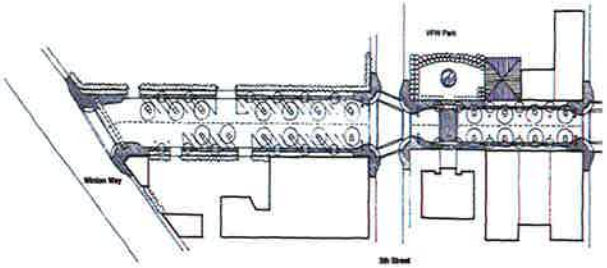
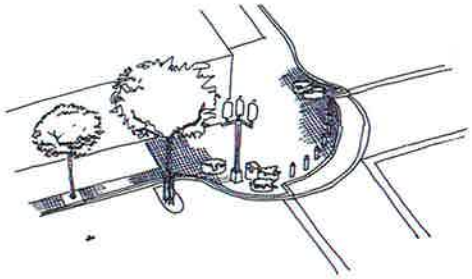
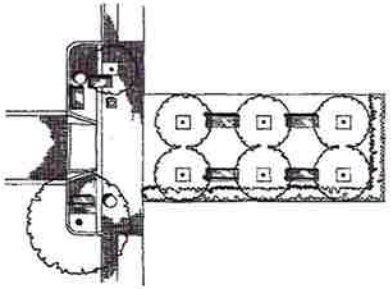
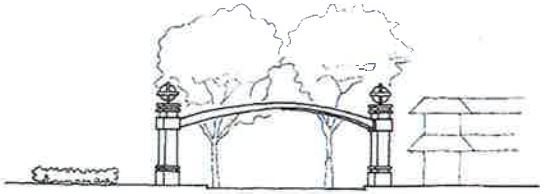
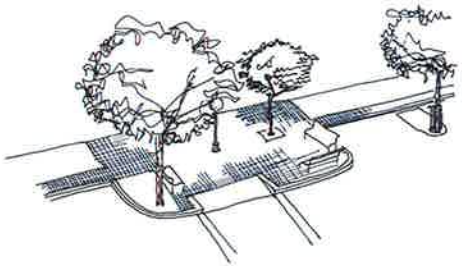
City of Fountain Olde Town Revitalization Summary











Recommended Projects for moving forward

Submitted by Ensign April 8, 2014

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Introduction

This document is intended to review and summarize past studies, reports and lay out a path for moving forward with the revitalization of the Olde Town area of the City of Fountain. The main goal of this summary is simply provide a list of projects and cost with a path to implementation. The summary doesn't develop new information related to the Olde Town area but instead takes from the work done in previously conducted reports and studies and brings together a simple list of projects with costs and a mechanism for funding. The summary also recommends who and what organizations should be responsible for implementation. The tasks below were developed to help define a pathway to finding information contain within previous reports and studies to develop a list of projects to be implemented.

This report deals with six tasks which included the following:

Task 1 Evaluate Existing Olde Town Plans, Activities, Functions and Infrastructure
Task 2 Identify Ready Resources for Businesses
Task 3 Identify Complementary Mix of Businesses for Olde Town and Gateway
Task 4 Identify Development and Prioritize Business Development, Activities, Functions, Events and Infrastructure projects
Task 5 Identify Marketing Strategies and Olde Town and Gateway Businesses
Task 6 Develop list of funding mechanisms and strategies for Olde Town and Gateway list of Priority Projects

The tasks for this project were since modified to better fit the needs of the businesses and help to define the ultimate product which is a list of projects, cost, resources, funding mechanisms, and an implementation plan.

Initial Findings

What became apparent early on in meetings and the development of this report was that the City of Fountain had conducted numerous studies that contained the same information, investigated the same information provided by the City and businesses and concluded the same thing time and time again. What had failed to happen was putting together the needed funding, resources and organizations to implement the recommendations. Most all the documents and studies reviewed had sound findings, action plans, and recommendations. Some reports had failed to put dollars and cents to the implementation while others had noted some start-up cost. What also became apparent was the lack of understanding of what makes for a strong and vibrant downtown and the design elements of a good Downtown.

Task one quickly shifted from a formal investigation of existing information to one of first identifying what elements Fountains Olde Town should have and comparing its needs against what had been said in all the previous studies and information provided to Ensign. The initial meetings also shifted to one of self- realization, education, and to creating the platform of understanding as to what projects would create the desired end results, along with creating real expectations for the Olde Town area businesses.

The work group that participated was brought through a series of meetings to first identify the strengths and weakness of the Olde Town area, and to look at past recommendations and obstacles that would create barriers to moving forward. The self- examination portion of the meetings revealed the true picture of what others saw and experienced when visiting the Olde Town area; blight and decay had taken its toll on the area creating what some called a bad experience or bad memory. The focus then moved to what should the Olde Town area look like, including design elements, and developing the basis of a new brand for Olde Town, events, marketing/promotions and finally a list of projects that will support the revitalization effort .

Summary of Projects

The following is the list of projects that are being recommended for moving forward the revitalization of Olde Town Fountain. The list includes Infrastructure Projects, Marketing and Promotions programs, Business and Residential Improvement projects, suggested New Organization to manage the projects and an implementation process.

The list is broken up into the following categories:

Phase 1 Intersections	Program Level Estimate	Possible Funding Source(s)
Project location	**Cost Estimate**	**Funding Organization**

The document contains an extensive list of funding organization and funding strategies. The following list of funding organizations and funding sources are the typical funding areas that would fund these types of projects:

- Colorado Department of Transportation (CDOT)
- Department of Local Affairs (DOLA)
    - Community Development Block Grant (CDBG)
    - Mineral Impact Funds (MIF)
- City of Fountain (City)
- Combined EDC/Chamber (New Org)
- Urban Redevelopment Authority (URA)
- Pikes Peak Association of Governments (PPACG)

Recommended Projects List

Infrastructure

Complete Conceptual/Preliminary/Final Design/ Construction Doc's/ Final Cost Estimates for infrastructure improvements for the following project (See attached Map for location and phasing):

Major Intersection Node Enhancements Only (Bump- outs, Mid-Block Crossings)

Phase 1 Intersections	Program Level Estimate	Possible Funding Source(s)
• Main St./Illinois Ave	$80,000	DOLA/ MIF/City/New Org
o Bump-outs to be constructed at all four corners		
• Main St./Missouri Ave	$80,000	DOLA/ MIF/City/New Org
o Bump-outs to be constructed at all four corners		
• Main St./Ohio Ave.	$125,000	DOLA/ MIF/City/New Org
o Bump-outs and sitting area to be constructed at all four corners		
• Main St/Iowa Ave.	$60,000	DOLA/ MIF/City/New Org
o Bump-outs to be constructed on two corners		
• Ohio Ave./Walnut	$80,000	DOLA/ MIF/City/New Org
o Bump-outs to be constructed on all four corners		
• Ohio Ave./ Race St.	$80,000	DOLA/ MIF/City/New Org
o Bump-outs to be constructed on all four corners		
• Ohio Ave./US 85	$200,000	DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvements		
• Illinois Ave/ US 85	$200,000	DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvements		

Phase 2 Intersections	Program Level Estimate	Possible Funding Source(s)
• US 85/Indiana Ave.	$200,000	CDOT/DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvements		
• US 85/Alabama	$200,000	CDOT/DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvements		
• Ohio Ave./Fountain Mesa RD	$200,000	CDOT/DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvements		

Phase 3 Intersections	Program Level Estimate	Possible Funding Source(s)
• US 85/Crest Dr.	$1,250,000	CDOT/DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvement and mid-block crossing to north of intersection		
• US 85/Lyckman	$200,000	CDOT/DOLA/ MIF/City/New Org
o Intersection sidewalk crossing and corner landscaping improvements		

US 85 Corridor Enhancements Median Improvements/Bump-outs

Phase 1 Roadway Improvements	Program Level Estimate	Possible Funding Source(s)
• US 85 Section A,	$800,000	CDOT/DOLA/ MIF/City/New Org
o Mid-Block Medians with left-turn access with landscaping improvements		
• US 85 Section B	$300,000	CDOT/DOLA/ MIF/City/New Org
o Mid-Block Medians with left-turn access with landscaping improvements		
• US 85 Section C	$300,000	CDOT/DOLA/ MIF/City/New Org
o Mid-Block Medians with left-turn access with landscaping improvements		

Phase 2 Roadway Improvements	Program Level Estimate	Possible Funding Source(s)
• US 85 Section D	$ 200,000	CDOT/DOLA/ MIF/City/New Org
o Median Improvements with Landscaping		
• US 85 Section E	$ 200,000	CDOT/DOLA/ MIF/City/New Org
o Median Improvements with Landscaping		
• US 85 Section F	$ 800,000	CDOT/DOLA/ MIF/City/New Org
o Mid-Bock Medians with left-turn access with landscaping improvements		

Phase 3 Roadway Improvements	Program Level Estimate	Possible Funding Source(s)
• US 85 Section G	$ 400,000	CDOT/DOLA/ MIF/City/New Org
o Median improvements with left turn access and landscaping		
• US 85 Section H	$ 500,000	CDOT/DOLA/ MIF/City/New Org
o Median Improvements with left turn access and landscaping		

Main Street Improvements

Phase 1 Corridor Improvements	Program Level Estimate	Possible Funding Source(s)
• Main St. Section A	$ 400,000	DOLA/ MIF/City/New Org

- West side only of street landscape and sidewalk improvements includes, pavers, benches, planters
- Main St. Section B $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes, pavers, benches and planters
- Main St. Section C $ 200,000 DOLA/ MIF/City/New Org
  - West side only of street sidewalk improvements includes, pavers, benches, planters
- Ohio Ave. Section A $ 200,000 DOLA/ MIF/City/New Org
  - North side only of street improvements includes, pavers, benches and planters
- Ohio Ave. Section B $ 400,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes pavers, benches and planters
- Ohio Ave. Section C $ 400,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes pavers, benches and planters
- Ohio Ave. Section D $ 400,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes pavers, benches and planters
- Illinois Ave Section A $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes pavers, benches and planters
- Illinois Ave Section B $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes pavers, benches and planters
- Illinois Ave Section C $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping and sidewalk improvements includes pavers, benches and planters

Phase 2 Corridor Improvements Program Level Estimate Possible Funding Source(s)

- Race St. Section A $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Race St. Section B $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Race St. Section C $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Race St. Section D $ 100,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Ohio Ave. Section E $ 800,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Missouri Ave. Section A $ 300,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Missouri Ave. Section B $ 200,000 DOLA/ MIF/City/New Org

- Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Missouri Ave. Section C $ 200,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Walnut St. Section A $ 100,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement
- Walnut St. Section B $ 100,000 DOLA/ MIF/City/New Org
  - Landscaping, Blvd and sidewalk improvements, includes, rock, plantings and sidewalk improvement

North/South/ East Monument & Gateway Improvements

Location	Program Level Estimate	Possible Funding Source(s)
• US 85/North Entrance	$100,000	CDBG/DOLA
o Place Gateway Monument of both direction of US 85		
• Ohio Ave./ West Entrance	$75,000	CDBG/DOLA
o Place Gateway Monument east of railroad tracks		
• Ohio Ave./ East Entrance	$75,000	CDGB/DOLA
o Place Gateway Monument just west of railroad tracks		
• US 85 Gateway Bridge Landscaping	$96,973	CDBG/DOLA
o Add Gateway Monument to Bridge Landscaping area		

Way-Finding Signage Installation

Olde Town Area	Program Level Estimate	Possible Funding Source(s)
	City Forces	City Public Works

Mini Plazas and Pocket Parks

Location	Program Level Estimate	Possible Funding Source(s)
• Main St	$50,000-$500,000	Parks Fund/Private
o Build Mini Plaza on West side of Main Street, Includes, plantings and Benches		
• Ohio Ave	$50,000-$500,000	Parks Fund/Private
o Build Pocket Park to east of City Hall on Vacant Land, Includes, Plantings and Benches		
• US 85	$50,000-$500,000	Parks Fund/Private
o Build Mini Plaza or Parket park in vacant Mars Building Site, Includes, Plantings and Benches		

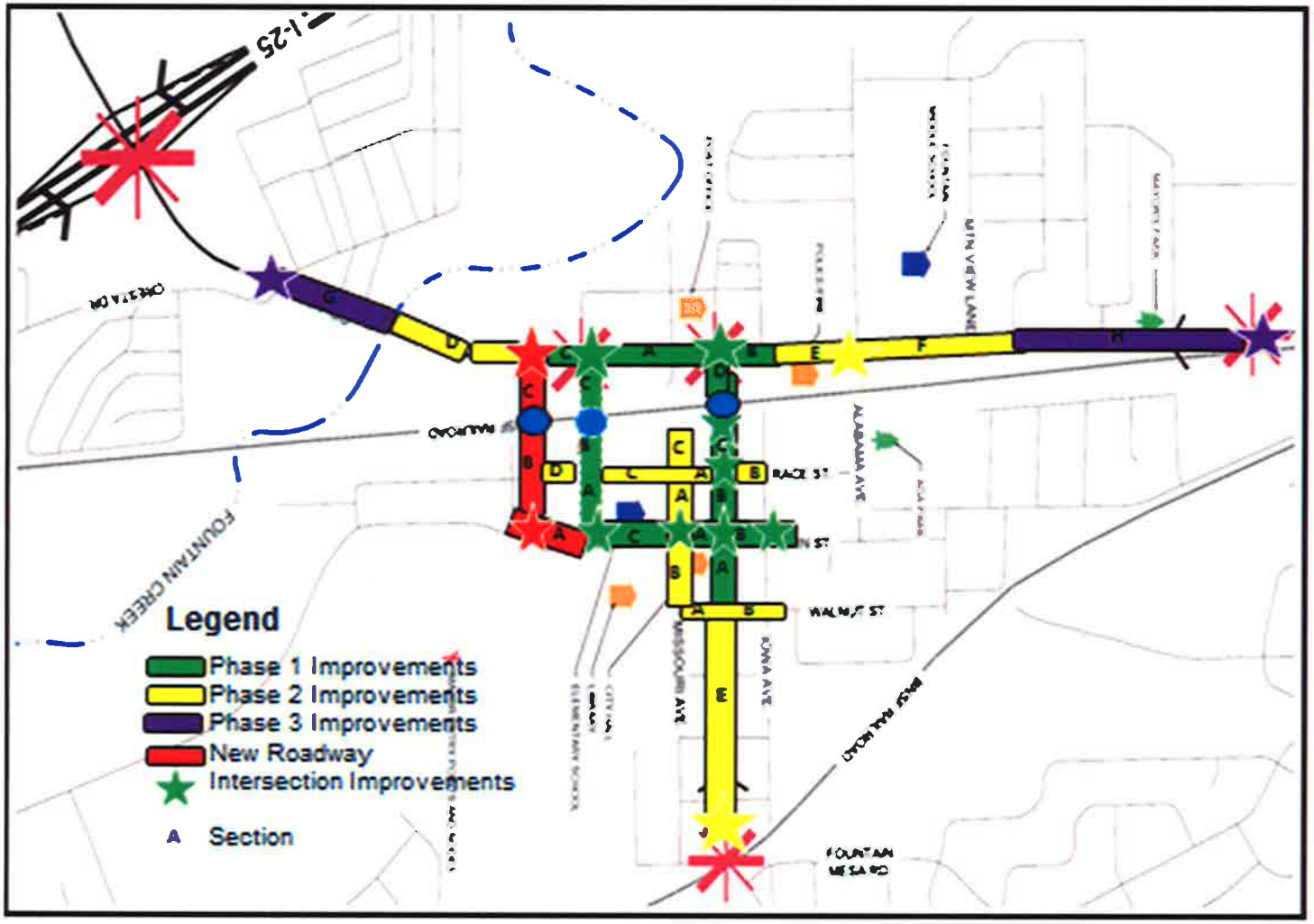
Banner Pole Program

Location	Program Level Estimate	Possible Funding Source(s)
• US 85	$6,000	Sponsorship/New Org
o Includes 100 banners to be place on light poles along US 85		
• Main St	$1,200	Sponsorship/New Org
o Includes 20 Banners to be placed on Light poles along Main Street, other by event/promoters		
• Illinois Ave	$600	Sponsorship/New Org
o Includes 10 Banners to be placed on poles to announce entrance to Downtown		
• Ohio Ave	$1,200	Sponsorship/New Org
o Includes 20 Banners to be places on light poles, announce entrance to Downtown and Events		

Downtown Area City/Residential BLVD Landscape Improvements (Rock)

Location	Program Level Estimate	Possible Funding Source(s)
• Ohio Ave	$12,000	CDBG
o Work with local residents within Olde Town area to improve landscaping Blvd. area by placing landscaping rock where weeds are currently growing.		
• Illinois Ave	$12,000	CDBG
o Work with local residents within Olde Town area to improve landscaping Blvd. area by placing landscaping rock where weeds are currently growing		
• US 85	$45,000	CDBG
o Work with local businesses within Olde Town area to improve landscaping Blvd. area by placing landscaping rock where weeds are currently growing		
• Residential Streets in Olde Town Area	$37,000	CDBG
o Work with local residents within Olde Town area to improve landscaping Blvd. area by placing landscaping rock where weeds are currently growing		

.75 (.80 SF [illegible] included



Olde Town Project Phasing Map

Urban Redevelopment Authority and City sponsored Projects

Project	Program Level Estimate	Possible Funding
Develop Public /Private/Partnership/Projects (4P's) RFP'S	$5,000	URA/Consultant

- Develop Request for Proposals (RFP's) to attract potential developers to partner with the City and URA in the development of the multiple 4P's projects. Solicit development teams to provide proposals to create a regional catalyst projects including development plans and funding. Hire either full time staff to implement or hire consultant.

Program Manage Revitalization Projects in Downtown	$75,000/yr.	URA/Consultant

- Hire a Program Manager to oversee the development of revitalization projects and work with the URA on other Catalyst projects within the URA. This is a full time position could work for either City, URA or new organization.

Develop New Catalyst Project for Gateway/128 Exit	$65,000	URA/Consultant

- Revised Exit 128 Gateway Plan with regional catalyst project as center piece to Plan. To be staff by either full time position or Consultant. Hire either full time staff to implement of hire consultant.

Develop and Implement Funding/Grant Strategy Program	$20,000	City/Consultant

- Hire a consultant to prepare and write grants for funding of projects. Hire either full time staff to implement or hire consultant.

Develop Organization Chamber/EDC merger (New Org)	$15,000	City/Consultant

- City to develop new organization to work with the URA to implement revitalization projects, fees are for consulting and legal document preparation. To be developed by City Manager and Legal Consultant.

Marketing and Promotions

Continue Olde Town Revitalization group to work only on Olde Town's unique challenges and marketing needs. Through Olde Town's efforts, combined with creation of a Joint Economic Development Commission/Chamber of Commerce, Develop the following programs to help Businesses, City, and Residents of Olde Town Area:

Project	Program Level Estimate	Possible Funding
Develop Detailed Brand Program	$15,000	New ORG

- Develop detailed Brand Program to include logos, design elements, design guide lines and style guides for marketing materials and promotions. Hire local professional branding/marketing company.

Develop Marketing/Promotions Strategy	$25,000	New Org/Consultant

- Develop a detailed Marketing and Promotion Strategy for the Olde Town Fountain. One does not exist today. Staffed by new organization or hire outside consultant to develop plan. Could be done by staff or outside marketing consultant. See Appendix for list of current city-wide marketing venues.

Develop Year Round Events Plan	$35,000	New Org/staff

- Develop a year-round events plan to be implemented jointly among city, civic and new organization. To be done by staff and volunteers. Need to develop volunteer program to implement full year-round event program.

Re-Develop Website	$9,000-$13,000	New Org/Consultant

- Develop a central website for all information related to the City of Fountain and Olde Town Fountain. Hire website developer to develop professional website.

Further Develop Marketing Materials	$10,000	New Org/Consultant

- Develop marketing and promotional materials that incorporate new brand design guidelines and styles. To be done by either staff of outside marketing/design firm.

Develop Detailed Advertising Campaign $50,000 Colorado Tourism Assoc.

- Submit grant to Colorado Tourism Association for marketing grant and then develop detailed advertising campaign to include print, media, social, and web. Recommend hiring outside advertising firm to help with development of detailed plan and implementation.

Business/Residential Physical Improvements

Develop the following programs to help businesses and residents in the Olde Town area:

Project	Program Budget	Funding Source
Develop Property Owner Clean Up Program	$6,000	New Org

- Work with local businesses to organize a quarterly clean-up program for business and property owners. Staffed by new organization. Partner with city-wide annual spring cleanup program. To be staffed by new organization.

Implement Business/Building Façade Improvements Program	$75,000	CDBG

- Implement CDBG program for Building Façade program, offer program to businesses that are in need of building façade improvements. Staffed by new organization and funded with CDBG grant.

Develop Business/Residential Blvd. Landscape Improvements	$6,000	CDBG

- Develop and submit grant for CDBG funds to implement residential Blvd Landscape Improvement program. Program is for low income and senior citizen residents, funds are to be used for landscape materials, labor is to come from volunteer organization such as scouts, boy and girls club, or other 501 civic organizations. Staffed by new organization.

Develop Business Signage Improvement Program (Theme/Image/Identity)	$6000	New Org

- Work to develop program for Business Signage improvement, create grant program with 25% matching funds. Staffed by new organization.

Develop Building Mural/Painting Program $6,000 Arts Foundation

- Work with local artist to develop Mural/Painting Program, program is eligible for national art foundation funding and local foundations. Staffed by new organization

Develop "Fountain Investment Group" $6,000 New Org

- Develop group of business and investment bankers to start a "Fountain Investment Group". Group's purpose is to help start-ups and incubate local small business. Staff by new organization.

Develop Business Relationship Group $6,000 New Org

Develop Partnership Opportunities with Local Assets i.e. Fort Carson, PPIR, etc. New Org

- Develop relationships with asset partners in local area. Develop regular meeting times to develop opportunities that benefit both parties. Staffed by new organization.

Develop/ Create "Score" like organization to help small emerging businesses $6000 New Org

- Develop a "SCORE"-like organization to help mentor small emerging business owners within the City of Fountain. To be developed by new organization and staff by retired business owners.

Develop Incubator Office Space Building Program $12,000 New Org

- Work with SBDC, farmers market, URA and City to develop an Office Space Incubator Program. The program is intended to be focused on new business development. The URA could re-purpose blighted space as a catalyst project by creating quality office space in olde town. Look in to converting empty houses, strip apartments, etc.

Develop Business Incentive Program $6,000 New Org

- Work with City and EDC to further develop and promote incentive program to attract new businesses to the Olde Town Area. Staffed by EDC, City, and new organization.

Develop Business Education Program $6,000 New Org

- Develop a quarterly meeting to bring resources such as Federal, State, local agencies, business consultants, SBDC, SCORE, speaker bureau, etc..., along with new ideas to businesses in the Olde Town area. Meeting would be held and sponsored and staffed by new organization. Fees to be used for meeting space rental, materials and stipends for speaker's bureau.

New Organization Management of Process and Implementation

Secure Initial Funding to Create Downtown Business Improvement District or Special Improvement District for the following:

- **Hire Operations Manager (Program/Project Management, Administrative, Marketing, Promotion, Economic Development, Financial). Manager would have the following duties and responsibilities:**
  - Grant Writing and Management of Funding Strategy
  - Marketing (Advertising, Visitor Center)
  - Promotions (Events, Functions)
  - Funding (Sponsorship/Bonds/Grants/Tax)
  - Project/Construction Oversight (Planning/Design/Construction)
  - Management of Maintenance (Landscaping, Seasonal, Plantings)
  - Oversee completion of Design and Construction/engineering teams for infrastructure Improvements projects

Joint Chamber of Commerce/Economic Development Concept

March 2014

Background/Overview

This proposal envisions combining the business attraction and retention organizations within the Fountain community, namely the Chamber of Commerce and the Economic Development Commission, into a single organization that would oversee ongoing business support, attraction, retention, and revitalization activities in a more coordinated fashion.

Currently, the Fountain Valley Chamber of Commerce (the "Chamber") is governed by a Board that is elected by the members of the Chamber of Commerce (the majority of which are businesses). The Chamber's primary functions include ongoing business support, with boundaries that go beyond the City of Fountain boundaries, including portions of the Widefield/Security area.

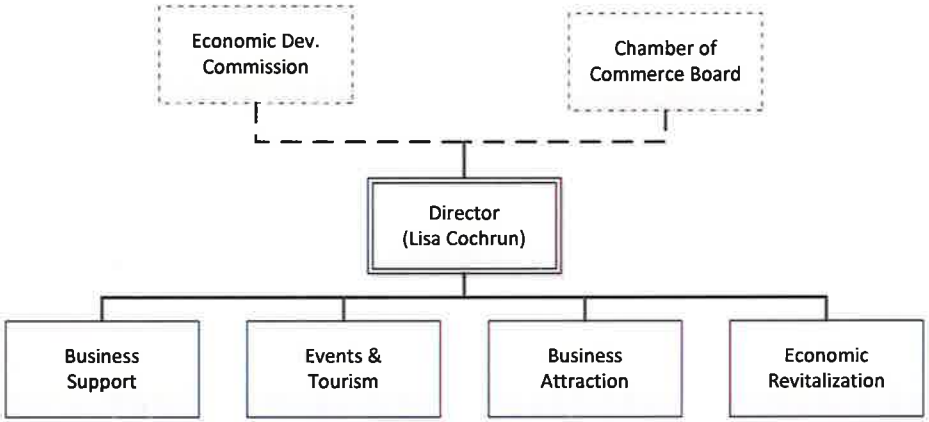
The City of Fountain's Economic Development Commission (EDC) is staffed by the City of Fountain's Economic Development Director and has a primary mission of attracting new businesses to the Fountain area. Additionally, the ED Director oversees Urban Renewal Authority functions designed to revitalize older, blighted portions of the City of Fountain, making them more attractive for Economic Development and business investment.

Individually, both of these organizations have somewhat limited resources to achieve their missions and goals – missions and goals which, by their nature, have a fairly large degree of overlap. Conceptually, by combining the missions and resources of these organizations, a more coordinated, cohesive effort would be made to create a business environment that would do more to both support the existing businesses in the Fountain Valley and to attract new businesses to our area. In this case, the whole truly would be greater than the sum of its parts.

Organizational Structure

For simplicity, the joint organization would be created by bringing together both operations in a central location, using operating agreements that direct the combining of resources and cross-functional operations between personnel of both organizations, under one Director. Both organizations would maintain their own legal structures, with the intent the front office operations would look as if it were the same organization.

The Director would be advised by the Economic Development Commission relative to items that involved Business Attraction functions, and would answer to the Chamber of Commerce Board on items relating to Business support functions. The Director would continue to be employed by the City of Fountain and would be directly supervised by the City Manager. The basic organizational chart would look like this:



Functions

As shown in the organizational chart above, the organization would be structurally designed into functional areas, each with its own specific focus that, as a whole, work together to achieve a stronger business climate overall. Underneath the management of the Director, each of these functional areas is as follows:

Business Support. This function is the primary carryover from the Chamber's functions and would include any efforts at strengthening the existing business community. This would include business-to-business events, marketing, business training and networking opportunities, and potentially group procurement savings (such as healthcare).

Events & Tourism. While Fountain is not naturally a tourist destination, a strong focus on great events will not only improve the quality of life and provide entertainment opportunities for existing residents, but will draw in visitors from around the region and State. The natural outcome of these visitors would be increased spending in our community, enhancing the overall economic environment. This function would coordinate closely with existing organizations that already provide quality events (e.g. Thunder in the Valley, Fountain Fall Festival, Fountain Downtown Events Association, various 5K races, etc.) to support and enhance these existing events, in addition to coordinating additional quality events. Overall, projected net revenues generated by Events would help support this combined organization.

Business Attraction. This function is the primary carryover from the City of Fountain's EDC and includes efforts to create a business environment that would be conducive to attracting new businesses to the area. Generally, this includes marketing, implementation of the Economic Development Strategic Plan, siting of new businesses, working with the City of Fountain and others on potential incentives, and any effort that works to identify and attract new quality businesses to the Fountain area.

Economic Revitalization. Using tools like the Urban Renewal Authority, which would be managed by the Director, the focus of this area would be to work towards "breathing new life" into older, less economically vibrant parts of town. While the primary initial focus would be Historic Olde Town Fountain, future efforts could also be made in other areas of town where the infrastructure will be aging and approaching blighted. This functional area would initially be focused on achieving the outcomes dictated through various Olde Town efforts such as the Gateway plan and the Olde Town Revitalization effort conducted in 2013. This functional area recognizes the importance of identifying and addressing issues in various parts of town that are older and less desirable for investment of new dollars, and then working towards solutions that reverse that trend and encourage additional investment.

Initially, it is envisioned that the Business Support and Business Attraction functions would be staffed Chamber Office Manager and the City's ED Director, respectively, while the Events/Tourism, and Economic Revitalization functions would be staffed through two-year "Best and Brightest" interns from the University of Colorado. It is likely that both of these areas would need additional staffing as the efforts grow, however, particularly if a Downtown Development Association or Business Improvement District is created to address the Economic Revitalization function.

Funding

It is important that funding to support this organization rely as little as possible on the average taxpayer or ratepayer, instead focusing on funding streams from the business community or through activities reasonably related to the functional areas identified. As the Chamber and City EDC come together, they will naturally pool their resources. Based on that, potential resources are as follows:

Potential Revenue Sources

- Chamber Membership
- Business License Fees
- Event Revenues
- Sponsorships/Large Investors
- Grants
- Lodger's Tax
- Downtown Development Association or Business Improvement District
- Fountain Utility Sponsorship (existing funding transferred from City to support EDC)
- Urban Renewal Authority Administrative Overhead
- Business Incentive Tax Increment Financing

Issues to Address & Unanswered Questions

It is inevitable when looking at a new organizational structure such as this that there will be certain specific issues that come up or unanswered questions that need to be addressed in order to ensure success of the organization moving forward. This section of the proposal attempts to identify some of the larger issues that will need to be addressed in some fashion.

- Will a consolidation of these organizations (Chamber and EDC) truly improve the overall ability to achieve their respective missions?
- Will the businesses that were previously represented through the Chamber still feel a degree of autonomy from City control?
- What about other administrative functions such as finance, legal, etc. How will these be handled?
- Considering that each of these functional areas may have very different types of funding, with their own set of requirements, are there any pitfalls to combining that would ultimately end up precluding us from any previously available funding sources?
- Is the funding available or envisioned truly able to sustain the planned functions of the organization?

Recommended Next Steps

Below are recommended next steps for moving forward the Olde Town Revitalization process.

- Get general ok from group on concept of Organization - **Complete**
- Discuss need for further development of New Organization details, i.e., Budget, Staffing, mission and funding sources

  - ☐ Discuss need for initial funding to get organization up and running – City and URA
  - ☐ Discuss need for initial staffing to get organization up and running – City and URA
  - ☐ Discuss possible location of Organization – City and URA
  - ☐ Discuss how some initial projects can get up and running – City and URA
  - ☐ Discuss need for long term funding stream to create stability for Organization and Staff - City

- Discuss the need to gather support from Chamber and City council to move forward with a developed plan and organizational structure and operation plan. – City **Complete**
- Once approval by Chamber and City Council, staff with Executive Director and appropriate staff.
- Begin process of building New Organization while moving forward on establishing addition funding (BID, DDA) and grant mechanisms (DOLA and others) to begin process of developing Gateway Project (3P), Event Planning, Developer and Business recruitment.
- Establish location of Combined Chamber/EDC in City Hall - Complete
- Discuss need for businesses to start conversations with other businesses about New Organization and Funding structure for Organization.
- Need to have an advocate who is responsible for marshalling through funding mechanism .i.e. Lodger Tax, Tax increase, Etc. to fund New Organization.

Fountain Olde Town Revitalization

- Update Exit 128 Gateway Plan
- Develop RPF for Gateway and begin solicitation of potential Development Partners
- Develop additional Catalysts Projects for Olde Town Fountain.
- Define both short and long funding streams along with funding matches.
- Complete Branding exercise for Olde Town Fountain
- Finalize sequence design and construction of Infrastructure projects
- Move forward Olde Town Projects List as funding and grants become available.
- Develop Construction Bid Sets for initial Phase 1 Projects
- Create Business support/resource programs for existing and future businesses to start initial advertising and promotions
- Develop Signage and Gateway Monument Program and funding mechanism.
- Develop Event Schedule for Olde Town, and develop initial events that promote Olde Town year round.
- Refine marketing and promotion materials base on new brand program.
- Submit Grant to Colorado Tourism Association, then develop and implement Advertising Campaign.

How to Look at Funding Olde Town Projects

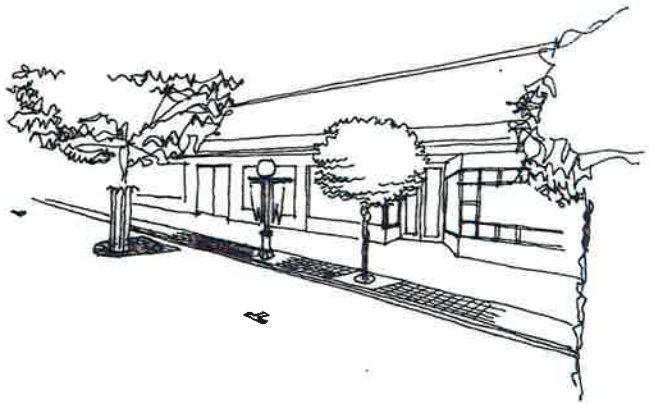
The current Olde Town list of projects has approximately $14,000,000 in cost between Capital Improvement/Infrastructure and Business/Program projects that are Business related such as branding, marketing, promotions, events, education and recruitment.

Strategy for Capital/Infrastructure Projects:

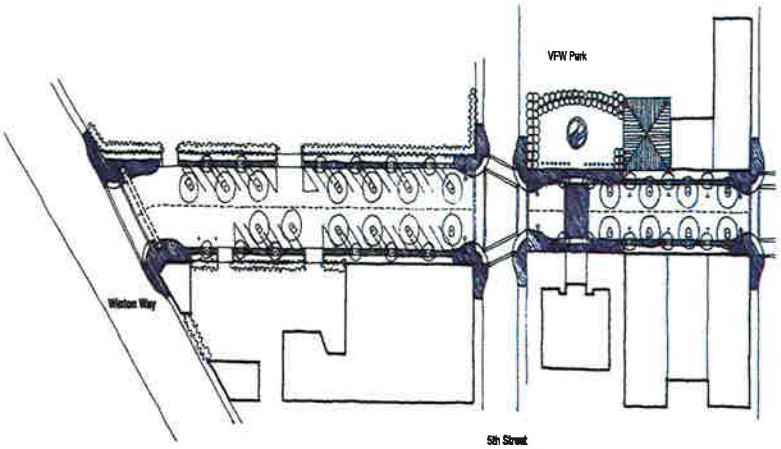
- Full phases to be scheduled over a period of five (5) or more, therefore five (5) or more full phases ($2,500,000)
- Each Infrastructure project would be phased into two (2) sub phases ($1,250,000), (Spring and Fall) no construction during summer months. (June-August)
- Develop concept level plans to refine cost estimates and re-define construction phasing plan. Each Full phase is roughly $2,500,000 in construction (can be broken down into smaller phases and construction cost). We suggest that phases no smaller than $625,000 to maintain schedule and best pricing practices.
- Define matching grant needs with possible funding streams for grant matches. Matching needs are approximately $625,000 for $2,500,000. Next strategy is to leverage a mill levy, tax or fee to create a bond that can then be used for the matching grant funds over a five year period. The trick is to not Bond for the $14,000,000, instead only bond for the Grant Match.
- Apply for PPACG, DOLA, Mineral Impact Funds and CDOT funding on annual basis base on phasing plan.

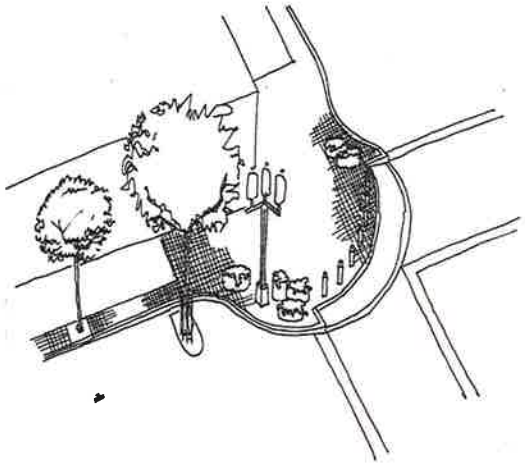
The example given above is a strategy that creates a path for implementation. The reality is that an infrastructure phase can be extended from a year to two or more to enable the City, URA or New Organization to accumulate matching funds needed for matches. Smaller projects can be defined within a full phase and carved out based on funding and matching fund availability. Things to keep in mind when carving out a smaller project include, funding stream, matching funds, construction phasing, interruption to utility's and business

Examples of Project Improvements or Programs for Olde Town Fountain

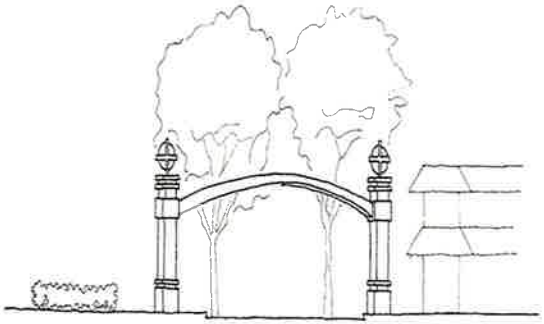


Main Street Sidewalk and Block Improvement

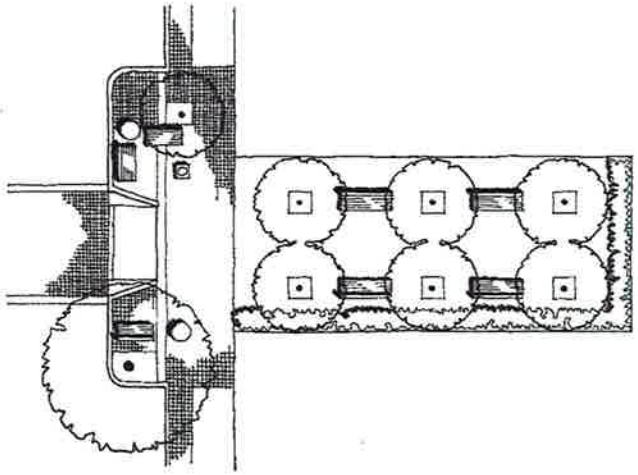




Corner Bump-Outs and Medians



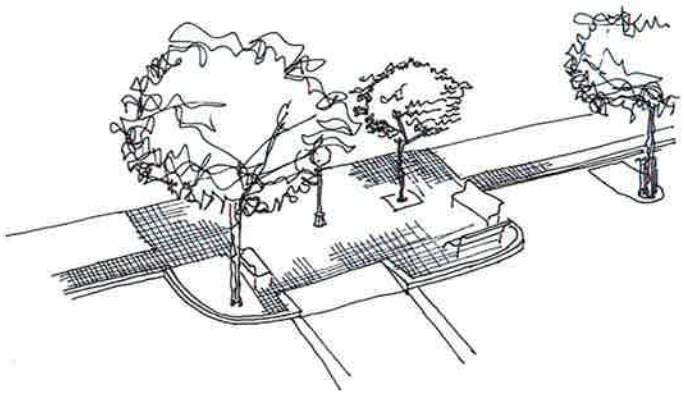
Gateway Monuments



Mini- Pocket Parks

Facade Program

US 85 Median Improvements



US 85 Mid-Block Crossing Improvements

Building Mural/Painting Program

Appendix

Summary of Meetings and Evaluations

The following are notes from the presentations and meetings held with the Businesses, City Council and Citizens of The Olde Town area of the City of Fountain. This information is provided as background information that helped develop the Project List and Funding Mechanisms.

Task 1 - Evaluate Existing Olde Town Plans, Activities, Functions and Infrastructure
What we Know, Think we Know, or Should Know

- The word "Downtown"
- Where is Fountains Downtown?
- What's the zoning?
- How many businesses are in the Downtown?
- What Types of Businesses?
- What makes for a good and vibrant Downtown?
  Who supports the Downtown, Resources?

What is the definition of the word "Downtown?"

Downtown is a term primarily used in North America by English speakers to refer to a city's core (or center) or central business district, often in a geographical, commercial, or communal sense.

Where is Fountain's Downtown?

- The question was asked where is the downtown.
  - We received mix answers as to where people thought the downtown was.
  - There are no well- defined gateways that let you know you have entered the Olde Town area.
  - Difference of opinions as to where the borders might be.
  - Most thought it was around City Hall, some disagreed and thought it was just on Santa Fe Avenue/US 85

Do we really have a Downtown?

- The question was asked "Do we have a downtown commercial or retail district?
  - After much debate and discussion it was unclear to some if the City of Fountain by definition really had a Downtown commercial or retail district by definition.
  - What some came to realize was that we had a commercial corridor along US 85 and not much of a retail business district.

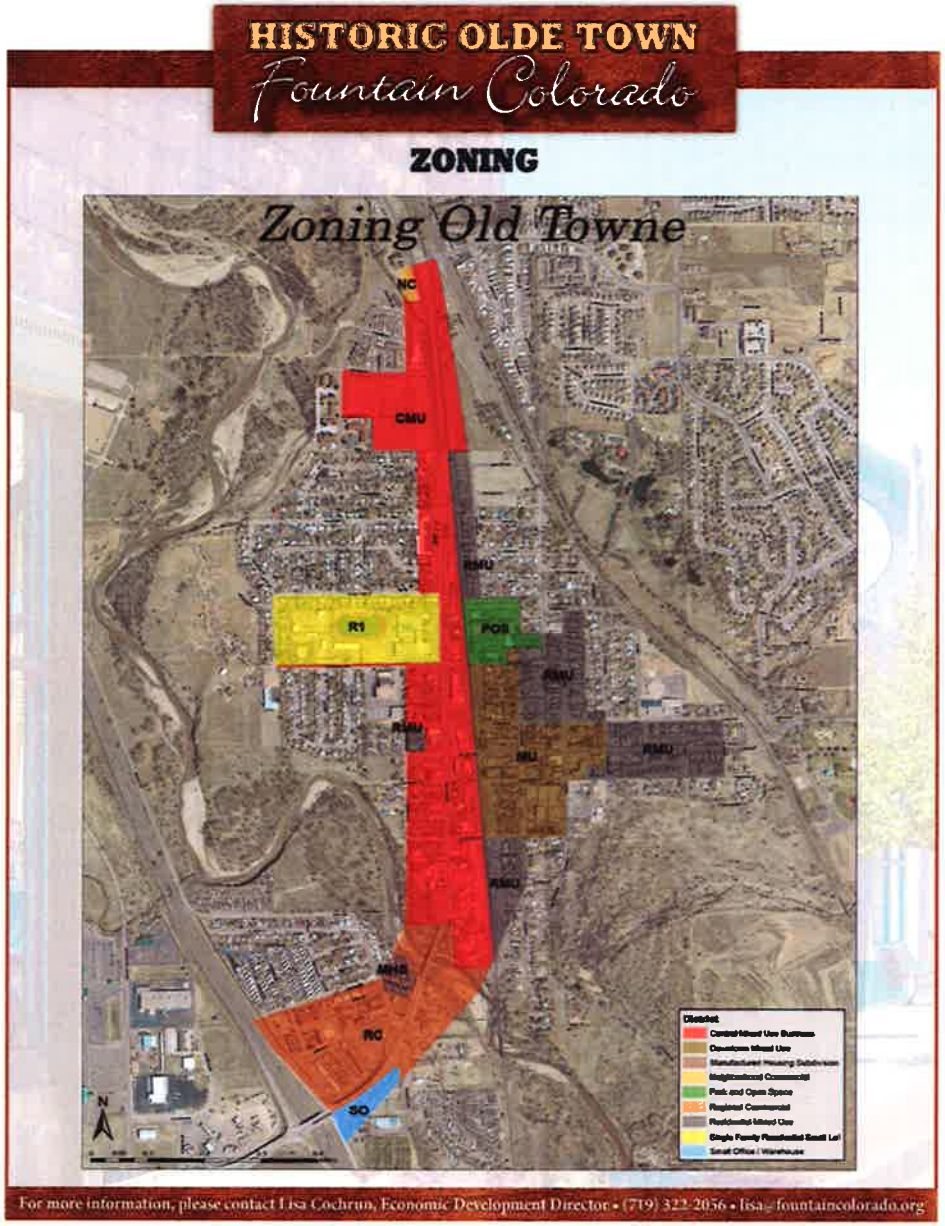
2000 Downtown Plan Area Map

Fountain Downtown Strategic Plan 2000 area- Starting at gateway from I-25Exit 128 into the Historic downtown area along Ohio Avenue

What is the Zoning of Downtown?

- Does it promote development or deter?
  - The downtown area consists primarily of the following two zoning districts: Central Mixed Use Business District (CMU) and Downtown Mixed Use District (MU). The CMU zone allows just about anything in the Hwy 85 corridor between the Fountain Creek bridge near I25 exit 128 and Comanche Village Drive. This deters attracting quality retail, restaurants, shopping and entertainment. The right type of zoning can attract the right mix or deter the wrong type of business. The object is to co-locate complementary businesses that build off of each others' traffic. The historic downtown is zoned MU, which accommodates specialized government function, specialty retail and housing. Specialty retail needs to be defined in the zoning ordinance. Outdoor dining areas should be encouraged. They currently require conditional use approval. Design standards should be adopted to encourage development that is complimentary to existing historic buildings.

- Does it need to be changed?
  - Needs to be revised to only allow proper mix of supporting development and businesses. See the section in this report that describes the correct mix, under "Retail Mix Issues."
- What changes are suggested?
  - Relax some guidelines so olde town looks like a "happening place" with activity, and visually exciting cues to entreat passersby to stop and explore. Encourage sidewalk cafes (now allowed through conditional use approvals). Street vendors are allowed as a temporary use. Regulations could be changed to allow them on a more permanent basis perhaps subject to obtaining an annual permit. New sign regulations loosened up requirements for businesses. Sandwich board signs are allowed. Menu signs are exempt from sign code, etc.
- Development that conflicts with Olde Town Downtown Growth?
  - The close proximity of Aragon Elementary School to business locations around Ohio and Main creates the impression that a brew pub like Phantom Canyon in downtown Colorado Springs cannot locate in downtown Fountain. The city ordinance has a 500 foot restriction to locate such venues near schools. Highway 85 has Fountain Middle School as its limitation. Downtown needs this kind of high quality family-friendly anchor to attract families, multi-generations, and young adults alike. Restaurants need liquor licenses to increase revenues and traffic. Ordinances, statutes and zoning should be explored to enable this type of venue.
  - Non- supporting retail businesses and land uses such as storage lots, industrial lots can inhibit the visitors experience and confuse both resident and visitors as to where the Downtown begins and ends.
  - Other land uses that contribute to a negative experience should be considered when redeveloping the downtown and be considered for possible relocation to a more suitable location.
- Zoning should encourage a Mixed-Use of retail and office and residential in the Olde Town area where appropriate. Multi-story development should be encouraged to increase both housing and retail inventories.


HISTORIC OLDE TOWN
Fountain Colorado
ZONING
Zoning Old Towne
NC
CMU
RMU
R1
POS
RMU
RMU
MU
RMU
RMU
MHS
RC
SO
N
For more information, please contact Lisa Cochrun, Economic Development Director • (719) 322-2056 • lisa@fountaincolorado.org

Zoning Mp

Past Studies and Reports - Highlights

Fountain Downtown Strategic Plan 2000 – Recommendation and Findings

- Design and erect wayfinding and gateway monuments to brand the area. (A broad city-wide signage program was completed in 2007. It includes downtown signage, but not downtown monuments to brand the "district.")
- Pedestrian corridors to allow customer migration, including an Alabama Avenue overpass across the railroad tracks.
- Historic silhouettes to tell the story of Fountain. (Sites were identified, text was written for each, and the silhouettes have been sketched out. One silhouette is in place. Most of the sites chosen are along Hwy 85 to lead downtown, but the sites were disallowed by CDOT and so the program has halted.)
- Anchor civic activities with a new library. (This is complete and has won awards for its design.)
- Relocate the Chamber of Commerce and its visitor's center to I-25 exit 128.
- Weave together a nature center and open space, regional trails, and historic walking tour. (The walking tour underway now. The Jimmy Camp Creek Open Space and trail is in progress.)
- Event kiosks.
- Design improvements.
- Downtown events.

Community Assessment Plan April 2006 – Recommendation and Findings

The Community Assessment Team's Community Action Plan of April 2006 called for:

- Branding downtown with signage
- Walking tour
- Defining historic boundaries
- Designating some buildings as historic
- Addressing blight
- Establishing design standards
- Attracting businesses
- Converting single family dwellings into businesses uses and offices.

❖ It was suggested that the FDEA take on the task of orchestrating downtown development. The group, a 501C3 nonprofit, declined expanding their mission.

DOWNTOWN DEVELOPMENT excerpt from City Econ Dev Plan 2009 – Recommendations and Findings

BACKGROUND

Revitalizing older downtowns with their aging buildings and infrastructure can be expensive compared to new development outside downtown where raw land has larger lots, modern infrastructure and less fractured ownership. A strong downtown requires constant attention to maintain its competitive position and viability.

Downtown Plan: A Blueprint for the Future

To start revitalizing downtown, the October 2000 "Fountain Strategic Downtown Plan: A Blueprint for the Future" was drafted. It covers the below territory, starting at Interstate 25 Exit 128, and leading into the historic downtown at Ohio and Main. It extends to the Exit 128 gateway because visitors and customers must pass this corridor to get to downtown.

Plan Recommendations

- Instituting a Downtown Development Authority, Business Improvement District and/or an Urban Renewal Authority (URA) to fund development and promotion.
- Designing and erecting wayfinding and gateway monuments to brand the area. (A broad city-wide signage program was completed in 2007. It includes downtown signage, but not downtown monuments to brand the "district.")
- Pedestrian corridors to allow customer migration, including an Alabama Avenue overpass across the railroad tracks.
- Historic silhouettes to tell the story of Fountain. (Sites were identified, text was written for each, and the silhouettes have been sketched out. One silhouette is in place. Most of the sites chosen are along Hwy 85 to lead downtown, but the sites were disallowed by CDOT and so the program has halted.)
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- Event kiosks.
- Design improvements.
- Downtown events.

To set the stage for revitalization to fall in place, best practices lay out a series of steps, on a timeline usually of about 10 years. The steps in order are:

1. **Set a strategic vision**. For Fountain, this could be to reaffirm the downtown plan and what the community wants their downtown to be.
2. **Establish a public private partnership** to bring investment to downtown and make re-development financially feasible and expeditious.

   These partnerships include:

   Special districts, such as a Downtown Development Authority and/or Business Improvement District. A vote of downtown businesses and/or property owners is needed to establish these since it will raise their property taxes to fund the authorities' activities. Activities can include promotions, economic development, special events, and parking.

   A non-profit catalytic development company will be needed to execute the downtown plan. An urban renewal authority can do this, assembling the land, buildings and financing packages to make change feasible.

3. **Make city processes friendly to implement the plan**. This includes the special challenges presented by small houses turning into public places like shops and offices.
4. **Bring entertainment downtown for families, youth and adults.** This includes movies, restaurants and a night life for young professionals (a highly desirable workforce.) Cultural amenities are needed, such as performing arts, museums, and historic sites. Young people in their 20s are often attracted to this environment and so a rental market is needed. The goal is to make downtown an interesting place full of people- a "happening" place people seek.
5. **Attract middle and upper middle income residents to buy houses** to live in downtown. This is critical to support the shops, restaurants, entertainment and the ambience citizens' desire. Lifestyle analysis will show the optimal mix of stores and establishments and their matching socioeconomic strata.
6. **Focus retail recruitment on local-serving shops.** Downtowns cannot compete with regional malls and must be unique to its residents' needs.
7. **Establish a strong office market** to provide sufficient numbers of daytime population to support stores. Office complexes tend to locate near upper-income housing (where professionals/management level workers live). Bringing employment centers to Ventana and Charter Oak industrial parks, located on the south end of town, will add to downtown's customer base.

Implementation Recommendation

- To implement these steps in a timely fashion, personnel and funding must be dedicated solely to downtown redevelopment and recruitment. Much of the physical redevelopment work can be accomplished through the urban renewal authority, as the

URA funds allow and if the URA board sets it as a priority above other sections of the City. City Council guidance is needed to determine the extent to which city resources, finances and personnel can be dedicated to downtown. It should be noted that Olde Town produces only 1% of the city's sales taxes; therefore the rest of the city's shopping centers must thrive to generate the revenue Olde Town needs. In particular, the development of the Lusardi Land Company parcel at Hwy 85 and Hwy 16 is crucial to Olde Town and the Gateway's success since the Hwy 85 Corridor URA Plan ties together their funding bases. Lusardi lands directly feed Olde Town.

Who Currently Supports the Downtown, Resources for the businesses?

The following organizations either directly or indirectly supply services or support the City of Fountain Olde Town area. These organizations can provide resources in the form of funding, marketing, engineering resources, and other professional services. The organization that will oversee the Downtown revitalization should draw on these organizations to help with resources that the city may not have at this time. As part of the redevelopment of the Downtown, partnering with these organizations can also bring forth resources that could be used as in-kind services, lessening the need to cash outlays for consultants. Most all of these organizations have outreach programs that provide free services to the businesses and can be used to help further the City with the redevelopment of the Downtown.

- City of Fountain
- EDC
- Chamber
- FURA
- El Paso County
- CDOT
- State Division of Local Affairs
- Downtown Colorado Inc.
- Retail Merchants Association
- UC-CS Small Business Development Center
- Other Organizations
- Visitors

Current Events

The Fountain Downtown Events Association and Chamber of Commerce actively promotes and organizes downtown events on a regular basis, including:

- Blast Dance
- Haunted House / Harvest Moon Dance.
- The Fountain Valley Chamber of Commerce holds events downtown too, including:
- Veterans Day Parade and ceremony and spring Memorial Tribute
- Fountain Fall Festival
- The Thunder in the Valley Car and Bike Show coordinates with the FDEA and its Blast Dance
- Farmers Market all summer and fall
- Fountain Day at the El Paso County Fair
- Community Night in the Park
- Fire Department Labor Day Dance
- Tree lighting
- Cowboy Christmas

Businesses and Downtown Questionnaire – Resource to Businesses

Simple Questions to ask yourself as Business Owner

This handout was given to participants at the second meeting, it's intended to probe, question and educate a business/City to see if they are doing everything they can to be successful.

- Why are you in business?
- Why do we have a Downtown?
- Are you in the right location?
- Is your Business/Downtown providing something that people need?
- Why do people need my product or service?
- What are you doing to convince people to use your Business/Downtown over everyone else?
- Who do you rely on to bring you customers?
- Where do your customers come from?
- Do you know what your customers what?
- Do you survey your customers?
- Is your customer's passerby or designation, what percentage?
- Are you relevant in the market place?

- Are you up-to-date with you offerings or behind the times?
- Do you really know who your competitors are?
- What are competitors doing that you're not?
- Is the product/service you are offering different in some way then your competitors?
- What impression do you think people have of your Business/Downtown vs. your competitors?
- Who are your business partners?
- What are you doing to be successful?
- Do you have a Brand?
- Do you have a business plan?
- Do you have 1, 5 year marketing plan?
- Do you have a marketing budget?
- Do you have webpage?
- Do you have a Facebook Page?
- Do you Blog?
- Do you do email blast?
- Do you have a newsletter?
- Do you advertise in local paper(s)?
- Do you do events/promotions?
- Are you in the visitor Guide?
- Do you belong to local Organizations? (Chambers, EDC's, Kiwanis, Rotary, etc.)?
- Does your Business/Downtown have curb appeal?
- Is your signage professional, clean, fresh, easy to read?
- Does your building need to be painted, weeds pulled, windows cleaned, sidewalk fixed, landscaping refreshed or put in?
- Is the entrance to your Business/Downtown inviting easy to find?
- Once inside, is it clear what you are offering?
- Is the space well laid out, easy to move around, easy to see products, touch, handle?
- Is it clean, presentable, and inviting?
- Do you have the proper inventory?
- Do you have the right price structure for your product or services?
- Do you have the right employees?
- What impression does you or your employee's project?
- Do you greet everyone who comes in?
- Do you thank everyone when they leave?
- Do you cater to all generations or a niche market?
- Are we profitable? If not, why? Go back to the beginning and re-read!

Task 2 - Business Gaps and Resources

Retail Mix Issues

- Currently the Downtown has a mix of small businesses comprised of small retail shops locally owned, automotive repair/service, several restaurants, printing/copying, insurance agency, several convenience stores and variety of service industry stores.
- The blocks surrounding the core area around City Hall lack a diverse grouping of retail which would draw local residents and visitors to the downtown. Non-supporting establishments which offer free services or free clothing inhibit the desire to locate a retail business in the downtown where shoppers with good incomes are needed to support niche retailers and restaurants.
- There does not appear to be enough inventories of quality square footage or buildings to support proper growth and attraction of new retail businesses to the downtown.
- Infrastructure is not in place that creates a sense of place or desire to spend shopping or dwell time within the downtown area. This is contributing factor as to why businesses may not want to locate to the downtown area.
- Family friendly entertainment both daytime and nighttime is non-existent in the downtown which is a contributing factor to lack of visitors or residents which contributes to retail stores failing.
- In general the current mix and number of retail offerings is weak and tends to not support each of the other retail businesses.
- A study was conducted of the downtown retail mix and should be analyzed and used as a guideline for development and recruitment of new retail businesses.

What Types of Businesses do we want?

A healthy downtown requires a healthy mix of establishments with enough strength and in enough numbers to keep the interest and repeated patronage of local *and* regional customers. The mix includes:

- Retail:
  - Specialty retail like boutiques, clothing, furniture and jewelry stores;
  - Local retail like a grocery store, drug store, and bookstore.
  - Regional retail like lifestyle stores and chain stores with smaller footprints (Even Lowes and Walmart have moved into dense urban sites.)

- Hotel

- Employment centers like offices that sell goods and services to customers outside the area (importing new monies into the local economy) and locally. The old Apple computer plant on Bandley Drive, Fort Carson Gate 19, and the industrial parks on Charter Oak Ranch Road all bring customers to nearby Olde Town.

- Cultural amenities like artists' studios, performing arts centers, galleries, historic sites and walking tours.

- Urban entertainment like restaurants, festivals, street dances and movie theatres. Stadiums and arenas are out of scale for downtown Fountain, but should be nearby to add to downtown attraction.

- Public places like parks, trails, parking, and an events plaza. Not to be forgotten is the post office, which generates significant daily foot traffic.

Parts of a Vibrant Downtown necessary for its long term success

- Live – Housing, Eating, Government, Services, Shopping
- Work - Employment, Businesses
- Play – Entertainment, Special Places, Events
- Learn – Schools, Lower/Higher/Extended learning
- Environment – Soft-scape, Hard-scape

TASK 3 How do we capitalize on Assets, Threads and Create a Brand & Image

Brand Management

- It includes developing a promise, making that promise and maintaining it.
- It means defining the brand, positioning the brand, and delivering the brand.
- Brand management is nothing but an art of creating and sustaining the brand.
- Branding makes customers committed to your businesses and downtown.
- A strong brand differentiates your Downtown from the competitors.
- It gives a quality image to your business and Downtown.
- Brand management includes managing the tangible and intangible characteristics of brand.
- How customers "VIEW" the Physical Environment and how customers "FEEL" about their experience.
- The aim of branding is to convey brand message vividly, create customer loyalty, persuade the buyer for the product, and establish an emotional connectivity with the customers.

- Branding forms customer perceptions about the product. It should raise customer expectations about the product. "The primary aim of branding is to create differentiation".

Downtown Branding Elements

- **Brand**
- **Brand Image**
- **Brand Personality**
- **Brand Identity**

Brand

- "Brand" is nothing but an assortment of memories in customers mind. Brand represents values, ideas and even personality.
- Brand is an accumulation of emotional and functional associations.
- It is a name, term, sign, symbol or a combination of all these planned to differentiate the goods/services of one seller or group of sellers from those of competitors

Brand Image

- "Brand image" is the current view of the customers about a brand.
- It is a set of beliefs held about a specific brand. In short, it is nothing but the consumers' perception about the Downtown.
- Brand image conveys emotional value and not just a mental image.
- Brand images should be positive, unique and instant. Brand images can be strengthened using brand communications like advertising, signage, word of mouth publicity, other promotional tools, etc.
  Brand image develops and conveys the Downtowns character in a unique manner different from its competitor's image.
  Brand attributes are the functional and mental connections with the brand that the customers have.
  Positive brand image is exceeding the customers' expectations. The "WOW" factor.

Brand Personality

- "Brand personality" must be differentiated from brand image, in sense that, while brand image denotes the tangible (physical and functional) benefits and attributes of a brand, brand personality indicates "emotional" associations of the brand.
- It is a key input into the look and feel of any communication or marketing activity by the brand.
- "The WOW factor needs to be there in everything"

Brand Identity

- Brand identity stems from an organization, i.e., a Downtown/business are responsible for creating a distinguished product with unique characteristics.
- It is how a Downtown/Business seeks to identify itself. It represents how a Downtown/Business wants to be perceived in the market.
- Downtown/Business communicates its identity to the consumers through its branding and marketing strategies. A brand is unique due to its identity.
- Brand identity includes following elements - Brand vision, brand culture, positioning, personality, relationships, and presentations.
- Everyone in the Downtown/Business Community is accountable for the Brand Identity both in a positive and negative way.

How do we capitalize on Assets, Threads and Create a Brand & Image

Economic Strengths Assets and Treads

- Fort Carson - Large Employment Center
- 2 major Exits off I-25 - Access and Exposure
- Location - Between Pueblo and Colorado Springs
- Transportation Access - Airport/Railroad/Highways
- Industrial Development - Zoning, Location, Workforce
- PPIR - Image, Events, Entertainment, Renewable Energy Opportunities, Development Opportunities, Spin- off Opportunities
- Population Expansion, Growth, Fort Carson, Affordable
- Apple Computer plant at 702 Bandley Drive

Community Strengths Assets and Treads

- Character and Historical Image
- Geographically a good place for Business
- Historic Buildings
- "All American City" Award
- Prime Zoned commercial I-25 property
- Parks/Trails
- Big Event/Automotive – Thunder in the Valley
- Comprehensive plan for the City
- Strong educational infrastructure
- Proximity to Fort Carson
- Patriotism of the community
- Airport Accessibility
- Reasonable permitting process
- Diverse inventory of available housing
- Low property tax structure

Current or Potential Assets Partners

- PPIR
- Fort Carson
- Passenger vehicles, motorcycles, race cars
- Educational
- Industry/Manufacturing
- Transportation/Distribution
- Technology
- Renewable Energy Opportunities
- Recreational

US 85 Corridor
What we have now:

- Automotive Service Industry businesses
- Gas/Convenience centers
- Commercial/office
- Motel/Hotel
- Diner/Restaurant
- Liquor Stores

Olde Town Area
What we have now:

- City Hall
- Several clothing/food pantry's
- Laundromat
- Several Retail stores
- Elementary School
- Library
- Social services for the low income.

US 85 Corridor
What it needs:

- Gateway Entrance Enhancement
- Embrace the Highway 85 corridor's heritage as a Transportation Corridor, i.e.Trains, Ute trail, Cars, Wagon Train, Bike, etc...
- Correct zoning that allows Auto Sales on every lot and defines area that better accommodates sales and lot size.
- New Enhanced Brand/Image/Identity
- Enhancement of the Corridor experience
- More businesses to support Corridor Brand/Image/Identity
- Visual Improvements that project Brand/Image/Identity and personality

Olde Town
What it needs:

- Embrace "The Small Town" Brand/Image/Identity/Personality
- Build on "All America City Image"
- Enhance Image, Design elements
- New Branding to coincide with US 85 Corridor Branding, Image and Identity
- Retool buildings and businesses to Enhance Brand, Image, Identity, Personality
- Attract supporting business that enhance and fill gaps

Examples of Good Design that support Brand/Image/Identity/Personality

- Images:
  - Landscaping
  - Signage
  - Lighting
  - Building Appearance
  - Use of Color
  - Window Displays

Sewing it all together: Brand, Image, Identity, Personality

- Sewing it all together
  - All American City
  - US 85 Corridor
  - Historical
  - Small Town Feel

Embracing the passenger vehicle and related businesses
PPIR
Historical
Fort Carson

- Celebrate the " All America City "
- Celebrate the "Small Town Feel"
- Celebrate the "History of the Corridor"
- Celebrate the " Culture and Heritage of Fountain"

Events Analysis

- Why do them?
- What is the purpose?
- What type of events?
- How many
- Who promotes them
- Who stages them
- What resources are needed?
- Costs vs. ROI

Current Events

The Fountain Downtown Events Association and Chamber of Commerce actively promotes and organizes downtown events on a regular basis, including:

- Blast Dance
- Haunted House / Harvest Moon Dance.
- The Fountain Valley Chamber of Commerce holds events downtown too, including:
- Veterans Day Parade and ceremony and spring Memorial Tribute
- Fountain Fall Festival
- The Thunder in the Valley Car and Bike Show coordinates with the FDEA and its Blast Dance
- ~~Farmers Market all summer and fall~~
- Fountain Day at the El Paso County Fair
- Community Night in the Park
- Fire Department Labor Day Dance
- Tree lighting
- ~~Cowboy Christmas~~

Events: Why do them?

- Promote Community or Businesses
- Drive foot traffic and attention to downtown, maintaining its place in the consumer's mind
- Develop Strategies for success:
  The theory behind this is to make events target certain demographics that the help the businesses. If Olde Town is putting on an event with a specific strategy and a target market/customer, the question should be asked: "Does the event draw the targeted demographic that we want to visit the downtown? Does the event create the opportunity for the business to participate in the event and also benefit from it?"
  The strategy should always be to draw, promote and somehow benefit the business community in some way. An event that is poorly planned and has no such strategy can hurt the businesses in the long run. The strategy for success should always be a positive return on the investment of
  - time spent,
  - resources used to run the event,
  - time spent planning the event,
  - cost in promoting event and
  - the profitability of the event for all involved and affected.

Events: What is the purpose?

- Make sure the purpose for the special event is important enough to merit the time and expense needed to properly stage, publicize and evaluate the event.
- Carefully match the type of event that is selected to the purpose that it serves. Do you want to reach out to new users or thank your supporters?

Events: Types?

- Iconic
- Recurring
- Community
- Business/Promotion
- LARGE
- Small

Events: How Many?

- Depends on what you are trying to accomplish?
- Monthly vs. Seasonal
- Depends on Size, Large vs. Small
- Depends on Staff Resources and Volunteers
- Budget – Funded and or Sponsorship
- Partnerships, Private and Public

Events: Who promotes them?

- Everyone!!
- Chamber
- EDC
- City
- Private
- Partnerships

Events: Who Stages Them?

- Anyone!!
- Public – City, County, Fire, Police, Other
- Private – Chamber, Schools, Civic Organizations, Event Promoters, Other

Events: What Resources are needed?

- Experienced Event Staff/Promoter
- Budget/Sponsorship (Coordinator, Fundraiser)
- Venue Space, (Parks, Community Center, Schools, Streets)
- Volunteers, (Business, Retired, Military, Civic, School, Church, Boys & Girl Scouts)
- Partnership with City, (City Council, Police, Fire, Public Works)

Events: Cost vs Return on Investment (ROI)

- **Iconic/Community Events, Break Even is a must!**
  Rule of Thumb - for every $1 spent there should be a return of $2 - $3 minimum
  Need Large Volunteer staffing to keep cost down
  Need sponsorship to cover base cost
- **Events in Fountain should be bring in between $60k-$100k** (controlled liquor sales increase revenues/profits for events)

Recurring Events/Functions

- Adopt a Brigade – Fort Carson, Military Retail Shopping Days – City Council
- First Friday Art Walk, Recurring
- Ice Cream Social – One Time /Summer, Chamber/EDC sponsored
- Movie Night at City Hall – Recurring/Summer/ Weeknight? Olde Town/Route 85 Association
- Farmers/Art Market – Recurring/Summer Chamber Sponsored
- Saturday Night Hot Rods in the Downtown – Spring/ Summer/Fall/ Recurring – Automotive Businesses

Possible Calendar of Events

January

- Quilt Fest

February

- Sweet Heart Days/ Chocolate Festival
- Dinner Night Out in Fountain

March

- Kite Festival In the Park – Partnership with local area kite shops
- St Patricks day

April

- City Hall Easter Egg Hunt March/April – Civic Group Sponsored

May

- Blast/ Crazy Days Sales – Beginning and End of Summer – City Sponsored
- Cinqo de Mayo

June

- Car Jive on 85 Car Show – Automotive Businesses sponsored
- Ranch Days Festival – 4H/AG Feed stores
- Juneteenth

July

- Race Days/Pikes Peak Hill Climb Car Show or BBQ – PPPIR partnership
- Fourth of July Parade – Fort Carson Partnership
- Fireworks
- Tractor Pull Event -

August

- Thunder in the Valley Car Show – Chamber
- 5K for the Fallen- Civic group sponsored

September

- All School Home Coming Parade in Downtown – School Sponsored

October

- Merchant Trick or Treat , October, Merchant sponsored
- Fountain Fall Festival
- Kids Zombie Parade – Halloween, October, School partnership
- The Great Pumpkin Hunt, Carving Festival/Competition - Venetucci Farms Partnership, October

November

- Thanksgiving Turkey Shoot/ Community Turkey Raffle- Police/Fire Department Sponsored

December

- Welcome Santa to Town/ Night Festival – Fire/Police Department sponsored
- Christmas Parade/ Farm Animal/Light Parade - Early December -
- Chasing Santa 5K Run – Early December – Private Vendor

Task 4 - Design Elements that Support the "Brand"

How do we apply the Brand?

- Design Elements
- Businesses/Attractions/Assets
- Management/Ownership
- Marketing/Events/Promotions

Design Elements

- Landscaping
- Way finding/Monument/Signage
- Physical Improvements
- Place Making
- Lighting
- Building Appearance
- Use of Color
- Window Displays

Environment/Culture/Personality

- Celebrate the " All American City "
- Celebrate the "Small Town Feel"
- Celebrate the "History of the Corridor"
- Celebrate the " Culture and Heritage of Fountain"

Businesses/Attractions/Assets

- Providing new services & goods
- Develop Variety by Type of Business
- Develop/Attract Theme Oriented Businesses/Attractions
- Design and Market the Heritage/Culture/ Assets
- Promotions that support businesses

- Events that support the Themes
- Create Job growth businesses

Management/Ownership

- Management & Ownership of:
    - Brand
    - Marking/Promotion/Events/Functions
    - Business Education Programs
    - Downtown Improvement District
    - Funding/Grant/Planning/Design/Construction
    - Development of Partnerships
    - Economic Development Commission attention to Olde Town business recruitment
    - Maintenance

Brand, Image, Identity, Personality – Sewing it all together

- All American City
- US 85 Corridor
- Small Town Feel
- Embracing the Environment
- Related Businesses
- Partnerships
- Historical/Cultural

Physical Characteristics of Fountains "Brand" or "Personality"

Consistent Representation of "Place"

- Sense of where you are at.
- Way finding/Signage
- Landscaping
- Lighting
- Scale
- Multi-Seasonal / Multi-Functional

Variety by Consistency

- Textures
- Heights
- Landscaping
- Visual Character
- Function
- Entry
- Multi- functional
- Multi-Use
- Creating positive use of space

Design/Environment Projects

- Major Intersection Node Enhancements
- US 85 Corridor Enhancements
- Main Street Improvements
- Way-Finding Signage Installation
- Ohio/Illinois Corridor Improvements
- North/South/ East Gateway Improvements
- Mini Plaza and Pocket Parks
- Monument/Gateway Installation
- Banner Pole Program

Design/Environment Projects

- Blight Correction and Mitigation Projects
- City "Clean Up Program"
- Downtown Area City/Residential BLVD Landscape Improvements
- Implement Funding/Grant Strategy
- Public /Private/Partnership/Projects (4P)
  Catalyst Projects in Downtown

Design/Environment Action Items

1. "Clean Up Program Implemented"
2. Basic Landscaping Enhancements
3. Monument/Way-Finding/Signage
4. Intersection Improvements
5. Street/Corridor Enhancement

Complete Conceptual/Preliminary/Final Design/ Construction Doc's/ Final Cost Estimates for infrastructure Improvements projects for the following:

- Downtown Intersection and Median Improvements
- Downtown Sidewalk Enhancements
- Main Street/Ohio/Illinois/ Corridor Enhancements
- US 85 Corridor Enhancements
- Way finding/Gateway/Monument Signage/Banner and Installation
- Mini-plaza and Pocket Park projects

Business/Residential Physical Environment Projects

- "Property Owner Clean Up Program"
- Business/Building Façade Improvements
- Business/Residential BLVD Landscape Improvements
- Business Mural Painting program
- Business Signage Improvement Program (Theme/Image/Identity)

Business Property owner Improvements Action Items

1. "Develop Cleanup Program"
2. Landscaping Enhancements
3. Building Exterior Improvements
4. Business Interior Improvements
5. Develop Business Education Program
6. Focus on Downtown Business Recruitment

Marketing/Promotions/Events Action Items

1. Develop Detailed Brand Program
2. Develop Marketing Plan/Budget
3. Develop Marketing/Promotions Strategy
4. Develop Year Round Events Plan
5. Re Develop Website
6. Further Develop Marketing Materials
7. Develop Advertising Campaign

Management/ Ownership City/Business Action Items

- Put on ballot creation of Downtown Development Authority, Lodgers tax, Business Improvement District or Special Improvement District and secure grants for the following:
    - Hire Operations Manager (Program/Project Management, Administrative, Marketing, Promotion, Economic Development, Financial)
    - Marketing (Advertising, Visitor Center)
    - Promotions (Events, Functions)
    - Funding (Sponsorship/Bonds/Grants/Tax)
    - Project/Construction Oversight (Planning/Design/Construction)
    - Maintenance (Landscaping, Seasonal, Plantings)
- Hire engineer/consultants to complete Final Design and Construction Doc's for infrastructure Improvements projects

Task 5 - Refinement of List of Projects and Action items

This task refined the list of projects and simplified each area. The follow-up to this task was to create program level project cost estimate and accountability for whom would implement the project and what the funding strategy would be used.

Physical Characteristics of "Brand" or "Personality" Project Types for Olde Town

Projects Elements that need to be designed and Implemented

- **Multi-Functional**
- **Multi-Use**
- **Creating positive use of Small spaces**
- **Street/Sidewalk Concepts**
- **Street View Concepts**
- **Mid-Block Crossings Concepts**
- **Intersection Bump-Outs Concepts**
- **Simple Gateway Concepts**
- **Simple Pocket Park Concepts**
- **Downtown Mini-Plaza's Concepts**
- **Façade Improvements**

Business/Residential Physical Environment Improvement Projects

- "Property Owner Clean Up Program"
- Business/Building Façade Improvements
- Business/Residential BLVD Landscape Improvements
- Business Signage Improvement Program (Theme/Image/Identity)
- Building Mural/Painting Program

Business/Property Owner Improvement Action Items

1. "Develop Clean up Program"
2. Landscaping Enhancements
3. Building Exterior Improvements
4. Business Interior Improvements
5. Develop Business Education Program
6. Focus on Downtown Business Recruitment

Business/Attraction/Assets Action Items

- Develop "Fountain Investment Group"
- Create Business Relationship Group
- Explore Partnership Opportunities with Local Assets i.e. Fort Carson, PPIR, etc.

- Create "Score" like Organization to help small emerging businesses
- Develop Incubator Office Space Building
- Develop Business Incentive Program
- Solicit Proposals for 4P's

Marketing/Promotions/Events Action Items

1. Develop Detailed Brand Program
2. Develop Marketing Plan/Budget
3. Develop Marketing/Promotions Strategy
4. Develop Year Round Events Plan
5. Re Develop Website
6. Further Develop Marketing Materials
7. Develop Advertising Campaign

Management/Ownership City/Business Action Items

- Put on ballot creation of Downtown Development Authority, Lodgers tax, Business Improvement District or Special Improvement District and secure grants for the following:
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    - Marketing (Advertising, Visitor Center)
    - Promotions (Events, Functions)
    - Funding (Sponsorship/Bonds/Grants/Tax)
    - Project/Construction Oversight (Planning/Design/Construction)
    - Maintenance (Landscaping, Seasonal, Plantings)
- Hire engineer/consultants to complete Final Design and Construction Doc's for infrastructure Improvements projects

Task 6 - Project Lists and Funding Sources

Funding Strategies Highlights

Certified Local Government Program (CLG)

The Federal Historic Preservation Fund (HPF) provides funds for various historic preservation projects.

Only certified local governments are eligible for funding from this program.

Candidate projects must have a clear historic preservation agenda. Some of the projects which have been completed under this program include historic markers, surveys, national register nominations, design guidelines, etc.

Actual renovation projects are not precluded but the available funds are quite modest.

These funds require a 40% match, preferably in cash, to be eligible.

The deadline for submission of grant requests is mid-December. Awarded projects need to start by July of the following year and be completed by June 30th of the year following.

"Small Cities" Community Development Block Grant Program (CDBG)

The Federal Community Development Block Grant (CDBG) program was established by the Housing and Community Development Act of 1974. The program is designed to help communities meet their greatest community development and redevelopment needs, with particular emphasis on assisting persons of low and moderate income. The overall program consists of two major elements: the "entitlement" program and "non-entitlement", or so-called "Small Cities" program.

Broad Objectives

Benefit persons of low and moderate income.
Prevent or eliminate slums or blight
Address other urgent needs

Grant Amounts

No absolute limits on amounts of funding that may be requested. However, it's suggested that $250,000 be the maximum for public facility/community development projects.

Project Impact

- Benefit to low and moderate
- Extent and urgency of need
- Consistency with local development strategies and coordinate with other activities.

Public and Private Commitments

(Communities are strongly encouraged to take primary responsibility for resolving their housing, economic development and public facilities problems).

- Local Financial commitment.
- Local non-financial commitments.
- Management capability.

Comment

Although CDBG funds have been approved for some downtown redevelopment projects in the state, those projects have usually involved downtowns with slum and/or blight conditions.

State Historic Fund

Funds Acquisition, Restoration, and Repair of Historic Properties

To qualify the property must be designated property on the nation or state register or locally designated

The State Historic Fund will also fund survey, planning and education programs.

Application must be made through a governmental entity.

Non-profits may apply with governmental entity as co-applicant.

The funds seem to favor public projects over private projects although they have funded many private projects with local government support.

Old project grant cap was $100,000

New policies allow projects to exceed $100,000 if there is a substantial cash match. Projects exceeding $100,000 may also be submitted as a multi-year project. It is preferable to develop a multi-year strategy that allows projects to be completed within themselves as separate but related components of a larger program.

Policy requires a 25% cash match (minimum)

Deadlines to submit an application are October and April

Districts and Alternate Government Financing Mechanisms

Some types of districts are autonomous units of local governments, and have their own Board of Directors, determine their own objectives, perform several services or provide several improvements, and have control over their own budgets. Others, including most "improvement districts" do not have their own board but are governed by the City Council or Board of County Commissioners in whose jurisdiction they are located. These improvements districts are typically organized around a single project such as for paving a single street or sidewalk, rather than as an ongoing entity intended to complete several projects. Below are types of special district that may be suitable for a downtown improvement plan.

Special Districts (Title 32), Including Metropolitan Districts

These districts are independent, quasi-municipal operations with independently elected boards. They exist in perpetuity unless steps are taken to dissolve them and can be organized for a single purpose (metropolitan districts can provide many municipal services).

Permitted Activities:

- Water, sewer, drainage, streets, parks and recreation, fire protection, TV relay, phone line extension, public transportation systems (cannot construct electric or gas system or provide police protection)

Formation:

- Petition and election.

Governing Board:
- Board of Directors – elected directly.

Powers:
- Construction, operation/maintenance, condemnation of property.

Finance Mechanism:
- Ad valorem tax; G.O. and revenue bonds; charge rates, tolls, fees.

Comments
One drawback to these types of districts is that they can only be formed through an election.

General Improvement District (GID)

Permitted Activities:
- Any public improvement including parking facilities (typically streets, sidewalks, water, sewer, street lights, utilities), Cannot construct electric light or gas system.

Formation:
- Petition, usually initiated by a landowner to a municipal council.

Governing Board:
- City or Town Board ex officio

Power:
- Construction, operation/maintenance, and condemnation of property.

Finance Mechanism:
- Taxes/mill levy; G.O. or revenue bonds; charge rates, tolls fees.

Special Improvement Districts (SID)

Permitted Activities:

- Streets, street lightning, sidewalks, water mains, sewers and sewer disposal works, heating and cooling mains, storm sewers.

Formation:
- Petition and resolution/Ordinance.

Governing Board:
- Administrative Subdivision of Municipality.

Power:
- Construction.

Finance Mechanism:
- Assessment, G.O. or Special Assessment bonds.

Comments
A GID is a taxing district that can construct certain facilities, operate them, and condemn property. SIDs exists only as administrative subdivisions of the municipality, assessing the costs of public improvements to those who are specially benefited by them (SIDS are usually dissolved once the improvements are completed and debt is retired). The size and scope of downtown improvement plan would indicate that GID would be considerably more appropriate than a SID.

Urban Renewal Authority (URA)

Intended to make improvements in urban areas, a URA can be created by resolution of council upon petition by 25 registered electors of the municipality. A hearing to determine that "slum" and "blight" conditions exist in the urban renewal area must precede the resolution. URA's generally employing a Tax Increment Financing (TIF) technique.

Permitted Activities:
- Limited to "urban renewal area", demolition and removal of buildings, streets, utilities, parks, and other improvements subject to "urban renewal plan".

Formation:
- Petition and Resolution/Ordinance

Governing Board:
- Board of 5-11 appointed by mayor, ratified by council.

Powers:

- Construction, operation/maintenance, and condemnation of property.

Finance Mechanism:

- Ad valorem or sales tax (for Tax Increment Financing), G.O. or revenue bonds (tax allocation bonds – require "Blight" conditions).

Downtown Development Authority (DDA)

A DDA is created by a majority vote of qualified electors residing or owning or leasing property in a specified area that must be within the "central business district". A DDA can be used to prevent as well as correct deteriorated economic or physical conditions. It has a board appointed by municipal governing board. The DDA board must create a plan that specifies improvements to be made subject to council approval. A DDA can assess an ad valorem levy of up to 5 mils for operating purposes.

Permitted Activities:

- Plan, propose and implement "plans of Development" – removal, site preparation, renovation, repair, remodeling, reconstruction (can be used be used to "prevent" deterioration). Very broad.

Formation:

- Election

Governing Board:

- Board of 5-11 appointed by mayor; ratified by council.

Power:

- Construction, operation/maintenance

Finance Mechanism:

- Ad valorem tax (5mill limit); G.O. and revenue bonds (tax allocation bonds – restricted to central business district); sales tax; charge rates, tolls, fees.

Comments:

The wide range of activities permitted by a DDA make it a viable option, but DDAs don't have the power to condemn property and can only be established through an election.

Business Improvement District (BID)

BIDs are usually created to provide certain services that URAs and DDAs are not authorized to perform; for example, consulting or planning, managing development, marketing activities, business recruitment, etc. BID boundaries may consist of contiguous or noncontiguous parcels of commercial property. No residential or agricultural property can be included in the district.

Permitted Activities:

- Planning and managing development; maintenance of improvements; promotion or marketing; business recruitment, management and development; provide snow removal, refuse collection; design existence; acquire construction financing; install and operate improvements.

Formation:

- Petition and resolution/ordinance

Governing Board:

- Appointed by electors.

Power:

- Construction and operation/maintenance

Finance Mechanism:

- Ad valorem tax; assessment; G.O., revenue, or special assessment bonds; charge rates, tolls, fees.

Comment:

Because of the flexibility of its financing options and its special focus on commercial property, a BID would be a practical way to finance and implement a downtown improvement plan. New districts can be overlaid onto an existing special district providing the existing district gives its approval. However, a BID that only encompasses the downtown's commercial properties does not help spread the financing burden community-wide.

Sales Tax for payment of Bonds

Another option that a City can examine, particularly if it wants to spread the burden of financing the proposed improvement plan city-wide, is an election to increase the sales tax and authorize the issuance of sales tax bonds. An example: Research indicated that Manitou Springs had a 3.5% sales tax; El Paso County had a 1.0% sales Tax. Manitou Springs had the ability to increase the sale tax to 4% with a vote of the people (several resort communities have 4% or higher sales tax).

For example, if a half-cent sales tax would generate an additional $150,00 per year, the city could issue somewhere in the neighborhood of a $2.0 million in bonds, depending on the improvements and the length of the bond issue. If a sales tax is used, the city could stipulate that the tax would sunset as soon as the bonds are paid off.

Comment:
A sales tax is a solid financing option for a proposed improvement plan because of the flexibility it provides and the fact that it spreads the financing burden city-wide. This may be more palatable that an additional property tax on only those properties in the downtown area. Additional research would be required to estimate how much of a sales tax would be necessary and the likelihood of a sales tax election succeeding in today's political climate.

Federal DOT Enhancement Program

This program, originally created by Congress, provides funds for alternative modes of travel and historic preservation work associated with Federal Highway projects

The program as structured requires a 20% match, and a considerable application process. CDOT Region's would issue a request for proposals sometime between November to April.

Applicants would submit their proposals through the Regional Council of Governments to be reviewed by a Technical Advisory Committee (TAC). The TAC assigns a level of priority to the eligible projects. These are forwarded to ADOT Region's for review by their panel of readers. Successful applicants are notified approximately six weeks from the date of submission.

Half-Cent Sales Tax
Example Case
On November 2, 2004 the voters of Maricopa County passed Proposition 400, which authorized the continuation of the existing half cent sales tax for transportation in the region (also known as the Maricopa County Transportation Excise Tax) the current sales tax extension went into effect on January 1, 2006 through 2026. These funds go into the Regional Area Road Fund (RARF). Projects must be consistent with the MAG RTP. Under RARF 10.5% of the funds are allocated to arterial street improvements and 33.3 % to Transit (PTP).

Colorado Department of Transportation Funds

PPACG Share of CDOT Discretionary Funds – A XX percent share of CDOT Discretionary Funds is targeted to the PPACG Region. A total of $ is projected to be available from this source.

MAG Area Federal Transportation Funds

Federal Transit (5307) Funds
These Federal Transit formula grants are available to large urban areas to fund bus purchases and other transit capital projects. Purchase made under this program must include a 20 percent local match. This funding source is expected to generate $1.9 billion for transit development from FY 2008 through FY2028.

Federal Transit (5309) Funds
Transit 5309 funds are available through discretionary grants from the Federal Transit Administration (FTA), and applications are on a competitive basis. They include grants for bus transit development and "new starts" of Light Rail Transit (LRT) and other high capacity systems. Bus Transit requires a 20 percent local match, while new starts are expected to require 50 percent local match. These funds are granted at the discretion of the FTA, following a very thorough evaluation process. Over the planning horizon, it is estimated that $1.7 billion in 5309 funds for bus and rail transit projects will be made available to the MAG Region from FTA. The total does not include the $587 million in 5309 funds for the 20mile light rail starter segment, which has already been committed to the region.

Federal Highway (STP) Funds

Surface Transportation Program (STP) funds are the most flexible Federal Transportation funds and may be used for highways, transit or streets. Approximately $1.4 billion will be available from STP funds for projects during the period from FY 2008 through FY 2028.

Federal Highway (PPACG CMAQ) Funds

PPACG Congestion Mitigation and Air Quality (CMAQ) funds are available for projects that improve air quality in areas that do not meet clean air standards ("non-attainment" areas). Projects may include a wide variety of highway, transit and alternate mode projects that contribute to improve air quality.

Statewide Transportation Acceleration Needs (RAMP) Account

STATE DOT PROGRAMS - Miscellaneous

- Bridge On System
- Bridge Off System
- C&C Bridge
- CDC Funds
- CMAQ
- Congestion Relief
- Discretionary
- Debt Service
- Enhancement
- Emergency Relief
- Federal Lands
- Gaming
- Grants
- Indian Reservation
- Intel Trans System
- Metro Planning
- Miscellaneous
- Maintenance
- Noise Barrier
- Local
- Operations
- Other Regional Priority
- Public/Private Partnership
- Rest Area
- Rollover
- Regional Priority Programs
- Safety (STP)
- Scenic By Ways
- Signals
- State Infrastructure Bank
- Signing
- Small Urban Fund

- Striping
- Surface Treatment Pool
- TC Contingency
- Unobligated
-

Other Non-Traditional Funding Strategies

- Bricks/ Plaques
- Benches
- Trash Cans
- Trees
- Adopt-a-Landscape Area
- Street Light Program
- Water Fountain (Drink)
- Sculptures/ Public Art
- Pocket Park
- Playground Equipment
- Historic Restoration
- LOTTERY/Auction/Raffles
- In-kind-services
- Legacy/Trust funds
- Concession agreements
- Naming Rights
- Private Development Partnerships
- Ordinances
- Sales Tax
- Tax Increment Funding

Development Impact Fees

What is the legal basis of charging Impact Fees?
Permits the City could use to levy impact fees. It also imposes restrictions:

1. Municipalities may only impose fees on developments that will benefit from the infrastructure improvements.

2. The funds collected must be placed in special interest-bearing accounts and used only for specific capital projects.

How are Impact Fees different from taxes and why can't Impact Fee revenues be treated like tax revenues?

Impact fees are not a tax imposed on property owners, but are part of the development approval process. Requiring an impact fee from a developer before granting approval to build a structure is similar to requiring that the developer meet the site planning or zoning stipulations on the property.

- Impact fees can only be charged to developers or landowners who are proposing changes or improvements to their land (e.g. new structures, subdivisions, water/sewer hookups, etc.)
- Impact fees can only be charged to cover the cost of capital improvements that will benefit those who are paying the impact fees. For the City of Fountain, this means that property owners can only be charged for improvements within their Infrastructure Financing Plan area (usually the village), or for infrastructure that is shown to provide a benefit to the property owners (e.g. a bridge outside of the area that serves traffic from the area).
- Impact fees cover new infrastructure or capital facilities that have been specified in the area's Infrastructure Financing Plan. (Capital facilities are long-term assets that generally provide services for more than ten years, and that always provide services for longer than a year.) Operating costs cannot be funded from impact fees.
- When calculating impact fees, all other sources of future revenue from the assessed properties, including property and sales taxes, must be included as offsets to the impact fees if they would reduce the amount necessary to fund the necessary infrastructure. For instance, if each home in a new development is assessed a secondary property tax to pay for a storm drainage facility, then each impact fee is reduced because of those future taxes (see *offsets*).
- Impact fees are collected for specific infrastructure needs, and all impact fee revenues are deposited into different accounts representing these requirements. These dedicated accounts cannot be used for any purpose other than that specified for the account.

Impact fees must be proportionate to the demand placed on city infrastructure by the developments being assessed, and there should be no discrimination in the way that the fees are imposed. For instance, a new development's fees for street improvements should be based on broad estimates of street usage for that development, and every new development should be assessed on that basis.

What is an Infrastructure-Financing Plan?

Infrastructure-Financing Plans are specific plans that calculate the impact fees for that area. An Infrastructure Financing Plan includes the following types of information:

- Projections of future land use and population (see *projection details*)

- Estimates of infrastructure demand, based on standardized land-use categories
- Cost estimates of capital facilities for:
  - Equipment repair
  - Fire protection
  - Libraries
  - Major streets and bridges
  - Parks
  - Police
  - Solid waste disposal
  - Storm drainage (where applicable)
  - Wastewater
  - Water
- Standardized net capital facility costs for each infrastructure category

What is an Equivalent Dwelling Unit (EDU)?

Example

Equivalent Dwelling Units (EDUs) are units of measure that standardize all land use types (housing, retail, office, etc.) to the level of demand created by one single-family housing unit.

For example, in the case of water capital facilities, one EDU is equivalent to the amount of water (gallons per day) provided to the average Phoenix single-detached household. A small business designed to use three times as much water as an average single-detached dwelling would have a demand of three EDUs in terms of a water facility; a large industrial complex that requires a thousand times as much water each day would have a demand of 1,000 EDUs.

EDUs for water facilities are based on the size of each user's water meter. EDUs for police and fire facilities are calculated on time spent on calls; street EDUs are based on traffic generation; parks and libraries are based on relative use between different land use types. An EDU for solid waste is based on solid waste pickup figures for different types of development.

What are offsets, and how are offset calculations used in the plans?

Offsets are revenues that future development will contribute to infrastructure funding. The Arizona legislation that permits the use of impact fees and that new development only pay for the difference between its share of the total projected capital facility costs and the

present value of future taxes that will be paid by that development towards those capital facility costs. New development should not have to pay twice for the same facilities - what it will pay in taxes towards facilities, it should not have to pay in impact fees.

Offsets may be available to new developments from the following types of taxes and charges:

- Development occupation fees
- Secondary property taxes used to pay off bond principal and interest (capital facility debt)
- DOT Highway-User Revenue Funds (taxes collected by the State on fuel and vehicles and partially distributed to cities and towns)
- Water and sewer rates (portion allocated to capital facilities)
- Solid waste fees (portion allocated to capital facilities)
- Sales taxes collected specifically for infrastructure provision or land acquisition

What are credits, and why are they important for those obtaining permits and paying fees?

Once a net fee has been calculated (net all offsets), the City estimates the value of developer contributions to public infrastructure. This value is a credit that reduces the developer's/landowner's impact fees. Street, water and wastewater credits are the most common types of credits claimed by developers of large commercial or residential projects because such projects often require significant expansions to the road network and water and wastewater networks. Credits for equipment repair, fire, police, library and solid waste facilities are more rarely obtained. Credits are usually based on costs identified in the Infrastructure Plan

WATER AND SEWER INFRASTRUCTURE FINANCING

Rural Development Agency.

In addition to the Federal funding, State funding through WIFA is also available for water and sewer infrastructure financing.

STORMWATER CONTROL FACILITY FINANCING

The Army Corps of Engineers can fund some flood control structures, primarily on major drainage. However, the Corps of Engineers budget for localized flood control and drainage structures is limited.

PUBLIC SAFETY (POLICE AND FIRE)

Example
Several options for funding methodologies are available to cities and towns for infrastructure construction. As allowed under the Arizona Revised Statutes, the funding mechanisms range from direct developer construction to improvement districts and bonding for facilities. Outlined below is a brief overview of these mechanisms:

TAXES

The general fund is the primary fund utilized to operate general government. The primary sources of general fund revenue include fees paid, the sales tax, State shared income and other taxes, business license and building permit fees, fines and similar governmental fees. There is a very limited amount of general fund revenue available to fund infrastructure construction. Other funding sources potentially available include special taxing districts approved by the voters (Assessment Districts), and local voter approved increases in the sales tax rate.

DEVELOPMENT IMPACT FEES

As previously outlined, the City can collect developer in-lieu fees and pro-rata share fees to help pay for the construction of new infrastructure improvements. These fees are paid at the time of building permit issuance. These fees help defray the costs for construction of water/sewer system improvements and other infrastructure improvements. The pro-rata share method of fee assessment requires the completion of a Specific Infrastructure Financing Plan. Through this method, new development pays for a portion of the cost of new infrastructure construction.

Example; Currently, the Town of Quartzsite collects impact fees for water and sewer infrastructure. Additional development fees the Town may want to consider in the future include public safety fees for police services, and a regional storm water control fee.

BOND FINANCING

REVENUE BONDS

These bonds act as a mechanism by which the City borrows money by selling a bond issue for the construction of general use public facilities, such as a police station, new City library, arterial street, or City medical clinic. The bond issue is paid off over a number of years, typically 20-30 years. Bond financing of public infrastructure allows the City to complete major infrastructure projects now, and repay the costs of construction over extended periods of time. The revenue used to pay off the bond is derived from the asset being improved. This is typically through user fees, or in the case of a medical building, through lease payments to the City from the doctors operating the medical clinic.

GENERAL OBLIGATION BONDS

This type of bond is issued for financing of public infrastructure improvements and is paid off using secondary property tax revenue. The bond funds are used to construct a specific infrastructure project, such as a police station, and voter approval is required. General obligation bonds, like revenue bonds, are paid off over an extended period of time. These bonds are backed by the City general fund and have the full faith and credit of the City of Fountain behind them.

SPECIAL ASSESSMENT BONDS

These are secured by a tax levied against properties within a special district. The bond proceeds from special assessment bonds are used to fund infrastructure projects that directly benefit taxpayers within that special district. Special assessment bonds require voter approval in Colorado.

MUNICIPAL PROPERTY CORPORATION BONDS

These are issued by a non-profit corporation that is wholly owned by a political subdivision of the State, such as a city or town. Proceeds from the bond sale are used to build or acquire government projects or buildings that can then be leased back to the governmental entity. Revenues or lease payments guarantee these bonds. These types of bonds do not require voter approval and they are relatively easy to issue for financing some types of infrastructure projects.

LEASE FINANCING

Cities in the State of Colorado may utilize two methods of lease financing for infrastructure improvements. The first method is the certificate of participation. These are multi-year leases that would usually be considered long term debt. They are not considered such, however, because the annual lease payments are not guaranteed and they are subject to cancellation if the annual payment is not provided or appropriated. These types of instruments can be used for projects such as wastewater treatment plant construction and construction of a new police station. The COP does not require voter approval. The second method of lease financing is the lease purchase. Lease purchase agreements can be used for almost every type of capital expenditure. A typical use would be to lease purchase a new library building for the Town.

SPECIAL TAXING DISTRICTS

Colorado State Law allows for the formation and use of assessment or improvement districts for new infrastructure facility construction, or for facility maintenance. These special taxing districts are used to construct and maintain smaller infrastructure projects such as a paved public parking facility in the downtown central business district area. Under this type of project, the benefiting downtown business owners would pay a special assessment on their property tax bills to fund the district, and to construct and maintain the parking lot improvements. The cost of the improvements within the defined assessment area is shared by all benefiting property owners. This infrastructure funding method should be used with caution in largely undeveloped subdivisions. A problem can arise if the area does not fully develop, thus placing an undue heavy cost burden on the existing few property owners living in the development. The few property owners may be faced with significant costs, which they may be unable to support. This issue may result in some owners defaulting on their loans. If this occurs, the Town may become responsible for the cost of the infrastructure, thereby transferring the cost of a developer responsibility to all the taxpayers in the Town.

IN LIEU PAYMENT FOR FACILITIES

In Lieu payments are another method of having new development projects assist with public infrastructure funding. This method is applied to a specifically defined area, and does not consider the development impacts on an area wide basis. As previously mentioned, in-lieu fees are collected from the developer in-lieu of the developer constructing the infrastructure facility. This method is utilized when several development projects will share in the cost of a major infrastructure improvement, such as a bridge over a waterway or major drainage course. The funds paid by several developers are accumulated over time, and the facility is then constructed by the City when growth conditions dictate the facility is needed. This method assures that new development helps finance infrastructure improvements needed because of new development and growth in the City. The overall cost to taxpayers in the City is thus minimized.

DIRECT INFRASTRUCTURE CONSTRUCTION

This financing method involves direct developer construction of all infrastructure needed for a new development project, including all on-site and off-site facilities. This could be a method to be used by the City of Fountain which requires developers to participate in the cost of new infrastructure. The disadvantage to this method of infrastructure financing is that it is project specific, and does not take into account neighborhood or area wide infrastructure facility needs.

LAND DEDICATION

Part of the cost of infrastructure construction is acquiring the land needed for the project. For infrastructure projects such as streets, storm water retention areas, and sewer lift stations, land is needed. The preferred method for acquiring land for these types of facilities is the land dedication method. Under this method, the developer dedicates the land to the City free of charge when the subdivision is approved. Thus, the public street system is established by land dedication at the time of recordation of the final subdivision map.

PUBLIC/PRIVATE INFRASTRUCTURE FINANCING METHODS

There are a number of infrastructure financing methods which involve public/private partnerships. These include low interest loans, and government grants for specific projects. The following infrastructure financing sources involving a joint effort of the Town and private developers are available:

- The Federal Government (USDA Rural Development and Federal Economic Development Administration) provides grants for water and sewer infrastructure.
- The Federal Aviation Administration provides grants for airport construction.
- Federal Enterprise Community and Empowerment Zones provide infrastructure improvement grants and Tax incentives for private businesses.
- The Enterprise Zones encourages new private investment in infrastructure in economically depressed areas.
- The DOLA and EDC assists local governments, in obtaining low interest financing for infrastructure projects.

PRIVATE FUNDING AND GRANTS (Upon Request)

See summary of Projects List in earlier section

What we've done since the Revitalization Taskforce started

- We've looked at all the past plans and recommendations, and listened to the Taskforce's input and rankings for projects. We've looked at :
- -current resource constraints,
- -SWOT analysis,
- -resources for businesses,
- -best practices from other downtowns,
- -special event and festival ideas,
- -provided a business self-assessment tool to be sure we are at our best (our competition is),
- -marketing in multi mediums for retailers to compete in this day and age,
- -had "secret shoppers" look at Olde town for "first impressions,"
- -completed a demographic overview of the incomes, households, ages, etc. of the population in Olde Town and in Olde town's trade area,
- -completed a leakage study of what businesses are missing in Olde town (gap analysis) and dollars thus lost to the community,
- -identified what kinds of businesses we need downtown,
- -heard from peer small proprietor retailers who have thrived in the worst economy in decades,
- -mapped out where to start and go in phases for revitalization,
- -demolition orders have been issued for the top two blight spot on Hwy 85,
- -secured grants for facades ($75,000)
- -secured grant for curb and gutter on Race Street ($53,930)
- -secured grant for landscaping and redesign of gateway to Olde Town at Fountain Creek bridge ($96,373)
- -explored business association/organization options (joint Chamber-EDC),
- -researched potential funding sources (Business Improvement District, Downtown Development Authority, Lodgers tax, etc.),
- -wrote and completed a 90 second video about Olde Town,
- -created an Olde town visitors guide, map, shoppers guide, inventory of properties available for sale or lease, recruitment package to attract new businesses, and city web site to house the information.

Criteria for Project Prioritization

Please review the following criteria below and rank the projects from the "Projects List" that is attached as to the importance and timing in which they should be completed and funded. Pleas place either a "**C**" for Critical, "**N**" for Necessary, or a "**D**" for Desirable next each of the projects under the four different areas, Infrastructure, Business/Residential Physical Improvements, Marketing and Promotions, or Management of Process and Implementation.

- Priority Level I – **Critical**
  - Projects **critical** to the health, safety, and welfare of the Downtown Business Community development, activities, events and functions.
  - Projects deemed to be at **critical** to the success of the downtown and should be undertaken within 6-12 months.
  - Events, activities and functions which are currently operating below acceptable service levels and doesn't support downtown business community, development or community events.

- Priority Level II – **Necessary**
  - Projects **necessary** to the health, safety, and welfare of the Downtown Business Community, development, activities, events and functions.
  - Projects deemed to be **near critical** to the success of the Downtown and should be undertaken within 12-18 months.
  - Projects which are **necessary** for further growth and development of the Downtown community.

- Priority Level III – **Desirable**
  - Projects **desirable** for the health, safety, and welfare of the Downtown Business community, development , events activities and functions.
  - Projects/Infrastructure **deemed to be in need of repairs and maintenance** to fulfill its mission to the support the Downtown Business community.
  - Projects/Infrastructure which has **far-reaching** impact beyond the boundaries of the immediate Downtown Business Community.

Current City-wide Marketing for Stores and Events 2014

1. Sixteen page Visitors Guide.
2. Eight page Visitors guide with a community overview and shoppers guide.
3. Rack cards of where to dine and what to do.
4. One page two sided flyer of basic facts about the community ("A city on the move").
5. City home page "about our community" and economic development web page.
6. 15-page site selectors recruitment package City wide and Olde Town recruitment package of only Olde Town sites.
7. Ad in annual issue of "Engage Colorado Springs" or A-Source relocation guides for the region.
8. Olde town site Things to do trifold brochure about activities and parks.
9. Articles in Gazette and Colorado Springs Business Journal.
10. Ad in the city map by MacVan.
11. Local MacVan phonebook.
12. City tour video on city home web page with a special video only for Olde Town
13. Utility bills inserts
14. Banners
15. Electronic billboard
16. Fountain Valley News ads and articles

Distributed to:

- 3 hotels in the City and KOA
- Ft Carson in the Morale office, housing office, and hospital where they sign up for TriCare,
- City hall and utilities office
- Colorado Springs Visitors Bureau on Cimarron Ave.
- Local stores if have enough brochures

Ideas presented at Olde Town meetings

1. Convert Aragon school in to a convention/visitors center.
2. Convert Gods Pantry in to a restaurant/brewery like Phantom Canyon bar and grill.
3. Have a "who dun it" mystery weekend centered on who killed Jimmy of Jimmy Camp Creek.
4. Brand the area as "Route 85" or as a race town like PPIR or railroad town or for the railroad explosion.
5. Put a billboard on the interstate about Olde Town.
6. Keep post office downtown.
7. Make the empty townhouses or apartment buildings on Ohio into art studios
8. Steam Punk event
9. Mural and mosaics done by children to be installed in Olde Town