



## Community Assessment March 16-17, 2015



**DOWNTOWN  
COLORADO, INC**

*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
Background and Context	2
Focus Group Observations	3
<b>Assessment Team Recommendations</b>	
Management & Organization	4-7
Marketing & Promotions	8-10
Economic Development & Restructuring	11-12
Catalytic Development Opportunities	13-14
Physical Improvements & Design	15-18
Funding Mechanisms	19-21
Participating Stakeholders	22
About the Team Members	23-24
Appendices and Action Matrix	

# Team Members

The Bayfield 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 commercial district.

- Jen Coates, Town of Ridgway
- Katherine Correll, Downtown Colorado, Inc.
- Karen Current, DHM Design
- Katie Feeney, DHM Design
- Caitlin Hale, Downtown Colorado, Inc.
- Jeremy Nelson, REgeneration Development Strategies
- Elena Scott, Norris Design
- Nancy Sprehn, Downtown Colorado, Inc.

## Introduction

Welcome to the community assessment for the Town of Bayfield, 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 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 district. The process results in a road map to guide community leaders in providing services and training to help local businesses 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 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 Fall of 2014, the Town of Bayfield requested a community assessment from Downtown Colorado, Inc. (DCI). The assessment visit was held on March 16 and 17, 2015 with the purpose of identifying community issues and opportunities, as well as to provide tools, insights and direction to help Bayfield achieve its community revitalization goals. The assessment was partially funded through a grant from the State of Colorado, Department of Local Affairs, Energy and Mineral Impact Assistance

Program. HDS Freight Services, an international shipping company with offices located in Downtown Bayfield, donated \$500.00 toward the effort as well.

Prior to this visit, the Town of Bayfield planned the agenda, identified key stakeholders for focus groups, and provided extensive background information about the history and status of Bayfield's downtown revitalization efforts and any issues facing the community.

DCI organized an assessment team with combined experience in organizational management, marketing and promotions, branding, economic development, land-use planning, transportation planning, urban design, resource development, and financing mechanisms. Upon arrival in the community, team members were given a presentation on the community history, current issues, and a tour of the town. Afterward, the team conducted focus groups with elected officials, town staff, service providers, business owners, and interested residents. The focus groups allowed the team to meet directly with stakeholders and hear multiple perspectives about the issues facing the downtown and the community as a whole. It also provided a chance for team members to ask the community about the perceptions, strengths, weaknesses, and opportunities related to Bayfield.

On the second day of the assessment, DCI's team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation 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: Organization and Management, Promotions and Marketing, Economic Development, and Physical Improvements and Design. The report appendices contain an action matrix and any documents produced for this assessment. The community will additionally receive and have access online to a toolkit that will assist the community in implementing the provided recommendations.

## Background and Context

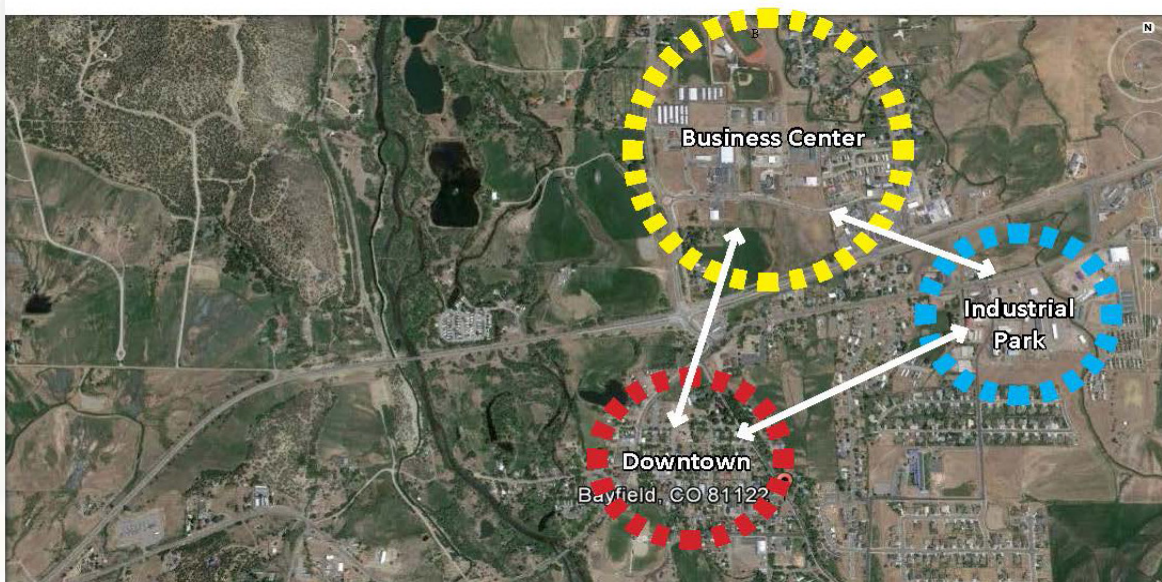
Bayfield is a town with a population of 2,493, located in Southwest Colorado, 18 miles east of Durango and 50 miles west of Pagosa Springs on Highway 160. Bayfield was incorporated in 1906 after the Bay family and the Schiller family each donated land to found a supply town for regional agricultural business. The name of the town was decided on a coin toss; had the coin landed the opposite way, it is said that the town would have been named "Schillerville". The Bays were active in the town's community, school, and church affairs until they relocated in the early 1920s.

Today, residents work hard to preserve a strong sense of community and a family-friendly atmosphere. Although the town has a reputation as being a bedroom community for Durango, it is growing in self-sufficiency and now has three commercial districts: the Bayfield Business Center to the north of Highway 160 along with Downtown Bayfield and the Bayfield Industrial Park to the south.

The town recently lost its third largest employer, a local construction company, making its current largest employers the Bayfield School District, Lewis True Value Mercantile, and the Pine River Valley Bank. The Town of Bayfield has experienced a steady population increase since the beginning of 2000 and as this

growth trend continues, the opportunity for retail grows with it. Currently, the town boasts a good mix of businesses. The restaurants in town have proven to attract local and visitor clientele and include a newly opened brewpub, Bottom Shelf Brewery. AJ's Pizza is especially popular in the summer due to its family friendly atmosphere and proximity to Joe Stephenson Park, which features a skate ramp as well as baseball, soccer, football and track fields that attract large crowds for both youth and adult sports.

Bayfield is downstream of Lake Vallecito and the robust river that it sits on offers fly-fishing and kayaking opportunities. A grant from Great Outdoors Colorado (GOCO) has helped the town acquire land that provides more connectivity between Downtown Bayfield and river recreation activities on the Pine River. Bayfield attracts many younger families who are drawn to the family-focused lifestyle, strong school district, and award-winning library. Special events, such as the Fourth of July celebration, Heritage Days, and Spring Festival bring in visitors from surrounding areas. As Bayfield plans for growth, the town is ready to move forward with a plan of action that will strengthen its current assets and work towards the goals of business attraction and retention, increased community engagement, and connectivity.



Bayfield's areas of commerce

## Focus Group Observations

The following observations were made during the orientation, focus groups, and touring held during the community assessment:

- Sense of family, safety, and quiet are characteristics of Bayfield that are highly valued by the community.
- The residents of Bayfield have a strong sense of pride in their community and desire the town to have an independent brand and not be seen as just a bedroom community or stop on the way to some other place.
- The Town of Bayfield has a strong focus on providing for its locals, such as the robust recreational programs offered.
- Bayfield is holding strong events that are unique, encourage the community to gather, and celebrate the local heritage.
- There are many organizations and leadership working to improve Bayfield, however their efforts are not currently coordinated or well communicated to other groups.
- It is difficult to engage community members in the efforts to improve and revitalize Bayfield.
- Bayfield prefers to communicate by word of mouth, but many locals are unaware of the assets available locally.
- Youth are a strong focus and driver in Bayfield, however outside of sports there is little opportunity for their involvement in the community.
- Bayfield has a strong foundation in and ties to agriculture around which the community enjoys gathering.
- Bayfield residents strongly appreciate their parks and natural recreational opportunities.
- Mill Street is the heart of Bayfield and holds its history and character. The kernel of personality present in the downtown could be unified and amplified to make Bayfield stand out and invite more activity in the town's core.
- Beyond Mill Street, there are other areas of Bayfield important to its residents. However, there is little signage or multi-modal connectivity to tie all these pieces together.

## 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:

- **Management:** Primarily focuses on resource management including human resources, partnerships, and finances.
- **Marketing and promotions:** Primarily focuses on branding and messaging, communication, and events.
- **Economic development and restructuring:** Primarily looks at opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.
- **Physical improvements and design:** Primarily looks at beautification, infrastructure, parking, and connectivity.

The observations gathered from the community have been categorized into these topic areas. Recommendations specific to the Town of Bayfield follow each observation. When implementing any of these strategies, and especially when considering branding or business development, Bayfield should draw from its focus on family and use the concept of support, encouragement, and growth of ideals to nurture and cultivate what exists locally.

## Organization and Management

The first section of this report focuses on organization, which includes developing collaborative efforts, recruiting and managing volunteers, fund-raising for the organization, and developing operational strategies based on those adapted from the National Main Street Approach. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principal components of organizing a downtown revitalization program are:

- Public and media relations
- Volunteer development
- Fundraising

Public and media relations are important both to understand what the community wants and needs as well as to “get the word out” about the goals and direction of the Town. Public relations can be challenging in small, rural communities. It becomes exponentially more challenging for “bedroom” communities with busy families and households who have numerous employment commitments and financial demands. Public gathering places and lifestyle accommodations (indoor and outdoor activities, eating and drinking establishments, etc.) are important community spaces where public interactions may be maximized, and even where volunteer recruitment can happen. Focusing on special interests and special projects can engage and enliven the community to participate in a positive and effective community and local economy-building process.

A governing board and standing committees make up the fundamental organizational structure of a volunteer-driven program. Volunteers are best organized and developed with a paid, full-time or part-time program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. While a paid downtown coordinator may not currently be feasible, it is something to strive for in the future.

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the State of Colorado as well as nationwide, and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Other areas develop some form of special district to dedicate resources and focus on downtown. In others, the Town Council may be the governing board to facilitate and organize efforts.



Regardless of the organizational structure chosen, the most successful communities accomplish their desired outcomes by developing a solid organizational component early in the process to oversee and manage their downtown revitalization efforts. If the community does not create this coordinating function early on, the program will have difficulty accomplishing the desired outcomes and will be at risk of fading away before it has a chance to succeed, despite the best intentions of all concerned. Placing organizational development in the highest priorities of early revitalization activities is not the most exciting part of the process, but it is the most critical. The community must absorb and contemplate what is feasible to accomplish with these efforts based on the capacity and resources of the community and various organizations. When facing many diverse priorities, success will come through a team approach and shared responsibilities.

**Observation:** There are many organizations actively working to improve the community. There is room for increased coordination and partnerships among existing efforts that will cultivate the potential of current desires and initiatives.

## Recommendations:

- Clarify the roles of the various organizations. Refine Town Trustee liaison roles and strengthen partnerships with the School District and La Plata County to work together and engage various community interests that already have a lot of momentum.
- Bayfield is a beautiful community inside and out. People are doing what they do, and doing a good job of loving and supporting their community and families. Harness this energy by narrowing the focus and actions of each group and organization, identifying overlapping areas for partnerships, and assigning and agreeing to specific action items will help the community collectively achieve its goals. Suggested roles that could be explored for Bayfield's organizations are listed in Appendix 2.

**Observation:** Organizations and community members are strapped for time and resources, but there are meaningful and informative meetings happening in the region that can serve initiatives without duplicating efforts.

## Recommendations:

- Bayfield has the option to join in a regional initiative, supported by the Department of Local Affairs, to develop a shared staff position for communities working to develop a more focused approach to downtown. Consider how this initiative and perhaps a VISTA Volunteer through DCI might assist in moving forward with recommendations in this report
- Capitalize on and participate in existing meetings, creating additional meetings only when needed. With limited resources it will be important to avoid creating

more occasions to meet when there are existing opportunities that can be utilized to engage with other organizations and volunteers.

- It may be appropriate to facilitate a regular meeting of agencies and organizations involved in economic and community development for the purpose of understanding roles and action items and affirming partnership opportunities, where everyone knows "what is going on and who is doing it".
- The Chamber may benefit from continued regular and focused meetings offering business tools and resources. Collaborate with Region 9, Small Business Development Center (SBDC) and Workforce Center to provide a menu of services, training and financing tools for local businesses.
- Enhance the current working relationship with Region 9 Economic Development District, examining opportunities for services and networking. Attending the La Plata County Economic Development Alliance Meetings and participating in the regional efforts for economic development will provide opportunities for the Town and Chamber to better understand their role in the region while identifying focus areas and possible regional partnerships.
- Additional opportunity areas include attending the Community Potlucks and the Parks & Recreation Events where families, Town and County residents, and business owners can come together in Bayfield and talk about the future of the community and share their wants and needs.

**Observation:** The Town has difficulty engaging community members and bringing diverse participation for volunteer efforts. The downtown needs an impetus that the community can rally around.

**Recommendations:**

- Engage citizens around their apparent passion for parks and recreation. Generate interest and participation and solicit input for projects by reaching out to the community while they are enjoying the parks and activities. Informally meeting outside on the sidelines during or between games to quickly reach out and share information on local government priorities and solicit feedback.
- The GOCO Land Acquisition and river access planning opportunity is an exciting development and a great opportunity to engage Town residents and businesses as well as commuters and La Plata County residents that call Bayfield home. Other specific focus areas that can draw the interest and engagement of community members might be downtown revitalization, arts and creativity, healthy families, and access to local foods.
- Use small successes initially, such as designing and constructing beautification elements (e.g.: planter boxes with locally grown plants and flowers) to incite passion and engagement. These small successes can help community members see possibilities while bringing life to specific areas of the Town.
- A meeting specific to revitalization objectives should meet regularly and focus on identifying and following through with specific action items and special projects. This will allow participants to see a vision and collectively participate in small successes along the way. Participating stakeholder and partners should hold each other accountable to complete priorities in desired time frames.
- Volunteer efforts can be supported by offering classes on volunteerism and following through with volunteer appreciation. Partner with the library to reach out and engage their database of volunteers.
- Make public participation less intimidating by developing a Leadership/Civic Academy. Allow individuals interested in participating in government, non-profit or business



management, or the community initiatives to learn about all of the public and private organizations, the processes and structures that guide them, and current initiatives that each group is working on in partnership with the others. Interested individuals may complete this training prior to running for election or taking a leadership position in order to ensure that sustainable partnerships are developed beyond one personality, administration, or conflict. Consider utilizing Leadership La Plata resources for this initiative.

- Reach out to the younger generation to solicit participation and input. Government leaders may attend classes at the Bayfield schools as part of the civic curriculum or consider developing an advisory youth council.

**Observation:** Limited investment in downtown (Mill Street) commercial development and organization challenges the ability to finance and organize community and business interests. People can be very drawn to and inspired by “Main Street” improvements, but it can often be difficult to express the importance of costs of improvements.

**Recommendations:**

- Any effort to explore a sales tax increase to support roadway enhancements could benefit from community outreach and feedback to inform the effort. Develop preliminary street design criteria and create visual renderings to illustrate the opportunities. Community

members will likely be more inspired by investment in streetscape improvements, beyond just street maintenance, and will be more supportive of a tax increase knowing that part will be committed to multi-modal transportation solutions and beautification initiatives for the community.

- The various community organizations and the Town will need to explore short-term fundraising options to sustain these initiatives and efforts. Some ideas may revolve around sporting events (concessions, bake sales, etc.), and special events (booth fees, beverage/food sales, selling promotional swag, etc.). The various partners should explore their options for sustained funding, and then pursue what works for the collective effort. For more information on funding strategies, see the Funding Mechanisms section, page 15.
- Longer-term, a defined organizational structure will be helpful for the efforts to thrive in an efficient, strategic and planned manner. One opportunity is to explore an Affiliate relationship with the Colorado Main Street® Program. It is a relatively low cost direct cash investment in the beginning, although it will require administrative time and resources that need to be strongly considered and widely supported. This program provides a framework, networking, and a limited amount of funding annually to advance economic development with collaborative community planning.
- Build greater participation from community leaders and town staff in education and training from Downtown Colorado, Inc. Through this planning process and Bayfield's membership, the community can participate in webinars, training, and educational opportunities at home and around the state.
- Another option for a defined organizational structure is a downtown district. This will require the participation and support of downtown businesses and property owners. Districts can bring significant interest and resources to the community and need to be carefully considered in advance for type, structure, purpose, return, etc. Downtown Colorado Inc. can assist with these discussions and considerations to better understand the opportunities that the Bayfield community may consider.
- Longer-term and more advanced participation

will require at least a part-time coordinator to put a sustained and solid focus on organization, promotions, design and economic restructuring. A plan to create a coordinator position to help link the pieces of the puzzle and synchronize the work each organization is doing around a common vision could benefit the collective community efforts. Work with DOLA and DCI to consider how to participate in the opportunities that are currently being developed around increased staff capacity.

## Marketing & Promotions

Marketing and promotions assist in building a vital downtown by creating and delivering a positive image of the commercial district. A clearly identified image encourages consumers and investors to live, work, shop, play, and invest in the commercial district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy creates a positive image. This image can then be reinforced through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

**Observation:** Community members and visitors are not well aware of assets available locally. As is often the case with a growing community where many community members work outside of town, many people do not shop in town. In these cases, a concerted effort should be made to build awareness about what is available and how local purchases support local needs, like schools, roads, etc.

### Recommendations:

- Create collateral material and informational announcements about the services and products available in Bayfield. Develop a simple map that groups businesses and amenities together in meaningful ways and that highlights the multitude of opportunities available to both locals and visitors. This presents a simple way to leverage the potential of advertising location and offerings.
- Continue holding and expand the “off the beaten path” event to increase familiarity of businesses among residents and local employees. Bring attention to all the assets of the town and encourage those interfacing with visitors to share their knowledge of the available amenities and locations in the community.
- Explore the possibility of combining the museum and the visitors' center to bring more traffic downtown while also sharing

local history. Consider partnerships that would help staff the museum/visitors' center for regular business hours.

**Observation:** Most information in Bayfield is spread through word of mouth. The message of Bayfield needs to be amplified and formalized. Informal communication can often be the biggest culprit in people feeling like either there is nothing happening or they are not invited. Word of mouth is great if it is supported by the ability to search for additional information online. In a review of the Bayfield online messaging, we found that some sites had incomplete information and were not tightly knit together to leverage the strength of each audience.

### Recommendations:

- Stronger links between all social and official community sites is a good step toward creating a unified voice for Bayfield. The link to the events calendar on the main web site is broken so we were unable to assess the effectiveness of its content. The events calendar on the Senior Center newsletter is the easiest to find, but as a tourist or local wanting to know what's going on in the community, it is not the most intuitive place to look. Creating a single calendar for all events would bring much needed clarity to the year round schedule.
- It is great that the community has a Facebook page, but it is difficult to find when using instinctual search words like “Bayfield Colorado Facebook”. Additionally, the “Things to do in Bayfield” Facebook page could be populated and linked to the official site to increase awareness and connectivity. Being more visual about the events (i.e. using photos vs. uploading pdfs of agendas) would also improve the marketability of the page. For a Town this size, a goal of 500 Facebook likes is achievable through short campaigns and ongoing maintenance. Photo contests, news, events and stories about the town will increase readership.
- Bayfield could benefit from a holistic view of their events throughout the year. DCI recommends creating an event matrix to analyze what events exist, what demographic they target and what partners could collaborate and coordinate together. An event

matrix sample is included in this report to fill in by the community. Gaps in time, target ages, seasons or outcomes can be easily identified and rectified through this kind of breakdown.

- Bayfield can leverage partnerships in collaborative marketing arrangements. Joint Town and Chamber communication can benefit each other by helping build the capacity of the Chamber and amplifying the message of the downtown. Highlighting events or people in the newspaper through an agreement to purchase unused ad space for ½ the cost is a great way to draw attention in a regional way. Additionally, focusing your message on your people and their story will captivate an audience more than dates and times of events.

**Observation:** Bayfield has strong local pride and can build on that to advance the economic development of the downtown. The love of community and engagement with youth sports should translate into shopping locally to support the schools and community initiatives.

#### Recommendations:

- Consider messaging to local residents that highlights that a dollar spent in Bayfield goes to support schools, roads, and services used by the community. Simple phrases like, “Put your money where your house is” or “Every dollar spent in Bayfield supports Bayfield Recreation and Education” can help to reshape shopping preferences.
- Implement or adapt the 3/50 Project model for a shop local campaign in Bayfield. The 3/50 Project asks consumers to think of three local brick and mortar businesses they do not want to see disappear, and to spend \$50 per month at these establishments to ensure they remain in business. The goal is to funnel revenue back into local business. The 3/50 Project specifically provides built-in resources for sharing the shop local message to the broader community. For more guidance on a shop local campaign, see DCI’s Implementation Toolkit.
- Businesses could support more traffic by maintaining consistent and convenient hours that relate to their local customer base. As a community with many people

driving to Durango for work, the town has an opportunity to cater to their schedules and capture additional revenue. A review of local business hours would benefit everybody and could be used in messaging to make sure people understand the new commitment to shop local.

**Observation:** Bayfield’s community brand could use refreshing and is an opportunity to engage the community. The community’s brand doesn’t capture the depth of the community. Many design elements can be shaped around a strong community brand.

#### Recommendations:

- Hold a professionally led charrette with stakeholders to develop an authentic community brand, logo and marketing materials. This could include a Vision Survey, Tapestry Study, Community/Business Survey, and Visitor Perception Survey with specific regard to the brand of Bayfield. From there, the community can create a brand positioning platform with Logo, Tagline/Call to Action, Website, Letterhead/Business Card, Full Page Ad, Visitor Guide, Banner Program, Bumper Stickers, etc.

The team took some time to offer outside perspectives on the current brand. There is currently not much in Bayfield’s logo that sets it apart from other Colorado towns. It is a recommendation for the Town to recognize and acknowledge what makes Bayfield unique and draw on that for inspiration for a visual and narrative brand. The concepts below could be used as a starting point to discuss potential new brands.

### **Idea One: Heart**

Tagline: "Heart of the Pine River Valley"

Building on the current slogan as a point of reference, this brand could be done in a more artisan graphic style. Play off the valley and harvest aspects of the town to combine into a unique and memorable icon.



### **Idea Two: Americana**

Tagline: "Quiet. Simple. Safe."

Grounded in the small town feel of Bayfield, the brand takes on a mid-century slower-pace-of-life look and feel, using historic Bayfield photos, and subtle incorporation of rural icons into signage and wayfinding. Very vintage look and feel, with a focus on the events that bring people together.



### **Idea Three: Agriculture**

Tagline: "Bayfield of Dreams"

Taking the idea of agriculture, sheep, and even baseball as a point of reference, this brand is done in a more bright, colorful and modern graphic style. A stylized livestock animal or another agricultural symbol is the mascot for this brand, connecting to different pictorial assets/experiences within Bayfield. If based on a sheep, this brand could also play off of the 'Bayfield' name, with the sheep calling out to come visit. Whatever mascot is chosen, it should tie in with agricultural events and economic drivers of the town.



Once a branding platform has been clarified, it can be translated across physical elements in town and communication pieces both on and offline. Physical elements such as streetscapes, parks, plazas, landscaping, signs and gateways can manifest colors, themes and materials embedded in the brand. It is important to push the brand through all current channels of communication so that the "old" isn't confused with the new. This includes website/social media, collateral materials, events and celebrations.

## Economic Development & Restructuring

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

**Observation:** There is a strong history and base of agricultural and recreational assets in Bayfield. The community gathers and celebrates around these areas. The agricultural heritage and legacy represent a primary opportunity for business growth and development.

### Recommendations:

- Consider building around the authentic Bayfield niche to grow existing assets and expand the business mix in downtown Bayfield. It is often easier to grow and strengthen an existing business than it is to start or attract a new one. There are services and products being requested by the community that are currently being offered at a lesser quantity or quality than desired. Attracting a hotel/motel and a grocery store to the area have been considered, but efforts have not yielded an overwhelming response from outside entities. Consider how to grow existing assets into business opportunities:
  - A Bed & Breakfast or vacation rental option provides lodging that allows the visitor to experience the family character of Bayfield. Find a way to support the efforts of existing home and property owners with the potential to add rental or lodging space to their properties. Consider starting with an inventory of existing lodging to share with residents and on marketing materials in the short-term.
  - Connect existing grocery store to resources and opportunities for enhancement of the store or inventory. The Fresh Food Fund is one example of a program that works with grocery owners to bring in more fresh produce and foods.
- Consider incentivizing a co-operative market for health foods and fresh produce. Working with the informal farmer's market would provide a foundation for the program. Contact and communicate with the food co-op in Salida and the health market in Buena Vista to consider different business models.
- Bring a new revenue source into the Industrial Park when the fire station moves out. The industrial park is functioning as a civic center. Relocating civic jobs and activities to the downtown would generate more foot traffic on Mill Street. This would also strengthen the industrial park as a place for industry jobs and tax revenue generation. Consider possible uses for the vacated fire station space that can add to the revenue stream of the town.
- Support farm to table options to supply Bayfield establishments. There is a strong desire from the community to have fresh foods, and there are agricultural producers in the area. It is not only a good match, but there are currently a lot of programs available to support farm to table operations and increase access to fresh foods.
- Upgrade the rodeo grounds for multi-use. While the rodeo grounds are privately owned, it would benefit the community and the property owners to improve and expand the use of this space, especially with its proximity to downtown. Explore options to attract equestrian tourism, build on existing events, and develop year-round uses. These ideas are discussed in more detail under the Physical Improvements and Design section.
- The town seems to embrace livestock and agriculture. Bayfield could leverage and develop this niche in the area by investigating opportunities around horses, cows, sheep, agriculture, harvest, etc.
  - Investigate National Livestock Producers Association Sheep and Goat Fund. With a little research, we found a fund that supports livestock producers. There are probably many that work with cows and sheep. Explore options to support existing and startup operations that will build on this niche in Bayfield.
  - Consider approaching underutilized green

houses to foster a Bayfield nursery. Link the local desire for fresh foods with the plethora of underutilized greenhouses in the community in the winter time. Possibilities might include an indoor community garden or small business opportunity to grow and source local produce.

- Support expansion of livestock and agricultural products and events. Crafts and products made locally and by hand would attract the patronage of both locals and tourists. Assist existing business owners and residents in broadening their options in Bayfield.

**Observation:** Bayfield youth are a primary focus and driver of the community. The community gathers and celebrates around youth.

**Recommendations:**

- Create business and training opportunities that invest in youth awareness of leadership and entrepreneurship possibilities in Bayfield. For example, create a youth council to advise the work of the Town. Allow youth to run the concession business to fundraise for their community projects.
- Consider ways for the youth to learn about Bayfield opportunities. The team was really impressed with the groups working in Bayfield and the number and diversity of innovative and industrious projects going on. Hold a Bayfield career fair for businesses and non-profits to talk to youth about volunteer and internship opportunities in Bayfield. Work with the school to highlight internships in Bayfield.
- Consider youth sports and activities as another natural niche and money-maker for the community. The most active place in town seems to be the ball fields. This shows that people will go where their kids can be active. Pursue recreational retail options and youth gathering places like arcades or indoor activity space to foster that sense of gathering and community year round.

**Observation:** Bayfield has a few nodes of activity each with their own character. Mill Street is the historic, funky place and the heart of the community. Mill Street is your community smile, but it has a few “missing teeth”.

**Recommendation:**

- Consider options to convert vacant residential on Mill Street into unique shops. It is important to have housing available in a downtown, but in Bayfield a more critical mass of shops is needed. This would be helpful for sales tax and would attract more pedestrians.
- Support efforts to add rentals and lodging onto Mill Street. There are people working to create vacation rentals on Mill Street that would help to fill the need for lodging. Review zoning and code to make sure the community is supporting these efforts.
- Display your love of community on Mill Street’s natural billboards – the windows. Consider how to energize the downtown with window displays, art displays, and fun projects. The community should make this happen together. Work with students, arts groups, historians, and business and property owners to identify space that could be spruced up and decorated. Consider developing a seasonal competition in which locals vote on the best display to get everyone downtown for an “off the beaten path event”.

**Observation:** Broadband is a huge issue and the town has done great work to expand it in 2014. While the community didn’t bring this up, the need for increased broadband in the region is a key to attracting location neutral workers and expanding economic opportunity.

**Recommendation:** When requested, support the town’s efforts and provide letters, reports, or mapping to build the cause and garner more support.

## Catalytic Development Opportunities

**Observation:** There are two potential development sites at either end of Mill St. that are currently underutilized as parking or vacant lots.



### Recommendations:

- Consider joint development on these sites to create gateways to the downtown / Mill St. These sites could be redeveloped via a public-private partnership to provide retail, housing, and/or office space and better serve as “downtown gateways.” Possible uses could include Bed and Breakfast lodging with ground-floor restaurant or downtown residential e.g. (townhomes) with ground-floor flex space (live/work).
- To pursue this option, next steps would include: conducting a market analysis and feasibility assessment, executing an exclusive

negotiating agreement with a developer, and initiating joint development activities as needed. The Town should work in coordination with stakeholders and potential cost-sharing partners including property owners, regional economic development program, and County partners.

- Explore formation of an Urban Renewal Authority as a means of catalyzing these development opportunities.
- Promote these sites (and any incentives that the Town could bring to a public-private partnership) to regional and national real estate developers (using tools such as OppSites.com).

**Observation:** The unused school building site on Mill St. has potential if the current classroom building is demolished to make room for a new joint-use public facility. However, the existing building has intrinsic value that would be lost with demolition.



### Recommendations:

- Option A: Demolition of existing classroom building to make way for new construction of a joint use public facility (e.g. fire station and community center). This option may achieve potential cost savings via co-locating and constructing both facilities on the same site.
  - If this option is pursued, next steps include: conducting a feasibility assessment, developing site plan and building program/design, and identifying funding sources (for both construction and operations and management costs).

- Immediate next step: The Town should initiate a feasibility assessment (including identification of funding sources) in coordination with stakeholders and potential cost-sharing partners such as: property owners, regional economic development program, and County partners.
- Option B: Adaptive re-use of the existing classroom building as commercial space (e.g. co-working space and retail storefronts) with new construction of urban residential behind the classroom building. Compared to an entirely public use considered in Option A, this option would generate revenue through increased property taxes and/or sales taxes, would provide some retail space for local businesses, and would meet regional market demand for a) co-working office space for freelancers and sole practitioners and b) in-town, walkable residential at an affordable price point (relative to regional median incomes).
  - This option would require that a new community center and fire station be located elsewhere. These uses should be located close to the downtown to draw traffic and activity into Mill Street.
  - If this option is pursued, next steps include: conducting a market analysis and feasibility assessment, executing an exclusive negotiating agreement with a developer, and initiating joint development activities as needed.
- **Supporting initiatives:**
  - Explore formation of an Urban Renewal Authority as described above to assist with asbestos mitigation and other predevelopment activities necessary to position the existing school building for redevelopment.
  - Promote these sites (and any incentives that the Town could bring to a public-private partnership) to regional and national real estate developers (using tools such as OppSites.com).
  -

**Observation:** There are no lodging options in downtown Bayfield, but a downtown hotel would need higher visitation counts to be justified. In the short-term, a hotel is not the only way to accommodate overnight visitors.

#### **Recommendations:**

- Support initiatives to add mother-in-law apartments and other options to existing buildings and housing.
- Consider creating campgrounds and/or an RV park along the river. This would provide low-cost, low-impact, overnight visitor accommodations on the river and within walking distance to downtown.
- Development concept could include:
  - City and property owners partner to provide infrastructure
  - Private vendor handles operations (paying back City upfront costs)
  - Time-limited permits (to prevent long-term camping)
  - Ensure good pedestrian/bicycle connections to downtown
- If this option is pursued, next steps include: conducting a market analysis and feasibility assessment, developing a site plan and construction documents, investing in needed infrastructure improvements, and recruiting an operator.
- Immediate next step: The Town should initiate a market analysis and feasibility assessment in coordination with stakeholders and potential cost-sharing partners such as: property owners, regional economic development program, and County partners.

## Physical Improvements & Design

Design takes advantage of the visual opportunities inherent in downtown by directing attention to the physical elements, including: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. The aim of this section is to stress the importance of design quality in all of these areas and to expedite improvements in the downtown in order to improve the experience of visiting downtown for residents and visitors.

**Observation:** Mill Street has a character and history that is unique from the other areas of town, however the streetscape elements and landscaping are inconsistent. There is an opportunity to unify Mill Street's visual character and build on Bayfield's personality.

### Recommendations:

- Add planters throughout the downtown to generate color and interest especially during the summer months. For a start, place removable planters at both ends of Mill Street to signify you are entering the downtown.
- Consider small projects that can engage people and property owners in a fun beautification effort to build momentum and excitement. Currently, there are elements such as washing machines repurposed as planters and hand painted fire hydrants, which are great. Continue to build on the Mill Street's character by incorporating a unified

and original street furniture palate (including signage, lighting, benches, trash receptacles, etc.). This will develop a unique feel on Mill Street and reflect the historic character of Bayfield. When updating the street furniture, consider creative ways to enhance the existing benches or relocate the benches to other areas of town.

- Add trees to the downtown area to make the street feel more welcoming and pedestrian friendly. Street trees should be planted in a landscape strip between the sidewalk and roadway where feasible. On Mill Street, trees should be planted in tree grates at regular spacing along the street. Select tree species that are drought tolerant and proven to grow successfully in the four corners region.

**Observation:** Highway 160 creates a barrier between the north and south sides of town, and overall connectivity for pedestrians and bicycles could be improved. Sidewalks throughout town are inconsistent, streets can be difficult to cross, and there is a lack of multimodal infrastructure.

### Recommendations:

- Follow up on the recently completed CDOT, La Plata County and Town of Bayfield coordinated Access Control Plan by initiating a Town of Bayfield Major Street Plan, which could be expanded to include multi-modal components (i.e. pedestrian, bicycle and equestrian).
- Fill in the missing gaps for pedestrian and bicycle connectivity, especially to destinations such as the schools and parks. The existing roads should be evaluated to determine which



could accommodate bicycle lanes. Adding bicycle racks at major destinations including the downtown, parks, schools and public buildings will be key to encourage the local community to bike to their destination.

- Build a complete street cross section (including bike lanes, landscape strip with trees, and a detached sidewalk) from Highway 160 to Mill Street so that residents and visitors will be directed to the heart of Bayfield. Construct a continuous sidewalk from the intersection at Highway 160 to Mill Street, upgrading sidewalks and crosswalks to be ADA compliant where necessary. Consider constructing curb bulb-outs at the corners in the downtown core area to improve pedestrian safety, provide a traffic calming feature, and create opportunities for additional landscaping and signage.
- Other key points identified by the team as essential to the connectivity of the town include the following:
  - Improve connectivity at Bayfield Parkway and CR 501 to get people on the east side of the intersection
    - » Provide improvements to the existing signalized crossing at SH 160/501/521
    - » Create a larger pedestrian refuge island and extend the median island to the west
    - » Work with CDOT to increase the length of time pedestrians are signaled to cross
  - Explore incorporation of a grade separated bicycle/pedestrian crossing at SH 160/ County Road 502 / Pine River
- The Town should dedicate a portion of a proposed 1% tax for streetscape enhancement to include bicycle and pedestrian connections for the purpose of making the community more walkable especially for families and seniors. This aspect along with more visual renderings of improvements may attract greater support for the initiative. See recommendations under Organization & Management for additional considerations regarding support for this tax.

**Observation:** Bayfield Parkway is a primary transportation route through town, linking residential neighborhoods, Mill Street businesses, Joe Stephenson Park and the industrial business park.

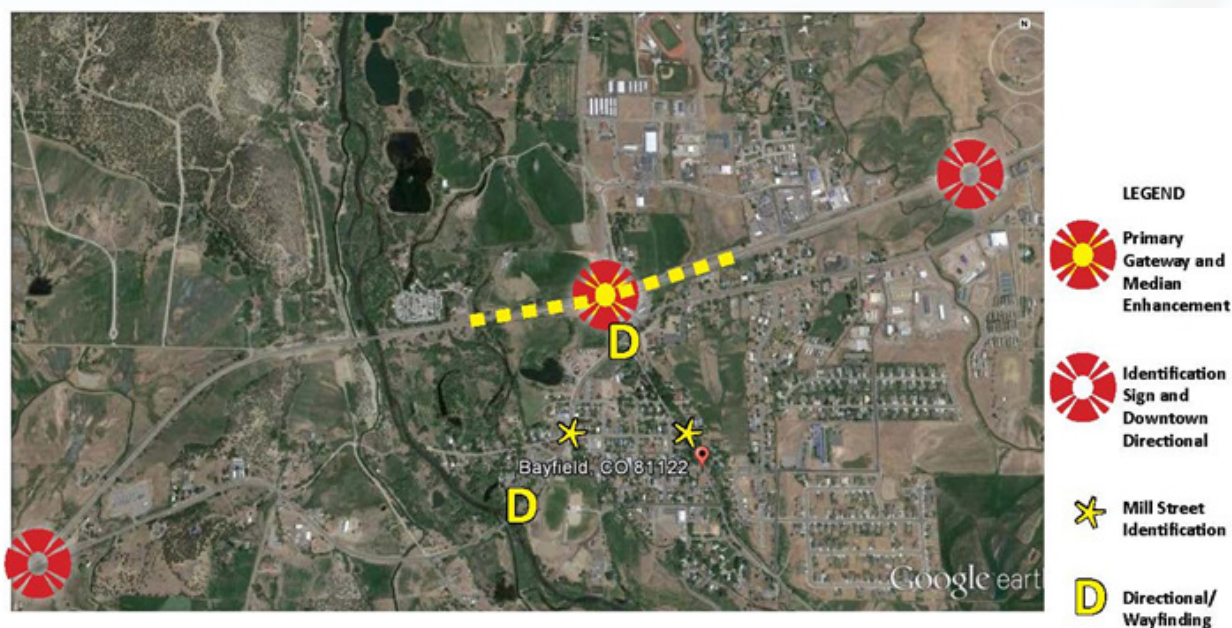
**Recommendations:**

- Additional signage and landscape improvements should be considered along Bayfield Parkway to unify this primary corridor and encourage multi-modal transportation (bicycle, pedestrian, equestrian) along this route.
- Now that Business Loop 160 is Bayfield Parkway and controlled by the Town, vehicular access into the park and senior center could be improved and enhanced. A new access could also direct traffic to a centralized parking area that could also provide parking for the new potential park on the 23 acre GOCO property acquisition.

• **Observation:** There is a lack of gateway and directional wayfinding signage in the community, and there is little awareness about historic downtown Bayfield from the primary access route, State Highway 160. Bayfield is a community that has a great sense of pride; gateway signage accompanied by landscape improvements enhance community pride and show the value that residents place in their town.

**Recommendations:**

- Develop an overall system for identifying the community and directing people to destinations within Bayfield. Signs should visually represent Bayfield's unique character and be scaled appropriately related to their location and audience (i.e., pedestrians, bicyclists, automobiles). Consider including these signage points:
  - West gateway location: SH 160 and Bayfield Parkway (+ directional to Historic Downtown)
  - Central location: SH 160 and CR 501/521 (+ directional to Historic Downtown, High School, Library)
  - Grade separated crossing at SH 160/ County Road 502 / Pine River
  - East gateway: SH 160 and Bayfield Parkway (+ directional to Historic Downtown)
  - Mill Street Entries: at Bayfield Parkway and Buck Highway
  - Additional Directional/Wayfinding: at



Bayfield Parkway and Buck Highway to Historic Downtown and Trails

- Informational kiosk at Joe Park
- Work with CDOT and La Plata County to enhance signage to directing traffic to Vallecito Reservoir to the north and the Southern Ute Indian Tribe Museum and Casino and Navajo Reservoir to the South, making Bayfield a major gateway to the proximate amenities.

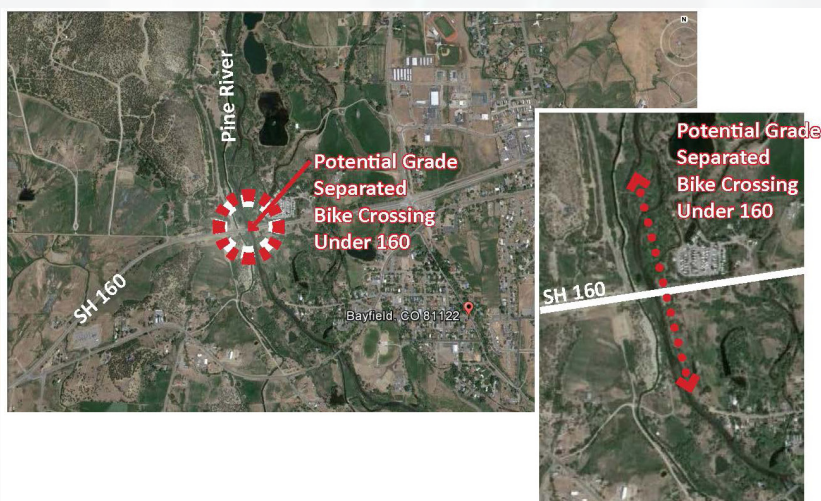
**Observation:** Locals and visitors value Bayfield's parks as well as nearby recreation such as the Saul's Creek trail system in the San Juan National Forest. Many people utilize these trails for mountain biking as well as equestrian use. There are opportunities to enhance connections to these amenities.

#### Recommendations:

- Develop a Parks, Open Space and Trails Master Plan. Work with DOLA and GOCO to identify funds to accomplish these planning goals to allow the Town to catalog the amenities it currently has and prioritize future development.
- Consider building a multi-

use trail along the River. This would allow the Town to connect multiple parks and neighborhoods. The trail could be not only be used for recreation for residents of Bayfield but also for residents commuting by bicycle. The trail should be wide enough and designed to accommodate multiple modes of transportation including bicycle, pedestrian and equestrian.

- As a trail system develops, the opportunity to build an underpass under the highway bridge should be evaluated. This underpass could be a key connection linking north of Highway 160 to the south. This option would likely require the purchasing of land or obtaining easements. Those costs should be weighed against the cost of building a bridge over the highway.



- There is an opportunity to connect a trail from Bayfield to the Saul's Creek trail head. This trail connection would encourage visitors to park in Bayfield and ride to Saul's Creek taking advantage of the opportunities in town including restaurants and shopping. An established trail system so close to town also presents a great marketing opportunity.
- As the parks and trail system grows, trail signage will be a necessary addition. There should be a range of signage levels and sizes from small directional signage to large maps that show the entire parks and trail system.

**Observation:** There are opportunities for additional activation in Bayfield's parks, especially at the rodeo grounds at Joe Park and on the sections of the Pine River running through town.

**Recommendations:**

- Enhance connections to the Pine River by developing access points that are safe and in shallow areas with slopes less than 10%.
- Water recreation activities such as canoeing, kayaking, and rafting along the river should be considered where feasible. Hazardous obstructions must be addressed. Provide boater access and take out points, and signed portages where necessary.
- The ecological health of the river and river banks should be enhanced where needed. Building in stream improvements will benefit fish habitat and increase the potential for fly fishing in this section.
- Commercial areas adjacent to the river have the potential to offer a unique setting for retail and restaurants as well as a quality work setting for offices. Consider how to increase access to commercial, civic and residential uses through connections to the park and trail network.
- Redevelop the playground area near Mill Street to provide additional activities for a variety of age groups. Cement ping pong tables, a climbing wall, or other athletic or game type facilities should be considered.
- Promote upgrades to the rodeo arena and explore multi-use facilities for the winter. The rodeo arena is located along Bayfield Parkway and is used primarily in the summer months. Many communities have retrofitted

and improved their rodeo arena facilities to encourage use in the off season months, activating the park year round. For example, if the arena was covered, the facility could also be used for ice hockey in the winter.

- Explore development of a pond to store park irrigation water during summer months and to serve as ice rink during winter months.

**Observation:** There is a perceived lack of parking in downtown, with concerns from some business owners that a majority of parking on Mill Street is used by residential properties.

**Recommendations:**

- The Town should work with Mill Street residents to ensure that adequate parking is available in the alleyways for their cars and the cars of their guests.
- Mill Street should be striped and signed for 2-hour parking, with some areas designated for short term loading. If additional parking areas are needed, explore off street parking lots that can be shared with Joe Stephenson Park or Town Hall. As an alternative the Town can also identify private properties that potentially have additional parking to lease to the Town.
- Provide directional wayfinding to parking areas so that guests know the best places to park downtown. Enhanced multi-modal trail systems and bicycle parking can also encourage residents to get out of their cars and visit downtown.

## Funding Mechanisms

The Town of Bayfield should explore options to provide sustained funding for improvements and development downtown.

1. The Town's first priority should be to again attempt to pass the sales tax for street improvement. The need for improvements, streetscaping, and other maintenance is imperative. Be sure to engage partner groups who will benefit from a more walkable environment, such as seniors hoping to age in place, people who want safe routes for their children, etc. Integrate this into the communications, shop local, and community pride conversation.
2. The Town should pursue one of the following options to provide additional long-term funding for downtown improvements as well as to capture increased revenues as the area develops.
  - Creation of an Urban Renewal Authority. The Town would need to examine whether formation of a URA is politically feasible. URA's are an excellent tool to provide capital financing necessary to stimulate structural rehabilitation projects, façade restorations, landscaping and streetscape improvements, parking remediation, new construction projects, and a wide variety of public improvements as provided in Colorado State Statutes. URA's may partner with the private sector to provide incentives for (re) development, or may finance capital projects directly. URA's are not subject to TABOR restrictions and may encumber debt at any time. URA's generate revenue by utilizing tax increment financing (TIF). Subject to consideration by the Board of Trustees, TIF may utilize the aggregate property tax levy within the town and/or town sales tax. TIF may be utilized for up to 25 years once a geographic project area is established by the Board of Trustees. The Board of Trustees may serve as the Board of Commissioners or appoint the board. If planning improvements might impact property assessments, such as renovating or building on the school property, it is important to create a URA and establish a project area to capture the tax increment revenue generated from the improvements.

- Creation of a Downtown Development Authority. The Town would need to examine if this entity would generate enough revenue to support downtown enhancements. A DDA may utilize both tax increment financing and mill levies, however they may only draw from the traditional commercial core.

### Additional Options:

- Business Improvement District (C.R.S. § 31-25-1201) – A BID is a separate political subdivision created within a municipality upon petition of owners of real or personal property in the service area of the proposed district for the purpose of constructing public improvements and supporting economic and business development within the district. This entity need not be limited to the downtown core and may cover multiple, non-contiguous commercial areas. A BID's purpose would be more focused on providing services to businesses rather than capital improvements. A BID could be instated in perpetuity or may have a set term that can be renewed.
- "Taxing districts" are generally defined as financing entities having the authority to impose property taxes. These types of improvement districts are called Public Improvement Districts (PIDs) in counties and General Improvement Districts (GIDs) in municipalities. These districts are created to construct, install, acquire, operate and maintain certain public improvement facilities (specifically excluded are solid waste, industrial waste, trash and garbage facilities, treatment and transfer facilities). They are also authorized to provide any service that the county or municipality that forms the district is authorized to provide. These districts may include noncontiguous tracts.
- The assessment types of local improvement districts are called Special Improvement Districts (SIDs) in municipalities and Title 32, Article 1 special districts and Local Improvement Districts (LIDs) in counties. These districts' primary purpose is to assess the costs of public improvements to those who are specially "benefited" by the improvements. "Benefit" includes, but is not limited to, any increase in property value, alleviations of health and sanitation hazards, adaptability of the property to a superior or more profitable use, etc. The costs are payable from assessments.

3. Bayfield's Parks and Recreation Department needs additional support and funding in order to continue providing its current level of services and to move forward with potential opportunities to enhance river and natural lands access. The Town should investigate whether it can on its own or through a newly established district provide sufficient tax revenue to support Parks and Recreation. In either case, the Town should continue to strengthen its partnerships with the school, fire, and library districts and identify intergovernmental agreements that would benefit the infrastructure, land, and maintenance for Parks and Recreation programs.

## Other Funding Elements

Potential sources of funds that the staff of the Town of Bayfield should investigate and discuss with the town board and the public include the following **Recommendations:**

**Region 9 Economic Development District:** Region 9 offers several grant, incentive, and loan programs both for local governments and businesses. Investigate their programs and consider how to leverage façade and business loan programs to encourage private sector investment in business development. Investigate the Public Infrastructure Grants to support roadway maintenance and streetscape improvement projects.

**Limited Gaming Impact Program:** La Plata County communities are eligible to receive funding from DOLA to off-set costs of documented gaming impacts.

**Four Corners Office for Resource Efficiency:** 4CORE is implementing a Resource and Energy Action Plan in the Colorado's Southwest region to support thriving communities through more effective use of resources. Investigate their financial and/or technical assistance resources.

**State Historical Fund Grants:** History Colorado offers competitive grants for Acquisition and Development, Survey and Planning, and Education, as well as non-competitive grants for

Historic Structure Assessments, Archaeological Assessments, and emergency stabilization of severely endangered buildings. Depending on the type of grant, 0%, 25%, or 50% cash match is required. You may request up to \$200,000 for competitive grants. For detailed information, see the State Historical Fund Grant Application Handbook available for download on DCI's resource library.

**Historic Preservation Tax Credits:** A tax credit is a dollar-for-dollar reduction in the amount of tax owed to the government. Tax credit projects create jobs and provide financial incentives to revitalize buildings with federal historic designation. Federal and state tax laws offer tax credits for historic preservation projects that follow the Secretary of the Interior's Standards for Rehabilitation of Historic Properties. The federal government offers a tax credit between 10 and 20 percent, which can be paired with the state tax credit.

- Colorado's state historic preservation tax credits are transferable: you can sell them upon completion of your project. Selling credits can bring in additional funds for your project, for a cash match for a grant, or for a loan.
- Using preservation tax credits gives you access to additional federal and state funding pools, grant programs, and further tax credits.
- For more details, see the tax credit guides on DCI's Online Resource Library.

**DOLA Energy Impact Fund Grants (EIAF):** These funds may be used for streetscape improvements which are owned by a local government. This is an excellent way to obtain funding for historic buildings which are owned by a local government as a match with State Historical Fund Grants.

- Local Governments are the only eligible applicants
- May be used for studies, planning, design and capital improvements
- Generally require matching funds on a 50/50 basis

Heritage Tourism Office/Colorado Tourism Office Grants: The Chamber should work together with other chambers, the county and regional entities to apply for a Colorado Tourism Office Marketing Matching Grant Program, which provides funding to not-for-profit organizations in the State of Colorado for the purpose of promoting the state or a region as a tourism destination. For more information, visit the website <http://www.colorado.com/ai/MarketingGrantCriteriaFY2009.pdf>

Department of Local Affairs Main Street Program: The Colorado Main Street® Program is a program to revitalize traditional downtown districts within the context of historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their traditional assets of unique architecture, personal service, local ownership, and a sense of community.

The Colorado Main Street Program is designed to assist communities in revitalizing their traditional or neighborhood commercial districts. The Main Street program works throughout Colorado to help local governments and downtown organizations create an economically diverse business environment while preserving local character and historic resources.

Office of Economic Development and International Trade, Rural Economic Development Initiative Program (REDI): Funds community asset analysis to determine potential economic development opportunities; stakeholder convening for solution development resulting in new or updated local plans; competitive grant funding for community infrastructure, business facilities and job training. Check latest eligibility requirements to determine whether this can be a tool for Bayfield.

Community Development Block Grant: These are federal funds that are distributed by DOLA. The Division of Housing (DOH) and Division of Local Government (DLG) have funds available, as does the Office of Economic Development and International Trade (OEDIT). DLG money is used

for public facilities, DOH money is used to provide gap financing for affordable housing projects. , and OEDIT money is used for Economic Development. Visit each agency's website to learn details.

Great Outdoors Colorado (GOCO): Uses a portion of lottery proceeds to help preserve, protect, enhance and manage Colorado's wildlife, park, river, trail and open space heritage. Consider applying for these funds to fund the trail projects.

Safe Routes to School: Investigate the Safe Routes to School program to find potential funding for sidewalk and bicycle facility improvements that increase connectivity between schools, neighborhoods, and other destinations in town. Infrastructure and non-infrastructure grants are available, administered by the Colorado Department of Transportation. See <https://www.codot.gov/programs/bikeped/safe-routes>

The following are funding sources to consider for short term improvements:

- Vendor/Booth Fees: These are charges applied to concessionaires at events, parades, or community gathering places.
- Tax Assistance from General Funds: Allocate specific funds for the downtown improvements.

The following resources can assist with business development:

- La Plata County Economic Development Alliance. The Alliance provides small economic development grants to assist businesses relocating to targeted areas in La Plata County.
- Office of Economic Development and International Trade (OEDIT): This agency has several programs from economic development assessments to small business development centers.
- CDPHE Brownfields Program: This program provides direct funding for brownfields assessment and cleanup.
- Colorado Energy Office (CEO) and USDA Rural Development (RD) Energy Programs: Both agencies have new funding programs to retrofit both public and business HVAC and lighting systems. Bayfield businesses could utilize new

technology and renewable energy sources to reduce costs. The town could install the new streetlights to more energy efficient LED type lights.

- Rural Business Opportunity Grants: The USDA provides funds to public entities, authorities, and non-profits to support small and emerging enterprises. Funds can be applied towards a plethora of business development activities including trainings, strategic planning, incubation, acquisition of land, and building renovations.
- Small Business Administration and Economic Development Administration: These are two federal programs that can assist local businesses in business startup, expansion and relocation.
- Colorado Creative Industries – The Office of Economic Development and International Trade, Colorado Creative Industries is partnering with other state agencies and the Boettcher Foundation to provide funding and technical assistance to projects which incorporate artist live/work spaces. Investigate this program as a way to support local creative industries.

Other Resources – As a member of Downtown Colorado, Inc., Bayfield will continue to be eligible for DCI services, training, and educational programs in addition to two follow-up technical assistance visits agreed upon by the Town. It would be beneficial to review programs such as the Main Street program through DOLA that might offer additional on-going training and support to Bayfield's downtown efforts.

## Participating Stakeholders

- Bayfield Farmers' Market
- Bayfield Post Office
- Bayfield School District
- Bayfield Senior Center
- Business Owners
- Chamber of Commerce
- Colorado Department of Transportation
- Community Members
- La Plata County
- La Plata County Economic Development Alliance
- La Plata Youth Services
- Pine River Historical Society
- Pine River Library
- Pine River Centennial Rotary
- Pine River Shares (La Plata Family Centers Coalition)
- Pine River Times
- Pine Valley Church
- Planning Commission
- Region 9 Economic Development District
- Town Staff
- Town Trustees
- Upper Pine River Fire District

## About the Team Members

### Jen Coates, Town of Ridgway

Jen was born in Illinois and graduated from the University of Missouri-Columbia with a degree in Political Science and from the University of Colorado with a Master's Degree in the same field. Jen has worked in Ridgway local government for nearly 9 years, after spending time in the private and non-profit sectors in Arizona and Southwest Colorado. Jen enjoys traveling and outdoor recreation with her husband and family.

### Katherine Correll, 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, DHM Design

Karen joined DHM in 2001 with experience in both private and public communications, media relations, business communication and design. With a degree in Communications, and 14 years of experience, Karen has developed the skills to create and implement marketing materials, public process 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.

### Katie Feeney, DHM Design

Katie is an Associate at DHM Design with over 10 years of professional experience in landscape architecture. Her work focuses on sustainable design and preserving the ecological history of a site. Katie has recently worked on a 10-mile Uncompahgre Riverway master plan for the City of Montrose looking at potential for recreation and ecological improvements as well as a ranch redevelopment outside the City of Durango. At a recent green building conference, Katie presented a session on making historic Main Streets in western towns more sustainable while maintaining their historic character.

### Jeremy Nelson, REgeneration Development Strategies

Jeremy Nelson is President of REgeneration Development Strategies, where he advises public and private clients on strategic community revitalization and redevelopment. His practice focuses on catalyzing community consensus and sustainable economic development, through the integration of land use and transportation planning, urban design and placemaking, and real estate development projects. Throughout his 15-year career, Mr. Nelson has worked at diverse organizations, including the City of Portland Planning Bureau, Group 4 Architecture + Design, Livable City, and the Land Use and Transportation Coalition.



### Elena Scott, Norris Design

Elena is a landscape architect and planner, and since starting with Norris Design in 2003, has worked on a broad range of projects in both professional realms. In 2008, Elena moved to Summit County, Colorado to direct Norris Design's mountain region office where her focus has been on integrating development into sensitive natural environments, parks and recreation, affordable housing, transportation planning and the incorporation of sustainable design practices.

## Emerging Leader Team Support

### **Caitlin Hale, Downtown Colorado, Inc.**

Originally from Houston, Texas, Caitlin attended the University of Illinois at Urbana-Champaign, where she received a B.A. in Urban and Regional Planning in 2012. After graduation, she spent a year assisting with planning related projects for the Park Board of Trustees of Galveston, Texas, a government entity that directs tourism efforts for the island. Caitlin joined Downtown Colorado, Inc. as a Marketing & Administration Intern in November 2013.

### **Nancy Sprehn, Downtown Colorado, Inc.**

Nancy graduated with a BS in Urban and Regional Studies in December, 2013 from Cornell University where her studies focused on community engagement and placemaking. She brings experience in design, communications, and organizational development from Engaged Learning + Research, in Ithaca, NY, in social services and customer service from NYC Public Service Corps, and in events coordination and operations from the City Parks Foundation, in New York City. She is currently serving as the AmeriCorps OSM/VISTA and Community Assessment Coordinator at DCI.

## Appendices

1. Action Plan Matrix
2. Suggested Downtown Stakeholder Roles
3. Façade Squad Sample Documents
4. Mini-Market Analysis Options, P.U.M.A.
5. Assessment Agenda
6. Assessment Sign-in sheets
7. Assessment Presentation, March 17

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.

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

						1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed													
<b>Organization and Management</b>																		
There are many organizations actively working to improve the community, but they are lacking coordination and partnerships.	Grow the immense amount of potential in existing efforts.	Refine Town Trustee liaison roles and clarify the roles of various partner organizations	At regular meeting of Town Trustees, discuss and assign liaisons to key partner agencies. Trustees would be expected to attend identified regular meetings of partner agencies.	Trustees reporting back to the Trustees, Town Staff and public during regular Trustees meetings concerning developments with partner agencies.	School District, La Plata County, Region 9, La Plata Economic Development Alliance, SWCOG, Library, Family Center/ After School Program, Bayfield Chamber, Pine River Valley Historic Society, Seniors, Rotary, Lyons, Downtown Property Owners	x	x											
			Hold a workshop with the Town Trustees and all partner agencies in community and economic development.	Narrow the focus and actions of each group and organization, identify overlapping areas for partnerships, and reach consensus on specific action items.	School District, La Plata County, Region 9, La Plata Economic Development Alliance, SWCOG, Library, Family Center/ After School Program, Bayfield Chamber, Pine River Valley Historic Society, Seniors, Rotary, Lyons, Downtown Property Owners		x	x										
			Establish regular meetings as needed (monthly, quarterly, 2x/year)	Partnerships strengthened and responsibilities solidified	School District, La Plata County, Region 9, La Plata Economic Development Alliance, SWCOG, Library, Family Center/ After School Program, Bayfield Chamber, Pine River Valley Historic Society, Seniors, Rotary, Lyons, Downtown Property Owners		x	x										
There are meaningful and informative meetings happening in the region.	Capitalize on and participate in existing meetings, creating additional meetings only when needed.	Facilitate a regular meeting of agencies and organizations for the purpose of understanding roles and action items and affirming partnership opportunities.	See above recommendation			x	x	x										
		Expand on offerings available through the Chamber of Commerce for business tools and resources	Hold regular Chamber meetings with regularly scheduled speakers on focused topics (possibly identified by surveying businesses)	Calendar of Chamber meetings posted	Chamber, Small Business Development Center, Downtown Colorado Inc., Region 9		x											

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
		Participate in the regional efforts for economic development	Strengthen Bayfield's relationship with Region 9 and attend the Regional Alliance Meetings	Report back to the Town Trustees and public on regional initiatives	Town, Chamber, Region 9, Regional Economic Development Alliance	x	x	x										
		Gain a better understanding of community needs and desires	Actively solicit input through informal channels such as attending the Community Potlucks and the Parks & Recreation Events	Common themes identified and incorporated into the economic and community development initiatives	Town, Chamber, local businesses and residents					x								
The Town has difficulty engaging community members and bringing diverse participation for volunteer efforts.	Engage community residents where they already gather, and leverage exciting initiatives to bring greater engagement.	Understand community desires for the new Town property by the river as well as how public spaces will integrate with the Mill Street corridor.	Reach out to businesses, property owners, and general public.	Planned schedule of outreach events. Understanding of community desires and improved civic engagement.	Town, Chamber, local businesses, property owners and residents					x	x							
			Hold targeted discussions during local games or recreational activities.	Planned schedule of outreach events. Understanding of community desires and improved civic engagement.	Town, citizens, Parks and Rec					x	x	x						
	Encourage the community to visualize the future and collectively participate in successes along the way.	Incite passion and engagement for community and economic development by tapping into ideas that the community is passionate about and willing to actively support.	Work with local volunteers and partner organizations to realize some small investments such as a designing and constructing beautification elements (eg: planter boxes with locally grown plants and flowers).	A catalogue of improvement projects shared online and in newspaper. Includes opportunities to participate in the future.	Town, Chamber, Volunteer groups (Seniors, Rotary, Lyons), Library District							x	x	x				
		Creating a specific focus on community and economic development	Hold a single stakeholder/community partners meeting (monthly or quarterly) that focuses on identifying and following through with specific action items.	A shared vision document for community and economic development initiatives shared online, with trustees, and in news quarterly.	Town, Chamber, County, School District, Library, Business Owners						x	x						

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
	Support volunteer efforts and public participation.	Encourage volunteerism.	Offer classes on volunteerism, and follow through with volunteer appreciation. Coordinate with the Library District on expanding their existing database of volunteers, reaching out to those volunteers with opportunities that interest and engage them.	Tracking sheet looking at number of volunteers actively contributing to community and economic development efforts.	Town, Chamber, Library, School District			x	x									
		Encourage participation by educating the Bayfield community about local government roles and functions. Develop a Leadership Academy and employ opportunities for lifelong learning.	Explore Leadership Academies (or similar) in other communities that could work for Bayfield and use that as a template to develop a local program.	Agenda and announcement for Leadership Academy Program that leads to an informed community interested in participating in government, non-profit or business management.	Town, Library, School District, Citizens								x	x				
		Encourage participation by educating the Bayfield community about local government roles and functions.	Create a base curriculum, agenda, and dates that includes: awareness of public and private organizations, the processes and structures that guide them, and current initiatives and partnerships.	Agenda and announcement for Leadership Academy Program that leads to an informed community interested in participating in government, non-profit or business management.	Town, Library, School District, Citizens								x	x				
		Inform and educate the younger generation on civic leadership, participation, and local government	Contact the School District to set up a plan for classroom visits from government leaders as part of the civic curriculum.	Schedule of classroom visits and discussion topics for local youth shared with public and private partners for input.	Town, School District						x							

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
There is limited investment in commercial development and organization of downtown.	Give the community something to rally around.	Bring stakeholders together with a special focus that could generate interest and participation in improvements.	Create a schedule of open forums for key stakeholders but open to the public looking at a different topic each month, include: downtown revitalization, arts and creativity, access to local foods, and pedestrian safety.	Schedule of topics posted online and in newspaper. Summary of discussion posted after the meeting. Ongoing list of ideas to build into planning and implementation efforts.	Town, Chamber, Citizens, The Family Center/ After School Program				x									
		Obtain community support for sales tax increase to fund public improvements	Develop preliminary street design criteria and create visual renderings to illustrate the opportunities with downtown revitalization; Initial revenues can finance a streetscape plan (sidewalks, lights, landscaping, artwork etc.) developed through public process, encouraging the community to define and inform the future of Bayfield.	Streetscape visuals created and funding secured for a streetscape master plan.	Town, Chamber, Businesses, Citizens							x	x	x				
		Various community organizations and the Town explore fundraising options to increase revenues to sustain program initiatives and efforts.	Develop a summary of potential revenue generators (eg: sporting events concessions, bake sales, etc.) and special events revenues (eg: booth fees, beverage/food sales, selling promotional swag, etc.)	Share list of possible fundraising initiatives with student council and business community to develop ideas and volunteer pool.	Town, Chamber, School								x	x				
		Create a defined organizational structure that will sustain these efforts in an efficient, strategic and planned manner.	Explore an Affiliate relationship with the Colorado Main Street® Program and if appropriate in the longer term, establish some iteration of a downtown district or other organizational structure.	A program that fits the needs and desires of the community and creates a cohesive structure for the partner agencies .	Town, Chamber, Businesses, Citizens				Main Street	x						Special District		

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Plan Start Date : May-15						Planning Months Out:													
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18	
Marketing and Promotions																			
Community members and visitors are not well aware of assets available locally.	Create collateral material about the services and products available.	Raise awareness of existing assets.	Inventory local businesses and amenities	Ongoing list of products, services, and skills in Bayfield.	Chamber, Town, Businesses	x	x												
			Graphically design a map and group all like businesses together (Retail, Service, Restaurant, etc.)	Brochure in pdf online and printed format	Chamber, Town, Businesses, possible outside contractor			x											
			Place maps in businesses and local organizations to be distributed to customers and visitors.	Brochure distributed at locations throughout town.	Chamber, businesses, partnering organizations			x											
The message of Bayfield needs to be amplified and formalized.	Create a single calendar representing and managed by multiple groups.	Develop consistent and complete messaging.	Research online calendar platforms and identify a "calendar" liaison from the town groups (library, senior center, Town, Chamber, etc.). One agency should hold ultimate responsibility.	Implementable calendar	Chamber, Town, Businesses, Local organizations, possible outside contractor	x	x												
			Build and launch the calendar. The calendar should be viewable or linked on every community website, filtered by agency.	Online calendar of events	Chamber, Town, Businesses, Local organizations, possible outside contractor			x	x										
	Focus on Facebook	Build connections and coordinate info	The "Things to do in Bayfield" Facebook page is the first thing to come up - populate it and link it to the real Facebook page. Make sure all other community Facebook pages are interlinked as well.	Social media interlinked among partner organizations and with websites.	Town, Chamber					x	x								
			Create a seasonal photo contest and advertise it.	Increased "likes"	Town and public					x	x								

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15						Planning Months Out:													
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18	
						1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36	
Bayfield has a strong local pride and can build on that to advance the economic development of their downtown	Develop a 'Shop Local' campaign	Drive more local purchasing	Research and identify a campaign strategy. Look into the 3/50 Project.	Campaign strategy chosen	Chamber and Town						x	x	x						
			Assign a champion, develop materials, and distribute amongst businesses and on social media	Posters, messaging developed and distributed.	Chamber, Town, businesses						x	x	x						
	Analyze all business hours of operation	Drive more local purchasing	Create a database of businesses and hours of operation (can be done in tandem with business map). Analyze it for efficiencies, gaps, and high/low traffic implications	Database and recommendations to align business hours with market demand	Chamber and Town	x	x	x											
Bayfield can leverage partnerships in collaborative marketing arrangements.	Establish an advertising agreement with local and regional newspapers.	Increase publicity	Meet with the editors and ad departments to reach a mutual agreement to purchase unused advertising at a reduced rate to create a win/win.	Event ads in newspapers	Chamber and Town						x	x	x						
Bayfield could benefit from a holistic view of their events throughout the year.	Strategically structure the yearly events calendar to meet community objectives and reach desired audiences.	Identify gaps and places for leverage	Complete the Strategic Event Planning Matrix in the toolkit provided by DCI. Address calendar gaps or uncatered audiences.	Event Matrices, completed for both existing calendar and proposed calendar.	Town, Chamber, partners					x									
Bayfield’s Community Brand could be clarified and strengthened in physical elements and communication pieces.	Clarify Bayfield's brand and message.	Communicate what makes Bayfield unique to drive local pride and visitation	Identify champion to lead effort. Contract with a professional brand specialist to lead a brand charrette with the Town and stakeholders.	Branding platform, logo, and communication pieces.	Town								x	x	x				

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
						1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed													
<b>Economic Development</b>																		
Bayfield's agricultural heritage and legacy present a primary opportunity for business growth and development.	Build on the history and present strengths of the community to tap into this niche.	Grow existing assets and expand the business mix in downtown Bayfield.	Start with an inventory of existing lodging to share with residents and on marketing materials in the short-term.	Inventory of lodging and businesses available online with links to websites and downloadable form.			x	x	x									
			Connect the grocery store to resources that can enhance the existing inventory.	Share information about The Fresh Food Fund with the community and the grocery store owner.	Town, Progressive Urban Management Associates, Colorado Health Foundation, Rocky Mountain Farmers Union	x												
			Investigate opportunities around horses, cows, sheep, agriculture, harvest, etc. Look into the National Livestock Producers Association Sheet and Goat Fund.	Create a list of possible financing and program support groups for agricultural creative industries.	Region 9, Colorado Creative Industries, Local Farmers			x	x									
	Consider possible uses for open space in the Industrial Park.	Bring a new revenue source for the town when the fire station moves out.	Work with existing businesses and property owners to list possible uses. Include farmers, green houses, and fresh food interests.	List of possible uses and a marketing approach for each.	Regional 9 Economic Development, Town, Farmers, etc.		x	x										
The rodeo grounds are a great asset to the community close to downtown.	Work with the owners to improve and expand the use of this space.	Draw additional year-round and multi-use activity close to the downtown.	Use suggested enhancements in the design section to open discussions with the rodeo complex ownership.	Outline of benefits and possible support for enhanced rodeo grounds.	Region 9, Town, and equestrian interests			x	x									
There is a clear desire for more fresh foods.	Consider approaching underutilized green houses to foster a Bayfield nursery.	Increase local availability of health foods and local produce.	Consider how to create an indoor community garden or small business opportunity.	Inventory of assets for year round growing, small business survey of those interested in year round farming, and outline of resources from SBDC and USDA for small farmers.	Region 9, Town, USDA, SBDC, local farmers.			x	x									

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15						Planning Months Out:												
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
	Support expansion of livestock and agricultural products and events.	Work with existing business owners and residents who have an idea and help them broaden their options in Bayfield.	Create an online and monthly group to discuss opportunities for business growth.	Update sent to group once a month.	Chamber, SBDC, Region 9, local businesses.		x	x	x	x	x	x	x	x	x	x	x	x
	Work with the farmer's market group to develop a plan for a co-operative year-round market.		Contact and communicate with the food co-op in Salida and the health market in Buena Vista to consider business models.	Short list of partnerships, financing, marketing shared with Bayfield stakeholders	Chamber and Farmer's Market, Rocky Mountain Farmers Union Cooperative Association		x	x	x									
			Host a field trip to tour these locations and meet with organizers.	List of the operational aspects that would appeal in Bayfield.	Farmers Market group, small farmers, and grocery			x										
Bayfield youth are a primary focus and driver of the community.	Create leadership and entrepreneurship opportunities for youth	Help the young people in Bayfield understand the opportunities to stay in Bayfield.	Create a youth council (or invite Student Council) to advise the work of the Town.	Youth council ideas and feedback presented to town quarterly.	Town, Student Council, School Administration		x	x	x	x	x							
			Encourage youth to run the concession business at the park, and consider how to make that a fundraiser for their activities.	Business plan and estimated budget for youth council concession business.	Parks & Rec, Student Council		x	x	x	x	x							
			Hold a Bayfield career fair for businesses and non-profits to talk to youth about volunteer and internship opportunities in Bayfield.	Initiate a Bayfield Business Forum with student council and student leaders to expand internships in Bayfield.	School, chamber, SBDC, Region 9, Town			x	x	x								
	Tap into youth sports and activities as another natural niche and money-maker for the community.	Grow existing assets and expand the business mix in downtown Bayfield.	Pursue athletics/recreation retail options as well as youth gathering places like arcades or indoor activity space.	Survey youth and young families to identify the types of businesses most desired in the community.	Student council, Chamber, and parent-teacher group.			x	x	x								

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
Mill Street holds a lot of the character that makes Bayfield unique, however there is room to cultivate additional economic opportunity.	Consider how to fill in your “missing teeth” in the heart of your community.	Support the place where locals go.	Consider options to convert vacant residential on Mill St into unique shops.	Survey of property owners on Mill to create an inventory of space and potential space. Create a list of all businesses and contact info for Mill St. during the process.	Realtor on Mill.		x	x										
			Review zoning and code to make sure the community is supporting these efforts.	Assessment of zoning and how to encourage retail and lodging options.	Town planning and zoning.			x	x									
	Display your love of community in the natural bill boards.	Get everyone downtown for an “off the beaten path event”.	Invite students, arts groups, historians, and business and property owners to identify space that could be spruced up and decorated. Develop a seasonal competition in which locals vote on the best display.	List of participating store/home owners who would like to have a window display. Flyer and online announcement inviting teams to submit ideas and identify their store.	Chamber, Student Council, Arts groups, Stores, etc.		x	x	x	x								
The need for increased broadband in the region is key to attracting location neutral workers.	When requested, support the town’s efforts and provide letters, reports, or mapping to build the cause and garner more support.	Support a broader mix of business activities.	Keep the community informed of progress and areas to support.	Monthly updates in the local paper.	Region 9.	x	x	x	x	x	x	x						

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15						Planning Months Out:																															
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	May-15	1-3	August-15	4-6	November-15	7-9	February-16	10-12	May-16	13-15	August-16	16-18	November-16	19-21	February-17	22-23	May-17	24-25	August-17	27-28	November-17	30-31	March-18	32-34	June-18	35-36						
Catalytic Development																																					
There are two underutilized “downtown gateway” sites.	Consider joint development on these sites to create gateways to downtown / Mill St.	Draw people into the downtown and generate more economic activity.	Develop market analysis for appropriate uses in identified locations. Meet with property owners to gauge interest in redevelopment.	Market/Feasibility Study; joint development activities; ENA with developer.	Town initiates with property owners, regional ED program, and County partners; Development expertise as needed.	x		x		x		x		x		x		x		x																	
The old school building slated for redevelopment offers immense potential to the downtown.	Option A: Redevelop school building as a joint-use public facility.	Achieve potential cost savings co-locating and constructing both facilities on the same site.	Conduct feasibility study of school building demolition and co-locate new fire station and community/rec center at the site.	Feasibility Study; Site Plan / Design / Construction docs; Facilities O & M Plan.	Town initiates; Development expertise as needed.	x		x		x		x		x		x																					
	Option B: Preserve the school building's intrinsic value that is lost with demolition.	Generate revenue; Meet regional market demand for affordable office & residential.	Develop plans to locate rec center elsewhere and fire station on Hwy 160. Conduct a feasibility study for adaptive reuse of school building as commercial use (office/retail) with new residential behind.	Market/Feasibility Study; joint development activities; ENA with developer.	Town initiates with regional ED program and County partners; Development expertise as needed.	x		x		x		x		x		x		x		x																	
Bayfield has an unmet demand for overnight lodging.	Support initiatives to add mother-in-law apartments and other options to existing buildings.	Provide lodging options that reflect Bayfield's unique character.	Adjust zoning code as needed.	Updated zoning code.	Town, property owners					x		x																									
	Consider creating campgrounds and/or an RV park along the river.	Provide low-cost, low-impact, overnight visitor accommodations on the river and near downtown.	Develop market analysis for appropriate uses in identified locations. Meet with property owners to gauge interest in redevelopment.	Market/Feasibility Study; Site Plan/Design/Construction docs; RFP (operator); Marketing Plan.	Town initiates with property owners, regional ED program and County partners; Development expertise as needed.	x		x		x		x		x		x																					

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Plan Start Date : May-15					Planning Months Out:					1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36	
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18					
Design and Physical Improvements																							
Mill Street has a character and history that is unique from other areas of town, however the site elements and landscaping are inconsistent.	Add landscaping in the downtown area.	Enhance the downtown streetscape to be more attractive and pedestrian friendly.	Partner with business and property owners along Mill Street to share cost of planters and maintenance.	Planters placed along Mill Street	Town, business and property owners	x	x																
			Include a street tree master plan in the Downtown Revitalization Plan for streetscapes described below. Plant street trees in a landscape strip between the roadway and sidewalk where feasible.	Design, development, and construction document sets	Town, affected property owners, community, landscape architect/urban planner, DOLA							x	x										
	Beautify streetscape on Mill Street with the addition of unique site furnishings.	Enhance the downtown streetscape to be more attractive and pedestrian friendly.	Form a beautification committee to jumpstart fun and interactive projects this summer and to evaluate future projects.	Create a short list of quick wins that add color and activity to the downtown area	Town, local artists, library, business owners, residents.	x	x																
			Develop a street furnishings palate in coordination with the branding effort.	Unique, custom designed, hand painted site furnishings	Beautification committee, Town, local artists, library, business owners, residents.									x	x	x							
There are significant connectivity challenges for pedestrians and bicyclists in town, especially around Highway 160 which creates a barrier between the north and south sides of town.	Improve connectivity and accessibility throughout the town.	Connect pedestrians safely from residential areas to Mill Street and other amenities in town.	Begin the process by studying the existing system for pedestrians and bicycles and identifying where gaps in connectivity exist, especially to key community destinations such as schools, parks and the library.	Map depicting existing sidewalks, trails and bike paths and the modes of transportation accomodated (walk, bike, equestrian).	Town, consultant			x	x														
			Identify improvements and priortize them to be implemented over time.	Overall trails map, combining potential on-street bicycle lanes, sidewalks and off-street trails into one overall system.	Town, consultant			x	x														

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15						Planning Months Out:												
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
			Identify and secure design and construction funding.	Article and celebration for secured construction funding.	Town, DOLA			x	x									
		Encourage the local community to bike to their destination.	Add bicycle racks at major destinations including the downtown, parks, schools and public buildings.	Bike racks placed throughout town.	Town, beautification committee, local artists			x	x									
	A continuous sidewalk from the intersection at Highway 160 to Mill Street should be constructed, upgrading sidewalks and crosswalks to be ADA compliant where necessary.	Connect pedestrians safely from residential areas to Mill Street and other amenities in town.	Develop a Downtown Revitalization Plan that identifies and defines a design for sidewalk, streetscape and street improvements including cost estimates. Coordinate with sidewalk and trails plan described above.	Survey/Site Analysis Plan and Conceptual Design Plans. Show potential phasing and improvements that should be prioritized.	Town, affected property owners, community, landscape architect/urban planner Town Staff / County / Developers / Residents / CDOT					x	x							
			The Town should consider constructing curb bulb-outs at the corners in the downtown core area to improve pedestrian safety, provide a traffic calming feature, and create opportunities for additional landscaping and signage. Prepare streetscape design and construction documents for the proposed improvements.	Design Development and Construction Documents Sets	Town, affected property owners, community, landscape architect/urban planner, DOLA					x	x							
	Additional improvements should be made at the existing signalized crossing at SH 160/ CR 501.	Remove barriers to walking and biking within the community to promote physical activity and improve connectivity.	Obtain survey for SH 160 / CR 501 intersection. Obtain information regarding length of pedestrian signal and vehicles per day / peak travel times. Develop plan for median / pedestrian refuge extension.	Survey, traffic counts, signal length data, plan for median/pedestrian refuge extension.	Town Staff / Surveyor / Design Consultant / CDOT					x	x							

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
	The Town should dedicate a portion of the proposed tax for streetscape enhancement including bike and pedestrian connections to make the community more walkable especially for families and seniors.	Get the proposed sales taxes for streets approved in the next election.	Develop visuals to show the community what will be gained from passing the tax.	Graphic cross sections and renderings of streetscape improvements.	Town, landscape architect	x	x	x										
Bayfield Parkway is a primary transportation route through town, linking residential neighborhoods, Mill Street businesses, Joe Stephensen Park and the industrial business park.	Additional signage and landscape improvements should be considered along Bayfield Parkway.	Unify this primary corridor and prioritize improvements in locations that connect multiple neighborhoods.	Develop a plan for Bayfield Parkway that documents potential improvements within Town ROW, such as landscape, signage, sidewalks and bike paths. Talk to business and property owners adjacent to Bayfield Parkway.	Plan for Bayfield Parkway shared for public comment.	Town Staff / Design Consultant / Property owners / Residents									x	x			
	Improve and enhance vehicular access into the park and senior center from Business Loop 160/Bayfield Pkwy. A new access could also direct traffic to a centralized parking area that could provide parking for the new potential park on the 23 acre GOCO property acquisition.	Improve access into the existing park facilities and future park expansion.	This should be studied concurrently to the overall Parks Master Plan for the new 23 acre park site.	Park Master Plan shared for public comment.	Town Staff / Design Consultant / Property owners / Residents				x	x								

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
There is a lack of gateway and directional wayfinding signage in the community, and there is little awareness about historic downtown Bayfield from the primary access route, State Highway 160.	Develop an overall comprehensive system of signage for identifying Bayfield and showcasing the community.	Welcome residents and visitors to Bayfield and direct them to community destinations.	Develop a community sign plan that identifies primary, secondary, directional/wayfinding and informational kiosks throughout Bayfield. Consider placements at key intersections on SH 160, secondary signage in town, including wayfinding/directional signage and secondary identification for Mill Street, and informational kiosks in town, with one on Mill Street and another potentially located in Joe Stephensen Park.	Community sign plan including locations for signs and signage character and design.	Town Staff / Design Consultant or Signage Fabricator / CDOT / Private landowners									x	x			
			Develop signage design that incorporates the community brand and directs people to destinations. The signage should be unique to Bayfield and represent the character of the community.	Community sign plan including locations for signs and signage character and design.	Town Staff / Design Consultant or Signage Fabricator / CDOT / Private landowners									x	x			
	Enhance and beautify the medians along SH 160 at CR 501, including landscaping, signage and artistic elements.	Enhance the main intersection in Bayfield to welcome people to the community.	Obtain survey for SH 160 / CR 501 intersection including conduit/sleeving for irrigation to median. Develop landscape/hardscape plan for median including species tolerant of the harsh conditions.	Median landscape plan, planned and integrated with improved community connections detailed above.	Town Staff / Surveyor / Design Consultant / CDOT					x	x							
Many people utilize nearby trails for mountain biking as well as equestrian use. Locals and visitors value Bayfield's parks, and there are opportunities to enhance connections to the amenities.	Develop a Parks, Open Space and Trails Master Plan.	Catalog existing amenities and prioritize future recreation development.	Work with DOLA and GOCO to identify funds to have a consultant develop a Parks, Open Space, and Trails Master Plan.	Parks, Open Space, and Trails Master Plan	Town, affected property owners, community, landscape architect, GOCO		x	x	x									

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15						Planning Months Out:												
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
	Consider building a multi-use trail along the River that can accommodate bicycle, pedestrian and equestrian use.	Connect multiple parks and neighborhoods with a trail that can be used for recreation and commuting.	When funding is available use the Parks, Open Space, and Trails Master Plan to determine the priority of the trail sections. Develop construction documents for individual phases of trail construction.	Design Development and Construction Documents Sets	Town, affected property owners, community, landscape architect, GOCO				x	x	x							
	As a trail system develops, evaluate the opportunity to build an underpass under the highway bridge.	Connect the north and south sides of Highway 160.	Develop a feasibility study with an engineer and landscape architect to understand if an underpass is possible. This option would likely including having to purchase land or get easements. Those costs shall be weighed against the cost of building a bridge over the highway.	Feasibility Study	Town, affected property owners, community, landscape architect, engineer, CDOT							x	x	x				
	As the parks and trail system develops, trail signage will be a necessary addition.	Encourage use and familiarity of parks and trail system.	Develop a signage package that will be used throughout the Bayfield Park System. There should be a range of signage levels and sizes from small directional signage to large maps that show the entire parks and trail system.	Signage Package	Town, community, landscape architect, graphic designer								x	x	x			
	Connect a trail from the town to the Saul’s Creek trail head.	Encourage visitors to park in town and ride to Saul’s Creek taking advantage of the opportunities in Bayfield including restaurants and shopping.	Use the Parks, Open Space, and Trails Master Plan to determine the feasibility of the trail connection. Private property and or easements may need to be acquired. Once easements are understood, develop construction documents for trail.	Design, development, and construction documents sets	Town, affected property owners, community, landscape architect, engineer, Trails 2000							x	x	x				

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
There are opportunities for additional activation in Bayfield's parks, especially at the rodeo grounds at Joe Park and on the sections of the Pine River running through town.	Enhance connections to the Pine River by developing access points that are safe and in shallow areas with slopes less than 10%.	Utilize the Pine River to the greatest extent possible within the town.	Use the Parks, Open Space, and Trails Master Plan to determine the locations for ideal river access in the parks. Develop construction documents for individual river access points.	Design, development, and construction documents sets	Town, community, landscape architect, engineer that specialize instream improvements, ecologist, US Corps of Engineers, GOCO				x	x								
	Enhance the ecological health of the Pine River and river banks where needed.		Use the Parks, Open Space, and Trails Master Plan to determine the locations for ideal river access in the parks. Develop construction documents for individual river access points	Design, development, and construction documents sets	Town, community, landscape architect, engineer that specialize instream improvements, ecologist, US Corps of Engineers, GOCO					x	x	x						
	Develop infrastructure for additional water recreation activities.		Develop a feasibility study with an engineer and landscape architect to understand possible in-stream recreation opportunities on the Pine River.	Feasibility Study shared with developers and partners.	Town, community, landscape architect, engineer that specialize instream improvements, ecologist, US Corps of Engineers, GOCO							x	x	x				
	The Town should explore and encourage additional opportunities for commercial and restaurant activity on existing and future park frontage.		Add language to your code that states that if development occurs adjacent to the river, it will be oriented to the river using it as an amenity. Identify key properties that could be enhanced that have park or river frontage. Develop market analysis for appropriate uses in identified locations. Meet with property owners to gauge interest in redevelopment.	New language in Town Code, market study, list of key properties	Town Staff / Economist or Market Consultant / Property Owners				x	x								

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15						Planning Months Out:													
Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36	
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18	
	Redevelop the playground area near Mill Street to provide additional activities for different age groups, such as a climbing wall, concrete ping pong tables or other play features that are not provided within the community.	Activate the park with year-round activity.	Hold a community meeting to discuss design ideas for the playground area, potentially hold a meeting with local youth at the schools or at youth sports to get input on design. Develop a new playground plan for the area.	Plan for Joe Stephenson Park Playground.	Town Staff / Youth and Families / GOCO									x	x				
	Consider improving the rodeo facilities for use year-round.		Meet with rodeo facilities owner and representatives to discuss future plans and potential for shared uses. Develop rodeo facility master plan as public-private partnership incorporating potential covered arena that could double as outdoor ice in the winter.	Rodeo Master Plan	Town Staff / Rodeo Facility Representatives / Parks and Recreation / GOCO											x	x		
There is a perceived lack of parking in downtown, with concerns from some business owners that a majority of parking on Mill Street is used by residential properties.	Work with Mill Street residents to ensure that adequate parking is available in the alleyways for their cars and the cars of their guests.	Eliminate perception that parking is not available by encouraging residents to use the alleys.	Evaluate existing residential properties and available alley parking. Identify areas where additional alley parking should be accommodated. Hold individual meetings with property owners and residents to educate them regarding resident and guest parking. Ensure that Town Code is in line with proposed suggestions to residents and owners.	Parking Analysis	Town Staff / Property Owners / Residents			x	x										

Community: **Bayfield**

Project: **Downtown Assessment**

Plan Start Date : May-15

Planning Months Out:

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/ Stakeholders/ Expertise Needed	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-23	24-25	27-28	30-31	32-34	35-36
						May-15	August-15	November-15	February-16	May-16	August-16	November-16	February-17	May-17	August-17	November-17	March-18	June-18
	Mill Street should be striped and signed for 2-hour parking, with some areas designated for short term loading.	Manage parking in a way that eliminates perception that parking is not available.	Evaluate existing parking space striping on Mill Street, inventory existing spaces, and identify where additional spaces could be located, such as shared lots or leased from property owners. Identify potential locations for loading zones.	Parking Inventory and Striping Plan	Town Staff			x	x									
	Providing directional wayfinding to parking areas so that guests know the best places to park downtown.	Direct residents and visitors to community destinations.	Identify additional parking supply locations. Develop parking directional signage concurrent to comprehensive wayfinding and directional signage plan.	Location map identifying overflow parking areas.	Town Staff									x	x			



## Appendix II: Suggested Downtown Stakeholder Roles

1. Town Hall, including Parks and Recreation – *There is huge opportunity for outreach with the Town’s Parks and Recreation Department, which is robust and attracts a significant number of Bayfield families. Town Hall will be prepared to take on infrastructure-related initiatives and projects with increased partner and community support. It is likely the Town may need to be the catalyst early on for bringing people together and understanding the collective community needs and desires, although over time other organizations may become available to assist or lead these efforts.*
2. Library District – *As a nationally recognized small-town library, there is significant potential for this cornerstone community organization to play a key role in Bayfield’s community and economic development efforts. With a variety of youth engagement offerings, a significant volunteer base, and a burgeoning community garden the library is an excellent resource. With a short-term need for volunteer organization and management, the library may be a good launching point for these services.*
3. School District – *With growing enrollment, excellent performance, numerous families and facilities, including a beautiful new Performing Arts Center, the District is well-positioned to influence Bayfield’s future. While workers may leave Bayfield in the morning, the children, teachers and administrators are in town during the weekdays and on weekends even if they are commuting outside of Bayfield for employment. Finding numerous ways to engage students and District employees will only benefit the Bayfield community over time.*
4. The Family Center and After School Program – *This organization is already outgrowing the services it strives to provide, including creating access to healthy food. There appears to be a lot of energy and drive for this organization to succeed at the heart of what is important to the Bayfield community: creating and nurturing healthy families. There is a very real and tangible desire to increase minimum and living wages for families in Bayfield, and to grow a healthy community with local resources. Identifying what this looks like, how it sustains, and understanding existing circumstances through the current community assessment will inform Bayfield’s short and long term community and economic development plan.*
5. Bayfield Chamber – *With a diverse business base, a strategic focus on promotions and marketing may be challenging but is very important to the image portrayed and the type of businesses and people attracted to Bayfield. With limited resources, a narrow focus for the Chamber may be appropriate. Organizing a single fundraising event that the community can embrace and support and that will assist with funding the Visitor Center and promotions for local businesses may be key to advancing the efforts of the Chamber.*
6. Pine River Valley Historic Society – *Occupying an anchoring corner of Mill Street and keeping the history of the Pine River Valley alive, this organization has significant potential. Perhaps a partnership with the Chamber may benefit both organizations and support both organizational missions, while reducing the financial cost to each agency.*



## Appendix II: Suggested Downtown Stakeholder Roles, Continued

7. Region 9, La Plata Economic Development Alliance, Southwest Council of Governments – *These are the local economic development resources and regional cooperation centers for the community. It will be beneficial for numerous community leaders to attend these meetings in order to benefit from the collaboration and strategize on future opportunities together.*
8. Bayfield Seniors – *This is a valued and honored group that can contribute significantly to Bayfield's success. With a beautiful Senior Center and wide support from the community, Seniors can be key players in volunteering and acting as a knowledge base and resource for the community. The beautification of Mill Street and the Highway corridor with simple plantings and watering may be of interest to some Seniors. Coordinating with the School District shop class to design and build planter boxes and decorative vessels could beautify the commercial centers of Bayfield while engaging Seniors and students. Additional coordination of plantings with the gardeners at the Library may bring another partnership opportunity.*
9. Religious and Civic (eg: Rotary and Lyons) Organizations – *These dedicated individuals may provide opportunities for organized fundraising and volunteer efforts. Supporting or driving parks improvements and youth programs, these organizations may be great partners to share responsibility and drive projects to completion.*
10. La Plata County – *La Plata County is active and engaged with economic development staff and youth initiatives. Finalizing the project on determining land uses around Bayfield and entering into an Intergovernmental Agreement with the County that would drive much of the growth into Bayfield will work to preserve the scenic beauty of the County and inspire development to occur where existing infrastructure is constructed and accessible. Exploring interesting land uses (eg: unique, semi-rural lodging experience) on the edge of the Town of Bayfield may also be an interesting partnership with the County with revenue sharing opportunities. La Plata County is also engaging youth, which has the promise of engaging Bayfield youth and developing yet another public partnership opportunity.*
11. Downtown Property Owners – *Owners on and near Mill Street may be strategic partners to provide for much needed and desired lodging opportunities (eg: vacation rentals, bed and breakfasts, etc.). The Town may want to verify appropriate zoning and regulations and tap fee structures that allow for and even incentivize these smaller scale and interesting lodging opportunities. As lodging opportunities develop, a lodging tax may be a financial resource to advance the community and economic development priorities.*



## Downtown Revitalization Façade Improvement

Building Owner Name\_\_\_\_\_ Phone Number\_\_\_\_\_

Building Address\_\_\_\_\_ Email\_\_\_\_\_

Mailing Address\_\_\_\_\_

Contact Name\_\_\_\_\_

Please describe the primary use of the building\_\_\_\_\_

\_\_\_\_\_

Please describe future plans for the building\_\_\_\_\_

\_\_\_\_\_

What resources do you have available to dedicate to the improvement of your building? (time, money, equipment, volunteers, etc.)

\_\_\_\_\_

If applicable, please describe any barriers that have prevented you from making building improvements or utilizing your building for its original intended purpose\_\_\_\_\_

\_\_\_\_\_

Please describe how the Downtown Revitalization Façade Improvement Program will help you\_\_\_\_\_

\_\_\_\_\_

PERMISSION TO PERFORM AESTHETIC IMPROVEMENT TO BUILDINGS

I, \_\_\_\_\_, (hereinafter "Owner") own the building located at \_\_\_\_\_ (hereinafter the "Property"). Volunteers from the Victor D.R.E.A.M. Project (an association of individuals with no legal association with the City of Victor, Colorado - hereinafter the "City") desire to perform work upon the Property to improve the aesthetics of its façade as part of an overall community revitalization effort.

As Owner, I hereby grant authority and permission to Victor D.R.E.A.M. Project volunteers to perform work upon the façade of the Property in order to improve its aesthetics. I acknowledge that the Victor D.R.E.A.M. Project and I have agreed to the following improvements to be performed:

---

---

---

---

---

---

---

---

I acknowledge those performing the above-stated work are unpaid volunteers of the Victor D.R.E.A.M. Project, and are not employees, representatives, or agents of the City. I further acknowledge that while the City may provide to Victor D.R.E.A.M. Project volunteers supplies or materials to be used in the work, or funds to procure the same, the City is not itself performing the work and the City is making no representations regarding the work to be performed. Furthermore, I agree to indemnify and hold harmless the City and its officers, insurers, volunteers, representatives, agents, employees, heirs and assigns from and against all claims, liability, damages, losses, expenses and demands, including attorney fees, on account of injury, loss, or damage, including, without limitation, claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any manner connected with this agreement or the work contemplated herein, and I agree that the City of Victor is an intended third-party beneficiary.

Dated \_\_\_\_\_

Victor D.R.E.A.M. Project

Owner

\_\_\_\_\_

\_\_\_\_\_

VOLUNTEER ACTIVITIES  
RELEASE/INDEMNIFICATION - CITY OF VICTOR, COLORADO

**I. RELEASE OF LIABILITY AND INDEMNIFICATION AGREEMENT:  
PARTICIPANT MUST READ CAREFULLY BEFORE SIGNING**

In consideration for being permitted to perform the below-described volunteer activities for the City of Victor, Colorado, I hereby acknowledge, represent, and agree as follows:

A. I understand that said activities are or may be dangerous and do or may involve risks of injury, loss, or damage. I further acknowledge that such risks may include but not be limited to bodily injury, personal injury, sickness, disease, death, and property loss or damage. I acknowledge that such risks may arise from a variety of foreseeable and unforeseeable circumstances connected with the use of the activities, including but not limited to the following risks:

Activities to be performed: \_\_\_\_\_

\_\_\_\_\_

Risks of such activities include but are not limited to: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ (Participant initials here)

\_\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

B. By signing this **RELEASE AND INDEMNIFICATION AGREEMENT**, I hereby expressly assume all such risks of injury, loss, or damage to me or to any third party arising out of or in any way related to the above-described activities, whether or not caused by the act, omission, negligence, or other fault of the City, its officers, its employees, or by any other cause.

\_\_\_\_\_ (Participant initials here)

\_\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

C. By signing this **RELEASE AND INDEMNIFICATION AGREEMENT**, I further hereby waive, and exempt, release, and discharge the City, its officers, and its employees from, any and all claims, demands, and actions for such injury, loss, or damage, arising out of or in any way related to the above-described activities, whether or not caused by the act, omission, negligence, or other fault of the City, its officers, its employees, or by any other cause, excepting only the willful and wanton conduct of the Town's officers or employees.

\_\_\_\_\_ (Participant initials here)

\_\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

D. I further agree to defend, indemnify and hold harmless the City, its officers, employees, insurers, and self-insurance pool, from and against all liability, claims, and demands, including any third party claim asserted against the City, its officers, employees, insurers, or self-insurance pool, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any way related to the above-described activities, whether or not caused by my act, omission, negligence, or other fault, or by the act, omission, negligence, or other fault of the City, its officers, its employees, or by any other cause, excepting only the willful and wanton conduct of the Town's officers or employees.

\_\_\_\_ (Participant initials here)  
\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

E. By signing this **RELEASE AND INDEMNIFICATION AGREEMENT**, I hereby acknowledge and agree that said **AGREEMENT** extends to all acts, omissions, negligence, or other fault of the City, its officers, and/or its employees, and that said **AGREEMENT** is intended to be as broad and inclusive as is permitted by the laws of the State of Colorado. If any portion hereof is held invalid, it is further agreed that the balance shall, notwithstanding, continue in full legal force and effect.

\_\_\_\_ (Participant initials here)  
\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

F. I understand and acknowledge that the City, its officers, and its employees are relying on, and do not waive or intend to waive by any provision of this **RELEASE AND INDEMNIFICATION AGREEMENT**, the monetary limitations (presently \$150,000 per person and \$600,000 per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, C.R.S. §24-10-101 et seq., as amended, or otherwise available to the City, its officers, or its employees.

\_\_\_\_ (Participant initials here)  
\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

G. I understand and agree that this **RELEASE AND INDEMNIFICATION AGREEMENT** shall be governed by the laws of the State of Colorado, and that jurisdiction and venue for any suit or cause of action under this Agreement shall lie in the courts of \_\_\_\_\_, Colorado.

\_\_\_\_ (Participant initials here)  
\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

H. This **RELEASE AND INDEMNIFICATION AGREEMENT** shall be effective as of the date set forth below and shall be binding upon me, my successors, representatives, heirs, executors, assigns, and transferees.

\_\_\_\_\_ (Participant initials here)

\_\_\_\_\_ (If Participant is under 18 years old, Parent initial here)

## **II. PARTICIPANT SIGNATURE AND DATE:**

Participant - Print Name: \_\_\_\_\_

Participant's Signature: \_\_\_\_\_

Date of Signature: \_\_\_\_\_

## **III. IF PARTICIPANT IS UNDER 18 YEARS OLD, PARENT SIGNATURE AND DATE:**

By initialing above and signing below, I acknowledge that I am the parent of the above-named Participant as the term "parent" is defined in C.R.S. Section 13-22-107(2)(b), and I hereby waive and release any prospective claim of the Participant against the City, its officers, and its employees for negligence, to the extent provided in C.R.S. Section 13-22-107(3), in connection with the above-described activities.

Parent - Print Name: \_\_\_\_\_

Parent's Signature: \_\_\_\_\_

Date of Signature: \_\_\_\_\_



## Downtown Colorado Inc. Mini Market Analysis Options

DRAFT – March 19, 2015

OPTION	COST
<p><b>Community Market Profile</b>, including:</p> <ul style="list-style-type: none"> <li>• Definition of primary and secondary trade areas</li> <li>• Economic profile with key indicators, including demographics, retail gaps, psychographics, traffic counts and others</li> <li>• Two-day consultant site visit to conduct stakeholder roundtables, identify opportunities and improvement priorities</li> <li>• Community market profile report, with summary of economic profile and consultant impressions and recommendations.</li> </ul>	<p>\$ 7,500 plus expenses</p>
<p><b>Market Opportunities Analysis &amp; Action Plan</b>, including:</p> <ul style="list-style-type: none"> <li>• Community Market Profile (all of the above)</li> <li>• Community retail, service and improvement survey in both online and paper formats</li> <li>• Identify key business and investment opportunities</li> <li>• Evaluate opportunities beyond the local market (i.e. visitor markets)</li> <li>• Assessment of local economic development capacity – both resources and organization(s)</li> <li>• Market Opportunities &amp; Action Plan report including community market profile, survey summary and action plan that identified market opportunities and provides implementation tactics for both short (18 months) and mid-term (5 years) planning horizons.</li> <li>• Second consultant site visit to present recommendations and findings and meet with community/downtown organization leadership.</li> </ul>	<p>\$15,000 plus expenses</p>

1616 SEVENTEENTH STREET

S U I T E 2 6 2

DENVER, COLORADO 80202

TELEPHONE: 303/628-5554

FAX: 303/628-5557

www.pumaworldhq.com



**DOWNTOWN  
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658  
www.downtowncoloradoinc.org

### Bayfield Community Assessment Agenda

<i>Community Liaison: Chris La May, Town Manager; Contact Number: 970-884-9544 (work) 970-759-1132 (cell)</i>			
Date/Time	Agenda	Attending	Location
<b>March 16</b>			
10:00 AM	Pre-Meeting Orientation	Full Team and Community Liaison - Chris La May, Town Manager	Town Hall (Upstairs Conference Room) 1119 Bayfield Parkway (include coffee & light breakfast )
10:45 AM	Orientation/Tour	Full Team, Parks & Recreation Director, Public Works Director, Finance Director, Town Marshal, and Town Manager	Walking Tour Downtown
12:15 PM	Lunch with Elected Officials (informal discussion) (60 min)	Board of Trustees, County Commissioners, SWCCOG, Region 9, Town Staff & Planning Commission	Town Hall (Board Room) 1119 Bayfield Parkway (Lunch delivered)
1:30 PM	Focus Group Meeting 2 (60 Min depending on size) – Amenities and non-municipal services	Service Providers: Bayfield School District, CDOT, Pine River Library District, Chamber, Pine River Valley Heritage Society, Upper Pine Fire District, La Plata County Economic Development Alliance, Regional Housing Authority, Rotary, Lions, Pine River Shares.	Town Hall (Board Room) 1199 Bayfield Parkway
3:00 PM	Team De-brief, additional touring as needed	Team Members – private meeting	
5:30 PM	Focus Group Meeting 3 (75 Min depending on size) – Property and Business Owners	Property and business owners	Pine River Senior Center, 111 W. South Street
7:00 PM	Focus Group Meeting 4 (45 Min) - Residents	Residents, community members at large, even those who live outside of town.	Pine River Senior Center 111 W. South Street
8:00 PM	Team de-brief	Team Members – Private Meeting	Pine River Senior Center 111 W. South Street (Dinner Delivered)
8:30 PM	Draft Recommendations	Team	
<b>March 17</b>			
8:00 AM	Working Breakfast—Team members prepare presentation and report sections	Team (Provide print outs of the previous night's work for this breakfast.)	Town Hall (Upstairs Conference Room) 1119 Bayfield Parkway (Coffee and light breakfast)
12 Noon	Working Lunch Delivered	Box Lunch for team	Town Hall (Upstairs Conference Room) 1119 Bayfield Parkway (Lunch delivered)
3:45 PM	Meet with client to review draft presentation	Town Manager and others (as determined by liaison)	Town Hall (Board Room) 1199 Bayfield Parkway (Snacks Available)
6:00 PM	Reception/Presentation	Invite all participants and the public.	Town Hall (Board Room) 1199 Bayfield Parkway (Veggie, fruit & cheese tray)



*Please sign in...*

Date 3/16/15

[illegible]



*Please sign in...*

Event Focus Group 3

Date 3/16/15

[illegible]



*Please sign in...*

Event Bayfield Fours Group 4 Date 3/16/15

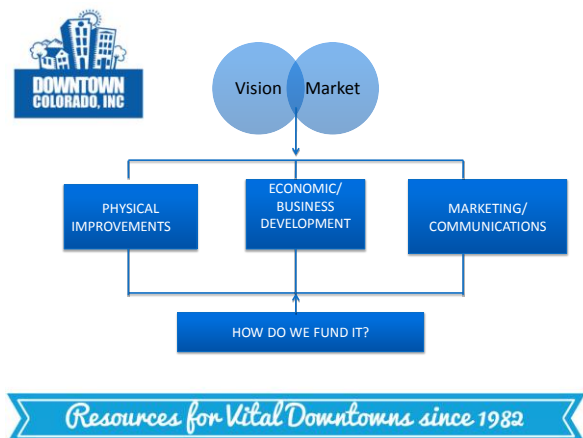
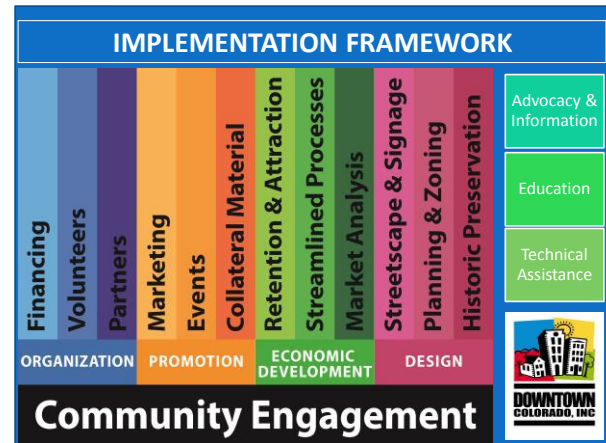
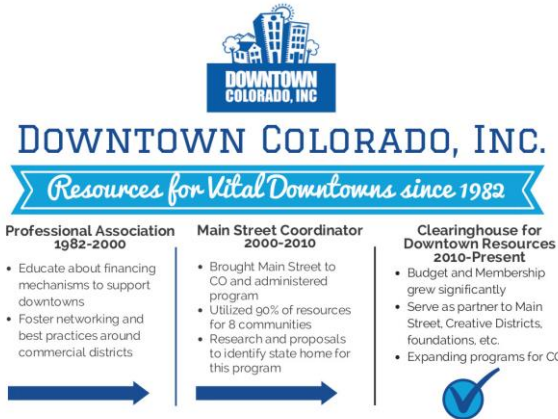
[illegible]



*Please sign in...*

Event Bayfield Public Presentation Date 3/17/15

[illegible]



## Team Members

**Ken Charles**, Department of Local Affairs  
**Jen Coates**, Town of Ridgway  
**Katherine Correll**, Downtown Colorado, Inc.  
**Karen Current**, DHM Design  
**Katie Feeney**, DHM Design  
**Caitlin Hale**, Downtown Colorado, Inc.  
**Jeremy Nelson**, REgeneration Development Strategies  
**Elena Scott**, Norris Design  
**Nancy Sprehn**, Downtown Colorado, Inc.



## Thank you participants!

Bayfield Farmers' Market	La Plata Youth Services
Bayfield Post Office	Pine River Historical Society
Bayfield School District	Pine River Library
Bayfield Senior Center	Pine River Rotary
Business Owners	Pine River Shares
Chamber of Commerce	Pine River Times
Colorado Department of Transportation	Pine Valley Church
Community Members	Planning Commission
La Plata County	Region 9 Economic Development District
La Plata County Economic Development	Town Staff
La Plata Family Centers Coalition	Town Trustees
	Upper Pine River Fire District



..and thank you to our hosts and sponsors!



COLORADO  
Department of Local Affairs



## Great work!

- Community events and gatherings
- Celebration of heritage
- Strong focus on the locals
- Town provides great services to its residents



## Observations



## ORGANIZATION



**Observation:** There are many organizations actively working to improve the community. There is room for more coordination and partnerships.

**Recommendation:**

**Work with what you've got!**

- Clarify the roles of the various organizations
- Refine Town Trustees liaison roles
- Strengthen partnership with school district: engage families, and utilize the Performing Arts Center



**Observation:** There are meaningful and informative meetings happening in the region.

**Recommendation:**

**Maximize Existing Resources**

- Chamber: Hold regular, focused meetings & Regional Alliance Meetings
- Town Board: Develop a role at Community Potluck & Regional Alliance Meetings & Parks and Recreation Events



**Observation:** There is difficulty engaging community members and bringing diverse participation.

**Recommendation:**

**Find THEM and go to THEM!**

- Monthly stakeholder/ community partner meetings
- Volunteers: classes & appreciation
- Leadership academy



**Observation:** Limited investment in commercial development and organization downtown (Mill Street) challenges the ability to finance and organize community and business interests.

**Recommendation:**

**Give us something to rally around!**

- GoCo Land Acquisition: River Opportunities
- Street Improvements Sales Tax
- Fundraising
- Explore long-term organizational opportunities and programs



## ECONOMIC VITALITY



**Observation:** Bayfield is very much focused on family.

**Recommendation:** Build the foundation for branding and niche development based on authentic Bayfield ideas



**Community:** A feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals

**Sustainability:** The capacity to endure



## Principles of Economic Development



# Good job Bayfield!



**Observation:** Bayfield has a strong history in agriculture and recreation.



**Recommendation:** Grow existing assets into business opportunities

- Rentals can provide lodging and maintain the family character
- Connect existing grocery store to resources for expansion
- Farm to table options for supplying Bayfield establishments



**Recommendation:** Investigate businesses and opportunities around horses, sheep, agriculture, harvest, etc.

- Support expansion of wool mills, products, and events
- Investigate National Livestock Producers Association Sheep and Goat Fund
- Consider approaching underutilized green houses to foster a Bayfield nursery



**Observation:** Bayfield youth are the primary focus and driver of the community.

**Recommendation:** Focus business and training opportunities that invest in youth in Bayfield

- Create leadership and entrepreneurship opportunities for youth i.e. youth council, run concession business
- Hold a Bayfield businesses and non-profit career fair for students
- Post local internship opportunities
- Pursue recreational retail options and youth gathering places like arcades or indoor activity space



**Observation:** Mill Street is your community smile.

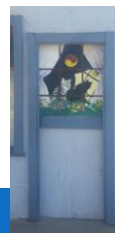
**Recommendation:** Consider how to fill in your "missing teeth"

- Consider options to convert vacant residential on Mill St homes into unique shops
- Support efforts to add rentals and lodging onto Mill Street



**Observation:** Windows are the natural bill boards in downtown.

**Recommendation:**  
Create a window display contest





**Recommendation:** Communicate and celebrate the Town's progress and achievements

GoCo  
Acquisition



Town Vision  
Statement

## Event Matrix

Objective Event	Community	Kid friendly	Fund Raising	Traffic Generating	Retail	Restaurant	Downtown Component	Focus on History
Heritage Festival	X	X		X	X		X	X
Spring Festival	X	X		X	X		X	
July 4th Parade	X	X		X	X		X	
Christmas Event	X	X			X		X	
Rodeo	X	X		X				X
Youth Sports	X	X		X		X	X	
Outdoor Market	X	X		X	X	X		X
Movie Night-dinner								
Concert at Park								
Pub crawl/bonfire								
Soap box derby								
First Fridays Walk								

## What is 'Community Brand'

Values

Shared  
Interests

Rituals

Traditions



### Physical Elements

- Streetscapes
- Parks/Plazas/Landscaping
- Signs/Gateways

### Communication Pieces

- Logo
- Website/Social Media
- Slogans
- Collateral Materials
- Events/Celebrations

**Observation:** The brand of Bayfield needs to be solidified and amplified.

#### Recommendations:

- Work with stakeholders to develop an authentic community brand, logo and marketing materials - Vision Survey, Tapestry Study, Community/Business Survey, Visitor Perception Survey
- Create a brand positioning platform – Logo, Tagline/Call to Action, Website, Letterhead/Business Card, Full Page Ad, Visitor Guide, Banner Program, Bumper Sticker

#### Bayfield Vision Statement:

Bayfield is a safe, livable community, with a small town feel striving to become a multigenerational, diverse community that maintains its values while progressively pursuing ongoing sustainability of economic resources, natural resource stewardship and livability. We are committed to the promotion of a vibrant business community balanced by recreational and educational opportunities in order to foster a unique and complete community for future generations.

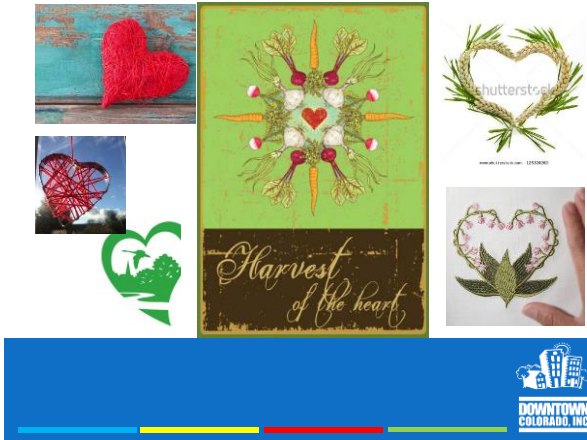
**Observation:** Bayfield would benefit from a strong community brand.

**Idea One:** Love

**Tagline:** "Heart of the Pine River Valley"

#### Brand

Taking the current slogan as a point of reference, this brand is done in a more artisan graphic style. Play off the valley and harvest aspects of the town to combine into a unique and memorable icon.



**Observation:** Bayfield would benefit from a strong community brand.

**Idea Two:** Americana

**Tagline:** "Quiet. Simple. Safe."

#### Brand

Grounded in the small town feel of Bayfield, the brand takes on a mid-century slower-pace-of-life look and feel, using historic Bayfield photos, and subtle incorporation of rural icons into signage and wayfinding. Very vintage look and feel, with a focus on the events that bring people together.



**Observation:** Bayfield would benefit from a strong community brand.

**Idea Three:** Agriculture

**Tagline:** "Bayfield of Dreams"

#### Brand

Taking the idea of agriculture, livestock, and even baseball as a point of reference, this brand is done in a more bright, colorful and modern graphic style. A stylized livestock animal is the mascot for this brand, with a dotted line used to connect the mascot to different pictorial assets/experiences within Bayfield.





Be Bayfield. Be unique.

## PHYSICAL IMPROVEMENTS & DESIGN

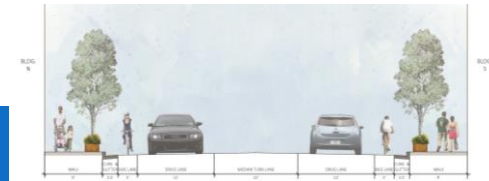
**Recommendation:** Consider the differing personalities of Bayfield's areas and how they relate to each other.



**Observation:** It's unclear where downtown Bayfield is from Highway 160.

**Recommendation:**

- Enhance streetscape from Highway 160 to Mill Street
- Use part of 1% tax for streetscape enhancement
- Build continuous sidewalk, upgrade to be ADA compliant
- Add landscaping, street trees
- Add bike lanes



**Recommendation:**

- Fill in the missing gaps for pedestrian and bicycle connectivity, especially to destinations such as the schools and parks



**Observation:** It's unclear where downtown Bayfield is from Highway 160.

**Recommendation:**

- Customize site furnishings to be more unique to Bayfield
- Add planters





**Observation:** Locals value Bayfield's natural resources, and there are opportunities to enhance access.

**Recommendation:**

- Develop a Parks, Open Space, and Trails Master Plan
- Build a trail along the Los Pinos River, connecting the parks



**Observation:** Locals value Bayfield's natural resources, and there are opportunities to enhance access.

**Recommendation:**

- Enhance connections to the Los Pinos River
- Ecological Restoration
- Enhance fishing opportunities



**Observation:** Locals value Bayfield's natural resources, and there are opportunities to enhance access.

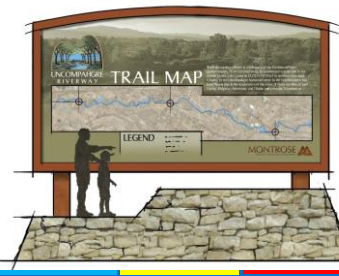
**Recommendation:** Explore incorporation of a grade separated bike & pedestrian crossing at SH 160 / County Road 502 / Pine River



**Observation:** Locals value Bayfield's natural resources, and there are opportunities to enhance access.

**Recommendation:**

Develop a system of mapped trails for pedestrians, bicycles, and equestrian use



**Observation:** There is a lack of gateway and wayfinding signage in the community.

**Recommendation:** Develop an overall system for identifying the community and directing people to destinations within Bayfield



#### Potential Gateway and Wayfinding Locations



**Recommendation:** Develop signage that is appropriate in scale and unique in character that specifically identifies the Bayfield community

**Sign Family – Gateway, Secondary, Directional, Vertical Icon**



**Observation:** 160 creates a barrier between the north and south sides of town, and overall connectivity for pedestrians and bicycles could be improved.

**Recommendation:** Provide improvements to existing signalized crossing at SH 160/501/521

- Create larger pedestrian refuge island / extend median island to the west
- Work with CDOT on timing for pedestrian signal



**Observation:** Additional activation could be provided at Joe Stephenson Park.

**Recommendation:** Redevelop playground area near Mill Street to provide additional activities for different age groups, such as a climbing wall or other play features that are not provided within the community



## CATALYTIC DEVELOPMENT OPPORTUNITIES



**Observation:** Additional activation could be provided at Joe Stephenson Park.

**Recommendation:** Promote redevelopment of the rodeo arena to upgrade it and explore multi-use of facilities in the winter

- If the arena was covered could the facility also be used for ice hockey in the winter
- Potential to add horse stalls as part of enhancement efforts could be leased or utilized for visitor stays



**Observation:** There are two underutilized "downtown gateway" sites.

**Recommendation:** Consider joint development on these sites to create gateways to downtown / Mill St.

- Somewhat higher density (2-3 stories)
- Stepped down / setback from existing residential buildings
- Possible uses:
  - B & B hotel with ground-floor restaurant
  - Downtown residential e.g. (townhomes) with ground-floor flex space (live/work)
- Could include some public / shared parking



**Observation:** A downtown hotel isn't the only way to accommodate overnight visitors.

**Recommendation:** Consider creating or expanding campgrounds and an RV park along the river

- City and property owners partner to provide infrastructure
- Private vendor handles operations (payback upfront costs)
- Time-limited permits (to prevent long-term camping)
- Ensure good ped/bike connections to downtown



**Observation:** The school site has potential as a joint-use public facility.

**Recommendation – Option 1:** Demo school building and co-locate new fire station and community/rec center

- Potential cost savings co-locating /constructing both facilities on the same site.
- Possible uses:
  - Fire station
  - Rec center
  - Shared meeting rooms, kitchen space, etc.



**Recommendation:**

Orient development along the Los Pinos River and park spaces to take advantage of the setting where possible



**Observation:** The school site has intrinsic value that is lost with demolition.

**Recommendation – Option 2:** Consider adaptive reuse of school building

- Limited joint use / cost savings from co-located fire station & rec center
- Asbestos mitigation has to occur even with demolition (with added cost)
- Possible uses with renovation:
  - Existing classrooms could be flex space with active street frontage (roll-up doors)
  - New commercial behind building connecting to the park space



## Next Steps

- The Day After Technical Assistance
- Report and Action Matrix
- Follow-Up Visits

## 2015 DCI Annual Conference: *Vibrant Colorado Downtowns*

October 6-9, Durango

- Take advantage of **registration scholarships**
- Share your experience on a **panel**
- Showcase a project with a **tour**



## Upcoming DCI Events

**March 30**, Brush Chamber "Main Street" Marketing 101, Brush

**April 9**, Development & Improvement Districts Forum: Construction Defects, Denver

**May 1**, Downtown Institute: Partnerships for Good Design, Buena Vista

**May 13**, City Builder Forum: Determining Density, Boulder

**August 21**, Downtown Institute: Management, Ridgway

**Oct 6-9**, 2015 DCI Annual Conference, Durango

See DCI's website for more info: [www.downtowncoloradoinc.org](http://www.downtowncoloradoinc.org)



## Thank you!

For more information contact DCI:  
303.282.0625 or  
[director@downtowncoloradoinc.org](mailto:director@downtowncoloradoinc.org)

*Resources for Vital Downtowns since 1982*