRP visit is to be provided to the Central Manitou Springs Business Improvement District and Manitou Springs City Council.

What a great town Manitou is! In looking at the issues and opportunities the team developed 4 categories they feel are of prime importance and within which all of the identified issues fall.

1. Embrace existing observed strengths/niche while retaining the town’s edginess and authenticity. Downtown Manitou’s core niche strategy, which should be reinforced in all marketing efforts, would appear to embody the following five attributes:

Arts

Dining

Boutique Lodging

Mineral Springs

Proximity to exceptional outdoor activities

- a. Acknowledge the existence Wizard/Tarot/Souvenir Stores

2. Market Testing/Research

- a. Team assumption that markets are:

- i. Town Residents

- ii. Colorado Springs

- iii. Front Range

iv. Tourists

- b. Supply side information needs to be gathered. Approach downtown as a unified destination and position the BID as the portal of market information (the one-stop-shop) and knowledge for downtown.
 - i. Mapping of
 - 1. ownership
 - 2. uses
 - 3. seasonality
 - 4. vacancies
 - 5. product mix
 - ii. Understand trends
 - 1. Sales tax tracking by category within downtown
- c. Demand side information to be gathered - who is our market. Information gathered here will enable us to strengthen our niche, events, promotions, better define our resources.
 - i. Resident survey (mailout). There is a duty to seek out information and receive input from your investors and voters.
 - ii. Survey of Colorado Springs market (telephone survey of 400-500 people) - to determine opportunities (what brings people here, barriers, what keeps people away).

3. Leveraging resources of the BID et. al.

Organizational resources

Parking Management

Private sector improvements/facades in support of public improvements

Mineral Springs - enhance and REALLY promote

Collaborative marketing - identify more opportunities

Coordinate marketing dollars of Chamber, businesses and BIDs

Marketing Principles

Build on core niche

Directed to target markets

Inclusive and builds participation of the downtown merchants

Define and focus events to reinforce niche (evaluate reasons for events)

Develop entertainment venues to broaden niche

4. Long-term Capital Improvements

Gateways

Wayfinding

SUGGESTED NEXT STEPS:

1. Gather information on all businesses within the BID, organize by category, highlight mineral spring, lodging, dining, recreational access and arts. Publish map and directory as one simple two-sided piece. Print thousands. Focus distribution on Colorado Springs and Denver. Use Cliff House to help design and distribute in Denver market. (Cost est. \$2,500 to \$5,000) Source of funds: BID
2. Market Research*
 - a. Conduct a one-page direct-mail survey to Manitou residents to determine who shops here, why, why not, and improvements they would like to see. (Cost est. \$5,000) Sources of Funds: BID and City.
 - b. Colorado Springs telephone survey of 400-500 people (cost est. \$10,000-15,000) to test the core niche strategy, identify barriers and opportunities to increase frequency of visitation. If it works for Colorado Springs it will work for other Front Range markets. Sources of funds: BID and Chamber.

*Team is available to edit survey questions and identify resources for telephone and direct mail survey.
3. Parking management study (Cost est. \$10,000-15,000) is needed to resolve the following issues - street vs lot, fee versus free, and parking impact fees. Based on team experience current parking management structure, which features free on-street parking and fee-based off-street parking, is backwards. On-street parking is valuable to businesses at the rate of \$30,000 to \$100,000 in sales per space per year. Free on-street parking can create opportunities for abuse by owners and employees. There are numerous examples of incentive programs for employee parking. Consider a "best practices" review of parking management. Sources of funds: BID and Metro Parking District.

Reference: [Parking Management, Strategies for More Efficient Use of Parking Resources.](http://www.vtpi.org/tdm28)
www.vtpi.org/tdm28. (26 pages).

RESOURCES

(Information, Technical assistance, Funding)

American Institute of Architects (AIA), publications, architects, etc.
American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
Colorado Brownfields Association – Environmental assessments and grants
Colorado Community Revitalization Association (CCRA), technical assistance, Colorado Main Street program
Colorado Historical Society (historic surveys, preservation, tax credits, etc.)
Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
Downtown Idea Exchange/Downtown Promotion Reporter publications
Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
US Department of Housing & Urban Development (Housing development, HUD Economic Development Initiative grants, etc.)
Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
International Downtown Association (IDA)
League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
Main Street 101 Training (Salida, CO April 6-8, 2005)
Market Analysis (many good private consultants)
National Main Street Center (National Town Meeting on Main Street-Baltimore; publications on Organization, Design, Promotions, & Economic Restructuring)
National Trust for Historic Preservation (small grants, *Preservation* magazine)
State Historical Fund (grants for surveys and historic preservation)
TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
Traditional Building magazine
Urban Land Institute (ULI)

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MARCH 8, 2005

The team will arrive at my office a 10:00 a.m.

orientation (They have our business plan, the Bamberger Study and the Downtown Design Plan for homework)

At 11:00 we have key retail, restaurant and lodging interviews set up for them in my office

We will walk over to Adam's Mountain for a working lunch at 12:15. The entire BID board is invited to this working lunch . Please RSVP to me ASAP so we know how to do the set-up.

Afternoon will be reserved for more work time and possible site visits around downtown. From 2 to 5 they will use my office and have uninterrupted work time.

At 5p.m. we will move to a place for dinner (yet to be determined) and have a working dinner with members of the EDC board. Please RSVP ASAP so I can make final arrangements.

At 7:00 the team will go to City Council and give a short de-brief to the Council. This will be about 15 minutes in length, allowing for the City Council to ask questions.

We will receive a 3 to 5 page report from the team within a few days.

I am looking forward to this effort. It is a very good beginning to a full -fledged retail recruitment program from the community.

Check up to the minute information on the planning for Manitou Avenue at www.manitouspringsahead.com

Manitou Springs Economic Development Council
606 Manitou Avenue
Manitou Springs, CO 80829
719-685-9741

Manitou Springs CRP Team Bio's

Arnold C. Ray, CRE, President, Ray Real Estate Services, Inc. has been active in Private & Public Real Estate Project Management / Implementation, Downtown / Neighborhood Revitalization - Feasibility & Action Plans since 1971. He has extensive experience with all facets of real estate including concept definition, feasibility testing, tenant commitments, assemblage and relocation, coordination of design & engineering, financing, construction and completion. He understands all elements of project feasibility, including market, financial, political, physical and implementation. Arnold has held the "CRE" Counselor or Real Estate designation from the American Society of Real Estate Counselors since 1978. He has a BS degree from Augustana College in Sioux Falls, South Dakota and has been a guest lecturer and expert in real estate use and development issues for numerous organizations. **Contact: 303-595-4422**

Brad Segal is president of Progressive Urban Management Associates (P.U.M.A.), a Denver-based consulting firm providing management, marketing and economic development services to advance downtown and community development. P.U.M.A. is a national leader in the field of downtown and business district management. The firm has served more than 100 clients in 23 states, the District of Columbia, Canada and Jamaica. Prior to establishing P.U.M.A., Brad served as the senior director of the Downtown Denver Partnership where he managed its economic development and marketing programs.

A native of Denver, Brad holds an MBA degree from Columbia University in New York and a BA from the University of California at Berkeley. He currently serves on the boards of directors of the International Downtown Association and the Colorado Community Revitalization Association. **Contact: 303-628-5554**

Barbara Silverman is the executive director of Colorado Community Revitalization Association (CCRA). Established in 1982, CCRA is a nonprofit, membership organization dedicated to building better communities through cultural and historic preservation; economic vitality; sustainability; quality; and respect for community identity. CCRA works with downtown development authorities, urban renewal authorities, business improvement districts and other downtown organizations throughout the state and administers the Colorado Main Street program. Barbara has over 25 years experience in the nonprofit and public sectors creating and directing a wide variety of programs including downtown revitalization and Main Street programs, economic and community development, housing, and land conservation. Barbara worked with the Trust for Public Land in New York and Minnesota, and started TPL's 12-state regional office in Minneapolis. In addition to Colorado, she has worked with state Main Street programs in Minnesota and New Mexico. **Contact: 303-282-0625.**