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I. THE PURPOSE OF THE FOUNTAIN DOWNTOWN RENEWAL PLAN

The intent of this strategic Downtown Renewal Plan for Fountain is as follows:

1. The purpose of this Downtown Renewal Plan is to increase retail sales in the Downtown Core Area of the community. This in turn will provide added sales tax revenue for the City, while allowing citizens to enjoy the added services and facilities.
2. Implementation of the Downtown Renewal Plan is intended to provide a sense of place for the “heart” of Fountain—a place to go and enjoy an ice cream cone with your children—a civic center and community-gathering place.
3. The Downtown Renewal Plan has been designed as an affordable, practical and obtainable strategy to strengthen the economic base of Fountain.
4. This plan positions the City of Fountain to capture its fair share of employment and retail sales for the Fountain Valley, particularly in light of growth within the Pikes Peak Region.
5. The Plan is intended to reinforce the small town qualities desired and expressed by the citizens of Fountain during the update of the Fountain Comprehensive Development Plan completed and adopted in 1999.

The following statements summarize why the citizens of Fountain, as represented by the those attending the numerous downtown meetings, the Fountain Economic Development Committee, citizen volunteers and elected officials wish to move ahead with further improvements to the Downtown Area:

- The Plan represents a framework that will allow Downtown Fountain to develop as the true “heart” of the community.
- The Plan is designed to ensure continued community support. It is designed so that it can only proceed with both public and private financial commitments and support.
- The Plan can be implemented in phases. It contains an initial work program indicating how to proceed.
- The Plan includes a menu of mechanisms and techniques to fund downtown-related improvements. These will need to be discussed with all interests in the community: citizens, downtown property owners, merchants and public officials.
- The Plan will improve and enhance the image and economic viability of the Downtown Area as well as the City as a whole.

- The plan suggests targeted areas for commercial growth aimed at creating a heart for Fountain: Main Street, from Iowa Avenue to Missouri Avenue; Ohio Avenue, from Burlington Northern Railroad to Main Street; and Santa Fe Avenue, from Alabama Avenue to Illinois Avenue.
- It reinforces the City's decision for the City Hall to remain downtown by providing additional areas and amenities (library/nature center) and a focal place for major cultural events and community activities.
- Streetscape improvements including sidewalks, additional parking, landscaped medians, lights, and gateway features are key elements of the Plan. These improvements will provide a safe and convenient center that will attract more people downtown to shop, attend cultural or civic events or to just walk, visit friends or participate in various activities.
- Transportation improvements, which have an added image-enhancing element, are planned to increase safety for both vehicles and pedestrians. Medians along both Ohio Avenue and throughout the Downtown Core are intended for traffic calming and to protect adjacent residential areas. Sidewalk 'bulb-outs' or 'curb extensions' are planned throughout the core to provide convenient and visible crossings for pedestrians.

II. IMPLEMENTING THE DOWNTOWN RENEWAL PLAN

The Fountain Downtown Renewal Plan consists of three distinct phases, which are outlined below. These capital improvements are depicted on the accompanying plan maps, cross sections and illustrations.

Phase #1 – Setting the stage for revitalizing the Downtown Area

The intent of this phase is to undertake critical physical improvements that will define the Downtown Core Area, provide a unified appearance, and set the stage for reinvestment in the downtown area. As illustrated on the Downtown Analysis Map, the Downtown Core Area along Highway 85/Santa Fe Avenue is bounded by Fountain Street on the west, the Burlington Northern Railroad right-of-way on the east, Alabama Avenue on the north, and Crest Drive on the south.

Descriptions of the Downtown Renewal Plan Improvements are summarized below.

City Hall Plaza

- Completion of the concept for a plaza at the new City Hall. Ideas for the plaza include: a kiosk, a fountain, public art, local displays, sculptures, a gazebo or band shell, seating, provisions for a temporary stage with event infrastructure/utilities, some kind of barrier for security, a history element (monument), horse hitching posts or rails, and extra wide sidewalks. It was noted that the design should be simple, flexible, and open so that it can expand and flow into the street, and be skateboard proof.

Fountain History Narrative Silhouettes

- This is a concept for a series of large steel panels cut into shapes that represent individuals, and figures that represent important groups of people and animals that are important to understanding Fountain's history. These silhouettes are to be placed at locations that lead the viewer through Fountain on a journey of historical narrative.

Examples of the kinds of figures that have been suggested are: bison, trappers, traders, railroad workers, ranchers, Indians and elk. In time there would be a brochure produced that describes the silhouettes, their locations and what each represents. The unfolding story would be the history of Fountain as told by the silhouettes.

Downtown Way Finding Monuments at Santa Fe Avenue and Ohio Avenue

- This plan proposes a system of way finding monuments that point the traveling public to downtown Fountain. It includes two large monuments (Type A) to be placed at the two entrances to the town from I-25, and a smaller version of the monument (Type B) to be placed on Santa Fe Avenue at Ohio Avenue, and on Ohio Avenue at Metcalfe Park. The location of the north gateway monument is across Santa Fe Avenue from the eastbound SH 16 exit ramp. It points the traveler to the south toward the downtown. The location of the south gateway monument is on the northeast corner of Santa Fe Avenue and Crest Drive. It points the traveler straight ahead. About 100 feet south and north of Ohio Avenue on Santa Fe Avenue, the Plan calls for the smaller (Type B) monuments. These direct the traveler to turn to the east toward Main Street. A third monument (Type B) is planned for the north side of Ohio Avenue, just west of the Union Pacific Railroad tracks. This monument and accompanying landscaping, forms a gateway to Metcalfe Park and the historic part of the town.

Ohio Avenue Streetscape Fountain Street to Walnut Street and the Metcalfe Park Gateway

- Street trees, pedestrian lights, completion of the sidewalk from Fountain Street to Walnut Street, and signs to indicate that the City Hall and parking are ahead.
- A gateway monument (Type B) located in the triangle of land in the northwest corner of Ohio Avenue and the Union Pacific Railroad tracks.
- A landscaped median in Ohio Avenue extending from about 200 feet west of the Union Pacific Railroad tracks to Vern Street, with a break and left turn pocket at Fountain Mesa Road, and a left turn pocket at Vern Street.
- A landscaped median in the west park entrance, extending south from Ohio Avenue about 120 feet.
- A landscaped median in the east park entrance, extending south from Ohio Avenue about 80 feet.

- A cluster of trees and shrubs in the southeast quadrant of the intersection of Ohio Avenue and the Union Pacific Railroad tracks on the Ohio Avenue centerline alignment. (This cluster of landscaping will serve as a focal point for eastbound Ohio Avenue traffic.)
- A cluster of trees and shrubs in the southwest quadrant of the intersection of Ohio Avenue and the Union Pacific Railroad tracks on the Ohio Avenue centerline alignment. (This cluster of landscaping will serve as a focal point for westbound Ohio Avenue traffic.)
- A cluster of trees and shrubs in the northeast quadrant of the intersection of Ohio Avenue and Fountain Mesa Road. (This cluster of landscaping will serve as a focal point for eastbound Ohio Avenue traffic as it approaches the curve west of Vern Street.)

Library/Nature Center Land Acquisition

- During this first Phase, the City should work with partner organizations to acquire the parcel of land located at the southeast corner of Main Street and Missouri Avenue. This parcel is directly south of the new City Hall, and across the street from the Aragon Elementary School. Once acquired, this site will house a new library and nature center. The building is envisioned as having two wings, similar to the new City Hall, with the library in one wing and the nature center in the other. The space between the two wings would be a large outdoor space with an observation deck, interpretative displays and an outdoor café. Located on the axis of the City Hall parking lot, would be a gazebo with telescopes and educational exhibits. The regional trail would wind its way through the wetlands to the facility, with connections to both Missouri Avenue and Main Street. The historic Old Jail would be connected to the Library/Nature Center via the regional trail.
- Two parking lots are planned along with the facility. The one on the east side of the facility would have curb cuts that line up with the City Hall parking lot and Walnut Street. The parking lot to the south of the facility would serve both the library and the Aragon Elementary School staff. As an alternative, or in addition to these two new lots, school visitor parking could be provided by constructing head-in parking along the west side of Main Street between Missouri Avenue and Illinois Avenue.

Phase #2 - Site-specific Redevelopment Projects

The City and the to-be-formed Downtown or Urban Renewal Authority, along with organizations, such as the Fountain Economic Development Committee and School District 8, can work with private interests to ensure that the redevelopment of critical underutilized sites can occur.

The downtown infrastructure and public amenities proposed for Phase #1 will attract additional shoppers and visitors to Downtown Fountain and serve as a catalyst to redevelopment. The redevelopment of these key sites will require incentives from the Downtown Development or Urban Renewal Authority and coordinated actions from other agencies, such as the City, CDOT and the Railroad. These incentives will need to be carefully thought out. They may include further acquisition of property to induce private development, or site preparation or financing of

needed public facilities. In the end, private redevelopment within the Downtown Core Area will generate additional property and sales tax revenues that the City can use to provide other public facilities and services for all citizens of Fountain.

The seven critical actions in Phase #2 are as follow:

Visitor's Center Property Acquisition

- A Visitor's Center (Chamber of Commerce) in the building at Santa Fe Avenue and Crest Drive, remodeled and improved with landscaping and a patio enclosed by courtyard walls, a paved and landscaped parking area, and an "Event Kiosk" that announces upcoming events in Fountain. Ideas include: a Santa Fe style wall to enclose a patio/courtyard, a link from the river to a small park next to the bridge, a donor wall, a new restaurant at the Club Azteca.

Library/Nature Center Design and Construction

- See description of this item in Phase #1

North Gateway (SH16 and Santa Fe Avenue)

- A stone masonry and steel monument sign, (Gateway Monument Type A) with lighting and planters around the base, located across Santa Fe Avenue from the eastbound SH 16 exit ramp. The monument is a way finding sign that points the user toward downtown. Its design is three-dimensional and conveys the idea of cascading water, executed in stone masonry. The stone masonry shapes hold a sign panel made of rusted "CorTen" steel, with a molten glass shape that is modeled after the shape of Fountain Creek as it passes by the town, and next to it a red painted steel heart shape on a black painted steel square on a grid of stainless steel bars, that represents the heart of the community and the historic street grid.
- A line of randomly spaced trees on both sides of Santa Fe Avenue from SH16 to the south boundary of the Fountain Creek Regional Park. (The trees should be placed such that they will accommodate the future widening of Santa Fe Avenue.)
- Clusters of trees and shrubs flanking the entrance to the Fountain Creek Regional Park.
- Lines of trees on both sides of the entrance to the Fountain Creek Regional Park, starting at Santa Fe Avenue and going west for about 250 feet (to where the drive opens up into the parking area).

South Gateway (Santa Fe Avenue between Crest Drive and the bridge over Fountain Creek)

- A stone masonry and steel monument sign, (Gateway Monument Type A) with lighting and planters around the base, located on the northeast corner of Santa Fe Avenue and Crest Drive. The monument is a way finding sign that points the user toward the downtown. Again, its design is three-dimensional and conveys the idea of cascading water, executed in stone masonry. The stone masonry shapes hold a sign panel made of rusted "CorTen" steel, with a molten glass shape that is modeled after the shape of Fountain Creek as it passes by the town, and next to it a red painted steel heart shape on a

black painted steel square on a grid of stainless steel bars, that represents the heart of the community and the historic street grid.

- A line of trees on each side of Santa Fe Avenue from Crest Drive to the bridge abutments.
- A cluster of trees and shrubs that frame the abutments on each side of the bridge.
- When the bridge is replaced, enhancements to the abutments and other pedestrian amenities that make the bridge part of the gateway experience should be considered.
- The Visitor's Center, described above, is considered part of this "gateway" composition.

Event Kiosks

- These kiosks are designed to be marquees, using the same type of hardware used to make marquees on movie theaters. They would announce up-coming events in Fountain. Three locations for these marquees have been identified:
 1. The Post Office
 2. The plaza at City Hall
 3. The proposed Visitor's Center at Santa Fe Avenue and Crest Drive

Alabama Avenue Pedestrian Overpass and Streetscape

- A pedestrian bridge that spans Santa Fe Avenue and the Burlington Northern Railroad tracks from the southeast corner of Fountain Middle School to the southwest corner of Aga Park. (The bridge could also include a stair, facing south, at the east side of Santa Fe Avenue. In this conceptual sketch, the stairs and ramps face south, as much as is practicable, to ensure that snow will be melted by the sun's rays.)
- Rows of regularly spaced trees and sidewalk improvements along both sides of Alabama Avenue, between Clearview Drive and Santa Fe Avenue, and from the Burlington Northern Railroad tracks to Main Street.

Regional Trail Plan - Phase A

The wetlands and other open spaces provide a link between the downtown and the rural areas that surround Fountain. However, without prompt action by the public sector these lands may quickly be developed for private residential use. It is important that the open spaces are linked so that they can be accessed and appreciated by residents of the region. Without such action, this critical environmental, recreational and wildlife corridor, which is also flood prone, will become a series of isolated, inaccessible parcels obscured by development. The Regional Trails Plan as proposed should be considered for a GOCO grant in partnership with El Paso County and the City of Colorado Springs.

Overall Concept: To tie these areas together, it is suggested that the regional trail that begins at the Willow Springs Ponds and extends south along Fountain Creek be further extended along

Fountain Creek to Jimmy Camp Creek. From there, it will follow Jimmy Camp Creek through the wetlands, north to the schools along Mesa Ridge Parkway and from there, west to the Willow Springs Ponds. Drawing the trail from the wetlands into the downtown will give the wetlands a presence in the downtown, and is an opportunity to make the interpretation and study of the wetlands a permanent fixture in downtown Fountain. Also the trail would make the whole area more accessible to people on horseback. The entire loop, when complete, would be about twelve miles in length, a satisfying ride for the recreational bicyclist and equestrian.

Fountain Creek to Jimmy Camp Creek (including the schools and Main Street access): This plan recommends that the regional trail at the Willow Springs ponds be extended to the south, along the east bank of Fountain Creek to its confluence with Jimmy Camp Creek, then follow Jimmy Camp Creek north for about 2.5 miles, where it continues north to the natural detention pond. From there it would go northwest, more or less, to Janitell Junior High School, then west to Mesa Ridge High School, then Webster Elementary School, then west to Santa Fe Avenue, and south along Santa Fe Avenue to Willow Springs Road. There would also be a loop that connects the trail along Jimmy Camp Creek to the proposed library/nature center at Main Street and Missouri Avenue.

Regional Trail to Local Trails- Critical Links: The plan also suggests that the trail be linked to certain routes within Fountain that connect parks, schools and other important public sites. There would be a connection from the regional trail along Fountain Creek to Alabama Avenue, where pedestrians and bicyclists could travel east along Alabama Avenue, over the pedestrian bridge at Santa Fe Avenue and the Burlington Northern Railroad tracks to Aga Park, continue east to Main Street, north to Hanover Street, east to the Union Pacific Railroad tracks, southeast along the Union Pacific Railroad tracks to Ohio Avenue, and across the tracks into Metcalfe Park.

- This system of routes includes mention of Main Street from Missouri Avenue to Hanover Street as a pedestrian-oriented street.
- Lastly, the Regional Trail Plan Map shows a trail along the Union Pacific Railroad right-of-way, from Ohio Avenue at Metcalfe Park, to Jimmy Camp Creek.

If this project is phased, the most critical near-term link of the Regional Trails System is the segment along Jimmy Camp Creek and the loop to the Library/Nature Center. Phase A of the Regional Trail should be the segment along Jimmy Camp Creek. In the future the system could expand to include a trail along the Chilcott Ditch.

Phase #3 - Long-range Redevelopment

Phase #3, like Phase #2, will provide many private redevelopment opportunities within the Downtown Area. This final phase will greatly enhance Fountain's ability to serve as a local retail and service center for the Fountain Valley region and stem the leakage of sales tax dollars to Colorado Springs.

The critical actions include:

Historic Walking Tour

- Develop a route for a historic walking tour and a brochure that describes each site listed. Include on the tour the Old Trader Fort site and churches. Acquire and renovate the old historic jail and the livery stable structures.
- Once the property is listed on the National or State Register of Historic Places, apply to the Colorado Historical Society for renovation monies. As a result of the passage of gaming, the State of Colorado has the largest grant program for renovating historic properties in the United States.

Regional Trail – Phase B

- Fountain Creek Regional Park to Jimmy Camp Creek

Regional Trail – Phase C

- Jimmy Camp Creek to SH16

Ohio Avenue Traffic Calming Improvements (at Walnut, Vine, Ring, and Hamlin Streets)

- Curb extensions on the north and south sides of Ohio Avenue at the four intersections between Main Street and the Union Pacific Railroad tracks. The curbs at each intersection would be expanded into the street (the width of the parking lanes) on Ohio Avenue, thereby reducing the width of pavement that pedestrians must cover to cross the street. This will also serve to tie the neighborhoods north and south of Ohio Avenue together by creating “pinch points” that give the automobile driver a sense of tightness and “friction” that induces him/her to slow down.

Main Street Median, Ohio Avenue to Hanover Street

- A landscaped median in the center of Main Street between Ohio Avenue and Hanover Street. The planned median is 18 feet wide and landscaped with turf, beds of flowering annuals at key spots, and trees placed at 30 feet on center. There would be breaks in the median with turn pockets to preserve the full complement of vehicular movements at the Iowa Avenue and Alabama Avenue intersections. Main Street would have a parking lane and one travel lane on either side of the street.
- At Ohio Avenue, the northwest and northeast corners on the intersection would be extended out to match the geometry of the intersection on the south side. There would be monuments on the two north corners to create a gateway into the residential neighborhood and distinguish it from the commercial portion of Main Street.
- At Hanover Street, the median would be widened to create space for a brick wall and landscaping. There would also be brick monuments to mark this intersection as a gateway into the neighborhood.

Visitor’s Center Design and Construction

- Obtain the services of a licensed architect to complete design and construction drawings.

Missouri Avenue Pedestrian Overpass and Streetscape

- A pedestrian bridge that spans the Burlington Northern Railroad tracks within the projected Missouri Avenue right-of-way. (In this conceptual sketch, there are stairs at each end of the span, and ramps that extend to Ohio Avenue. This way, the bridge serves pedestrian traffic on both Missouri Avenue and Ohio Avenue.
- Rows of regularly spaced trees and sidewalk improvements along both sides of Missouri Avenue, between the Burlington Northern Railroad tracks and Main Street.

III. THE DOWNTOWN FOUNTAIN RENEWAL WORK PROGRAM

This section of the Plan provides the community with a detailed Work Program that augments the image-enhancing capital improvements outlined in Chapter 2. Each action is characterized in terms of **intentions, assumptions, responsibilities, and mechanisms.**

Intentions refer to what the action can accomplish based on what we know today from projections regarding future growth and development in the region. These will reflect the downtown goals and objectives as stated during the various meetings with interested citizens, merchants and property owners.

Assumptions include judgments about issues presently facing the downtown area, the likely future of Downtown if no action is taken, and crucial aspects of how the Downtown functions based on the “existing conditions analysis” undertaken at the outset of the planning process.

Responsibilities include who will need to initiate the actions and what is expected.

Mechanisms are the set of actions or tasks that need to be undertaken to redevelop and revitalize the downtown area. This summarizes key **financial, regulatory,** as well as **organizational,** mechanisms that are required to implement the plan. The appendices provide additional details about key mechanisms cited in this document.

Action #1:

The Planning Commission and the City Council should approve and adopt the Downtown Renewal Plan as an amendment to the City’s Comprehensive Development Plan. The City Council should pass an accompanying resolution stating that the City will study and package a Financing Strategy to collect the necessary funds to proceed with the specified improvement projects.

Intention:

- To provide the necessary legal foundation to ensure any private redevelopment is in keeping with the overall Downtown concept.
- To demonstrate to citizens, as well as the business community, that the City is willing to join in a partnership to revitalize the Downtown Area.

Assumption: When embarking on any downtown improvement project, there are always discussions regarding who should make the first commitment. Some believe that funding commitments should first come from the business community, property owners and merchants. However, if it is the community's intention to "jump-start" the revitalization of the downtown area, the City of Fountain must provide the initial financing strategy, regulatory framework and organizational mechanisms to guide these efforts.

Responsibility: The Fountain City Council, with guidance from the City Manager.

Mechanism: A resolution to proceed with financing, along with an amendment to the Fountain Comprehensive Development Plan.

Action #2:

Create a Downtown Development Association or Urban Renewal Authority as provided for in the Colorado State Statutes.

Intention:

- Redevelopment is an on-going process that requires the public and private sectors of the community to work together as partners. The City will need to work with merchants and property owners to form either a Downtown Development Authority or Urban Renewal Authority.
- Under Colorado law, a Downtown Development Authority (DDA) can do the following:
 - Undertake studies of economic changes in central business districts.
 - Prepare plans for the development of public facilities, including plans to promote the economic growth of the central business district.
 - Acquire property by purchase, lease, option, or other means, excluding acquisition by condemnation.
 - Improve land and operate buildings in connection with public facilities.
 - Lease or dispose of property.
 - Collect fees, tolls, and charges for use of its property and pledge revenues in the payment of its bonds or other obligations.
 - Program the maintenance and upkeep of public improvements.
 - Board members are appointed by City Council.
 - An election is held to create the Downtown Development Authority. A majority of electors owning, leasing or residing in the project area must vote in the election.
 - The DDA may impose a five mill operating levy against taxable property in the district.
 - The DDA may dispose of property at fair value without bidding.
 - The DDA may establish a base year for tax increment revenues and use the incremental revenues for debt payments.
 - Redevelopment activity must be pursuant to a plan.

- Under Colorado law, an Urban Renewal Authority (URA) can do the following:
 - Activities of the Authority include all activities of a Downtown Development Authority; however, their power is not limited to the downtown business district and can take in a larger area.
 - Exercise of its powers rests on findings of “blight” conditions.
 - URA’s can enter into contracts for advances, loans, grants and contributions from any source.
 - They can acquire property by purchase, lease, option or condemnation and improve or prepare property for redevelopment.
 - Board members are appointed by the Mayor and ratified by City Council.
 - The City forms an URA after a petition of 25 electors.
 - The City must adopt an urban renewal or urban redevelopment plan for the Authority to implement. The Plan is reviewed by the Planning Commission.
 - The URA may establish a base year for tax increment revenues (not considered a taxing power) and use the incremental revenues for debt payments.
 - Debt (bonds or notes) is issued without an election.
 - The Authority has no taxing power so it exists through the good will of the City and usually has financial support from the City for operations but not debt.

Assumption: The suggested public improvements and redevelopment activities will initially create an increased workload for City staff and City Council. Formation of a Downtown Development Authority or Urban Renewal Authority will allow for the shifting of responsibility to appointed representatives with a vested interest in the Downtown Area.

Responsibility: The City Council must determine the desirability of forming a Downtown Development Authority or Urban Renewal Authority.

Mechanism: After such a determination is made, an ordinance is adopted calling for a regular or special election on the question of creating a Downtown Development Authority or Urban Renewal Authority. The ordinance will need to state the Authority’s boundaries. If the Downtown Development Authority or Urban Renewal Authority passes, the Authority is required to adopt a plan for the district. This Downtown Renewal Plan with certain additions will help to serve this purpose. The exact nature of the additional documentation required by State Statute is dependent which type of Authority the City wishes to organize.

(See Appendix B - Colorado Downtown Development Authorities and Urban Renewal Authorities - for further information.)

Action #3:

Complete final design and construction documents in order to proceed with construction in 2002.

Intention: To maintain the citizen momentum to “get it done.” This also capitalizes on increased revenues likely from recent growth in Fountain as well as new job-creating industries moving into the Pike Peak Region.

Assumption: The citizens of Fountain asked that improvement be initiated—they want people to say, “Fountain is doing something”... they want to advertise downtown “once there is something to see.”

Responsibility: The City Manager and City Planner will need to facilitate the hiring of a professional firm specializing in the redevelopment of Downtown Areas and the related construction issues that often arise.

Mechanism: The City can initiate a Request for Proposal process or, as many cities tend to do, continue services with the initial firm that developed the Plan. Services required will include: a landscape design firm with specialized experience in downtown redevelopment and, a civil engineering firm which is locally-based and has a good working relationship with the City’s Public Works Department.

Action #4:

The Fountain Economic Development Committee should petition the Downtown Core Area property owners to support a Business or Special Improvement District in the Downtown.

Intention: Business or Special Improvement District assessments can be imposed by City Council by a vote of Council. However, most City Councils like to see evidence that a substantial majority of the property owners within the proposed Business or Special Improvement District support establishment of said District and the assessment.

Assumption: Prior to embarking on an extensive capital improvements project, many City Councils as well as the citizens like to see some sort of a financial commitment from the business community.

Responsibility: Once formed, the Authority, with assistance from an investment banker, who will sell the bonds or, alternately, an independent financial advisor will package the assessment.

Mechanism: A legally approved Business or Special Improvement District Petition Form. We have included a good example based on similar efforts by both the Towns of Salida, and Idaho Springs. (**Appendix A - Special Improvement Districts** provides additional guidance.)

Action #5:

Initiate a long-term maintenance and upkeep program.

Intention: The most important element any successful Downtown Renewal effort is administration and maintenance. It cannot be stressed enough. A clean and well-maintained downtown is critical to improving the image and market draw of any downtown.

Assumption: The Downtown Area is Fountain's front yard. If public places are not well maintained, people may question if there is community pride. If private property is in disrepair, potential shoppers and those passing by will get their first impression of the shops, based on what is outside, not inside. Redevelopment activities will require additional administration and maintenance. Trees and green areas will require watering, mowing, and upkeep; waste receptacles need emptying; directional signs will change; parking lots will need sweeping

Responsibility:

City - Entryways, sidewalk, alleys, streets, parking lots and other public facilities.

Parks and Recreation Department - Downtown park areas.

Civic groups - Could adopt a particular landscape area. Senior citizen groups, Girl and Boy Scout troops and service clubs are known throughout Colorado to adopt particular areas as an on-going beautification effort. Their efforts typically include weed control, litter pick-up, planting and watering.

Downtown Development Authority or Urban Renewal Authority – (To be formed) Authority should take responsibility for directing everyday activity including: trash control, sidewalk cleaning, painting, and general maintenance. The to-be-formed Authority, on a contractual basis or through the formation of a business improvement district, can coordinate on-going maintenance that is beyond the normal scope of the Public Works Department

Mechanisms: Once the downtown improvements are in place, and as redevelopment starts to occur, the City should adopt a Sidewalk Maintenance and Snow Removal Ordinance as well as a Building Maintenance Ordinance. The City's Code Enforcement Officer then cites any violations.

Action #6:

Develop a Highway Access Control Plan for properties along Highway 85 between SH16/Mesa Ridge Parkway and Crest Drive.

Intention: To promote a safe pedestrian environment and eliminate traffic hazards and obstructions.

Assumption: In order to develop a safe pedestrian-oriented environment, curb cuts must be minimized and some eliminated. Where allowed, they should be well defined to allow for the necessary separation of vehicles and pedestrians. The concept along Highway 85 is to promote clustering of shops and offices with some residential mixed in at an average floor area ratio of 1.0, rather than allowing Santa Fe Avenue to become lined from one end to the other with “strip commercial” development. The areas between these nodes of commercial activity will have to be limited to residential or open space. The Downtown Core Area Development Concept Plan illustrates how this area might develop with a little encouragement and direction.

The character of the area east of the Burlington Northern Railroad tracks and the character of the area to the west are different now and in some ways should be encouraged to become even more different from each other. (Both should be encouraged to become more pedestrian accessible and friendly, however.)

East of the tracks, the downtown is historic in flavor, characterized by small parcel development, brick facades, pedestrian scale, and storefront windows. There is an emphasis on civic and religious buildings: City Hall, the Community Building, schools, and churches: equal parts civic, commercial, and religious structures. The economic heart may be elsewhere, but the historic downtown will remain the cultural heart, the spiritual heart, and the civic heart of Fountain.

This conceptual drawing illustrates the scale of development and how it might be oriented toward the street (automobile vs. pedestrian orientation).

In the illustration, east of the tracks, it continues the historic pattern of development: small parcels, traditional storefront buildings with parking in the rear, and a reliance on on-street parking. It is compact, small, and pedestrian in scale and everything you need is within walking distance. There is little reason to use your automobile once you are there.

West of the tracks, development is characterized by larger parcels, parking at the sides, rear, and front or under buildings, and residential units mixed in with retail and office uses, especially toward the west end. The overall development is dense enough and compact enough that, like the east side, it can be very accessible to pedestrians. The zoning code, site plan review, and access control plans are all tools that come into play to create this result.

Responsibility: Currently, the CDOT oversees this, on a case-by-case basis. If a CDOT Access Control Plan is adopted by the City, access control would revert to the City of Fountain.

Mechanism: The City, in cooperation with the CDOT should undertake the CDOT’s prescribed process to develop a local Access Control Plan. The City, CDOT, and a professional traffic planner should facilitate the process at the local level, including holding a series of public meetings with all affected property owners. The City Engineer or traffic planner familiar with the State Access Code should be retained to coordinate the development of the Plan. This will need to be done in conjunction with the development of the final construction documents.

Action #7:

Private property owners and merchants should initiate storefront improvements, with particular attention to signs and window displays in the downtown core and along Highway 85.

Intention: This action will enhance the overall look and character of the Downtown area as well as the well-traveled Santa Fe Avenue Corridor. These cost-effective improvements are a simple way to demonstrate private reinvestment in Fountain.

Assumption: Well-maintained, attractive building facades are essential to improving the image and marketability of Fountain.

Responsibility: Property owners and merchants with the assistance of design professionals. The City of Fountain, through the development of a storefront improvement program, that includes suggested design principles to increase retail sales.

Mechanism: The Economic Development Committee and Chamber of Commerce should sponsor a slide show illustrating how storefront improvements can substantially improve sales. A list of qualified architects with storefront renovation experience should be made available to interested merchants. In both Loveland and Brighton, Colorado, initial design consultation was provided through incentives offered by the cities. Lastly, the City in partnership with the area merchants, should develop a “how to” booklet for merchants wishing to undertake storefront improvements.

Action #8:

Improve merchandising practices in existing businesses.

Intention: To increase retail sales by providing retailing “how to” information and assistance.

Assumption: Most small-town retailers are not trained in retail merchandising nor do they know how to effectively compete against large discount stores with low prices.

Responsibility: Merchants, Chamber of Commerce, local banks and the Economic Development Committee.

Mechanisms: The following specific tasks should be considered:

1. Clean up the stores’ appearance and the street. Soap and water, a scrub brush and brass & glass polish will do a lot to add to the attractiveness and marketability of Downtown Fountain as well as businesses along Highway 85.
2. Look for ways to substitute time for money. Both the interior and exterior of stores could be more appealing with a fresh coat of paint. Have a plan drawn to give you color guidelines and other cosmetic alterations. Seek professional help, but do the

- labor yourself. A Sunday afternoon and \$20 worth of paint can actually accomplish something.
3. Refine merchandise selections according to what your customers want. Analyze merchandise turns. Each merchandise category has a national average merchandise turn. These are available from your sales representatives or organizations such as the National Retail Merchants Association. (Refer to Appendix C) This kind of financial analysis can help a shop to reorganize its merchandise selection to concentrate on areas that return investment. The inevitable result is more targeted merchandise that is more responsive to community demand and need.
 4. The Chamber of Commerce, Economic Development Committee or a local bank should initiate seminars for retail merchants. Suggested topics include:
 - Competing with the national discounter
 - Personnel training
 - Displaying your merchandise
 - Merchandise math
 - Storefronts
 - Advertising

Two good sources of information are: the handbook Competing with the National Discounter, available from Community Matters, Inc. or the Colorado Department of Local Affairs (1986), and Retailing by Ronald W. Hasty, Harper & Row, 1983.
 5. The business community and City could benefit from an inflow/outflow analysis of sales (Retail Leakage Study). This type of analysis answers the question “What do people buy outside Fountain and why?” It also can help provide information to merchants whose current merchandise selection is performing unsatisfactorily. It can point to merchandise categories that are performing well and may need to be supplemented or to merchandise needs currently not met in the Fountain market.
 6. Concentrate on providing better service and meeting local shopper needs.
 7. Look for low rent draws to fill vacant space. Consider:
 - Antique stores (Lyons and Niwot, Colorado, are examples)
 - Ethnic restaurants (Louisville is an example)
 - Co-op business - farmers market, artist’s co-ops

IV. FOUNTAIN’S MARKET NICHE

Background

Fountain is situated between two important and emerging markets: Colorado Springs, which is the region’s major employment and retail service center, and Pueblo, which is also growing as a major regional and employment center. Community Matters, Inc. has reviewed market trends in

the area. This shows that Fountain's economy will continue to grow due to national and state economic trends with increased employment opportunities in the Pikes Peak Region. There are three growing market sectors:

- The area is beginning to emerge as a desirable place of residence for well-paid employees seeking a more rural life style as well as those who work for the high-tech firms that are relocating to Colorado Springs. These people often desire a full range of convenient goods and services. Selection and convenience are typically more important than price.
- The second growing market that Fountain will continue to serve is first time homebuyers and those leaving the Colorado Springs area, given more housing product for the price in the Fountain area.
- The third market that Fountain can target is the Pikes Peak Area visitor who will be traveling through Fountain to area attractions, and commuters that pass through Fountain on their way to either Colorado Springs or Pueblo.

The type of improvements and mix of uses proposed for the Downtown Area will allow pedestrians to more comfortably access shops and enjoy a unique Colorado shopping environment. These types of improvements combined with incentives to develop within the Downtown core tend to increase the length of time a shopper will stay within the Downtown Area and; therefore, merchants can expect a corresponding increase in sales.

Market Recommendations

In addition to the very specific actions found in the work program for Phase #1, the following concepts and actions should be undertaken by the Chamber of Commerce, Economic Development Committee and the to-be-formed Downtown Development or Urban Renewal Authority.

Actions to revitalize and Secure Fountain's Downtown and Adjacent Retail Areas as the Service Center for the Fountain Valley

Action #1

Undertake actions and marketing efforts that cater to the different market sectors:

The regional job base: government, contractor service, and new growing hi-tech firms locating just to the north of Fountain.

- The Plan Improvements that will assist in making Fountain more visually attractive include.
- North Gateway (SH16 and Santa Fe Avenue) landscaping and way finding monument.
- South Gateway (Santa Fe Avenue between Crest Drive and the bridge over Fountain Creek) landscaping, way finding monument, event kiosk, Visitor's Center.

- Ohio Avenue Streetscape Improvements.
- Metcalfe Park Gateway Improvements.

Pass-through travelers: tourists and commuters traveling north-south, along I-25 or north-south along State Highway 85.

Consider actions that will encourage those traveling through to stop; ensure that merchants/service personnel are friendly; schedule events; ensure that people can conveniently stop, shop, visit, and relax along the Highway 85 business corridor. The Plan Improvements that can assist in achieving this goal include:

- Metcalfe Park Gateway (Ohio Avenue and the Union Pacific Railroad right-of-way).
- Downtown way finding monuments at Ohio Avenue and Santa Fe Avenue.
- Historic Tour, including brochure, acquisition and renovation of historic properties.
- Event Kiosks at Post Office City Hall Visitor's Center.
- Additional boutique retail and restaurant development.

In-town jobs base: people that live and work in Fountain.

Consider actions that make Fountain a nice place in which to live, work and recreate. Ensure that the infrastructure and appearance of Highway 85 corridor is as nicely landscaped and maintained as one's own front yard. Suggested Plan Improvements that tell people that Fountain is a nice place in which to live, work and recreate include:

- North Gateway (SH16 and Santa Fe Avenue) landscaping and way finding monument.
- South Gateway (Santa Fe between Crest Drive and the bridge over Fountain Creek) landscaping, way finding monument, event kiosk, and Visitors' Center.
- Downtown way finding monuments at Ohio Avenue and Santa Fe Avenue.
- Regional Trail.

Regional commercial base: Citizens of the region who come to Fountain for specific goods and services.

- Additional boutique retail and restaurant development like Cowbells. Other examples Include: a bicycle shop, a sporting goods store, an art gallery, a book store, and the Stage Coach Bed & Breakfast Establishment.

Local commercial base: Citizens of Fountain.

Suggested improvements that will build community pride, ensure that physical space is programmed for community events and make downtown THE social gathering places include:

- City Hall Plaza
- Event Kiosks
- Historic Walking Tour
- Library and Nature Center

Action #2

Consider more special events in the downtown area once the new City Hall is complete:

- Crafts Fair
- Arts Fair
- Farmers Market
- Food Festival
- Carnivals
- Community Potluck
- Music Concerts
- Bicycle Races
- Birding Tours (programs in the wetlands)
- Fountain History Day
- Railroad (“Blast from the Past”) Festival Chili Cooking Contest (presenting the C. F. Smith (“I ain’t no coward”) hot sauce eating contest) held on May 14
- Historical Landmark Tour: Old Jail, Livery, Old Trader Fort

Action #3

Develop a series of programs that “plug the leaks”—the unnecessary flow of sales revenue out of the community.

Consider the following:

- Competitive pricing
- Gift shops
- Local History Museum
- Encourage specialty retail that meets local needs
- Promote a “Buy Fountain” program with local discounts

- Sell service—advertise, promote, inform, and educate community as to what’s available
- Strengthen services and products offered locally
- Show the relationship between buying locally and the ability of the City to provide desired public services and facilities without property tax increases
- Promote local grocery store expansion
- Develop outdoor-oriented shops and events that can celebrate the wildlife habitats, 4-H and horseback riding events and opportunities, as well as programmed activities, at the regional parks and at Fountain recreational facilities

V. DESIGN IMPROVEMENTS

INTRODUCTION

The Downtown Renewal Plan is the first step toward enhancing the appearance and vitality of Downtown Core Area of Fountain. For the purposes of this Framework Plan, the Downtown Core Area includes the area bounded by Fountain Street, Walnut Street, Alabama Avenue, and Illinois Avenue. The overall concept for this area is to create a distinct and pedestrian-friendly environment that will encourage citizens and visitors to stop and visit shop or otherwise use downtown Fountain businesses, facilities, and amenities.

PHYSICAL SITE ANALYSIS

The following graphics summarize the physical analysis of Downtown Fountain. These conditions are depicted graphically in the Downtown Analysis Map and Downtown Core Area Analysis Map. Following is a summary of the existing physical conditions.

Visual Image:

From a visual image standpoint, the Downtown area can be described in terms of six distinct areas. These areas are well defined by the pattern of streets and open spaces, character of existing development, edges, focal points, gateways, density and land use. These areas are referred to as the following:

- Downtown Mixed Use, East of Burlington Northern Railroad
- Downtown Mixed Use, West of Burlington Northern Railroad, North of Illinois
- Downtown Mixed Use, West of Burlington Northern Railroad, South of Illinois
- Mixed Residential, East of the Downtown
- Mixed Residential, North of the Downtown
- Mixed Residential, South of the Downtown

This nomenclature mirrors the underlying zone district designation as well as the land use designation contained in the City’s adopted Comprehensive Development Plan.

Character:

The current character of Fountain results, in large part, from historical development that has occurred in the area, such as, agriculture, railroad, the Fort Carson army base, Fountain's emerging role as housing employees of Colorado Springs.

The first structures built in Fountain were made of logs and rocks as in the old livery stable building. The advent of the railroads from 1850 to 1890 made it possible to abandon traditional building materials and construction techniques for wooden dwellings constructed of light balloon or braced framing covered by wood sheathing. The oldest houses in Fountain are from this time period and are examples from the National family of styles, in particular, the gable-front-and-wing family and the hall-and-parlor family (built from roughly 1880 to 1930). The old livery stable building is an example of the pyramidal branch of this family. These houses are primarily located in the area south of Ohio Avenue, between the City Hall and the old stagecoach station; but are also scattered in the area of the original street grid, bounded by Iowa Avenue, Illinois Avenue, Fountain Street and the Union Pacific Railroad tracks.

The next style that appeared in Fountain was the Craftsman style, usually one-story, double-width structures with pitched roofs, built between 1905 and 1930. There are several fine examples of this style on Main Street, between Ohio Avenue and Hanover Street. It appears that in the 1920's, the more well-to-do and stylish were building their homes in this style north of downtown.

Not many homes were built between 1930 and 1945, but when construction resumed in 1946, houses based on historical precedent were abandoned in favor of modern styles that had begun to appear just prior to the World War II. Modern styles include Ranch, Split-level, Minimal Traditional, Contemporary Folk (mobile homes), and Shed, all of which can be found in Fountain, as in-fill in the original street grid area and in the newer areas of post-war development.

Each style is quite distinctive and for the most part sets the character of the neighborhood where it is found. The character of the community also reflects the surrounding natural environment of Fountain and the town's economic dependence on agriculture. As a result, site planning appears more casual than in modern subdivisions, but is in fact highly responsive to the needs of agriculture.

Vehicular Circulation:

Primary vehicular circulation is by way of Highway 85, which runs along the edge of the Downtown core. This regional thoroughfare varies in right-of-way width from 80 feet to 100 feet and includes either four lanes or four lanes with a middle turning lane. It is composed of five distinct segments:

- SH16 to Comanche Village Drive
- Comanche Village Drive to Alabama Avenue
- Alabama Avenue to Illinois Avenue

- Illinois Avenue to Fountain Creek
- Fountain Creek to Crest Drive (I-25)

On-street parking and driveway access to private lots varies throughout the length of the highway. Parking on side streets is usually permitted but varies depending upon road condition, obstructions such as driveways and space availability.

Pedestrian Circulation:

Sidewalks are either in disrepair or do not exist in Downtown Fountain. Existing sidewalks in the Downtown Core Area vary in terms of width, elevation and location. Pedestrian movements are hampered by numerous driveways and curb cuts and by the way in which on-street parking is handled. In areas without sidewalks, pedestrians walk on the streets or on informal footpaths between important buildings. This is not safe or convenient.

Site Development:

Haphazard and non-standard practices in the design of driveways, parking areas, paving, sidewalks, lighting and drainage have resulted in numerous problems on private property that impact the streetscape. This is due, in part, to a lack of citywide design standards.

Signs:

CMI and Shalkey and Team undertook a preliminary analysis of sign needs in the Downtown area. Currently, private signs are designed primarily for recognition from traveling automobiles and not for pedestrians. There are few public identification signs. These should be incorporated into a public improvements program.

Landscaping:

Existing landscaping in Downtown Fountain consists of street trees in scattered areas, lacking consistency. Consistency is hampered by lack of consistency in sidewalk placement (detached versus attached). The City is currently placing street trees along Santa Fe Avenue as part of its streetscape improvements plan. There has been no significant new planting of street trees along the side streets.

Based upon the work undertaken in the Site Analysis phase, planning concepts were developed for Downtown Fountain during a series of design charrette's and workshops with the public. These concepts are summarized below and illustrated in the Downtown Core Area Improvements Plan.

URBAN DESIGN FRAMEWORK PLAN

The Downtown Core Area Improvements Plan, found on the next page, illustrates the scope of improvements for Downtown Fountain. These improvements include the following: streetscape improvements, pedestrian overpasses, landscaped medians, gateway landscaping treatments, way finding monuments, among others.

Auto-Oriented Areas:

Approaches to Fountain along Highway 85 occur within the context of automobile-oriented commercial strip development. Pressure to continue this kind of development is likely in the future. To offset the negative impacts of this kind of development, guidelines should be developed and implemented which address issues such as access, parking, signs, landscaping, drainage, and architecture.

DOWNTOWN CORE AREA CONCEPT PLAN

This Plan depicts the detailed improvements in the Downtown Core Area. This includes the area on both sides of Highway 85, between Alabama and Illinois Avenues and from Fountain Street to Main Street.

These improvements include:

- Continuous sidewalks, curb and gutter on Main Street, Ohio Avenue to Missouri Avenue and on Ohio Avenue, from Fountain Street to Walnut Street
- Pedestrian lighting and street trees on Main Street, Ohio Avenue to Missouri Avenue and on Ohio Avenue, Fountain Street to Walnut Street
- On-Street Parking: continue the head-in parking on Main Street between Ohio and Missouri Avenue on the next block south (in front of the school). All other streets are to have parallel parking
- Additional storm inlets to accommodate curb extensions at intersections on Ohio Avenue between Main Street and Hamlin Street
- Way finding Monuments: two at Santa Fe Avenue and Ohio Avenue
- Way finding Monument at Ohio Avenue and Metcalfe Park
- Land Acquisition for proposed Library/Nature Center
- Land Acquisition for proposed New Visitor's Center
- New Visitor's Center
- New Library and Nature Center
- Curb extensions on Ohio Avenue at Walnut Street, etc.
- Streetscape (trees and pedestrian lights) on Alabama Avenue, Clearview Drive to Main Street
- Alleys (should be reestablished where possible)
- Pedestrian overpass over Santa Fe Avenue and the Burlington Northern Railroad tracks at Alabama Avenue
- Pedestrian overpass over the Burlington Northern Railroad tracks at Missouri Avenue
- Landscaped median in Main Street, between Ohio Avenue and Hanover Street

PROPOSED STREET SECTIONS

Traffic Safety and Capacity Improvements

Following are recommendations for State Highway 85 (Santa Fe Avenue) within the Downtown Area of Fountain:

- Widen State Highway 85 to two lanes in each direction, from SH16 to Comanche Village Drive to the south, and from SH16 to Main Street to the north
- Consolidate access points and minimize mid-block curb cuts
- Eliminate existing on-site parking layouts that require backing onto State Highway 85 (Santa Fe Avenue)
- Add a traffic signal to the Santa Fe Avenue and Illinois Avenue intersection
- Add curb extensions at intersections along the north and south side of Ohio at Walnut, Vine, Ring, and Hamlin Streets to reduce pedestrian crossing widths and slow automobile traffic on Ohio Avenue
- Reduce the posted speed limit from 35 MPH to 30 MPH

Initiate Discussions with CDOT

Based upon the preliminary results of the Downtown Planning Process, City officials should initiate discussions with CDOT in the following areas:

- Design standards for downtown improvements, including lane widths, on-street parking and sidewalks.
- Construction of curb extensions or “bulb-outs” along State Highway 85 (Santa Fe Avenue).
- Reduction in the Posted Speed Limit: additional traffic signal at Santa Fe Avenue and Illinois Avenue.
- Access control along the State Highway 85 right-of-way through Fountain.

These discussions should be initiated as soon as possible in order to secure the necessary approval and support of CDOT for traffic-related improvements in the downtown.

Develop a Regional Transportation Plan

City Officials should seek the cooperation of CDOT, the Pikes Peak Area Council of Governments (PPACG) and the El Paso County Board of County Commissioners to coordinate and develop a comprehensive transportation plan for the Fountain region. This plan can be undertaken as a part of the proposed Fountain Valley Master Plan process, which will be initiated within the next six months by the El Paso County Planning Department. The Plan should include:

- Transportation impacts of the proposed downtown Fountain improvements
- Future State Highways 85/Santa Fe Avenue improvements
- Development of a true truck by-pass around downtown Fountain
- Traffic Management Plan.
- Other regional transportation considerations
- Safety and access issues related to the railroads and all at-grade crossings

VII. A CONCEPTUAL FINANCING STRATEGY FOR DOWNTOWN FOUNTAIN

This section outlines the initial steps required to develop a financing strategy based on the consultant's work to date.

Any downtown financing strategy will need approval and the endorsement of the citizens and elected officials involved in developing this plan as well as area merchants and property owners. The following procedural strategy was developed based on the following consultant-recommended criteria:

1. A sense of equity is critical to a successful community-based financial strategy for any downtown area.
2. Both real and perceived equity issues must be addressed.
3. Investment in the Downtown area is an investment in Fountain's heart, its identity and future. A vital downtown is an asset to the total community.

Financing Strategy Checklist

- Appoint a Financing Committee to explore options and mechanisms available to Colorado communities. The committee will require staff support from both the City Finance Director and City Manager or his designee.
- Use the matrix found in Appendix E to:
 - Determine which financing mechanisms are politically feasible to pursue:
 - Choose the appropriate organizational structure(s) that will be required to implement the financing mechanism
- Once appropriate financing mechanisms that demonstrate local and City support have been identified, contact potential State and Federal funding agencies as well as private foundations regarding additional funding or technical assistance.
- Review the status of the City's current indebtedness and taxation policies (sales tax, property, use and other special district taxes).
 - Investigate if any existing mill levies, special or general improvement districts or other assessments that can be refinanced or extended to create an initial pool of funds for priority capital improvements.

- Based on your initial list of feasible financing mechanisms, conduct an analysis to determine who pays and at what rate or measure (e.g. linear feet of frontage, square feet of building, type of use, etc.)
- Conduct a detailed sales and property tax analysis for both the area defined as the downtown as well as the City as a whole.
 - This analysis will assist in determining the usefulness of tax increment financing for the Downtown Area by dedicating either or both sales tax revenue and property tax revenue increments to the downtown area. As part of this analysis, the City will also need to consider the impact of tax increment financing on other jurisdictions that levy a tax on property or sales within the defined downtown area.
 - This analysis can also be structured to determine the potential revenue stream derived from either a special assessment district or general improvement district.
 - Review the inflow/outflow analysis (retail leakage study) outlined under Action #8: Improve Merchandising Practices, Item 5. This analysis will assist any investment banker or financial advisor to determine the type of retail growth that would support any of the bonding or assessment methods that rely on sales tax revenue.
- Determine the final mix of financing mechanisms and grant sources that will allow the City of Fountain and its citizens to implement this revitalization effort in a phased manner.
- Initiate a comprehensive public dialogue with citizens, merchants and property owners about the preferred financing techniques – including who benefits and who pays.

VIII. Decisions

The people and community of Fountain are at a crossroads, a decision-making point.

Do we, as a community, want to invest in Downtown Fountain, our front yard, and show the pride and caring we have for the wonderful place in which we live?

Do we, as a community, want to ensure that we continue to pay a relatively low amount of property tax by ensuring people shop in Fountain, allowing sales tax revenues to benefit our own community, rather than allowing those tax revenues to be collected by jurisdictions to the north? (What does this sentence mean? Two sentences would be clearer.)

Do we, as a community, want to broaden the tax base by attracting new residents, businesses, and industries to our City, a community that cares about itself?

Do we, as a community, want to enjoy the added services and facilities, aesthetics and quaintness of a safe, convenient pedestrian-oriented Downtown, where families and friends could shop at a variety of shops, attend cultural and civic events, or eat a donut or ice cream cone on a sunny afternoon?

Do we, as a community, dare to invest in our Downtown? It has been said that to invest in our Downtown is an investment in our community's heart, identity and future. We need a focused sense of place, a front yard we can all be proud of. A vital Downtown is an important financial, as well as a community asset.

We, as a community, can further improve our quality of life.

We, as a community, can take advantage of this window of opportunity that will allow us to do the things required to implement this Downtown Renewal Plan.

We, as a community, can capitalize on, and respond to, the local support for this plan, as well as, the economic opportunity created by growth in the Pikes Peak Region. There is a tremendous amount of potential, and for a relatively small investment, our community stands to gain a lot.

In the process of developing this plan, those of us that live, work or have invested in Fountain, have taken time to guide this effort. We have worked with and involved many people of our community who care about our Downtown: the citizens and residents, the business persons, their employees, and property owners of the Downtown Area.

We are interested in getting the improvements into the ground; we are not looking for individual financial gain. We are looking to better our community. We are truly interested in improving the quality of life and the pride of our community.

The motivation is not greed, but a true desire to improve our Downtown.

Business and property owners cannot afford to do it alone; however, they are willing to pay their "fair share."

But we, as a community, must decide to help and invest in our Downtown.

In the very near future, we as a community will be called upon to implement the plan's work plan. Various entities will be responsible for a number of actions, but it will be up to our citizens, Downtown business and property owners, City Council, Planning Commission, and staff, to show their commitment.

Do we, as a community, seize this opportunity and take the plunge to roll up our sleeves and work for this project?

The odds are in favor of winning. Winning means benefits to all of our community.

This plan is affordable, practical, and obtainable.

Therefore, (what do you want to say? What do you want Council to do?)

APPENDIX A: SPECIAL IMPROVEMENT DISTRICTS

A. Steps to forming a Special Improvement District

Step 1 The City of Fountain must adopt a preliminary order adopting full details and specifications in conformity with the petition. The order must describe the materials to be used:

1. Have a cost estimate (per linear foot/square foot, etc.)
2. Include district map
3. Include a schedule showing approximate amounts to be assessed upon the lots/parcels
4. Include a listing of the number of installments and rate of interest on unpaid installments (a rate not to be exceeded)

Step 2 The City Clerk gives notice of a hearing on the improvements:

- a. Fifteen day publication requirement
- b. Notices mailed first class to each property owner
- c. Notices detail information in Step 1
- d. Notice specifies the time when the City will consider adopting an ordinance to create the district

Step 3 Hearing is held on the petition/initiation

Step 4 Ordinance creating the district is passed

Step 5 Bond Ordinance is adopted

Step 6 Bid specifications are let known to the public

Step 7 Bids are awarded

Step 8 Constructions

Step 9 Assessment roll prepared/hearing held

Step 10 Assessment payable

B. How assessments are made

Step 1 Upon completion of construction, the City prepares a statement showing the whole cost of the improvements, the portion to be paid by the City (if any), and the amount to be paid by each lot or tract.

Step 2 The City may add 6% as a cost of collection and inspection can adjust inequities found.

Step 3 The City Clerk gives notice that the assessment roll is completed and sets a hearing date (fifteen days notice).

Step 4 The hearing notice is mailed to each property owner.

Step 5 The hearing is held on complaints and objections and the City can make modifications.

Step 6 The City adopts the assessing ordinance. This ordinance may be at a higher interest rate than the bond ordinance.

Step 7 Property owners can object to the assessments and can seek judicial remedies if their property has no benefits. Courts could alter the assessments.

Step 8 Assessments constitute a perpetual lien against each lot or tract and have priority over all other liens except general tax liens. If land is subdivided, the lien goes with each parcel proportionately.

Step 9 The City Clerk delivers the assessment roll to the Municipal Treasurer for collection.

Step 10 Payment may be made to the Municipal Treasurer within 30 days after final publication of the assessing ordinance and a 5% discount will be given.

Step 11 At the end of 30 days, the City Clerk delivers the assessment roll to the County Treasurer for collection. Treasurer sends out bills.

C. How installments are paid

Step 1 Payment is made in two or more equal annual installments of principal with interest.

Step 2 The number of installments, the period of payment, and the rate of interest shall be determined by the assessing ordinance.

Step 3 Failure to pay any installment when due causes the whole unpaid principal balance to become due and collectible immediately.

Step 4 Upon failure to pay, the County Treasurer shall advertise and sell the property. The City may purchase the property without paying in case (certificates of purchase). Also, the City may bring a civil action for foreclosure sale.

STATE OF COLORADO)
PETITION FOR
COUNTY OF)
CITY OF)

LOCAL IMPROVEMENT

The undersigned, constituting the owners of land to be assessed for not less than a majority of the cost of the local improvement herein petitioned for, and owning a majority of the front footage to be so assessed, hereby petition the City Council of the City of _____, Colorado, in accordance with Section 22-19, Article II, Chapter 22, of the _____ City Code, to construct the improvements described in Exhibit A attached hereto and incorporated herein by reference, and to assess the costs thereof on a front foot basis against the property described in Exhibit B attached hereto and incorporated herein by reference, which property will receive a special benefit from such improvements.

<u>Name</u>	<u>Percentage of Cost</u>	<u>Front Footage</u>
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APPENDIX B: COLORADO DOWNTOWN DEVELOPMENT AUTHORITIES (DDA)

A. Major provisions of the DDA State Statute

1. Board consisting of five to eleven members is appointed by the Council. One member can be a representative of the City.
2. Activities are limited to the historic central business district.
3. Activities for redevelopment must be directed toward the elimination of physical and economic blight.
4. An election is held to create the Downtown Development Authority. A majority of electors owning, leasing, or residing in the project area may vote in the election.
5. Financing—the DDA may impose a 5 mill operating levy against taxable property in the district or the DDA may establish a base year for tax increment financing revenues and use the incremental revenues for operations or the issuance of bonds.

B. Steps to forming a DDA

Step 1 City determines it is necessary to form a DDA.

Step 2 Ordinance is adopted calling for a regular or special election on the question of creating a DDA. Ordinance states DDA boundaries.

Step 3 Election is held.

Step 4 City appoints DDA board.

Step 5 DDA, in cooperation with the City Planning Department, develops a plan to promote the economic growth of the district.

Step 6 Plan is adopted by the DDA after review by the Planning Commission.

Step 7 Plan adopted by the City after 30 days notice, receipt of Planning Commission comments, and public hearing.

Step 8 The DDA can certify up to 5 mills to be levied against taxable property in the district for marketing, promotions or physical improvements.

Appendix C: Urban Renewal Authorities (URA)

A. Major provisions of the URA State Statute

1. Board members are appointed by the Mayor and ratified by Council.
2. Exercise of its powers rests on findings of “blight” conditions.
3. Formed by the City after a petition of 25 electors.
4. City must adopt an urban renewal or urban redevelopment for the Authority to implement. The plan is reviewed by the Planning Commission.
5. Pursuant to the Plan, the Authority engages in projects to acquire land and prepare it for redevelopment. Land is conveyed to the private sector through a bidding process.
6. Upon adoption of the plan, a base year is established (12 months prior to plan adoptions) in which the property tax base and sales tax collected is established. This establishes base year figures that allow the Authority to collect monies from either or both sources to pay Authority debt. This “tax increment” financing allows the Authority to issue debt, if it so chooses.
7. Debt (bonds or notes) are issued without an election.
8. The Authority has no taxing power, so it exists through the good will of the City and usually has annual financial support from the City for its operational costs.
9. An Urban Renewal Authority can also be called an urban redevelopment authority.
10. Activities of the Authority are not limited to the downtown business district and can encompass a much larger area.

B. Steps to forming a DDA

Step 1 25 registered electors file a petition with the City Clerk that there is a need for an Urban Renewal Authority.

Step 2 Clerk gives notice of public hearing.

Step 3 Hearing is held.

Step 4 City Council denies or approves the petition and passes a resolution detailing their action.

Step 5 City acts as the Authority or appoints at least five Commissioners but not more than eleven that have not direct interest within the district.

Step 6 Plan is prepared for redevelopment.

Step 7 Plan is reviewed by the Planning Commission and other public bodies.

Step 8 City holds a hearing on the Plan and adopts or modifies it.

Step 9 Authority is empowered to issue bonds without an election to finance the plan. Bonds are issued through the adoption of a bond resolution.

APPENDIX D: ANALYZING MERCHANDISING TURNS

Each merchandise categories a national average merchandise turn. These are available from your sales representatives or organizations such as the National Retail Merchants Association. A merchandise turn is defined as follows:

$$\text{Average Merchandise Turn} = \frac{\text{Beginning inventory} + \text{end inventory}}{\text{Inventory}} \times \frac{\text{Net sales}}{\text{Average Inventory}}$$

By analyzing merchandise turns a retail business can reorganize its merchandise selection to concentrate on areas that return investment. The inevitable result is more targeted merchandise and more responsiveness to community demand and need. The following example illustrates the way in which this type of analysis can increase a retail store’s profit while providing needed goods to the local community.

EXAMPLE: Woman’s clothing store

Assume: Approximately \$25,000 in stock, split equally among three types of woman’s apparel within the same timeframe.

	A <u>Lingerie</u>	B <u>Daywear</u>	C <u>Outerwear</u>
Average Inventory	\$8,300	\$8,300	\$8,300
Sales	\$66,500	\$25,000	\$8,500
Merchandise Turns	8	3	1
Total Sales	\$100,000		
Assume: Outerwear discounted, sell @ 50%, take \$3,300 in Outerwear and reinvest in Lingerie, therefore:			
Average Inventory	\$16,600	\$8,300	\$0
Sales	\$122,800	\$25,000	
Merchandise Turns	8	3	0
Total Sales	\$147,800		

Appendix E: Matrix of Downtown Renewal Tools

Financing Mechanism	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
BONDS				
General Obligation Bonds	<p>Issued by City</p> <p>Requires municipal vote</p> <p>Subject to City debt limit</p> <p>Payable by general fund or ad valorem mill levy</p>	<p>Any public improvement</p> <p>Should be used for projects of community-wide benefit</p>	<p>Backed by City's faith</p> <p>Existing debt limit remains</p>	<p>Municipal vote requirement</p> <p>City's debt limit</p> <p>Public sale</p>
Special District Bonds	<p>City creates district for special improvement</p> <p>Majority vote of property owners needed to counter-act district creation</p> <p>Assessment in district based on relative benefit to property owner</p>	<p>Usually specific projects not covered by general improvement districts</p> <p>Malls, special public spaces or amenities</p>	<p>Not subject to City debt limitation</p> <p>Does not require municipal vote</p> <p>City initiates/requires majority vote of property owners to defeat</p>	
Revenue Bonds	<p>City or other authority issues bonds payable by revenues (i.e. parking income)</p> <p>Not subject to City debt limit if backed by other funds</p>	<p>Public improvements and parking</p> <p>Entertainment sports facilities</p> <p>Conference center</p>	<p>Not subject to debt limit</p> <p>Backed by City's faith</p>	<p>Revenues not predictable</p> <p>Usually require backup for bonding</p> <p>Municipal vote may be required.</p>

Financing Mechanism	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
BONDS				
Sales and Property Tax Anticipation Bonds	<p>Bonds issued by City or Authority</p> <p>Backed by expected sales tax increase only</p> <p>City can make gift to Authority</p>	Public improvements	Regional users of facility contribute to cost	<p>Risk of lower than predicted revenues</p> <p>Possibility that these bonds may not be available for greater than one year</p> <p>City incurs debt</p> <p>Municipal elections may be required</p>
Tax Increment Bonds	<p>Bonds based on projected property value increases & ensuing income tax increases from all sources</p> <p>Existing tax base frozen and all revenues above base are allocated for repayment of bonds</p> <p>Does not preclude tax rate increases by other taxing agencies</p>	Any public improvement or expense related to Redevelopment Project	<p>Good source of fronted money</p> <p>Can be issued by Redevelopment Authority (i.e., does not require municipal vote)</p>	<p>May have negative impact on some taxing agencies</p> <p>Risk of property value not rising as much as expected</p>
Lease Revenue Bonds	City or Authority owns property (land and/or	Public/private improvement Land	Circumvents increment financing limitations	City or public corporation such as Redevelopment

Financing Mechanism	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
BONDS				
ASSESSMENTS/ REVENUES Ad Valorem Property Taxes	<p>Available to private developer at reduced interest rate (approx. 7%)</p> <p>Not subject to City's debt limit</p> <p>Levied by City for payment of g.o. bonds</p> <p>Levied by general improvement district</p>	Public improvements	Predictable Can be tailored to those goals that really benefit	financing
Gas/Auto Tax	Levied incrementally by City for special district Existing taxes which might be increased for application to redevelopment	Public improvements	Can be directly dedicated to roadway improvements	Question as to applicability
Sales Tax	City revenues generated by redevelopment area or designated area or a designated percentage of total revenues	Land or structures	Nonresidents of City generate revenues as well as citizens	Year by year allocation Vote required
City General Fund, Transportation Fund, Flood	General City revenues applicable to	Land Transportation	Allotment could be designated for redevelopment	Funds must be approved by City Board

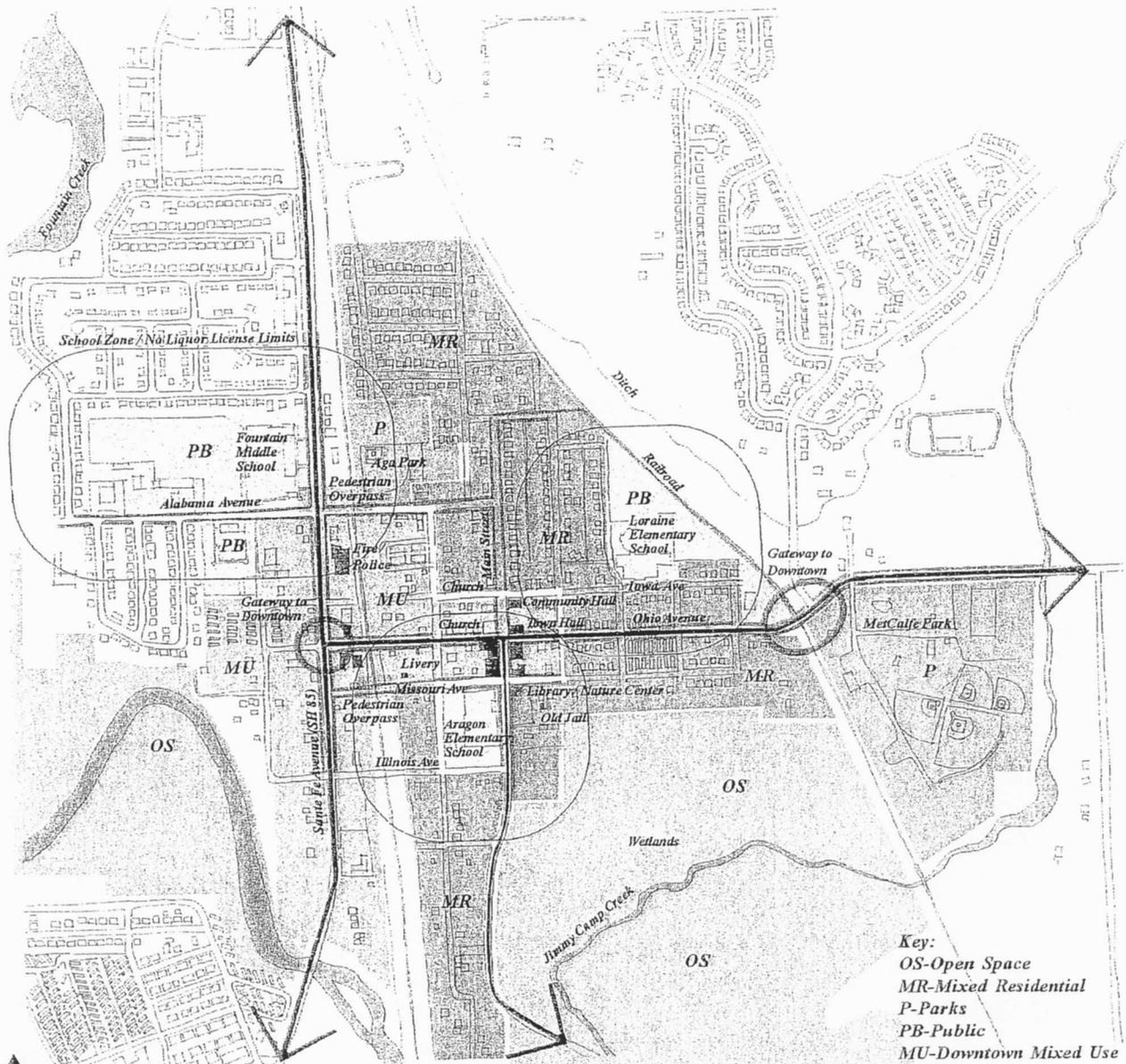
Financing Mechanism	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
BONDS				
Control Fund	projects of City-wide importance through capital improvement, etc.	improvements Flood control Utilities	free and clear Allotment could be “borrowed” and Redevelopment Authority paid back	
Parking Revenues	City or general improvement district revenue	Parking lot, land or structures Related transportation improvements, landscaping	Applicable specifically to users of facility or lessees who benefit	Limited applications Revenues not predictable High turnover required to break even
Lease Revenues	City, Redevelopment Authority revenues Can be lease revenues with intent to purchase by developer	Land or structures and related improvements	Stronger surety than parking revenues	Bonding capability determined to some degree by lessee’s rating and pre-lease commitments
INCENTIVES				
Interest Rate	City or redevelopment Authority uses various funds to lower interest rates for private developer	Private improvements	Creates incentive Location Assumption by private developer of public improvements Good way to leverage small amounts of	

Financing Mechanism	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
BONDS				
Preservation Incentives	<p>1978 Revenue Act</p> <p>Allows for 10% credit for improvements and rehabilitation to commercial and industrial bldgs. More than 20 years old</p> <p>75% of existing external walls must remain</p>	Existing commercial & industrial structures	<p>money</p> <p>Great incentive to developers</p>	<p>Does not allow for major demolition and rebuild</p> <p>More appropriate for older areas (i.e., downtown)</p>
Use of Governmental Land	County or State would donate non-useable land to City	Transit facility or other related transportation or trail systems	Avoid cost of property	Sometimes restrictions on use
Tax Abatement and Exemptions	City alleviates property tax requirements on varied schedule over a period of years (i.e., 100% reduction for 5 years, 50% reduction for 5 years than returning to normal)	Private development	<p>Used primarily as incentive to private developer for development that may not be viable economically</p> <p>Can be used to attract developer</p> <p>Good for encouraging quality development</p> <p>Can be used as</p>	<p>Counteracts some benefits of tax increment although use for different purposes so the two techniques may be used in conjunction</p> <p>Limited to City's tax</p>

Financing Mechanism	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
BONDS				
Substitute Mechanism for Tax Abatement	<p>Tax-exempt entity (such as City or Redevelopment Authority) buys title to property</p> <p>Entity charges rental equal to bond payment</p> <p>Adds extra “rental” charge equal to increase in “taxing” schedule</p>	Private/public improvements	<p>tradeoff for developer assuming greater responsibility</p> <p>Circumvent legal and availability of tax abatement</p>	City or redevelopment authority must become “developer”
Improvement Gifts	Elements of plan donated in return for public recognition (i.e., trees, street, furniture, bldgs.)	Any element: mostly small items	Creates public interest, pride, involvement in project	Limited source of revenues

Implementation Body	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
<p>ADMINISTRATIVE STRUCTURES</p> <p>City</p>	<p>Fountain is a home rule City</p>	<p>Public improvements</p>	<p>Power of eminent domain</p> <p>City's faith highly bondable</p> <p>Financing alternatives include tax revenues, bonds, special or general assessments</p> <p>Can create improvement districts, establish pedestrian malls</p> <p>Ultimate control of redevelopment projects</p>	<p>No bonds without municipal election</p> <p>Debt limit</p> <p>Limited to the "public interest"</p>
<p>Downtown Development Authority</p>	<p>Similar to Redevelopment Authority, but includes limited ability to levy a tax</p>	<p>Public/Private improvements</p>	<p>Whole range of implementation techniques</p> <p>Ability to raise limited tax revenues</p> <p>Representative of Downtown interests</p>	<p>Bond may be considered debt of City</p> <p>Bonds may require vote of area property owners</p> <p>Governing authority appointed by City Board</p>

Implementation Body	Description	Applicability Within Redevelopment District	Advantages	Disadvantages
Urban Renewal authority	A corporate body created only if City Board determines that	Public/private improvements		Limited authority to “control business district” No power of taxation
General Improvement District	<p>blight exists, in order to remove the blight</p> <p>City Board establish district</p> <p>Formed by consent 50% of property owners in area</p> <p>Powers described in a petition allowing or limiting powers</p>	Appropriate for specific elements, i.e., parking flood control, lighting, etc.	<p>No debt limit</p> <p>Power of eminent domain</p> <p>Power to levy taxes</p> <p>No debt limit</p>	<p>Bonding capability limited</p> <p>Cannot create general improvement district</p> <p>Consent of a majority of landowners required for establishment</p> <p>Powers originated by landowners</p>



Urban Design Framework Plan - Figure 1

Urban Design Framework

An urban design framework is used to identify seams between districts or sub-areas, nodes of activity, gateways in and out of district areas, corridors, linkages that are desired, etc. Two public meetings were held and four field trips were made to develop this concept for a framework and to begin to generate ideas for how Fountain might want to develop in the future. The results of the two meetings that can be shown on a map are illustrated here. The principal ideas are:

- There should be gateways to the historic part of town and wayfinding signs to direct people to the downtown at Santa Fe Avenue and Ohio Avenue, and at Ohio Avenue near Metcalfe Park.
- There should be wayfinding monuments to direct people to the downtown at SH16 and Santa Fe Avenue, and I-25 and Santa Fe Avenue.
- There should be "gateways" at SH16 and Santa Fe Avenue, I-25 and Santa Fe Avenue.
- The old jail site, the livery stable, and the old stagecoach stop should be included in a tour of historic landmarks.
- The wetlands should be made accessible to the downtown and somehow have a presence in the downtown.
- The downtown should be the heart of the community.
- The downtown should be the civic center of Fountain.
- There should be a pedestrian bridge over Santa Fe Avenue and the Burlington Northern Railroad tracks at Alabama Avenue.
- There should be a pedestrian bridge over the Burlington Northern Railroad tracks at Missouri Avenue.
- Traffic on Ohio Avenue should be "calmed" or slowed down.
- The character of the residential neighborhood directly north of downtown should be preserved and protected.
- The regional trail should be extended around the town and if possible, penetrate the downtown.

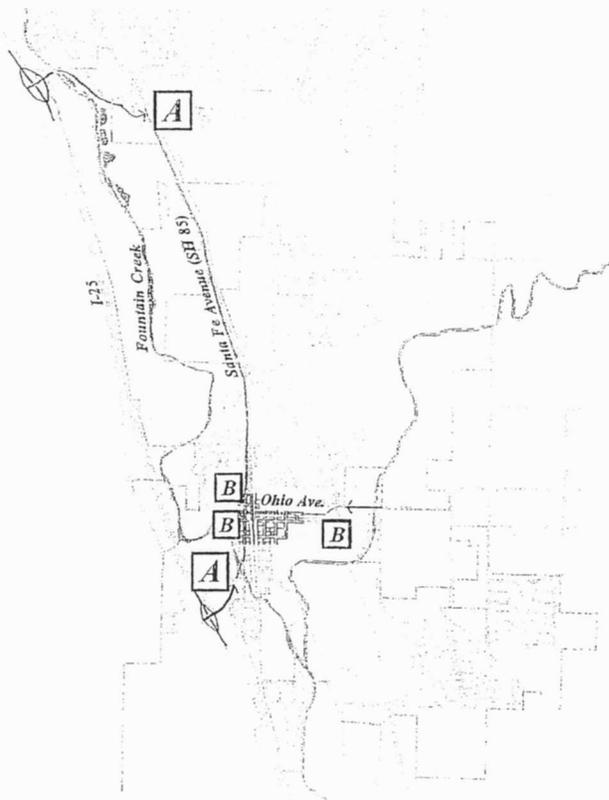


Figure 2
Downtown Wayfinding Monuments

This plan proposes a system of wayfinding monuments that point the traveling public to downtown Fountain. It includes two large monuments (Type A) to be placed at the two entrances to the town from I-25, and a smaller version of the monument (Type B) to be placed on Santa Fe Avenue at Ohio Avenue, and on Ohio Avenue at Metcalfe Park. The north gateway monument would be located across Santa Fe Avenue from the eastbound SH 16 exit ramp and point the traveler to the south toward the downtown. The south gateway monument would be located on the northeast corner of Santa Fe Avenue and Crest Drive and point the traveler straight ahead. At about 100 feet south and north of Ohio Avenue on Santa Fe Avenue there would be located the smaller (Type B) monuments. They would direct the traveler to turn to the east toward Main Street. A third monument (Type B) would be located on the north side of Ohio Avenue, just west of the Union Pacific Railroad tracks and, along with the landscaping, be part of the Metcalfe Park gateway into the historic part of the town. The Type C monument is an event Kiosk / Marquee to be located at the Post Office, Visitor's Center and the City Hall.

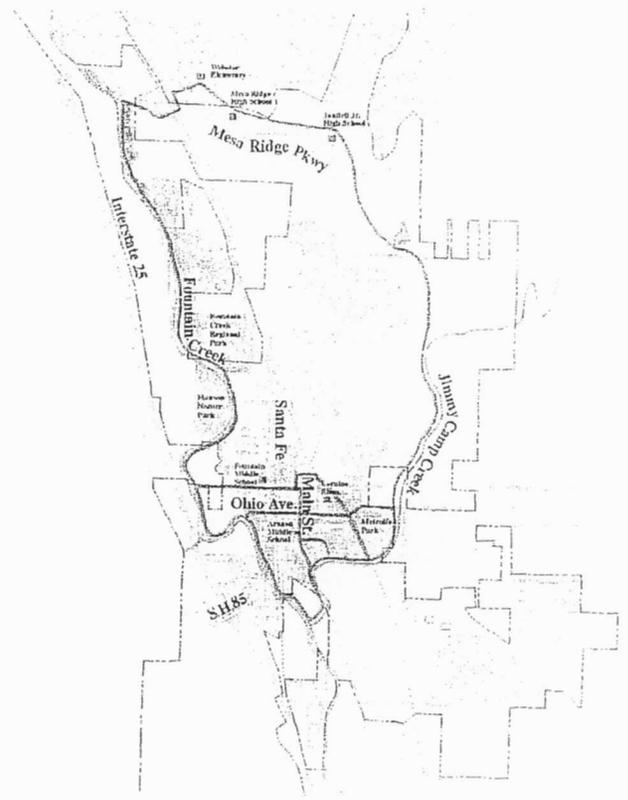
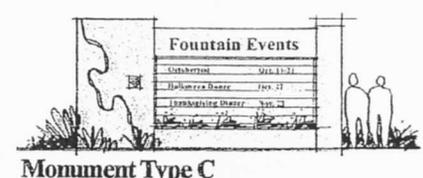
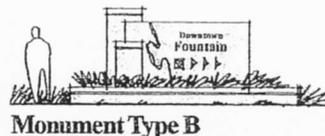
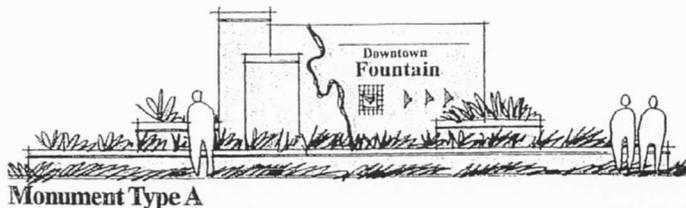


Figure 3
Regional Trail Plan

The wetlands and other open spaces provide a link between the downtown and the rural areas that surround Fountain but which are quickly being developed for residential properties. It is important that before it is too late, the open spaces are linked so that they can be appreciated and not become a series of isolated, inaccessible parcels obscured by development.

To tie these areas together it is suggested that the regional trail that begins at the Willow Springs Ponds and extends south along Fountain Creek be extended further along Fountain Creek to Jimmy Camp Creek and follow Jimmy Camp Creek through the wetlands, north to the schools north of Mesa Ridge Parkway and from there, west to the Willow Springs Ponds. Drawing the trail from the wetlands into the downtown will give the wetlands a presence in the downtown, and is an opportunity to make the interpretation and study of the wetlands a permanent fixture in downtown Fountain. Also the trail would make the whole area more accessible to people on horseback. The entire loop, when complete, would be about twelve miles in length, a satisfying ride for the recreational bicyclist.



North Gateway (SH16 and Santa Fe)

- A stone masonry and steel monument sign, (Gateway Monument Type A) with lighting and planters around the base, located across Santa Fe Avenue from the eastbound SH 16 exit ramp. (The monument is a wayfinding sign that points the user toward the downtown. Its design is three-dimensional and conveys the idea of cascading water, executed in stone masonry. The stone masonry shapes hold a sign panel made of rusted "CorTen" steel, with a molten glass shape that is modeled after the shape of Fountain Creek as it passes by the town, and next to it a red painted steel heart shape on a black painted steel square on a grid of stainless steel bars that represents the heart of the community and the historic street grid.)
- A line of randomly spaced trees on both sides of Santa Fe Avenue from SH16 to the south boundary of the Fountain Creek Regional Park. (The trees should be placed such that they will accommodate the future widening of Santa Fe Avenue.)
- Clusters of trees and shrubs flanking the entrance to the Fountain Creek Regional Park.
- Lines of trees on both sides of the entrance to the Fountain Creek Regional Park, starting at Santa Fe Avenue and going west for about 250 feet (to where the drive opens up into the parking area).

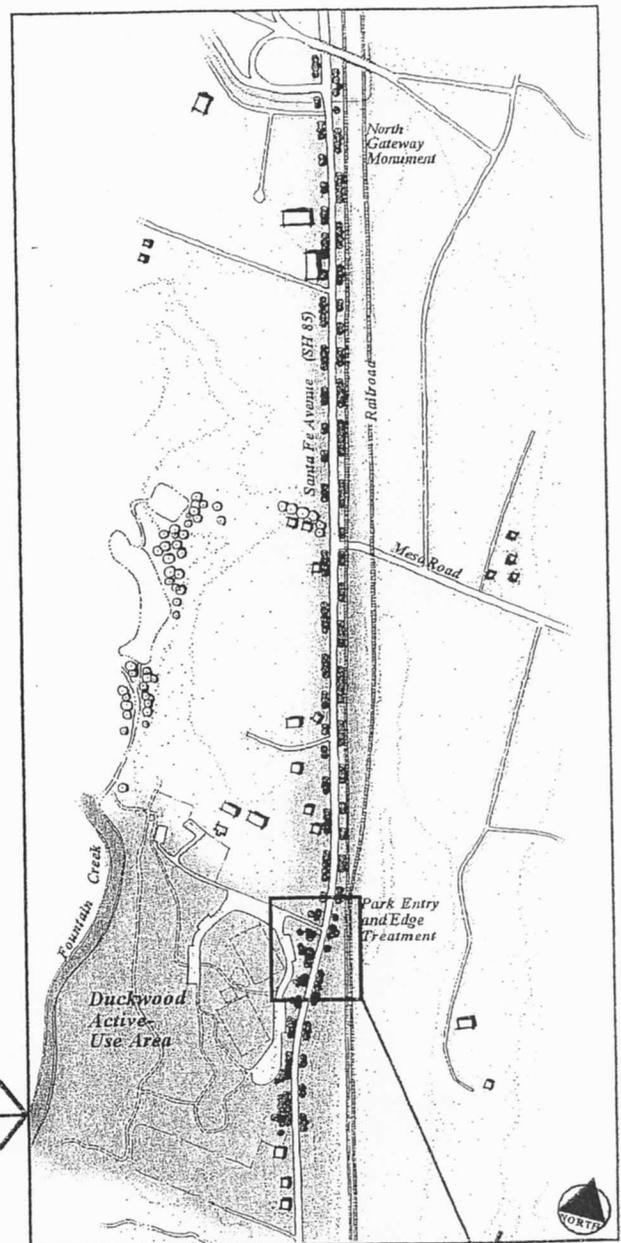
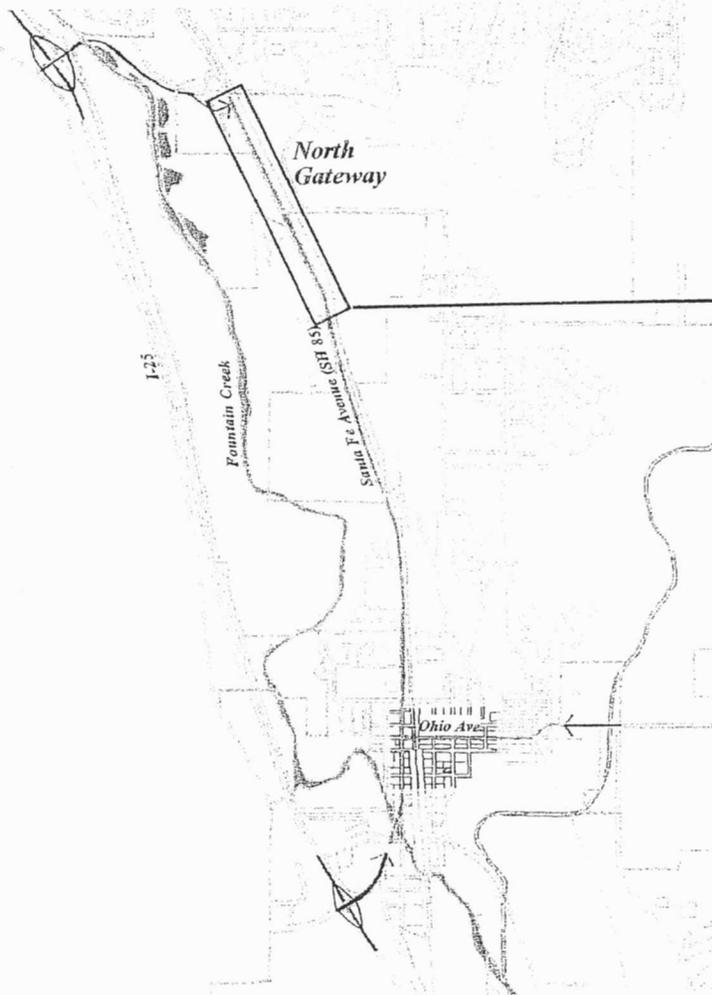


Figure 4

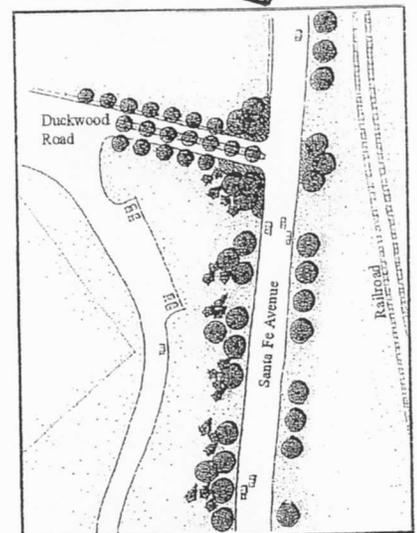


Figure 5

South Gateway (Santa Fe between Crest Drive and the bridge over Fountain Creek)

- A stone masonry and steel monument sign, (Gateway Monument Type A) with lighting and planters around the base, located on the northeast corner of Santa Fe Avenue and Crest Drive.
- A Visitor's Center (Chamber of Commerce) in the building north of the Diamond Horseshoe, remodeled and improved with landscaping and a patio enclosed by courtyard walls, a paved and landscaped parking area, and an "Event Kiosk" that announces upcoming events in Fountain
- A line of trees on each side of Santa Fe Avenue from Crest Drive to the bridge abutments.
- A cluster of trees and shrubs that frame the abutments on each side of the bridge.
- When the bridge is replaced, enhancements to the abutments and other pedestrian amenities that make the bridge part of the gateway experience should be considered.

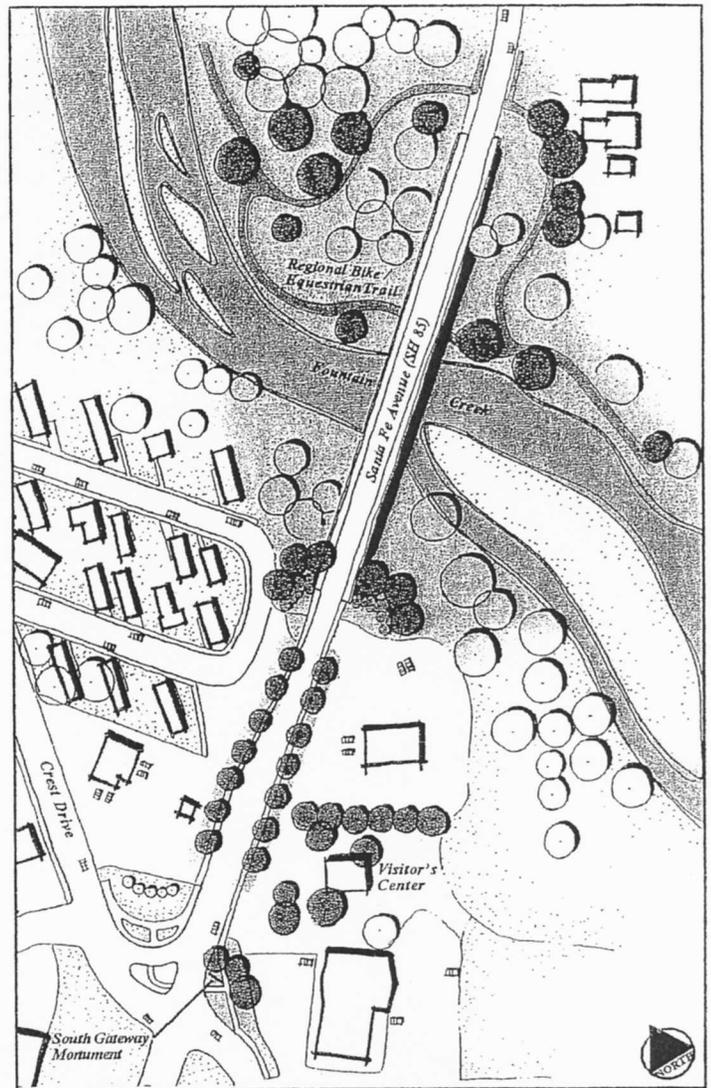
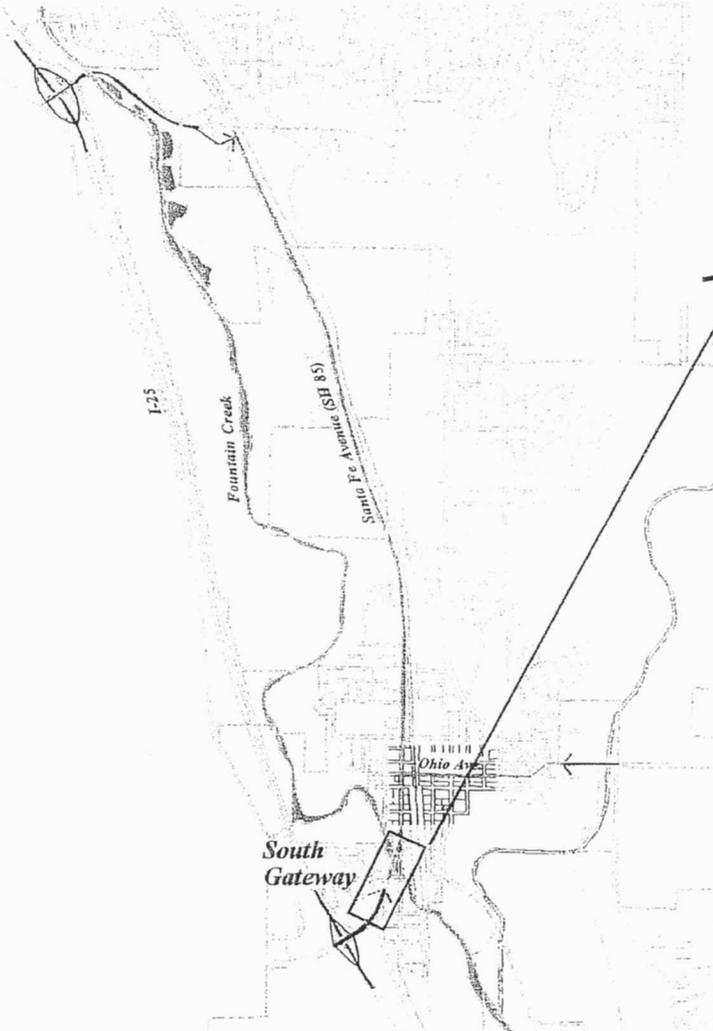


Figure 6



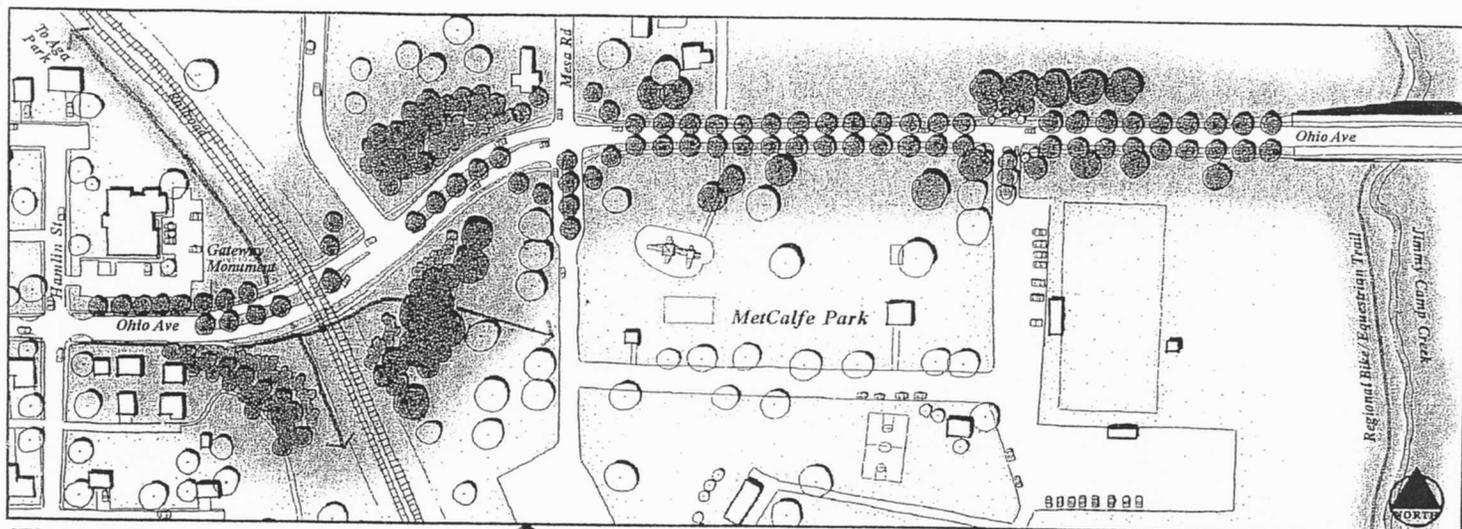
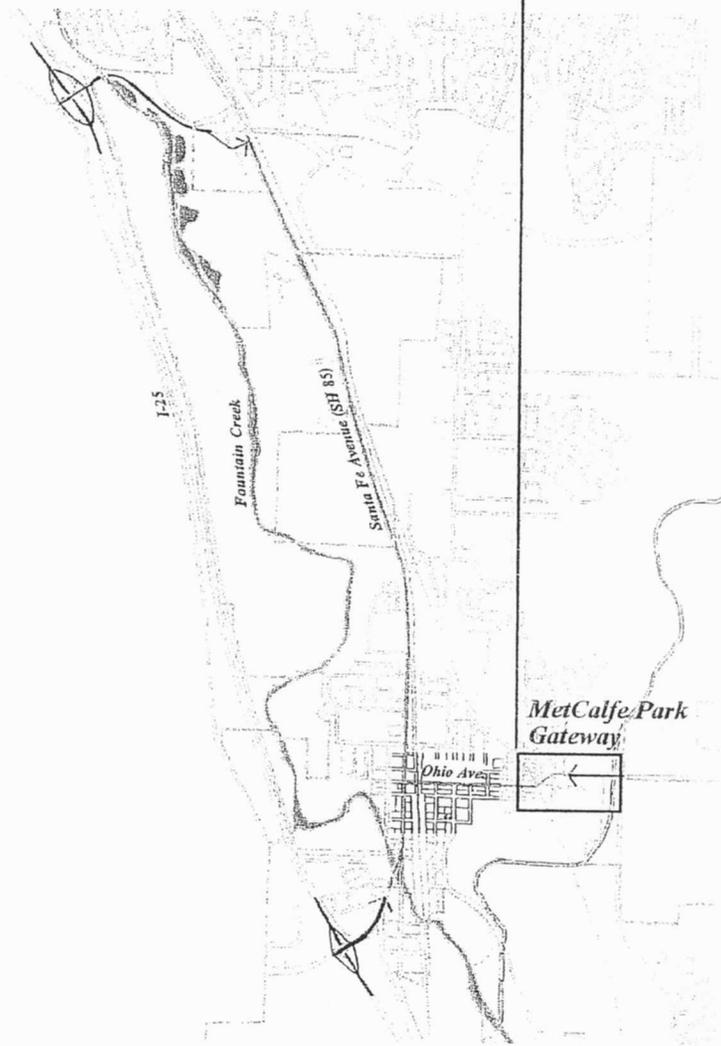


Figure 7

Metcalfe Park Gateway (Ohio Avenue and the Railroad Tracks)

- A gateway monument (Type B) located in the triangle of land in the northwest corner of Ohio Avenue and the Union Pacific Railroad tracks.
- A landscaped median in Ohio Avenue extending from about 200 feet west of the Union Pacific Railroad tracks to Vern Street, with a break and left turn pocket at Fountain Mesa Road and a left turn pocket at Vern Street.
- A landscaped median in the west park entrance, extending south from Ohio Avenue about 120 feet.
- A landscaped median in the east park entrance, extending south from Ohio Avenue about 80 feet.
- A cluster of trees and shrubs in the southeast quadrant of the intersection of Ohio Avenue and the Union Pacific Railroad tracks on the Ohio Avenue centerline alignment. (This cluster of landscaping will serve as a focal point for eastbound Ohio Avenue traffic.)
- A cluster of trees and shrubs in the southwest quadrant of the intersection of Ohio Avenue and the Union Pacific Railroad tracks on the Ohio Avenue centerline alignment. (This cluster of landscaping will serve as a focal point for westbound Ohio Avenue traffic.)
- A cluster of trees and shrubs in the northeast quadrant of the intersection of Ohio Avenue and Fountain Mesa Road. (This cluster of landscaping will serve as a focal point for eastbound Ohio Avenue traffic as it approaches the curve west of Vern Street)



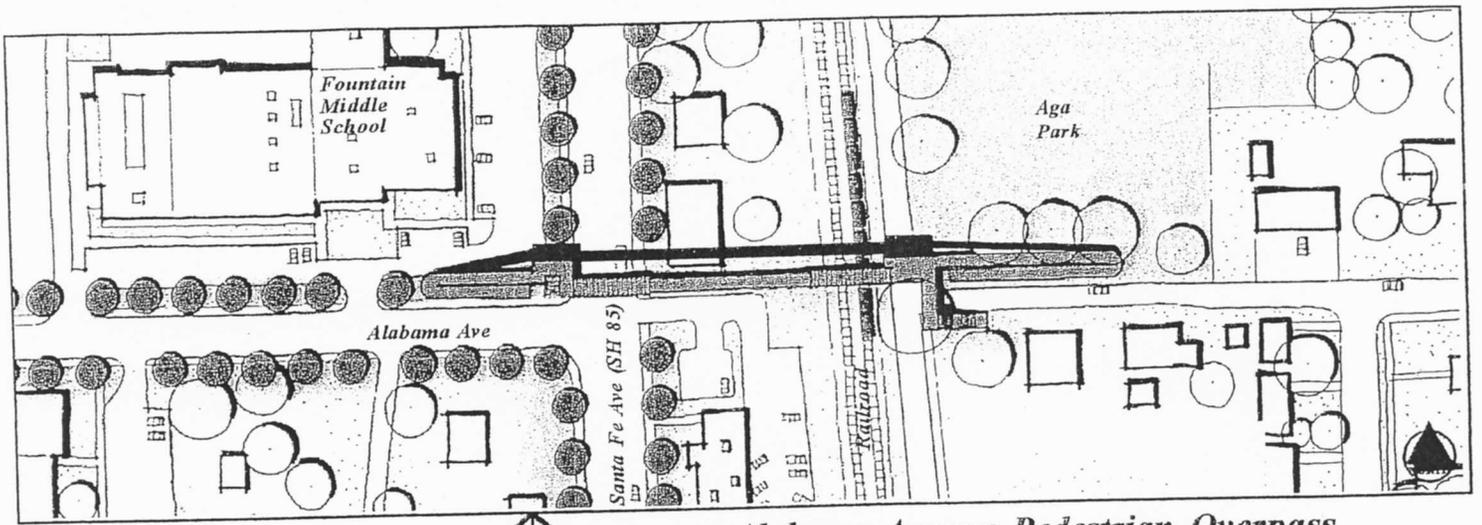
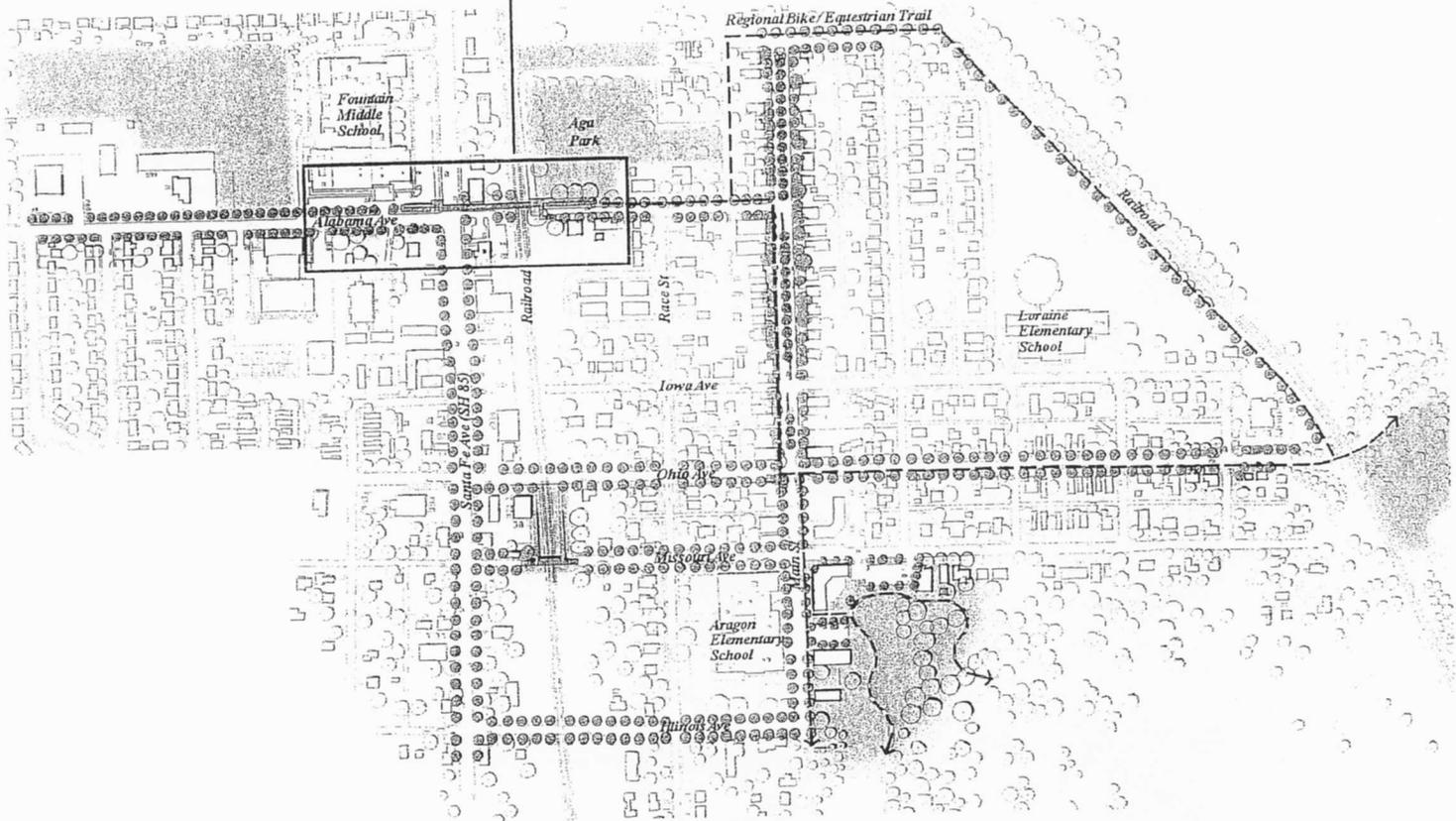


Figure 8

Alabama Avenue Pedestrian Overpass and Streetscape

- A pedestrian bridge that spans Santa Fe Avenue and the Burlington Northern Railroad tracks from the southeast corner of Fountain Middle School to the southwest corner of Aga Park. (The bridge could also include a stair, facing south, at the east side of Santa Fe Avenue. In this conceptual sketch, the stairs and ramps face south, as much as is practicable, to ensure that snow will be melted by the sun's rays.)
- Rows of regularly spaced trees and sidewalk improvements along both sides of Alabama Avenue, between Rangeview Street and Santa Fe Avenue, and from the Burlington Northern Railroad tracks to Main Street.



Fountain Downtown Renewal Plan

Missouri Avenue Pedestrian Overpass and Streetscape

- A pedestrian bridge that spans the Burlington Northern Railroad tracks within the Missouri Avenue right of way projected. (In this conceptual sketch, there are stairs at each end of the span, and ramps that extend to Ohio Avenue. This way, the bridge serves pedestrian traffic on both Missouri Avenue and Ohio Avenue.
- Rows of regularly spaced trees and sidewalk improvements along both sides of Missouri Avenue, between the Burlington Northern Railroad tracks and Main Street.

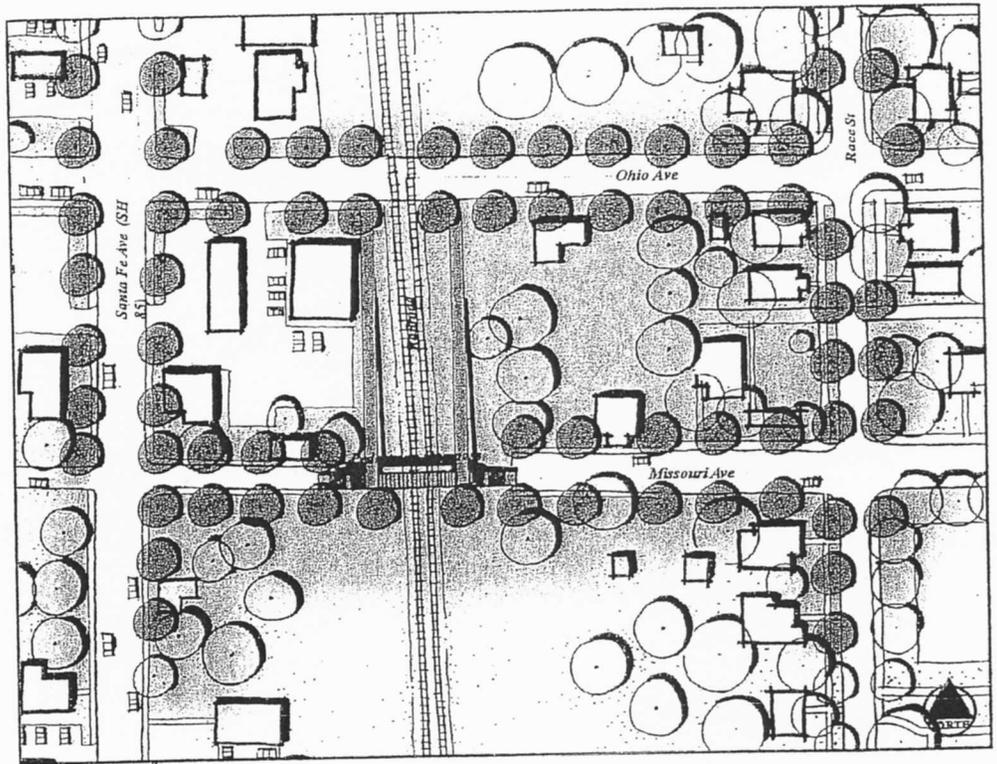
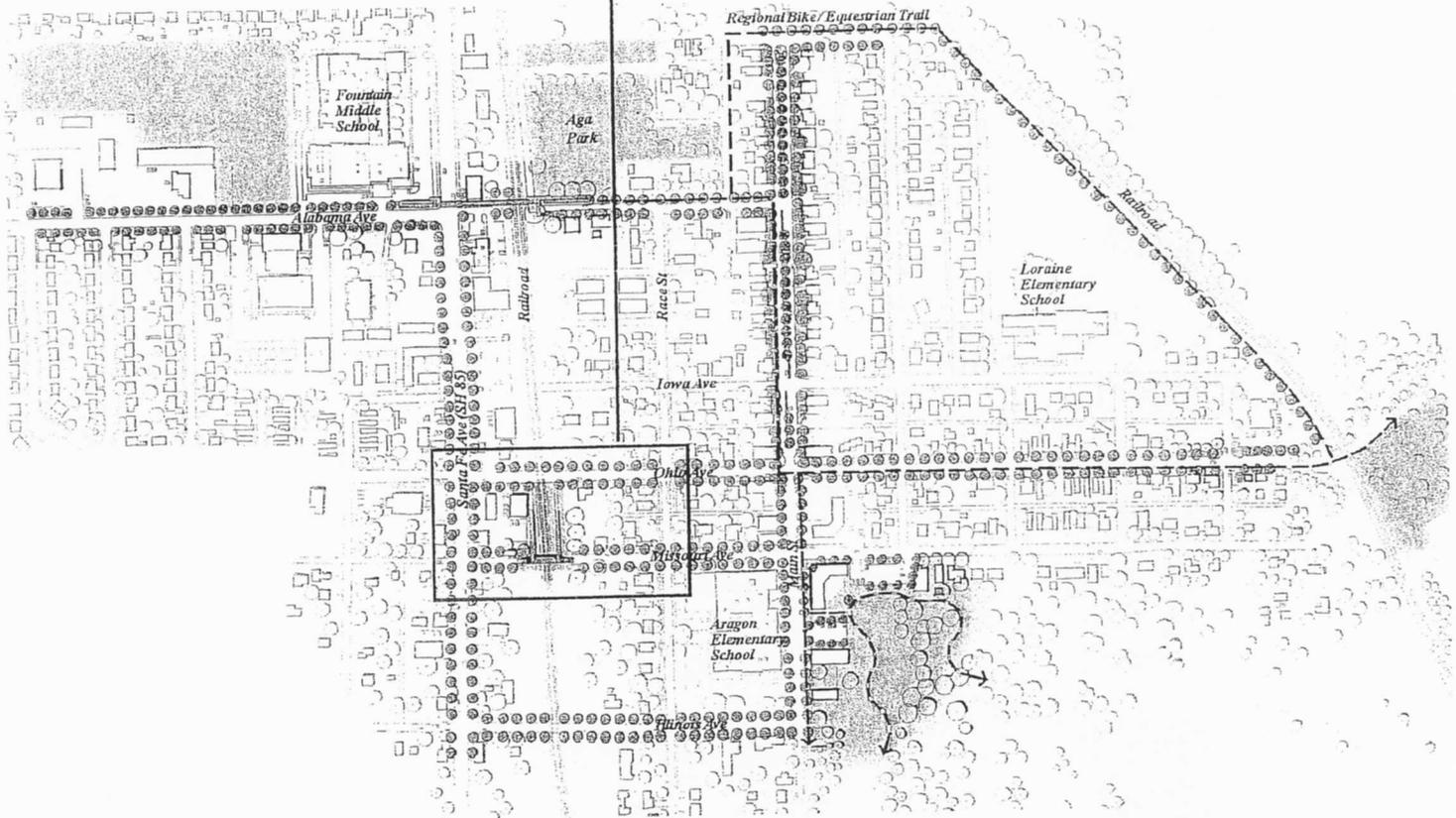


Figure 9



Fountain Downtown Renewal Plan

Main Street Median, Ohio Avenue to Hanover Street

- A landscaped median in the center of Main Street between Ohio Avenue and Hanover Street. The median would be 18 feet wide and landscaped with turf, beds of flowering annuals at key spots and trees placed at 30 feet on center. There would be breaks in the median with turn pockets to preserve the full complement of vehicular movements at the Iowa Avenue and Alabama Avenue intersections. Main Street would have a parking lane and one travel lane on either side of the street.
- At Ohio Avenue, the northwest and northeast corners on the intersection would be extended out to match the geometry of the intersection on the south side. There would be monuments on the two north corners to create a gateway into the residential neighborhood and distinguish it from the commercial portion of Main Street.
- At Hanover Street, the median would be widened to create space for a brick wall and landscaping. There would also be brick monuments to mark this intersection as a gateway into the neighborhood.

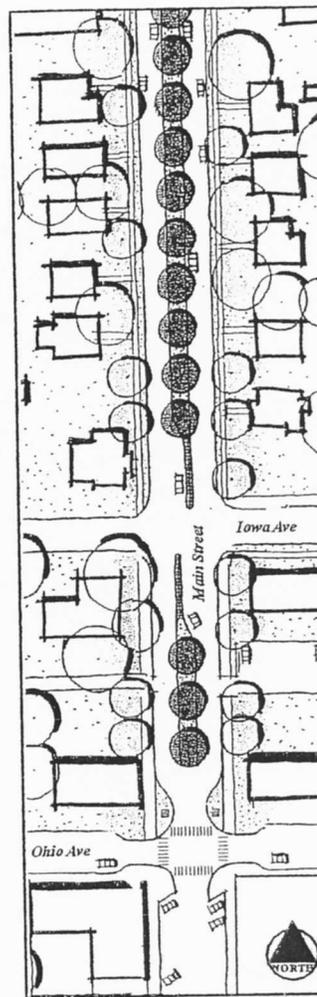
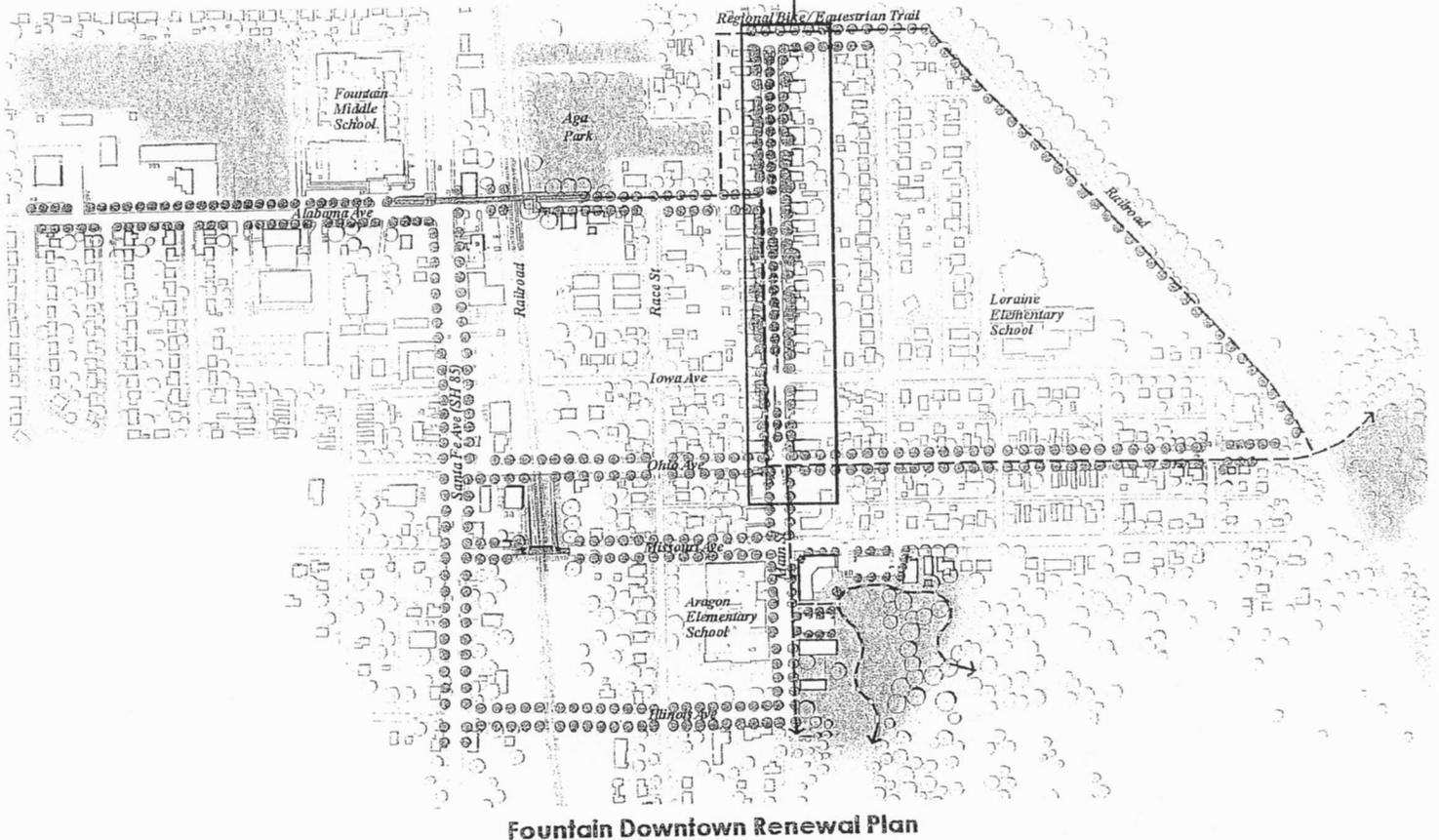


Figure 10



Fountain Downtown Renewal Plan

Library and Nature Center

- A building that houses a new library and nature center located at the southeast corner of Main Street and Missouri Avenue. The building would have two wings, similar to the new City Hall, with the library in one wing and the nature center in the other. The space between the two wings would be a large outdoor space with an observation deck, interpretative displays and an outdoor café. Located on the axis of the City Hall parking lot, would be a gazebo with telescopes and educational exhibits. The regional trail would wind its way through the wetlands to the facility, with connections to both Missouri Avenue and Main Street. The historic Old Jail would be connected to the Library/Nature Center via the regional trail.
- Two parking lots would be developed along with the facility. The one on the east side of the facility would have curb cuts that line up with the City Hall parking lot and Walnut Street. The parking lot to the south of the facility would serve both the library and the Aragon Elementary School staff. As an alternative, school staff parking could be provided by constructing head-in parking along the west side of Main Street between Missouri Avenue and Illinois Avenue.

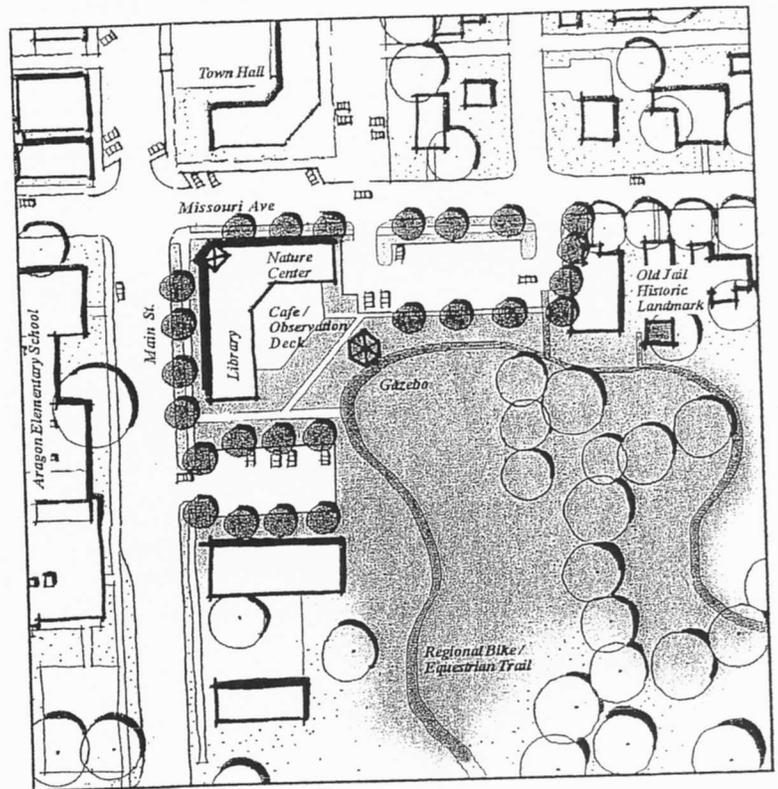
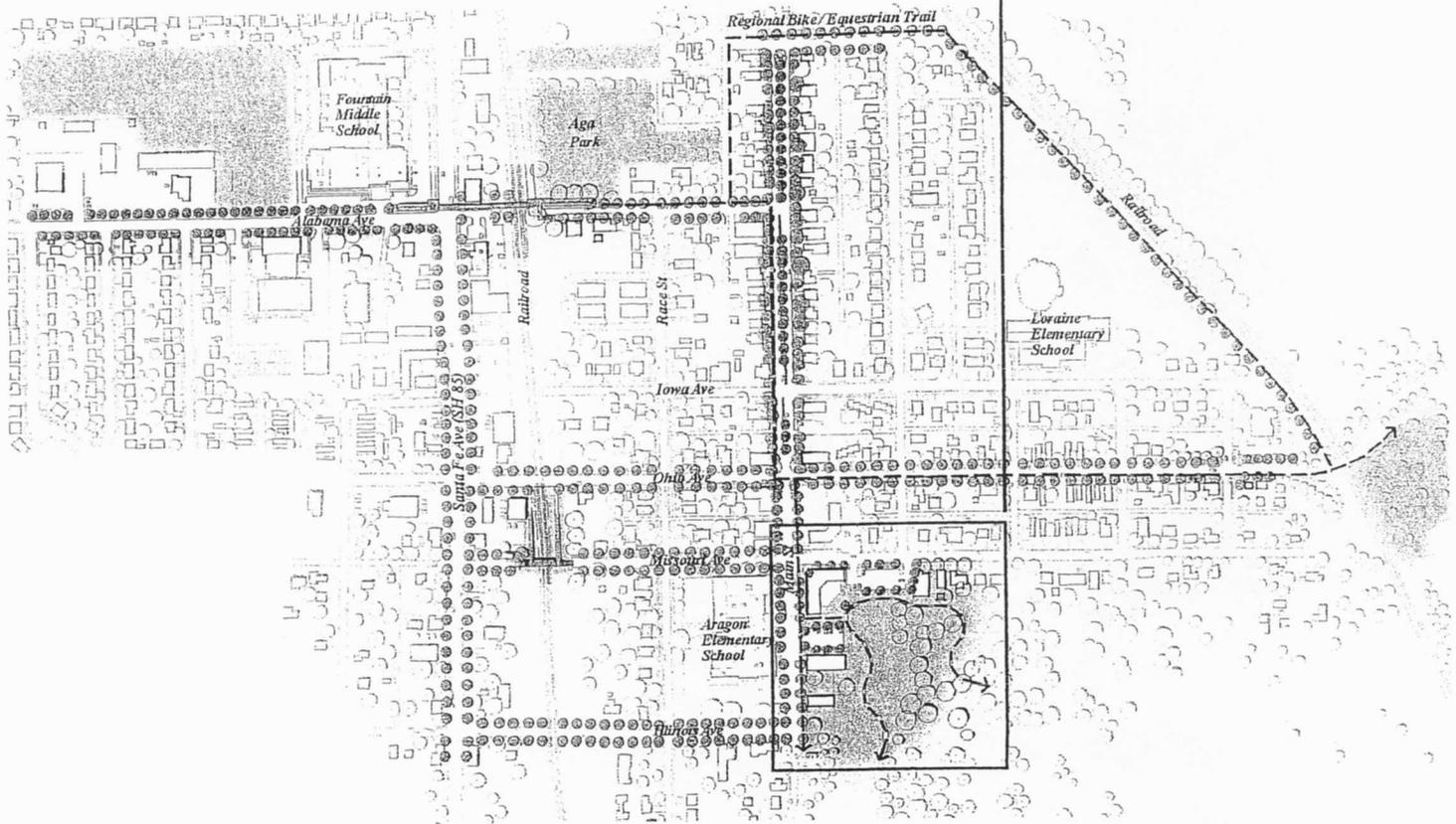


Figure 11



Fountain Downtown Renewal Plan

Ohio Avenue Traffic Calming Improvements (at Walnut, Vine, Ring, and Hamlin Streets)

- Curb extensions on the north and south sides of Ohio Avenue at the four intersections between Main Street and the Union Pacific Railroad tracks. The curbs at each intersection would be relocated out into the street the width of the parking lanes on Ohio Avenue, reducing the width of pavement that pedestrians must cover to cross the street, tying the neighborhoods north and south of Ohio Avenue together and creating “pinch points” that give the automobile driver a sense of tightness and “friction” that induces him/her to slow down.

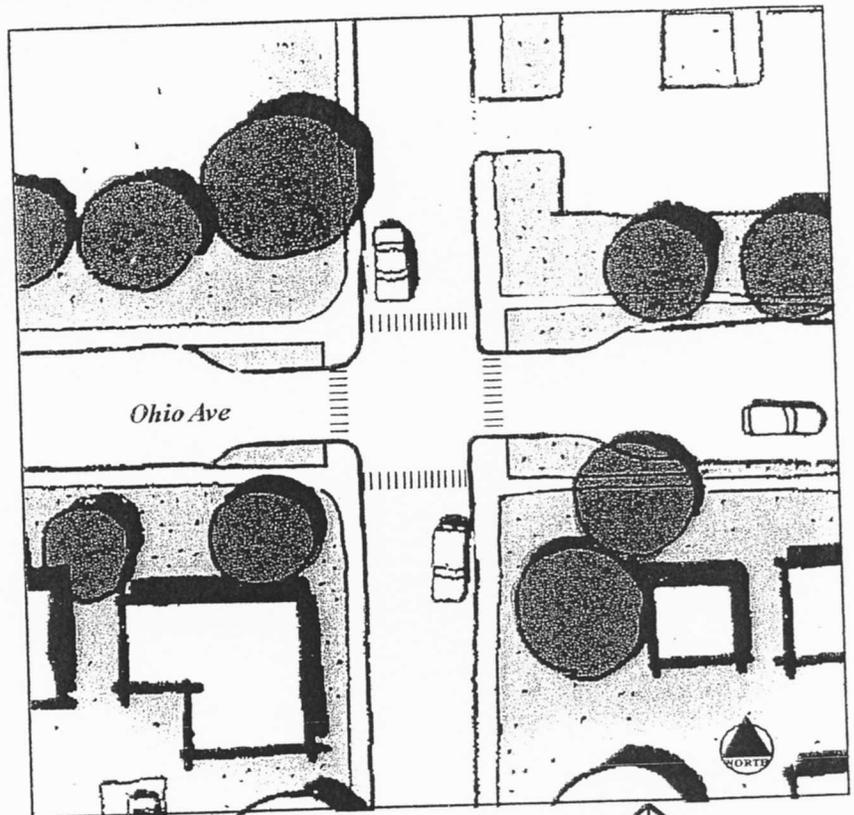
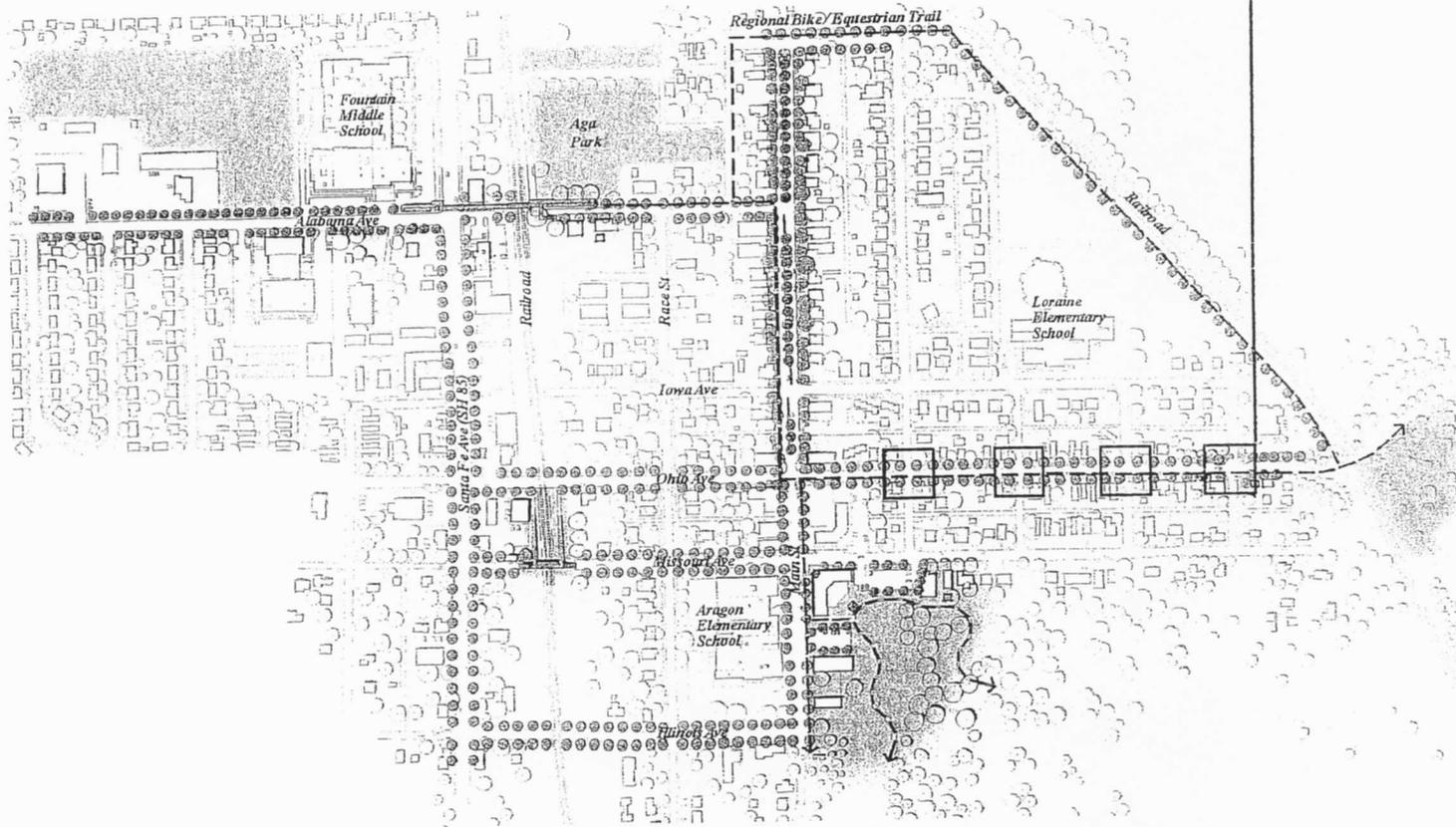


Figure 12



Fountain Downtown Renewal Plan

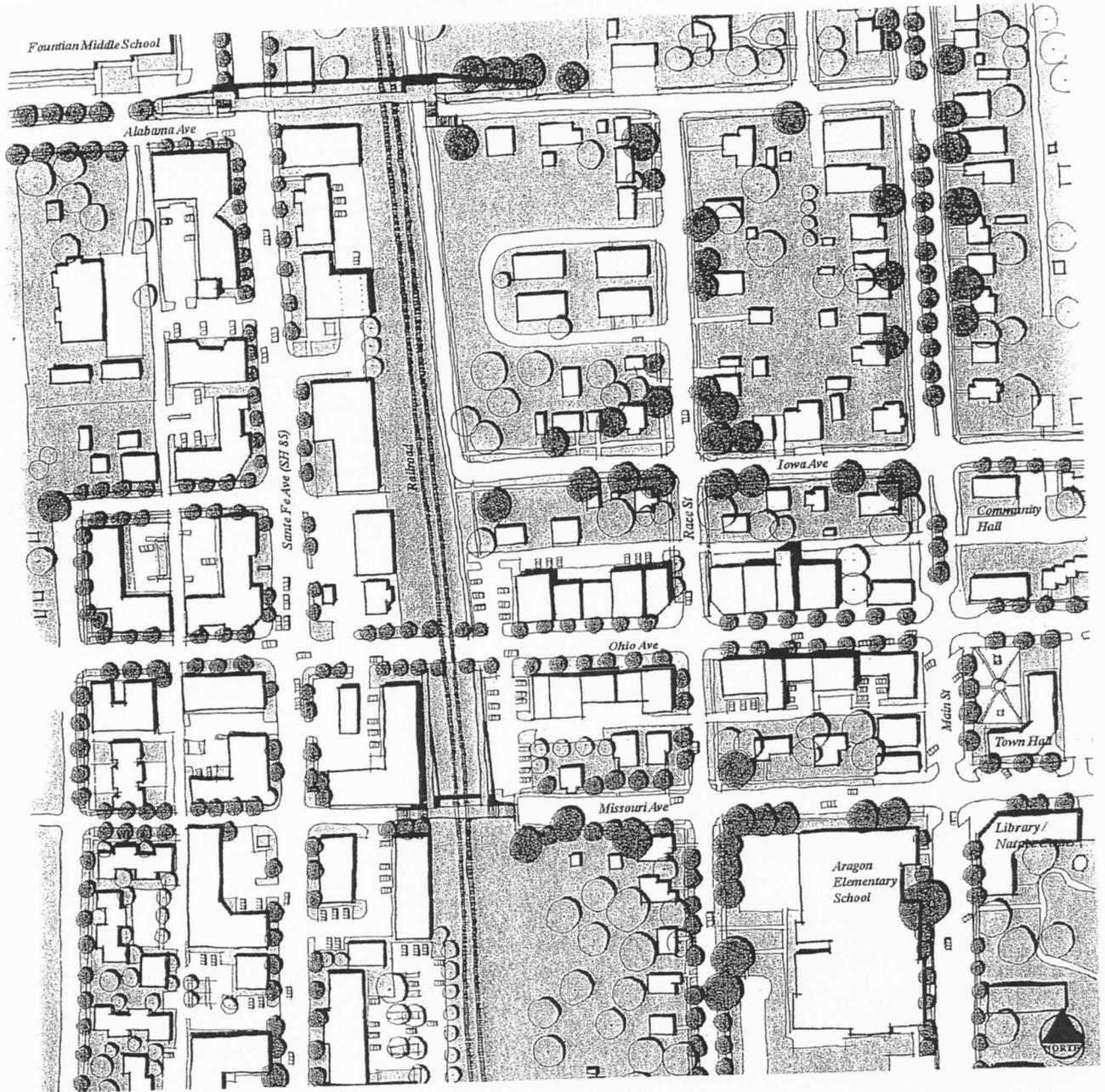


Figure 13

Future Development Plan

The character of the area east of the Burlington Northern Railroad tracks and the character of the area to the west are different. East of the tracks, the downtown is historic in flavor, characterized by small parcel development, brick facades, pedestrian scale, and storefront windows. There is an emphasis on civic and religious buildings: City Hall, the Community Building, schools, churches: equal parts civic, commercial and religious structures. The economic heart may be elsewhere, but the historic downtown will remain the cultural heart, the spiritual heart and the civic heart of Fountain.

This conceptual drawing illustrates the scale of development and

how it might be oriented toward the street (automobile vs. pedestrian orientation). East of the tracks, it continues the historic pattern of development: small parcels, traditional storefront buildings with parking in the rear, and a reliance on on-street parking in the area. It is compact, small and pedestrian in scale and everything you need is within walking distance. There is little reason to use your automobile once you are there.

West of the tracks, development is characterized by larger parcels, parking at the sides, rear, and front or under buildings, and residential units mixed in with retail and office uses, especially toward the west end.