



# Ignacio, CO

February 2-3, 2009

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

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

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## CRP TEAM MEMBERS:

- Richard Sales, Colorado Center for Community Development
- Bob Kunkel, Durango
- Ed Morlan, Region 9
- Rodney Class-Erikson, Southern Ute Planner
- Christy Culp, DOLA
- Ken Charles, DOLA
- Katherine Correll, Downtown Colorado, Inc.





## INTRODUCTION

Welcome to the downtown assessment for the special Colorado town of Ignacio. The assessment team appreciates the invitation to get to know your community and have worked hard on giving relevant and realist input towards the betterment of your community.

Our team assignment has been to look at potential revitalization of your downtown. Your town staff has coordinated this effort well to give us information and feedback. The organization of this effort has been great. As

we stated, we worked diligently to understand some of the unique aspects of your town.

Before we came to town we received a series of background documents, surveys, regulations, ordinances, we have met with staff, and reviewed web pages for the community. Staff gave us a power point presentation on area history, culture and current efforts. Staff set up four focus group meetings, all very well attended, where we heard a wide variety of thoughts and opinions from a broad cross-section of the community.

What an interesting point you and your town are at in the flow of history and events. While the Southern Ute Tribe and the Town are two separate entities, we heard again and again that you are one community. We have been very impressed with the people of Ignacio and your region. The depth of ownership in the community, the tri-culture aspect combined with generations of involvement is fairly unique in Colorado today. Your town has some vibrant businesses with unique products and services. We are also impressed by the development of the new library and the recognition of importance of design quality and your implementation of design standards to create new, quality development.

Your vision statement...

### **"Diversity inspires and challenges you to improve"**

This is a strength and an opportunity to demonstrate the best of your community.

### **"Partnerships with all kinds of people/ organizations"**

We see great opportunity for the community in partnerships. Energy development industries bring economic opportunities. It is also clear that the tribe is actively developing its economy, and we see that Town businesses have an opportunity in the development of that resource. We see a niche for the towns business to thrive in a complementary way.

### **"A clean and safe place to live and work"**

This desire brings up discussion of traffic and safety of your main street as well as improving pedestrian walkways and multi-modal opportunity, such as pedestrian walkways along Main Street or along the Park.

### **"A beautiful town that honors southwest traditions"**

We see exciting opportunities to be part of these regional changes and honor and respect your history and heritage. A long term goal of increasing the density of opportunity to celebrate that heritage in the built environment seems important.

So...the team is going to show you what some of our observations and ideas are. This is a continuation of everything you have been doing as a community. Hopefully it will give some fresh ideas and focus.

Thank you to all of the community and tribal members who participated.

## EXECUTIVE SUMMARY

In August 2008, the Town of Ignacio requested a Community Revitalization Partnership (CRP) team visit from Downtown Colorado, Inc. (DCI) for February 2-3, 2009. The purpose of a CRP visit is to bring a team of consultants specializing in downtown and community revitalization to provide tools, insights, and direction to help the host community with its downtown revitalization goals. In anticipation of this visit, the Town of Ignacio conducted surveys, planned focus groups, and provided extensive background information about the history and status of Ignacio's downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation of the history of downtown, a tour of Ignacio, met with the city staff for lunch, and then held four well-attended focus group sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole, and to answer questions team members may have about the perceptions, strengths, weaknesses, and opportunities that relate to the downtown. Team members then gathered the following day to discuss their observations and formulate recommendations, in the form of a PowerPoint presentation and written report for the community. On the evening of the second day of the CRP visit, team members presented their findings in the form of a PowerPoint presentation



and question and answer session open to the community at-large. The report which follows provides an overview of the CRP visit, identifies partners and resources to help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.

## OVERVIEW AND HISTORIC CONTEXT

The Town of Ignacio is hoping to improve the appearance of existing building stock, assist existing businesses to maintain current levels and expand where applicable, and to attract new businesses to downtown Ignacio. The town hopes that the CRP Team will provide an outside perspective to local concerns through public hearings with citizens and businesses; identify effective ways to beautify downtown and attract visitors and investment, expand businesses, and attract investors; develop an efficient system for cooperation between the town staff, Chamber of Commerce, investors, and other stakeholders to accomplish the desired revitalization of downtown.

The major issues presented by Ignacio include:

- Ignacio is focusing on replacing fifty year old gas and water infrastructure and a Highway 172 Traffic Corridor study is being developed in partnership with the Southern Ute Indian Tribe, CDOT, La Plata County and the Town of Ignacio in order to better design traffic flow and appearance.
- A more diverse and bigger mix of business is needed to draw visitors from the Southern Ute Indian Tribe casino/conference center one mile from the Town and to better serve Ignacio's citizens, keeping their dollars in town. At this time workers at the casino tend to shop in whatever town they live, rather than in Ignacio. Also, there is no public transportation connection between the casino/ tribal campus and Ignacio that would facilitate shopping.
- Central Goddard Ave, between Ute and Pioneer is highly impacted by huge gas field oil trucks traveling along State Highway 151 into Goddard Ave. /State Highway 172. These major roads are over burdened with 40 foot long trucks traffic that spreads dust on the sidewalks and overwhelm street conversations with the noise, crowd the street side parking spots in front of stores and destroy asphalt overlay on Goddard. This makes the experience of shopping and walking between stores very unpleasant.
- The state highways divide the downtown area in half and since the sidewalks are historically narrow and the road right-of-way is historically narrow, owned by CDOT, and store fronts back up to the sidewalks, there is little room for greenery to soften the feel of the older stucco buildings which predominate downtown. Any color that has been applied to doors and trim is quickly faded by the dust kicked up from the trucks.
- Downtown Ignacio is a one-mile corridor zoned for commercial use. The business zone lies north to south in the town limits on Goddard Ave. /State Highway 172. Two buildings caught on fire and had to be torn down in the center blocks of downtown. The owners of the burned down business managed to demolish the unsightly buildings and have had architectural designs for new buildings completed. However, the rising costs of construction will impact the construction and potential to draw new businesses to fill the space.

## PARTNERS AND RESOURCES

Stakeholders involved in the CRP and visit included non-profit organizations, town government, elected officials, the Chamber of Commerce, the Southern Ute Community Action Part-



nership, the Southern Ute Indian Tribe, and La Plata County Community Development.

Resources considered for use in implementing the recommendations of the report (see attachments for full details) include: The Colorado Department of Local Affairs (DOLA), Energy Impacts & Minerals Assistance Funds, University of Colorado at Denver – Political Science, private contractual services, Colorado Department of Transportation, Downtown Colorado, Inc. (DCI), Colorado Municipal League, and Colorado City/County Managers Association.

With the CRP visit, the community is setting the stage for an ongoing and strengthened relationship with the DCI, DOLA, other local governmental agencies and the local business sector. During the two day visit, the community interactions with the CRP team members resulted in a strong, consensus building foundation. This foundation will be increasingly important for the many efforts that may result from the visit.

## OBSERVATIONS

- A strong sense of heritage and desire to maintain the character of the community.
- Community works together
- Civic resources downtown, e.g. Library, Town Hall, School property
- Opportunity for re-development on Main Street
- Large areas of land owned by town and school
- Natural amenities located near downtown, e.g. river corridor
- Engaged Chamber of Commerce
- Town staff is willing and able to help
- Historic buildings
- Successful events in the Bike Rally, San Ignatius, Southern Ute Fair
- Perception of school district is less than positive
- Infrastructure needs are eminent and there are plans to address some of them
- Lack of labor force
- Traffic on Goddard and intersection of Hwys 151/172
- Need for housing, workforce and all-scale housing
- There is a reality that the Tribe will be developing its economy
- Need to determine who is in charge of the downtown and who will do what
- Town and Chamber of Commerce or Business Improvement District leading possibilities as downtown leaders.
- Utilize intern to implement objectives
- Recruit additional volunteers from seniors and high school seniors

## RECOMMENDATIONS

### ORGANIZATION

Many communities struggle to find their own unique niche. What makes one downtown different from another and how those unique differences are capitalized on is a key element to promoting any community, and it's no different for Ignacio.

Knowing the true identity of your downtown and finding ways to effectively communicate is a key element to downtown success. And success will occur when you learn to gently guide the change in perception through strong connections with your audience, consistency (and persistence!), and the patience to find a message and stick with it.

The following observations and recommendations look to frame how Ignacio downtown can develop identity, develop partnership, identify resources, and engage community support:

#### 1. LEAD THE WAY TO DEVELOPMENT

OBSERVATION: The downtown needs strong organization and leadership to achieve proposed objec-

tives. The public and private sectors must work together to develop strong collaboration if the community is going to be prosperous in the face of surrounding development.

a. RECOMMENDATION: Identify who will lead the downtown revitalization. The town and Chamber are already leaders, and could possibly step up to take on this role. It also may be possible to form a Business Improvement District (BID). The Chamber could also be a greater force, with staff capabilities. Utilize the Chamber as a non-profit organization to serve downtown, write grants, and be a downtown organization.



b. RECOMMENDATION: Form a downtown committee with all major public and private stakeholders' involvement. Focus your energy downtown, the heart of the community, so that the resources you do have can be focused in one area that may show the greatest impacts. The benefits will spread throughout the community, but the changes will be more evident if they are localized in the center of town.

c. RECOMMENDATION: Ignacio is lucky to have an Intern from University of Colorado Masters Program in Political Science working in the community. This resource may be used to provide human resources to implement many of the suggested objectives, to develop stronger collaboration, and to move the downtown forward.

d. RECOMMENDATION: Consider diverse possibilities to harness community engagement and focus it on downtown action. Build relationships and partnerships. Recruit additional volunteers from seniors and high school seniors.

## **2. UNDERSTAND IGNACIO AS A PRODUCT YOU ARE PROMOTING**

OBSERVATION: Ignacio doesn't currently have a brand, tag line, or theme to promote what the downtown offers to locals or could draw tourists. When you say Ignacio, what do people think of? What is synonymous with Ignacio? Or what do you WANT to be synonymous with Ignacio?

RECOMMENDATION: If Ignacio doesn't brand itself, it will only have the reputation that others have given to it. The team highly recommends developing a brand and a tagline for the community, for example Old Ignacio, or Old Town Ignacio.

## **3. INFILTRATE YOUR MESSAGE INTO THE COMMUNITY**

OBSERVATION: Right now, it is unclear what Downtown Ignacio is. A change in image for Downtown Ignacio will be believed only when there is a change in the image projected by the Chamber, the businesses, the town staff, and the downtown community.

RECOMMENDATION: The image you choose MUST be applied to the business sector as well as the public sector if the effort is to succeed. People can't act on what they don't know. Old stereotypes won't change until people are told differently.

a. Use your downtown businesses to successfully cross-promote! Use your retailers and focus your energy and resources on the most commonly visited places. i.e. the Community Library, Town Hall, the Park, etc. Develop and organize cooperative marketing strategies and partnerships. Use events to build these relationships.

b. Use your brand message as a benchmark for EVERYTHING you do! It should influence how you do events, how you plan programming, how you prioritize investments, how you communicate, how you recruit businesses and interact with the community.

The following recommendations were based on the needs of the town as outlined below.

## **DESIGN**

## 4. EVOLVE/ REVIEW DESIGN GUIDELINES

OBSERVATION: There is a need for consistency in appearance in Downtown Ignacio.

a. RECOMMENDATION: Continue to develop and enforce design guidelines, incentives for façade improvements, and other mechanisms for encouraging consistency in appearance and style downtown. While every business and property owner wants autonomy and the choice to build or adorn their building as they see fit, revising design guidelines and codes to encourage greater density will create an improved pedestrian environment. For example, if new commercial buildings are encouraged to come to the sidewalk and incorporate second floor apartments, the pedestrian has more store fronts to walk by and some housing is added to the current stock.

b. RECOMMENDATION: Incorporate green building concepts into design standards wherever applicable. Include these ideas into streetscape and street lighting as much as possible.

c. RECOMMENDATION: Create an incentive program for facade improvements that are consistent with design guidelines. Review potential assistance through paint grants, volunteer or community service programs, etc. Colorado Center for Community Development (CCCD) can aid in this process by providing property or business owners with a mock up of what their façade might look like. This is one way to encourage improvements.

d. RECOMMENDATION: Street lighting – explore products, costs and details of street lighting options and how they work into the streetscape environment as well as the regional corridor planning. Look specifically at products initial and life-cycle costs.

## 5. SIGNAGE

OBSERVATION: Drive into or through Ignacio and pretend that you are a first time traveler. There are no signs pointing the way to points of interest, i.e. the library, town hall, the downtown park/picnic area, the fair grounds, or the historic downtown. For those of the team not familiar with the areas, it was not even clear which direction the casino was from the central intersection.

Once in downtown, without signage and window displays it is hard to tell what businesses are businesses. It is also not clear which businesses are open. The signage is very limited and one doesn't really get a feel for what is available. If we hadn't heard from locals where the good stores were, we probably wouldn't have known where to shop.

Way Finding can be defined as a user or motorist's impressions as they travel to a destination. This happens due to the context of the route and signs along the route. Context is defined by natural elements such as landscaping treatments, trees in particular and how man made elements are handled such as buildings, murals, and business signs.

Signs tend to fall into three different categories:

- Gateway
- Entrance
- Pedestrian Level

a. RECOMMENDATION: Directional Signage. Way finding is an important concept for Downtown Ignacio, if you are to capitalize on casino and energy and mineral traffic. Way finding should at a minimum provide directional signage and perhaps some gateway or entrance demarcation for the edges of downtown. The primary gateways into town should be improved with inviting, colorful and welcoming gateway signage evocative of the community and its sense of civic pride. Assemble multi jurisdiction team to oversee this process. The team should be composed of representatives of these organizations and others as needed.

- Chamber
- Leaders of major destinations
- Township representation

This group should work hand in hand with the group working on identity as outlined in this report. Ignacio's "brand" first needs to be developed. After this is defined the community can then think about the type of signs and the locations that are appropriate for these signs.

Design elements at the three entrances of downtown that make bolder statements that a traveler has entered into a different and enhanced environment – downtown Ignacio. Colorado Center for Community Development can aid in some design concepts for these potential gateways. These elements can be worked into regional transportation planning to locate such elements as sidewalks, trails, lights, banners etc. Ignacio may reduce these costs by utilizing the services of CCCD students, followed by a professional landscape architect to develop recommendations for way finding and signage for the community.

- b. RECOMMENDATION: Improve window displays and eye-level signage for pedestrians. Retail stores and restaurants should work to develop signage that is appropriate for the building and overall appearance of Downtown Ignacio. Signs should focus on both pedestrian and motor traffic.
- A guide for signage should also be expanded based on common architectural styles, desired audience, and the existing color chart should be used to assist business owners and public buildings in accentuating the existing architectural assets in Ignacio downtown.
  - The Chamber or the Town should host one-on-one consultation sessions on visual merchandising and window displays to help merchants improve the appearance of their storefront windows and merchandise display. These trainings help business owners to understand what will bring customers into the store and how to entice them to look around. In addition, a workshop open to businesses community-wide could be conducted about basic customer service practices and protocols.

## 6. PLACE MAKING

OBSERVATION: There is a need for downtown to serve as a "community center." The library is currently fulfilling this role, along with a new Teen Center, which is located in Downtown. A "community center" space needs to expand to serve even more events and people. It is important to have an outdoor venue that is the heart of downtown.

- a. RECOMMENDATION: Develop a civic gathering place, for instance an "Old Town Square". Utilize some space near the Library, Town Hall, and youth center to capitalize on the downtown center. The park and the walking path along the river are huge assets and should be used in development of the "Town Square". We suggest a conceptual design process that explores options in creating a bike path connected to a vibrant, active plaza type space that uses and/or reflects existing historic architecture and tri-cultural elements. This may look at properties that could be available for re-use or re-development.
- b. RECOMMENDATION: Review the possibility of adding gravel or paving parts of alleys to encourage parking and back street access to main street businesses and public venues. This will allow for a more pedestrian environment without reducing sales and traffic caused by highway.
- c. RECOMMENDATION: Identify pedestrian/alternative modes of transportation that can be used in the town and to link the North Campus and Casino. Check for compatibility with the streetscaping and new corridor plan, e.g. Bike path along river. Consider a shuttle or alternative options to allow for greater flow without adding to the traffic issues. A regular shuttle down the Main Street can also reduce the in town traffic back and forth that often makes up a large percentage of trips.

## ECONOMIC RESTRUCTURING

## 7. TRANSPORTATION AND REGULATORY



## BARRIERS

**OBSERVATION:** Regular updates and upgrades are required to keep transportation and regulations current and productive in a changing environment.

a. **RECOMMENDATION:** Anticipate completion of 172 Corridor study before going forward with streetscaping or street lighting. Actively be involved in corridor study discussions and look for ways to tie design elements together such as streetscaping, landscaping, signage for design consistency and image carry through. It is possible that the corridor study might impact the possibilities for implementing changes.

- Recognize that the community cannot make any decisions about property, investments, design, etc. until this is in place.
- Include a parking element in the Corridor Plan and Infrastructure Plan (with DOLA). Include the parking study as a piece of a larger project that will suggest general improvements to downtown Ignacio. This may resemble a capital improvements plan as is used for infrastructure upgrades, such as the water distribution system plan or gas system replacement plan.
- Wait to put in solar street lights until a corridor plan is in place. When putting in lights, put twice as many as currently there.
- Encourage the inclusion of multi-modal options for transportation

b. **RECOMMENDATION:** Develop a work group of landowners/town/school to hold discussions on the Intersection of Hwy 151 / 172.

- Work with CDOT to lay gravel or “mud bumps” 100 meters before pavement starts in downtown to lessen the mud and dirt that is carried into town.
- Determine plans for the elementary school building/property in case of new property development. This property could be the key to the intersection issues and also important to the creation of a town square, additional parking, additional housing, etc.
- Review the need for signalization of various intersections as a part of the larger corridor plan. Include in the Corridor Plan and Infrastructure Plan (with DOLA).

c. **RECOMMENDATION:** Encourage review of development obstacles; including code and enforcement of regulations e.g. tap fees, and ordinances that might deter development. Particularly look at obstacles to developing density and additional housing. In addition to seeking out limiting factors that exist, explore incentive options that offer positive reinforcement for those seeking to develop.

## 8. BEING A PART OF YOUR REGION

**OBSERVATION:** The edges of town may soon border larger retail developments as the Tribe may likely expand its economy.

a. **RECOMMENDATION:** Anticipate and coordinate retail development with future tribal enterprises. The town must consider the land use and property value of the edges of Ignacio as the land outside of town is developed. The potential of development right outside of town should be considered a resource and some thought should be given as to how best to develop and capitalize on that resource.

b. **RECOMMENDATION:** Consider maintaining and enhancing your downtown grocery store. Make it a priority as it is a community concern. A downtown grocery store is a very valuable asset that provides lots of traffic and sales tax to your Town. If the store in Ignacio doesn't modernize and improve, another store will be built in another town or outside of town that will attract the majority of sales tax dollars that Ignacio now benefits from.

c. **RECOMMENDATION:** Consider a review of your retail mix and the ability to expand the availability of goods and services available downtown. Downtowns are changing, and they don't always provide everything to everyone anymore. Ignacio should understand the priorities you have for your downtown and then determine what additions to the retail mix would most benefit the town. It may be possible to attract businesses with incentives, or to approach businesses that fit the desired profile

and ask that they consider expansion.

## 9. RESOURCE PLANNING AND MANAGEMENT

**OBSERVATION:** There are minimal funds available to focus on downtown development.

**RECOMMENDATION:** The Downtown Committee should actively engage in fundraising to support downtown initiatives.

a. Develop a list of objectives for events e.g. generating foot traffic, image building, retail sales, etc. Review all events for areas that might allow for increased revenues. Use the Strategic Event Matrix to assess current and potential events and determine which will be most meaningful to the community.

b. Where applicable, raise your vendor fee so that events can produce income. If the Bike Rally is attracting large numbers of vendors and visitors, plan around this event as a foundation to build from.

c. Utilize the energy of the community to develop a Farmer's Market. While the Downtown Coordinator should guide this process, the community groups should do the work. The Downtown Coordinator should monitor the process and see how the downtown can build off the event, e.g. plan opening day events, provide "Old Town Ignacio" t-shirts, vendor fees, etc.

d. Investigate Heritage Tourism Office/Colorado Tourism Office Grants to support a regional initiative at marketing and tourism. This may allow Ignacio to take the lead in a statewide/national marketing campaign to promote the county and the casino as a destination.

e. Work with the Tribe and other groups to develop a Tri-Cultural Progressive Party Tour that highlights the food and atmosphere of a series of venues in the town and the casino.



## PROMOTION

### 10. PARTNERSHIP

**OBSERVATION:** Increased collaboration and communication are needed to build a strong downtown.

a. **RECOMMENDATION:** Develop a plan for communications amongst stakeholders in and around Ignacio and with diverse audiences.

1. Build on the initiative to encourage communication between Tribal Council, Town Board, & Chamber. If possible, try to foster more regular communication to discuss the needs, plans, and actions of the town and to better gauge what the Tribe would like to see in downtown Ignacio.

2. Recognize Tribal resort activity and look at ways to augment with Downtown, e.g. Offer Town support letters for convention proposals, sporting and Tribal related activities, invite children of casino guests to an event at the library, provide the home town feel for casino guests, provide vendor carts for activities at the fair grounds, etc.

3. Be a central point for information dissemination. Actively gather and disseminate information about events, achievements, and initiatives taking place in Ignacio and in the region. Be the contact point for everything that is happening downtown for example, utilize local radio and news for weekly radio addresses.

4. Publish a regular calendar of events focusing on the region BUT including all events happening in the downtown area. This will help build community interest and awareness and stimulate volunteer participation.

5. Work with the school administration to highlight the schools' achievements. Develop training on creating and disseminating press releases, creating an Annual Report for Ignacio Schools.

6. Continue to use the regional sales tax campaign to highlight the need to buy local and support local businesses.

## FUNDING MECHANISMS

Potential Sources of Funds include the following list:

- Vendor Fees – Mentioned in Fundraising section.

- **Business License Fees** - These are fees that can be assessed when a new business comes to town. This will help generate revenues for the community and will help in identifying what businesses are located in town. Many times the fees are paid every year. These dollars could be earmarked for specific business needs, events, marketing, etc. May be increased, lowered, or adjusted to impact the businesses, types of businesses, and revenue generated for the Town by businesses. Be careful not to add to the burden of small or start up businesses in a down economy.
- **Heritage Tourism Office/Colorado Tourism Office Grants** – The Ignacio 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>
- **Research grant opportunities for personnel** – Ignacio should create a list of stakeholders, potential partners, etc. and determine where to look for funding and collaboration. Perhaps other opportunities exist through Southwest Conservation Corps, AmeriCorps, Universities, or other agencies that provide interns.
- **Tax Assistance from General Funds**
- **Gaming Grants** - These funds are through DOLA and available to local governments who are directly affected by gaming. Grant funding is used to off-set costs of documented gaming impacts.
- **Region 9 EDD Facade improvement program** – Contact Region 9 for details
- **Community Development Block Grant or Rural Business Opportunity Grants** - These are federal funds that are distributed by DOLA. The Division of Housing and Division of Local Government have funds available, as does the Office of Economic Development and International Trade. DLG money is used for public facilities, DOH money is used to construct housing, and OED money is used for Economic Development. Visit each agency's website to learn details.
- **Energy Impact Funding for public infrastructure** - These funds could assist the community with public infrastructure improvements, including roads, streetscapes, etc.
- **Other Resources, e.g. Downtown Colorado, Inc., etc.** – As a member of Downtown Colorado, Inc., Ignacio will continue to be eligible for DCI services, training, and educational programs. It would be beneficial to review programs such as the Main Street Candidate Program that might offer some on-going training and support to Ignacio's downtown efforts. Additionally, Ignacio should access the benefits of the Colorado Development Network (CDN), a collaboration of DCI, Colorado Brownfield Foundation (CBF), and Colorado Rural Development Council (CRDC). The CDN is putting together day long presentations focused on Economic Development 101, Downtown Development 101, and Brownfields 101. This training would be helpful to Ignacio, particularly the resources provided by CBF in determining land use and options for increasing density.
- **Consider creation of BID or DDA** - Detailed explanation below

## **DOWNTOWN IGNACIO DDA OR BID**

*Contributed by Rick Kron, DCI Board Member, and Attorney at Grimshaw & Haring, LLC*

Colorado allows downtowns to use several types of public entities to help them get organized, finance improvements and services, and help businesses. The CRP Team recommended that Downtown Ignacio investigate and seriously consider the creation of a downtown development authority ("DDA") and/or a business improvement district ("BID").

If selected, a DDA would be created by a town ordinance after the approval of eligible downtown voters in an election. The DDA would have the power to create and implement a "plan of development" that could include plans for physical improvements to the downtown environment and plans for economic improvements such as marketing and educational promotions. If approved by the voters in a TABOR election, the DDA's funding could come from a property tax of up to 5 mills and tax increment financing from growth in the existing sales tax and/or property tax that is already collected in downtown. The DDA Board of Directors would be appointed by the Town. DDAs exist in downtown Ft. Collins, Greeley, Longmont and Colorado Springs (among others).

If selected, a BID would be started by a petition signed by the owners of taxable commercial property representing over 50% of the assessed value and 50% of the acreage in downtown. The BID would be

created after a public hearing and adoption of a Town ordinance. After approval by the BID's voters in a TABOR election, the BID could be empowered to collect property taxes and/or special assessments in the amounts that were approved in the election. The BID would have the power to furnish any public improvement and provide marketing, security services, and a wide range of other business-related services as outlined in an operating plan and budget that would be proposed each year by the BID's Board of Directors and approved by Town Council. Depending on Ignacio's preference, the BID's Board of Directors can either be elected by the eligible voters in the BID or appointed by Town Council. BIDs exist in downtown Denver, Boulder, Colorado Springs, Black Hawk, and about 30 other locations in Colorado.



As was emphasized at the conclusion of the CRP Team presentation, "getting organized" is the single most important next step in implementing a downtown plan to improve the competitive position of downtown Ignacio. The issues in Ignacio are bigger than a single business can handle, but there is strength in numbers and strength in working together. A DDA or a BID can give a method to get organized, structure activities, and give downtown the same advantage of common management that is enjoyed by single-owner shopping centers and large discount retailers. It will be important for the Town to review these and other options to see which funding mechanism might best work in Ignacio's downtown.

There are numerous mechanisms that the Town of Ignacio can utilize in order to increase revenue to fund the above recommendations. Included in the appendices is the funding mechanisms matrix. In order to recommend the most appropriate funding mechanism, Ignacio must determine the specific project for which funding is necessary.

## **APPENDICES**

**SOURCES OF FUNDS/TECHNICAL ASSISTANCE**

**ACTION MATRIX**

**STAKEHOLDER & VOLUNTEER ANALYSES FORMS**

**STRATEGIC EVENT MATRIX**

**DOWNTOWN DIRECTOR JOB DESCRIPTION & PERFORMANCE REVIEW**

**SUCCESSION PLAN**

**CRP TEAM AGENDA**

**DEVELOPMENT & IMPROVEMENT DISTRICT MATRIX**

**FOCUS GROUPS PARTICIPANTS**

# APPENDIX 1: SOURCES OF FUNDS/ TECHNICAL ASSISTANCE

Colorado Municipal League (CML) disseminates a wide variety of publications that might be of interest to Ignacio.

Additionally, the contact at the DOLA Office of Smart Growth is: Andy Hill, 1313 Sherman St., Rm. 521, Denver, CO 80203, (303) 866-3785, phone (303) 866-4819, fax andy.hill@state.co.us, www.dola.colorado.gov/osg, A financing mechanism matrix can be found at <http://dola.colorado.gov/dlg/resources/publications.html>. Scroll down to the Special Districts section and click on "Districts and Alternate Financing Mechanisms."

## GENERAL INFORMATION, TECHNICAL ASSISTANCE, FUNDING

- American Institute of Architects (AIA), publications, architects, etc.
- American Society of Landscape Architects (ASLA), Landscape Architecture magazine)
- Colorado Brownfields Association – Environmental assessments and grants
- Downtown Colorado, Inc. (DCI), technical assistance, Colorado Main Street program
- Colorado Historical Society (historic surveys, preservation, tax credits, etc.)
- Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
- Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
- Downtown Idea Exchange/Downtown Promotion Reporter publications
- Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
- US Department of Housing & Urban Development (Housing development, HUD Economic Development Initiative grants, etc.)
- Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
- International Downtown Association (IDA)
- League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
- Market Analysis (many good private consultants)
- National Main Street Center (National Town Meeting on Main Street-Baltimore; publications on Organization, Design, Promotions, & Economic Restructuring)
- National Trust for Historic Preservation (small grants, Preservation magazine)
- RUPRI Center for Rural Entrepreneurship [www.rupri.org](http://www.rupri.org) Support practice-driven research and evaluation and facilitate shared learning among practitioners, researchers and policy makers.
- State Historical Fund (grants for surveys and historic preservation)
- TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
- Traditional Building magazine
- Urban Land Institute (ULI)

Visit: Littleton (gateways, maintenance of civic functions downtown, facade loans, signage, maintenance & cleanliness, etc.); Loveland (historic theater, public art, compact similar-size downtown); Lamar (authentic prairie downtown, new businesses serving emerging Hispanic markets, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, etc.); Grand Junction (wayfinding signage, parking solutions, theater(s), public art, DDA, etc.); Longmont (wayfinding signage, streetscaping, etc.); Greeley (building restorations, civic uses, design guidelines); Durango (heritage tourism, design guidelines, riverfront uses); Arvada (design guidelines, special events, streetscape, etc.)