

DILLON TOWN CENTER REDEVELOPMENT

VISIONING AND RECOMMENDATIONS PRESENTED TO DATE



Vision of Dillon Created by Dan Burden, June 2009

TOWN OF DILLON PLANNING DEPARTMENT
JULY, 2009

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VISIONING AND RECOMMENDATIONS PRESENTED TO DATE**

It is certainly understandable when the Town Council states that “we are tired of visioning and talking about redevelopment of the Core area.” And “we’re tired of hiring more consultants and conducting new studies. We want action!” As can be evidenced from the following reports and studies, the Town has been talking about the need to improve the appearance and the economic vitality of its downtown core for more than 26 years! The root of the problem lies in the original design of the core (Block A) and the lack of a clear identity, or a well-defined “sense of place.” Fortunately, relatively recent improvements in the planning profession and lessons learned from successful redevelopment projects in Colorado and across the country provide positive means for real change in Dillon’s downtown core. It may be that the era of economic vitality and place-making has finally begun in Dillon.



“Block A” Dillon’s Down Town Core (Private Ownership in Red)

The following reports and vision summaries list many improvements that might make the Dillon downtown core more economically vital and attractive. Through the years many of these improvements have been completed by the Town and are listed on Table A that follows.

Recommendations from the Downtown Development Committee. May 13, 1983.

This committee was formed as a result of a resolution by the Town Council on April 19, 1983 for the purpose of increasing the Town’s economic vitality, recommend future development needs and plans, determine what stores and facilities are needed to revitalize the Town, recommend projects, improvements and methods of financing, and

recommend schedules and priorities for funding. The committee suggested the following:

- Immediately send a letter to local businesses to inform that the Town is taking action to turn around the “rather desperate business situation” from its current downward spiral” and request that local business employees park in outlying areas, cleanup areas surrounding the business, request landscaping and planting by individual businesses and landlords, and form a business association.
- Financially support the marketing efforts of the Chamber and LDRA, specifically creating and distributing a Town brochure.
- Implement those parts of the Downtown Development Plan which would be the most visible and yield immediate results, beginning in June, i.e. beautification of the post office area, install a new sign to advertise the cinema showings as well as local activities at the town entrances, plant flowers, install street lighting along Chief Colorow (now Lake Dillon Drive), cut a new access as per Downtown Development Plan, install business district sign lighting and planting, cut access from post office to La Bonte, restructure parking, improve downtown parking, improve existing pedestrian circulation to the lake, plant town hall entrances with flowers.
- Long term actions to include help from the Colorado Department of Local Affairs, push development of Town lands with appropriate businesses, complete town entrance and Chief Colorow planning, seek to establish strong connection to and identity with the lake, consider improvements which will strengthen the town’s image, activities, attractiveness and general economic viability such as new street signs, pavilion/grandstand in park, new sign at east entrance, connection of La Bonte to the Dam Road, and improvement of information center site.

Town Center Improvement Recommendations. Dillon Economic Development Committee. August 1989.

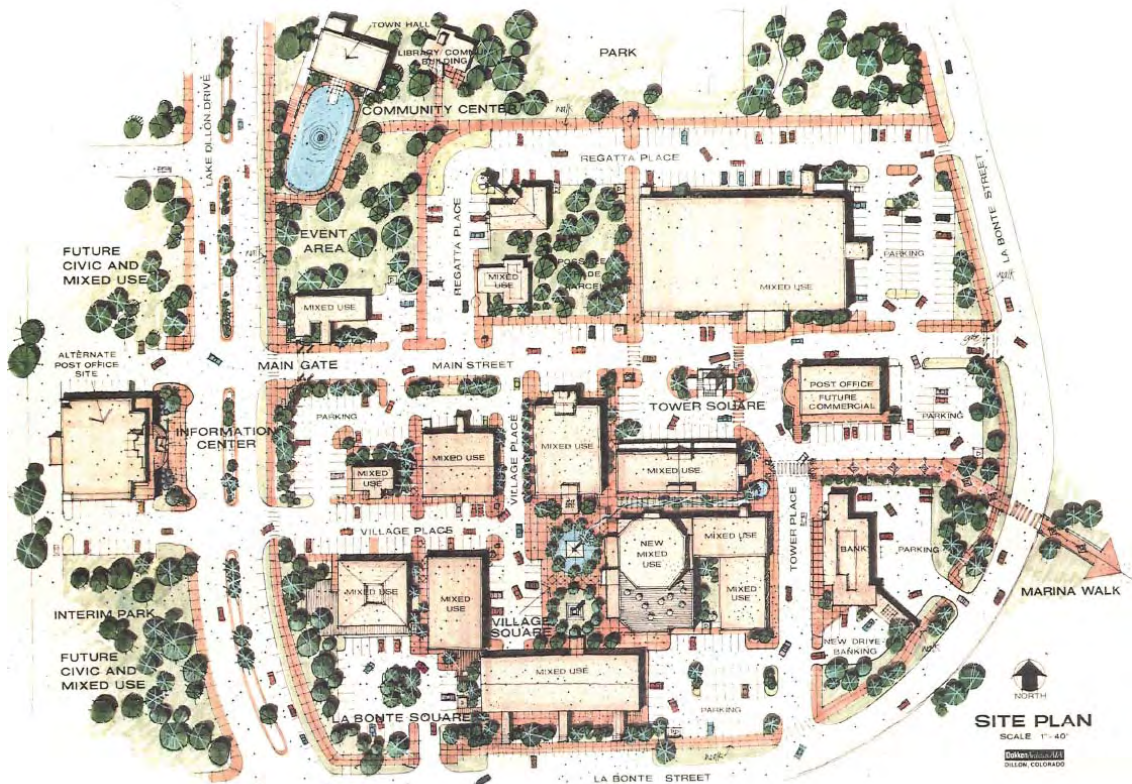
This report was prepared to address the stagnant business in Dillon, declining property values, and lack of activity. It was felt that the foregoing was caused by a poorly designed town center, unattractive commercial development and no sense of character. The document was supported by the Town Council and presented to the community. The report first defined what the vision of the town center should be, listed development requirements for the core, provided site plan recommendations, and included a site plan, streetscape recommendations, architectural recommendations, and cost estimates.

The Vision identified by the Committee included “primary elements” of what the town center should be. These were:

- Aesthetically sensitive: retain natural green belts, increase landscaping, provide inviting sidewalks, add attractive signage and lighting, improve building appearances, and provide town entrances and squares.
- Quality of life: increase activities, resort community, small town atmosphere, peaceful community, walking and bicycling.

- Resort oriented: market to residents, second homeowners, and destination guests, improve property values, increase sales tax dollars, develop lakefront activities.
- Strong community spirit: enhanced image, identify specific goals, demonstrate progress, encourage leadership, develop pride.
- Well planned: centralized development, highest and best use, attractive, convenient, user friendly.
- Successful business center: basic services and goods, easily accessible, attractive, friendly, village atmosphere, specialty shops.

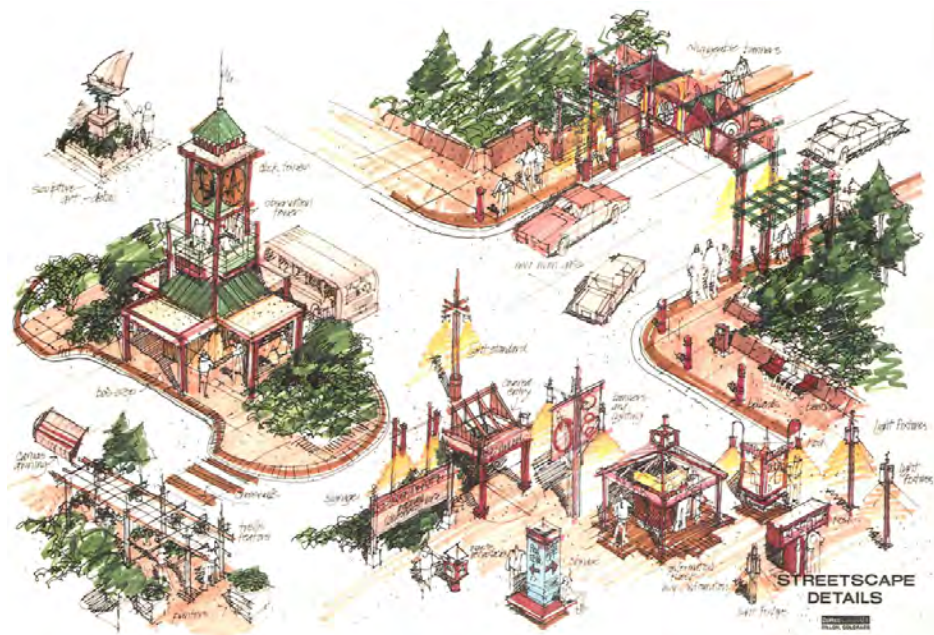
The development requirements listed were general in nature, including such topics as aesthetics, environment, unity, landscaping, pedestrian, lighting, parking, highest and best use, new business vehicular, transportation, maintenance, entrances, lakeshore connection, and building fronts.



1989 Dillon Economic Development Committee Recommended Site Plan



Unique recommendations as part of the site plan included focal points such as a main gateway to the core, sculpture, water features, an observation tower, information kiosks, outdoor public spaces, new street names. Coordinated streetscape design, street furniture and signage were also recommended.



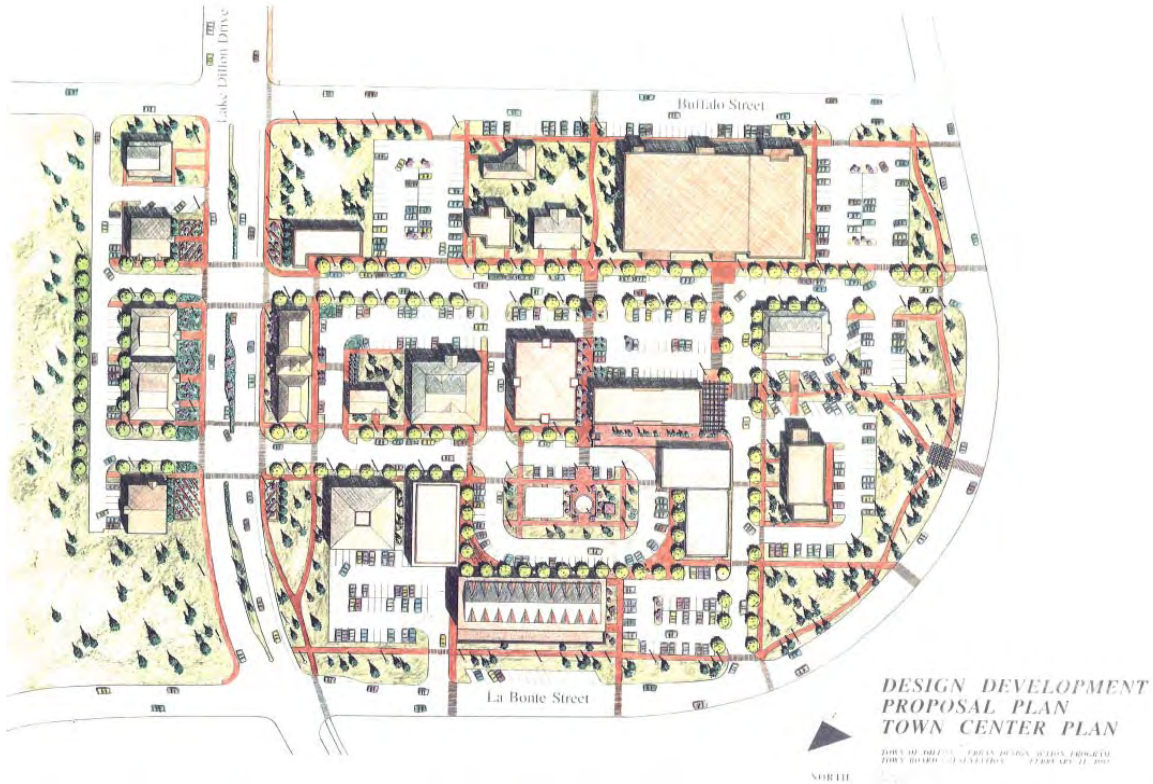


Planning Report. Dillon Urban Design Action Program. Civitas, Inc. January 10, 1992.

This document resulted in the first real physical change in Dillon's core area; i.e. the 1992 streetscape and pedestrian improvements in Block A and on Lake Dillon Drive. The report included a town vision, goals and objectives, economic development opportunities, urban design opportunities, and a town center site plan.

In attempting to realize Dillon's desired vision (as "a great place to live and visit"), several recommendations were made. These were:

- Remove barriers to economic development; improved circulation, parking, lighting, pedestrian access, signage and amenities.
- Improve the image and identity of the town; improvements in streetscapes, amenities, landscaping and the addition of a pathfinder sign system.
- Interconnect activity centers through coordinated programming, marketing, and operation of the town's various business and entertainment activities.
- Develop new activities, events and entertainment with an emphasis on events and recreation that can be programmed and marketed in a coordinated effort.



Civitas Report Core Design, Feb. 1992

In terms of the goals and objectives in the Civitas Report, the following were listed.

Goal A. Enhance Dillon’s attractiveness to visitors as one of the primary entertainment centers of Summit County.

Objectives:

1. Improve and expand the facilities, operation and marketing of the marina area.
2. Improve and expand the facilities, operation and marking of the amphitheater.
3. Create new cultural and entertainment attractions in the town center, emphasizing performing arts, visual arts and cultural events.
4. Create new activities that attract families and children to the town center and park.
5. Encourage restaurant development.
6. Encourage the enhancement of destination entertainment and recreation business.

Goal B. Protect Dillon’s quality of life, especially for families.

Objectives:

1. Maintain quality residential environments.
2. Enhance pedestrian amenities.
3. Enhance town center aesthetics and function.
4. Protect views
5. Protect and enhance natural vegetation.

6. Expand bicycle facilities.

Goal C. Develop a strong economy with increasing revenues and property values.

Objectives:

1. Increase the visitor's length of stay and money spent in town by enhancing and inter-connecting entertainment activities.
2. Improve the image of the town as a quality place with a variety of things to do.
3. Expand the market of people who visit the town to include professionals, families, seniors and children.

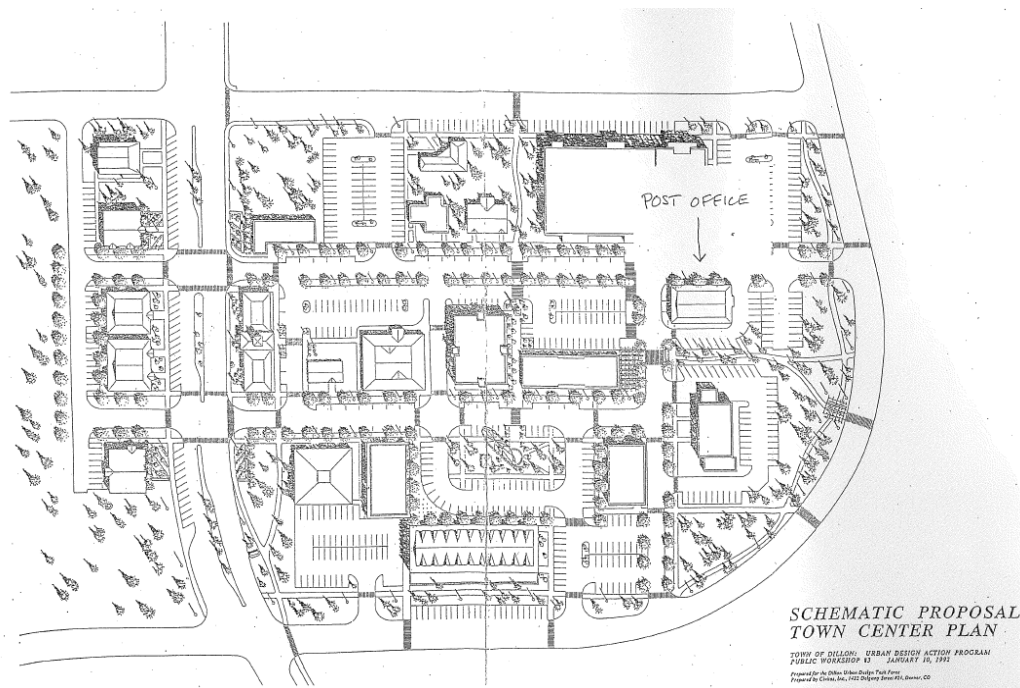
Economic development opportunities were discussed as well, stating that new economic development is best achieved by coordinating public and private investment in a variety of facilities. Economic development opportunities listed were:

- Carefully evaluate the visual impacts to Dillon of any new strip development proposals along US Highway 6.
- Improve the appearance of the main entry to Dillon at the intersection of US Highway 6 and Lake Dillon Drive (including the storage of junk vehicles at the gas station).
- Encouragement of three kinds of business in the town center; local service businesses, new entertainment businesses, and unique specialty retail shops.
- Town owned property north of Buffalo should be creatively developed as part of the town center.
- Emphasize family activity including a playground, children's activity center, museum or recreation center in the Town Park.
- Develop a destination restaurant and specialty/mixed use building at the marina. Develop a master plan for the marina.
- Expand or manage the amphitheater to promote a broader spectrum of events.
- Manage the appearance of the residential/condo areas between the core area and the lakefront.

The urban design concept discussed in the Civitas report was identified as a way to develop a pattern of roads, walks, paths, bike trails, amenities, open spaces, lighting, pathfinder signs and beautification to link together the variety of activities and events outlined in the economic development plan. The design opportunities listed were;

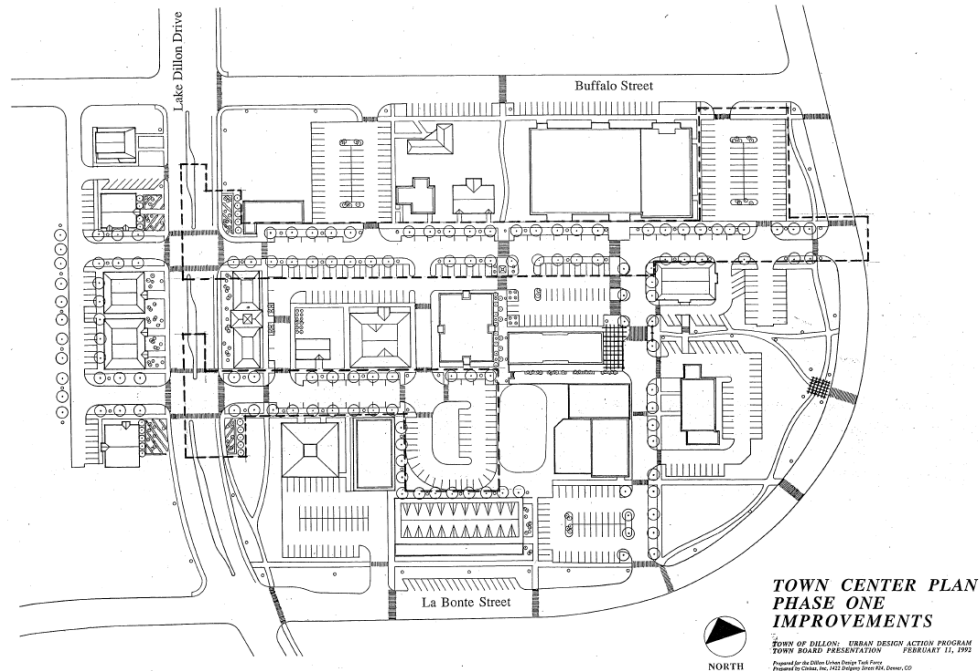
- Additional entry identifiers on Highway 6 including seasonal banners.
- Upgrade of the town entry. Improve the view into the forest and Fire Station with addition of a curb and sidewalk leading toward the town center.
- Reduce the scale of Lake Dillon Drive with sidewalks on both sides including reducing lane widths and directing traffic more clearly into the town center.

- Redesign the town center to make it functional and attractive for businesses and pedestrians, including an inviting edge and identity along Lake Dillon Drive. A cohesive understandable street and parking system needs to be created out of the disorganized pattern that is now present. Create safe pedestrian walkways linked to all key destinations. Install lighting to make the town center more visible and attractive at night. Parcels to be developed for entertainment should be identified.
- Block F Lots 8 and 9 (where the Post Office is now) should be developed as a key area to capture visitors.
- New family and recreational facilities should be developed in the Town Park including pathfinder signs.
- The Marina area appears unfinished with poorly defined roads and parking, dirt paths and dry hillsides. A pedestrian walkway from the Town center should be established.



Jan. 10, 1992 Site Plan, Civitas Report

The site plan illustrated considerable road delineation, landscaping, and pedestrian crossings in the core area and along the west side of Lake Dillon Drive. Although an earlier draft showed angle parking on the west side of Lake Dillon Drive, not the east (see above), a later version did not illustrate angle parking at all on Lake Dillon Drive.



Feb. 11, 1992 Site Plan, Civitas Report

Dillon Town Center. Financing Options/Economic Feasibility. BBC Inc. Jan. 1992

This was a thirteen page handout illustrating funding/improvement options for the Town center. Interestingly the document stated that the Town center generates 33% of the sales tax revenues. Funding structure options included a general improvement district, a special improvement district, a business improvement district and an urban renewal authority. An urban renewal authority was not recommended stating that it is too expensive, blight issue, no tax increment applicability, too small, poor bond market, complicated. Dillon becoming a home rule town was recommended.

Letter from Jerry Dokken, Architect, May 16, 1997.

Jerry supplied a list of ideas about how the Town Center can be improved to bring more people to Town and create a new identity. This list follows:

1. Build a parking structure under Buffalo St. and the park and the two lots between Novak and Nelson and Dillon Center.
2. Make Buffalo St. a park with parking under.
3. Link the park with 2 lots next to Dillon Center.
4. Buy the Post Office and use part for “incubator” businesses and part for meeting rooms, events and information center.
5. Buy all available lots in town.
6. Create incentives for building owners to improve buildings with the direction of professional design help.
7. Begin placing world class collection of public art around town.
8. Become a patron of the arts year round.

9. Create a year round studio for artists and classes; i.e. Art Center.
10. Create a donation program for dedicating benches, info kiosks, planters, and other street furniture improvements.
11. Create an “artist in residence’ program; provide a studio and residence for building the town art collection.
12. Use the Art Center for classes, seminars and exhibits; a profit center.
13. Think about building a collection of some kind that people want to see-be known as the town with the collection-museum quality model boats? Bicycles? Carousel horses?
14. Purchase and run a guided lake tour boat with tickets complimentary to any one purchasing \$5.00 or more from the Town Center Businesses.
15. Build a large indoor facility for multi-use farmers market, general recreation, gathering, events and festivals. This would mitigate bad weather events.
16. Find and recruit good businesses.
17. Be known as a great pedestrian/art center with a fine collection of...
18. Think quality, not theme.

Meeting Notes from the Town Center Redevelopment Committee. June 13, 1997

This 15 member committee was formed to address the impact of Dillon Ridge on the town center and discuss ways to encourage new businesses to locate in the town core. Town Center needs listed were:

- Identity/niche (business park/art, antique district...i.e. look beyond skiing)
- Energy
- Parking (accommodate overnight and condos)
- Park behind the post office
- Public buildings (meeting space, amphitheatre rain-out location, town-owned coffee house, CMC)
- Building improvements (bring up to code, improve facades)
- Retail opportunities for visitors
- Keep town center small, special, friendly, unique feeling
- Tie businesses together physically (canopy idea)

Town of Dillon. Economic Development Past and Present. April 2003.

This document was a compilation of the recommendation of economic development committees of the past, i.e. “twenty years of efforts to establish an economic development strategy for Dillon’s Core Area,” as well as those from the Aspen Institute Community Forum of Sept. 2002. The report was initiated at the request of Mayor Barbara Davis to take up economic development planning as a means to turn around the loss of business, increase retail/office space vacancies, and turn around the declining interest by visitors toward the Town Center as a place to recreate, shop, and just hang out. While the recommendations from the Dillon committees were previously presented above, those from the Aspen Institute are listed below:

- Support redevelopment of existing lodging facilities and the development of new lodging facilities.
- Continue to upgrade the safety and expand the capability of Sardy Field (the Aspen airport).
- Develop a broader-based economy by supporting commercial and affordable housing in-fill opportunities in the Commercial Core and Service/Commercial/Industrial zones of Aspen, as well as at the Aspen Business Center and by supporting housing opportunities for a greater number of Aspen employees.
- Develop new regulations for the Aspen Commercial Core based on vertical zoning that generally requires retail at the ground floor level, while reserving professional office and housing opportunities for upper stories. Develop program recommendations for affordable retail and commercial start-up opportunities as part of the infill planning activity. Inventory and study measure from other communities that might further contribute to a vibrant retail environment as well as supporting local serving businesses. Review the Downtown Enhancement and Pedestrian Plan for implementation, particularly with respect to mall improvements and wayfinding.
- Reinforce and enhance Aspen's uniqueness, promote its virtues, and support our community. Use a coordinated effort to market Aspen between the Chamber, Aspen Skiing Co., and the cultural nonprofits.

A lengthy list of action items was also included in this report with a discussion regarding "who is responsible for carrying out the recommendations." The study stated that the responsibility was "a concerted effort of many organizations and government programs."

Dillon Concept Drawing. August 2003

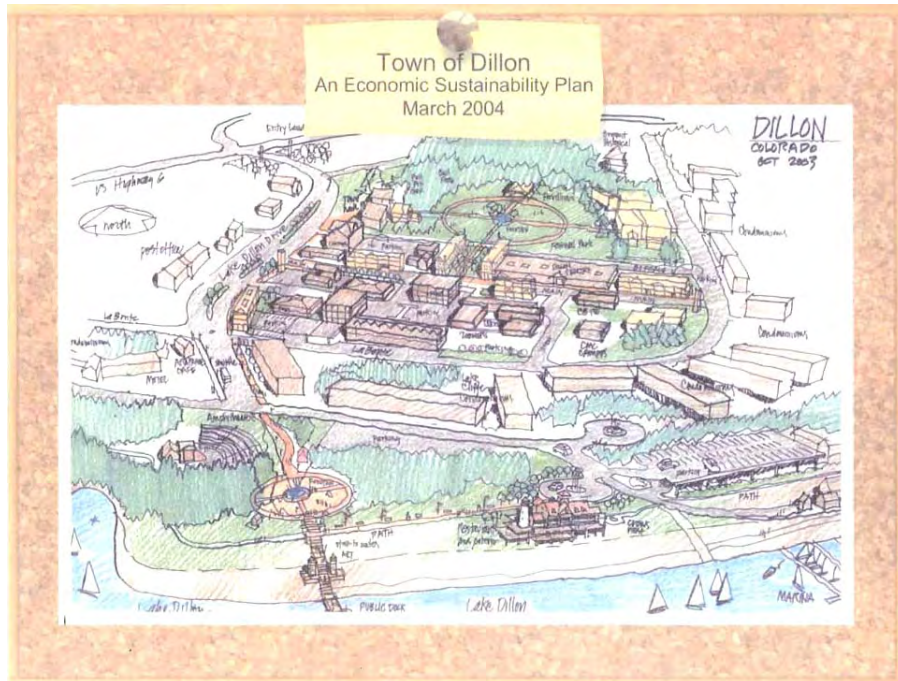
This drawing illustrated a relocation of the Summit Historical building to the south/central portion of Town Park, a library building in the southwest corner of the Park, a "village green festival grounds" in the park, a central courtyard for art with a boardwalk to the Park and south to the lakefront, and a town pier and lighthouse at the water front. Also included were large monuments at the entrance of Lake Dillon Drive.

Town of Dillon An Economic Sustainability Plan. Economic Development Advisory Committee. March 2004.

In 2003 the Town Council (by resolution) established a 15 member Economic Development Committee/Taskforce for the purpose of developing an economic development strategic plan “that will ensure Dillon’s long-term economic vitality, while establishing the town core with a unique and lasting sense of place.”

By March of 2004 the Committee put together “An Economic Sustainability Plan.” The document included an asset inventory, statements of mission/vision/goals, strategy, and “the rules” regarding revitalization, urbanization, land uses, events, and sustainability. Informational appendices were included as well. After inventorying the Town’s economic strengths and weaknesses, the committee conducted a “visioning” process utilizing charettes, brainstorming, and individual one-page narratives. The vision statement developed by the Committee was:

Dillon, Colorado is a lakeside, mountain resort community located in the center of the world’s greatest ski resorts. Our community of businesses and residences is committed to offering locals and visitors alike a quality and memorable experience in a one-of-a-kind scenic location.



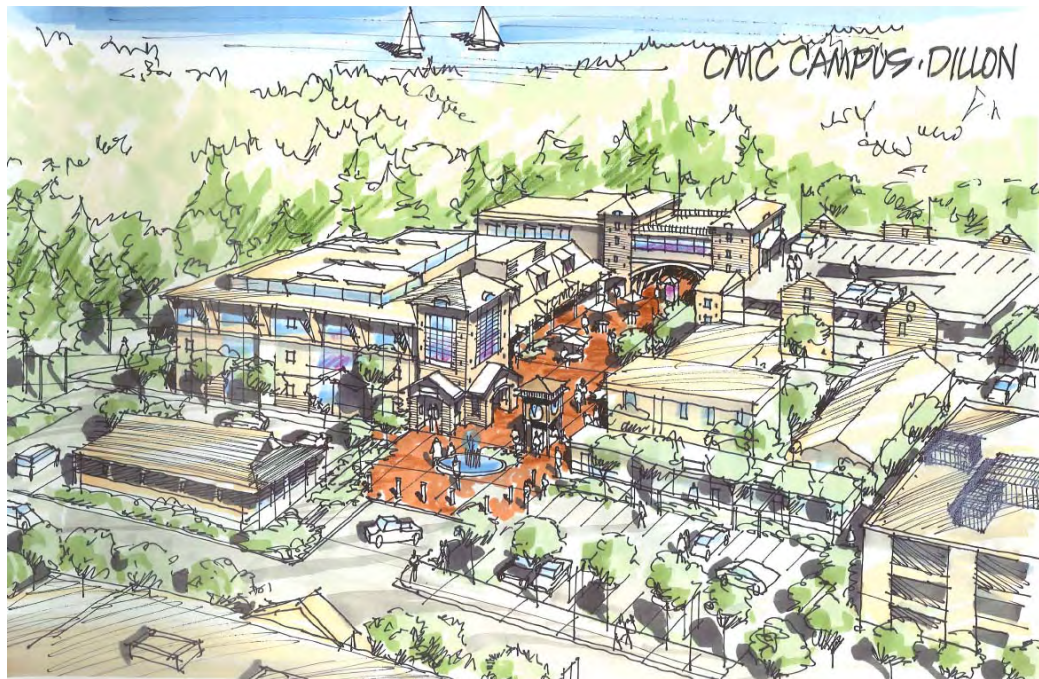
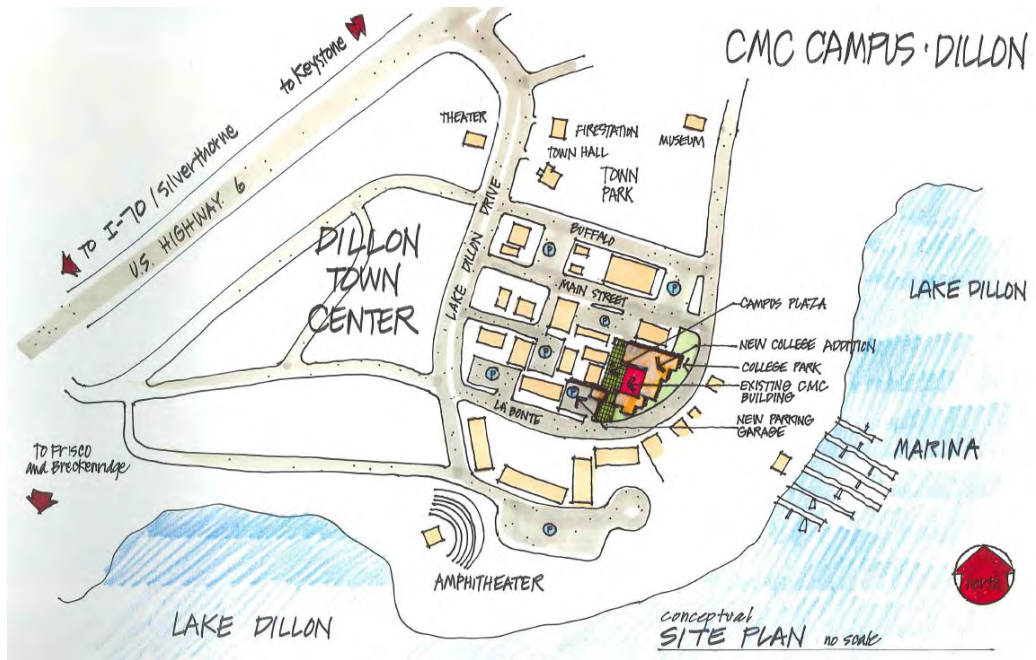
Cover Drawing for the 2004 Economic Development Advisory Committee Plan

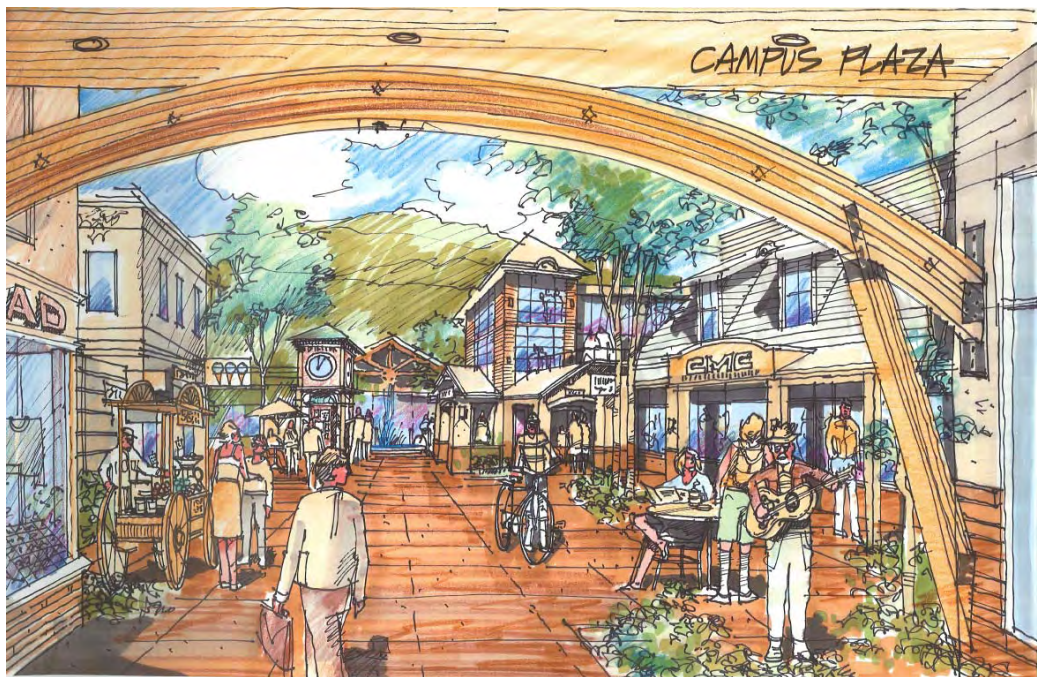
The predominant goal discussed was to “create a town that is memorable with quality things to do and see.” More specifically, goals were divided into two categories; strategic (requiring additional study), and project specific ideas. These are listed below:

- Strategic Goal A. Search for outside consultants who have had meaningful, recognizable and attributable results with towns or clients similar to Dillon. Focus on results that demonstrate economic well being/place making.
- Strategic Goal B. Spin off a number of subcommittees to do work papers on such subjects as town art and parks, town events and event concepts, government/business partnership concepts, joint marketing of town and businesses, new tenant/business recruitment, enterprise zone and urban renewal concepts, Dillon business association, a weekly newspaper/website, memorable place-making concepts and their financing, Dillon 2100 concepts.
- Strategic Goal C. Recruitment of a fulltime economic development coordinator who has proven results in similar environments.
- Strategic Goal D. Systematically package new and existing buildings, parking areas and development rights in the town center for future proposals to developers and buyers.
- Strategic Goal E. Define what “pedestrian” can really mean in Dillon
- Strategic Goal F. Create a comprehensive incentive/inducement program for new and existing businesses.
- Project Goal 1. Convention meeting facility/world class restaurant
- Project Goal 2. Encourage more art; murals, sculptures, and mosaics.
- Project Goal 3. Parking lot redevelopment.
- Project Goal 4. Lakefront Master Plan
- Project Goal 5. Create a connection from the marina to the core area.
- Project Goal 6. Explore land potential for development.
- Project Goal 7. Establish two town squares in the core area.
- Project Goal 8. Urban renewal strategies.
- Project Goal 9. Define potential markets
- Project Goal 10. Leverage generational relationships.
- Project Goal 11. Government efficiencies and revenue strategies.
- Project Goal 12. Capitalize on the town’s virtual history

Colorado Mountain College Campus-Dillon, Colorado: A Future Vision. Town of Dillon and Marketplace Architects. 2004

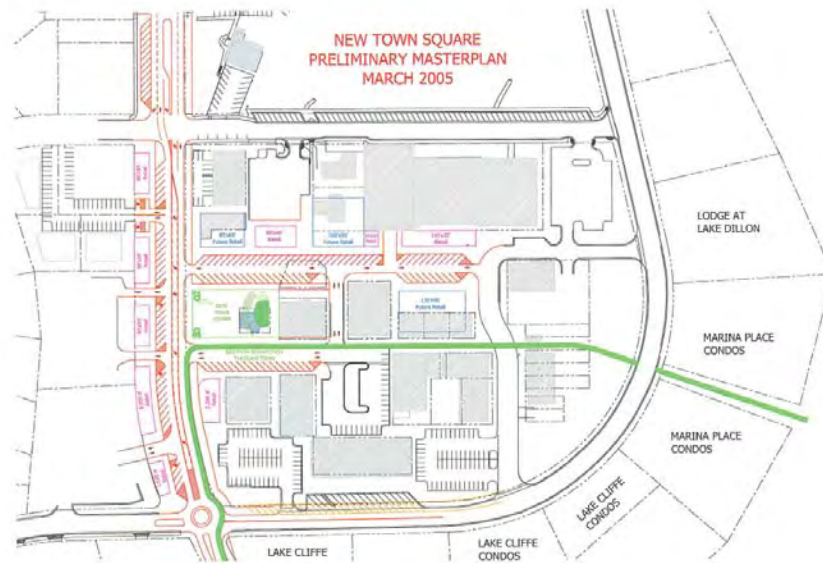
This was a booklet of concepts for a complete expansion and remodel of the CMC campus in Block A. The purpose was to present a vision to CMC depicting how a consolidated community college campus in Dillon could further the mutual needs of the community and Colorado Mountain College. Included were a campus plaza, a new parking garage, and expansion of the CMC building.





New Town Square Preliminary Masterplan.

This drawing illustrated a narrowing of Lake Dillon Dr. with angle parking and retail space on the west side, a round-about at the intersection of Lake Dillon Drive and La Bonte, a town square in the central portion adjacent and east of Lake Dillon Drive, and a pronounced pedestrian/bikeway through the center of Block A and to the Marina and lakefront.



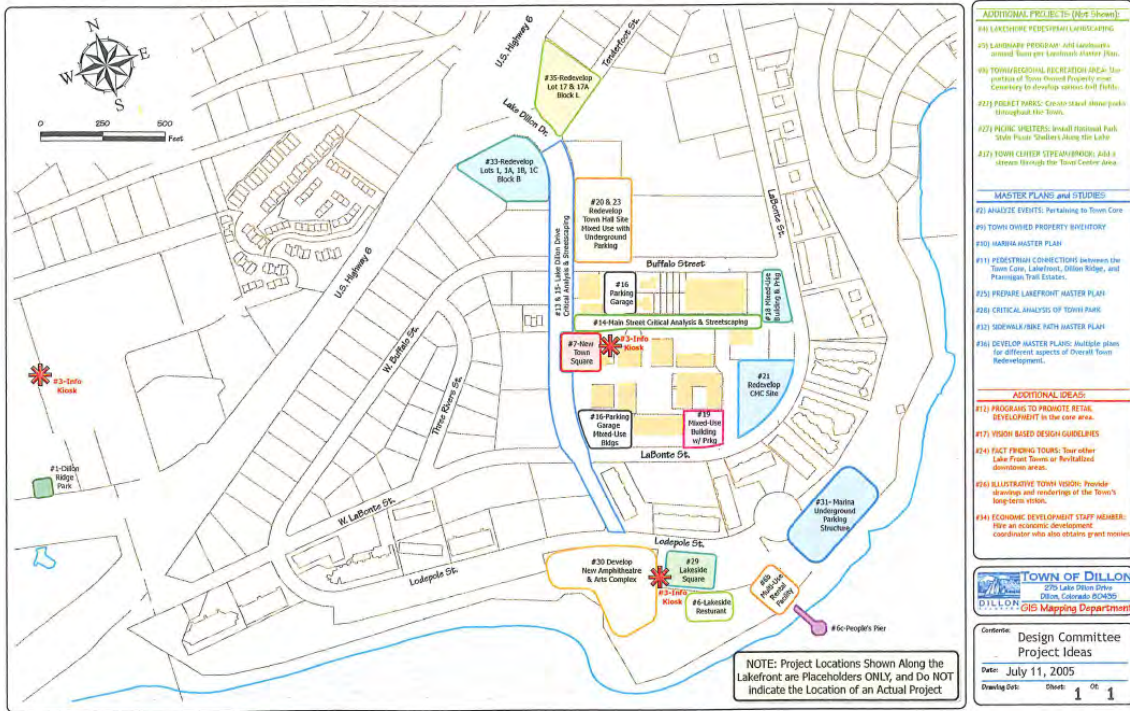
Design/Dillon 2005 Committee: Project Summary July 11, 2005

This subcommittee of the Economic Development Advisory Committee culminated its work with an illustration of the core area that included a numerical listing of the recommended projects and studies. These recommendations were:

1. A park at Dillon Ridge shopping center.
2. An analysis of the events that pertain to the Town Core.
3. Information kiosks at Dillon Ridge, a new square in the Town Core, and near the amphitheatre.
4. Lakeshore pedestrian landscaping.
5. Landmark Program: add landmarks around Town per Landmark Master Plan.
6. Lakeside Improvements: Lakeside restaurant, multi-use rental facility, people's pier.
7. A new Town Square at the southeast corner of Lake Dillon Drive and Main Street.
8. Creation of a Town/Regional Recreation Site near the cemetery to include ball fields.
9. Inventory of Town-owned property (this was completed).
10. Marina Master Plan (this was completed in 2008).

11. Create pedestrian connections between the Town Core, lakefront, Dillon Ridge, and Ptarmigan Trail Estates (shopping area).
12. Instigate a program to promote retail development in the core area.
13. Lake Dillon Drive critical analysis.
14. Main Street critical analysis and streetscaping.
15. Lake Dillon Drive streetscaping.
16. Parking garage between Main Street and Buffalo St.
17. Vision based design guidelines.
18. Mixed use building and parking east of the La Riva building on Town-owned property.
19. Mixed use building off of La Bonte St. across the street from the CMC campus.
20. Redevelop Town Hall site to a mixed use building.
21. Redevelop the CMC campus site.
22. Create stand alone pocket parks throughout Town.
23. Underground parking at the redeveloped Town Hall site.
24. Conduct fact finding tours of other lakefront towns and revitalized downtown areas.
25. Prepare a lakefront master plan.
26. Create an illustrative Town vision: provide drawings and renderings of the Town's long-term vision.
27. Picnic shelters: install National Park style picnic shelters along the lake.
28. Critical analysis of the Town Park.
29. Create a "lakeside square" near the amphitheatre.
30. Develop a new amphitheatre and arts complex in the location of the present one.
31. Create an underground parking structure near the Marina.
32. Create a sidewalk/bike path master plan.
33. Redevelop Lots 1, 1A, 1B, and 1C, Block B (near the southwest corner of Lake Dillon Drive and US Highway 6).
34. Hire an Economic Development Coordinator who also obtains grant monies.
35. Redevelop Lots 17 and 17A, Block L (near the southeast corner of Lake Dillon Dr. and US Highway 6).
36. Develop multiple master plans for different aspects of overall Town redevelopment.
37. Town Center Stream/Brook: add a stream through the Town Center area.

Design/Dillon 2005 Committee - Project Summary - July 11, 2005



Performing Arts Center Conceptual Drawings.

Staff discovered the following drawings for a new performing arts center supposedly to be located near the lake. This concept could also be utilized for a theatre/performing arts center in the Town Center.





Dillon Town Center Revitalization Strategy. Leland Consulting Group and Real Estate Strategists. Spring 2006.

This study was commissioned for the purpose of defining a strategy for revitalization of the Dillon Town Center. The process used by the consultants included educating stakeholders, soliciting stakeholder input, identifying barriers to economic revitalization, and developing a program of actions. The work also included identifying niche opportunities and formulating strategies to overcome barriers to investment. The Revitalization Strategy was intended to serve as an approved redevelopment plan, providing recommendations for improvements and policy reform.

The extensive stakeholder and public input process utilized by the consultants (which included focus groups) resulted in developing a list of key characteristics that are necessary for an improved Dillon core area. These were:

- Walkability
- Mix of land uses (especially residential over retail)
- New businesses
- Enhanced public spaces (plazas, green spaces, landmark features)
- Medium-high density (3 to 4 story buildings, closely spaced) in the core
- Improved appearance (balancing variety and charm)
- Narrow roadways (given limitations created by snow removal and storage)
- Growth in special events/activities involving sports and the arts
- Integration of the lake with downtown while respecting views and the serenity it (the lake) offers

The market analysis conducted by Leland Consulting Groups (LCG) concluded that the Dillon Town Center could attract 140 new rental units and 275 attached ownership units over the next 10 years. Additionally, the Center could attract over 26,000 square feet of new retail space, 13,000 square feet of new retail space geared to non-owner visitors, and 34,000 square feet of new office space over the next 10 years.

LCG also conducted case studies of comparable communities; Grand Lake, Ketchum, Whitefish, Park City, Glenwood Springs, and McCall. The lessons learned from these studies were:

- High level of importance placed on connecting activity centers
- Creation of “alternative” venues and events
- Incentives were needed to promote redevelopment
- Parking was often replaced, added to, or relocated to accommodate redevelopment
- Impetus for revitalization grew from a desire for a stable economy
- Implementation strategies dealt with policy reform, incentives, public investment, and organizational change
- Programs to promote affordable housing were a high priority
- Preservation of the local lifestyle was paramount

- Job creation recruitments efforts were done at a regional level
- Entrepreneurs were a significant target; a high level of importance was placed on expansion of high-tech infrastructure
- Policies and regulations were used to encourage/discourage certain uses and product types

In order to realize successful redevelopment, the report emphasized the need to create and define a “sense of place” in the Dillon town core. Change will occur at a faster rate if the Town’s regulations encourage a “denser product model, tighter building form, balanced parking requirements, and stronger connections.”

The Vision that evolved out of the public input process included the following concepts:

- Pedestrian-oriented
- Visible (signage, promotion, improvements)
- Visually appealing
- Safe
- Integrated with natural and man-made amenities
- Mix of uses
- Environment where people shop, play, live, work and educate
- Destination
- Host environment for events

To achieve the Vision, the report suggested that “catalyst concepts” should be concentrated on to create a positive ripple effect economically. These concepts included empty nester housing, residential over retail, office over retail, workforce housing, and a multi-purpose facility. Included in the many recommendations regarding implementation programs were the importance of restructuring the physical layout of Dillon’s Town Center and aggressive recruitment of niche opportunities.

Town of Dillon 2006 Community Survey. Venturoni Surveys and Research, Inc. October 2006

This survey supplied the town with a good perspective of the residency, age, and opinion of most important issues of three segments of the community; voters, businesses, and homeowners. In response to “Why do you live and/or own property in Dillon?” residents, second-homeowners, and voters all listed the scenery and surroundings as the most important reason. The second homeowners also placed high emphasis on the summers and proximity to the ski areas. The “small town atmosphere” was important to residents, homeowners, and voters. “Growth management” and “business development of the town center” were listed as the most important issues. The two most important values listed were “scenic/visual quality” and “appearance of the town.” Of a list of potential new special events, “weekend arts festival” was chosen as the most popular.

Of potential public facilities and upgrades, the survey respondents chose “develop a town square at Lake Dillon Drive” and “Build an expanded dock (wharf) at the marina to accommodate fluctuation water levels” most frequently. However, they were most willing to pay to “establish a dedicated street fund for street projects.” Of the visioning choices, respondents chose “a pedestrian-oriented, park-like downtown, with residential and offices above retail,” “a downtown center with enhanced pedestrian connections to the lakefront and marina” and “a downtown with shops, dining, and attractions designed to attract and appeal to visitors, locals, and part-time residents” over auto-oriented and locals business development.

Regarding the use of second homes, a higher percentage of Dillon second-home owners use the homes for themselves and their family or as a full time rental than compared with most other similar counties. These second-home owners also wanted to increase their future use of the units.

Responses to open-ended questions were provided in Section 5 of the report, too numerous to restate here, but many respondents stated that they like the lakefront and lakefront views as they are (but suggested parking lot improvements and thinning of dead trees) yet felt development and improvement of the town center is important. Many respondents wanted to keep the small town atmosphere. As far as desired businesses, shops and restaurants were frequently mentioned.

Formation of the Dillon Economic Revitalization Advisory Committee (DERAC), February 2007

The recommendations from the economic revitalization plan developed by Leland Consulting led to the formation of this committee. More specifically, the committee was formed to (1) analyze the Leland Study, (2) make specific recommendations for priority initiatives that will help create a sustainable economic development plan for short-term and long-term sustainability, and (3) implement those initiatives. The committee also hoped to develop incentives and guidelines to promote development and redevelopment within the Town, with an emphasis on the Town Core. The group was comprised of various business owners, Town staff, and representatives from both the Planning and Zoning Commission and the Parks Committee.

After analyzing the Leland Study, DERAC formulated suggestions for moving forward (with economic revitalization) in the form of “priority initiatives.” These initiatives were intended to be “starting points” for a more in-depth plan. These were presented to the Town Council on Feb. 21, 2007 to obtain the Council’s consent.

DERAC Phase I Priority Initiatives:

- Land acquisition/disposition policy: (1) projects in the works, (2) we need a process in place to manage new development, (3) hire a consultant to help decipher which process will work the best for Dillon.
- Incentive for new business development based on Leland’s recommendation: (1) incentive plans that have worked; Dillon Ridge and Vitamin Cottage, (2)

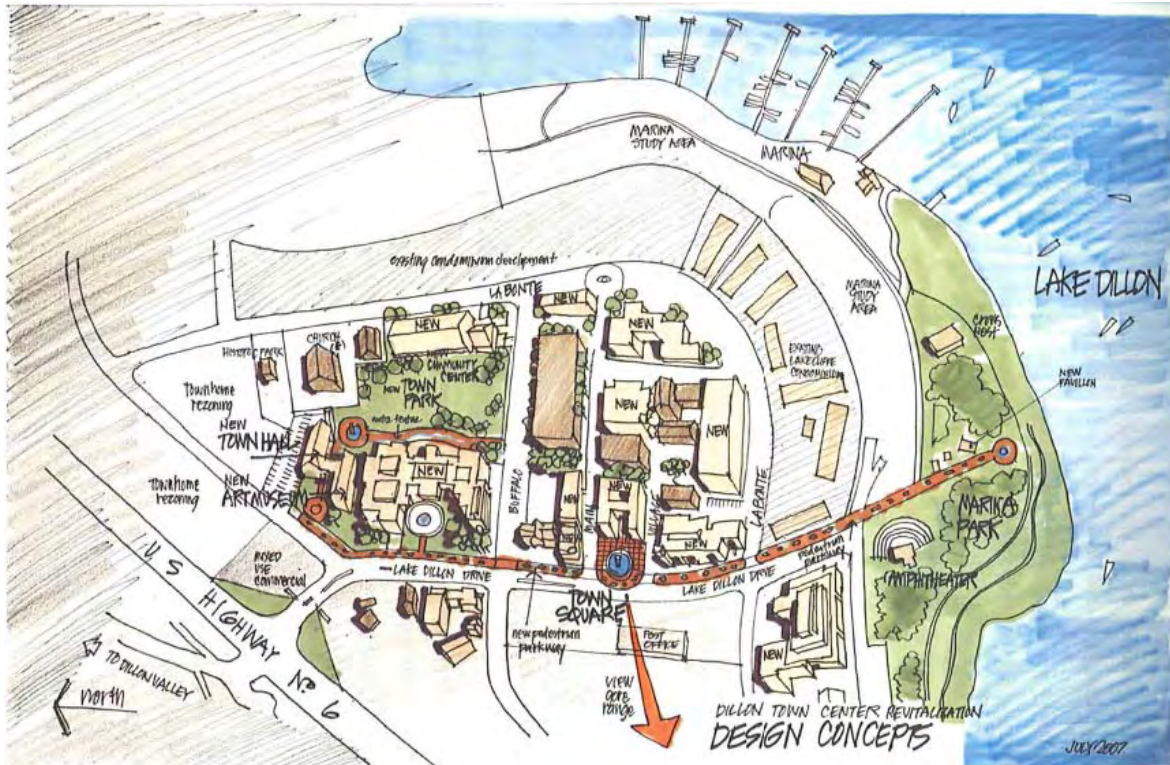
menu of guidelines and negotiating points, (3) Business Development Group to help welcome and draw new business to Dillon.

- Align Plans, Budget, Regulations and Parking Issues: (1) DERAC, planning, P&Z, Council, Parks and Recreation, Greenplay all on the same page, (2) a flexible plan that can grow as Dillon grows.
- Evaluate local housing policy: (1) evaluate local housing, (2) create a local housing policy that will meet the Town's needs for employment and affordable housing along with fitting the Town's plan for urban development and revitalization of the town core.

Dillon Town Center. Vision and Direction. Economic Development/Revitalization Advisory Committee. August 24, 2007

This was a design report from the Committee, stating that the Town "is ready for change" in its downtown core. Recommended vision concepts included:

- Creative design and memorable architecture that emphasizes pedestrian place-making.
- Ensure compatibility between existing development, new commercial development, new residential development and new public amenities.
- Thoughtfully create pedestrian linkages within the town Center that integrate connections to the marina, marina park, and amphitheatre.
- Commercial development that creates economic diversity to improve and sustain year-round vitality.
- Public amenities that emphasize cultural activities and attractions, and lend themselves to a creation of a sense of place.
- Mix of housing opportunities that emphasize year-round residency.
- Improved communication and collaboration between the Town and Dillon business community.



Economic Development Advisory Committee Vision, 2007

Redevelopment and in-fill projects and amenities were also recommended:

- Full-service hotel/conference center.
- Community/performing arts center
- A central focal point such as a plaza or other social gathering area.
- New restaurants/convenience/specialty retail/office space.
- A gateway feature on entrance to the town center.
- A diverse mix of new residential units, both stand alone and above specialty retail stores.
- A parking strategy that will facilitate efficient and strategic land use, promote pedestrian activity.
- Creative walkways, landscapes, park space, street scenes and public art.

The committee listed key priorities in public projects:

1. New structured and underground parking.
2. Redesign of Lake Dillon Drive including a substantial pedestrian parkway with landscaping, art and design features to the lake front.
3. New town square to accent the Town Center public venue and arrival.
4. New community gathering centers
5. New town hall/government center
6. New performing arts/event center
7. Comprehensive pathway system
8. Lakefront enhancements

9. Marina and Town Park redesign
10. Right of way design (way finding, street improvements, lighting)
11. Event design
12. Town identity/landmark program
13. Public art

The above recommendations included illustrations regarding the potential locations of the above amenities and discussion of ways to implement the changes. The Committee felt that the design of new developments in the core should be reviewed by a panel of professionals. Regarding recommended design concepts, the committee suggested:

- The Town should establish a scale model of the town Center so projects can be viewed three dimensionally as they are considered or reviewed.
- A height limitation/bulk plane study should be developed to ensure a variety of heights and planes in the Town Center as an acceptable vertical build out is considered.
- New development should be responsive to the day to day Town operation such as refuse, deliver, parking snow and snow removal and pedestrian needs.
- Store fronts or commercial and limited office should predominate first floor levels of buildings with pedestrian orientation and accommodation a key element in design.
- New buildings should be responsive and complimentary to the adjacent public realm improvements or amenities.
- Buildings should be judged on their variety and richness of detail, form, and materials.
- Architectural design should be judged on shape, form configuration, function; openings, penetrations, transparency; materials, color, texture, composition; detail artfulness, whimsy; imagery, character, ambiance, balance, variety, pedestrian, streetscape appeal and relationships; graphic, signs, appointments, visual expression; complement to the public realm; roof, walls, openings; place-making accomplishments; diversity.
- The parking fee-in-lieu should be raised to realistically finance parking structures.

Town Center Redevelopment Concepts. JJR. October 10, 2007

Following completion of the Marina Master Plan, JJR (the consultant firm that helped develop the Marina Plan) realized the importance of linking the downtown Dillon core with the Marina. In the fall of 2007 the firm brought a team of planners and designers to help develop several scenarios regarding the design of the core. The process they used was to first conduct a charette, then hold several public meetings, and interview stakeholders. After refining the input, JJR returned with five design concepts. Each identified areas for retail, mixed use, higher density residential, civic, hospitality, parking and circulation routes. The five concepts are described below. JJR also listed twelve “points of agreement” which were:

1. Views: enhance view-shed, identify priorities
2. Honor the Greenbelt: simplify and enhance trails, gardens
3. Strategic Infill Urban: fine grain v.s. massing, adding textures and details
4. More People: year round residents
5. Expand Diversity of Uses: expand experience

6. Expand Hospitality
7. Clear Link to Marina
8. Transformative Projects
9. Formalize Town Park
10. Economic Develop: evaluate projects based on ability to generate
11. Southern Solar Exposure: parking
12. La Bonte-6 Intersections

Five Design Concepts Developed Out of the Charette and Public Meetings:

Concept A: Small Town; Small Core

This concept included a significantly more narrow Lake Dillon Drive with a view of the lake, a plaza and skating park (where the Arapahoe Café is now). New retail uses and a civic facility are near the plaza. A divided road gateway with a round about is shown off of Highway 6 adjacent to a new civic facility to the east. Higher density residential is illustrated where the Town Hall is now, with new mixed use along Lake Dillon Drive on the west side. The marina is the key destination in this concept. Large areas of parking are shown inside the core and at the lake front.



Concept A

Concept B: Civic Connections

Concept B shows a divided (and straightened) Lake Dillon Drive with mixed use and retail on both sides. Higher density residential completely surround a more formal Town Park. A civic facility, parking and retail uses are illustrated within the core surrounding a plaza. Lake Dillon Drive terminates at La Bonte. The main (and only)

access to the marina is off of La Bonte. The lake is in clear view from Lake Dillon Drive.



Concept B

Concept C: Big Boulevard

This concept illustrates an 80' right of way for Lake Dillon Drive with a park strip in the middle. The park strip could include some retail and a skating rink. Retail uses are directly adjacent to Lake Dillon Drive and help frame the view of the lake. Lake Dillon Drive is straightened out to cleanly meet Lodgepole St. A new civic facility is shown at the northeast corner of Lake Dillon Drive and Lodgepole. Parking is illustrated in the core. Higher density residential is farther back to the north on both sides of the Lake Dillon "Boulevard."



Concept C

Concept D: It's the Lake!

Concept D visually and physically opens the core area to the lake (a portion of the Lake Cliff Condos disappear). The Town core is realigned with more of a grid pattern of streets with a central plaza in the south central portion. In this concept, Lake Dillon Drive is divided (with a park strip) straightened, and terminates at La Bonte. A permanent site for a farmer's market is on the eastern side of Lake Dillon Drive.

Hospitality (hotel) uses are shown where one of the lake front parking lots is now, just south of another civic facility, and near the terminus of Lake Dillon Drive. High density residential is illustrated where the Town Hall is now, across the street from the Town Hall to the south, and on both sides of the La Riva building. A large civic facility (performing arts center?) is shown at the southeast corner of Tenderfoot and Lake Dillon Drive. Another civic facility appears at the southeast corner of La Bonte and Lake Dillon Drive.



Concept D

Concept E: Long View/Short View

This concept shows a large gateway “round-about” just off of Highway 6. A more narrow Lake Dillon Drive terminates into a “square-about” at a new large hotel. A new retail center is illustrated just east of the hotel (where a portion of the Lake Cliff Condos are now). Higher density residential is illustrated where the Town Hall is now. A large parking area is shown on the western side of Lake Dillon Drive. Some sort of civic facility is appears on the eastern side of Lake Dillon Drive (about where Pug Ryan’s is now) possibly for a new town hall. The core area is vaguely mixed use and retail.



Concept E

Walking Audit of Downtown Dillon. Dan Burden of Walkable Communities, Inc. June 10, 2009

Dan Burden, an expert on creating walkable, healthy, pedestrian oriented and safe communities conducted a “walking audit” of Dillon followed by a power point presentation summarizing his findings. He stated that the most successful and livable pedestrian oriented communities consist of narrow streets, short blocks, tight corners, beautiful buildings, and connections built for foot traffic.

In terms of creating an identity, i.e. “placemaking,” he suggested strategically locating key attractions such as a market or theatre as “anchors” for visitors. Courtyards or pocket parks should be designed with a purpose and unique design features or public art. Protection and use of outstanding vistas is important. Public lures such as fountains or squares help attract people. Gateways are important to announce a place. A change in a road median can contribute to a transition to a “place.”

Design features for walkways included six to ten foot wide sidewalks separated from the road by a planting strip. A “pedestrian friendly” street should be enclosed by buildings and trees. Transparency (i.e. ample windows) is important at the sidewalk level. “Outdoor rooms” such as squares and other gathering places are important.

During Mr. Burden’s “walkabout” around downtown Dillon, Mr. Burden suggested the following:

- The beautiful sidewalk between La Bonte and the lakefront area should be continued uphill (northward) on the east side of Lake Dillon Drive to the intersection of Highway 6 as a pedestrian parkway.
- Some relocation of crosswalks, ADA ramps and stop signs is needed at the intersections of cross streets to Lake Dillon Drive.
- Lake Dillon Drive needs to be framed with buildings and trees right up next to the sidewalks. Trees can guide visitors to key destinations.
- The parking lots at the marina and playground area are an absolute waste of prime view property. Underground parking with above ground courtyards and a restaurant at the lower level would be a much better use of the land, while protecting (and improving) the views of the lake for the condominium owners.
- A pier at the terminus of Lake Dillon Drive (similar to Santa Monica) would be a stunning termination of the pedestrian parkway.
- Terminating vistas should be included in the downtown and lakefront designs.
- Covered (and heated?) walkways would keep the downtown core more inviting in colder seasons.
- In snow country, potted plants may be more realistic than extensive downtown landscaped areas.
- Utility boxes (such as the one at the northeast corner of Lake Dillon Drive and La Bonte) are useful as bases for area maps and information centers.
- Anchor corners become important as development locations (such as the town hall corner).
- In terms of architecture, tiered buildings that blend with existing ones (similar to the ones at 8th and Pearl in Boulder, Colorado) may work.

Dan Burden was so impressed with the beautiful setting of Dillon...he suggested promoting the town as the “Lake Louise” of Colorado. The photo on the cover of this document was one he created with Photoshop overlaying an image of Winter Park, Fla. onto the backdrop of Dillon’s scenery.

SUMMARY

As can be seen from the above collection of reports, recommendations, visions and Table A that follows listing the work done during the last 26 years, the Town has already invested countless hours and considerable money in studies, visioning, visual improvements, streetscape improvements, pedestrian pathways, pedestrian safety features, and landscaping in its efforts to make the core area a more attractive, vibrant and economically successful center. Yet due to the poor initial design, periodic downturns in the local economy, and increased competition from new shopping areas and neighboring communities, core area landowners have had little incentive or funds to redevelop. Additionally, because of the awkward pattern of land ownership (with the Town owning 60% of Block A and most of the property owners having title only to the

pad on which the building is located), building owners have no room to expand. Time has proven that public investment alone is not the key to redevelopment. Public/private partnerships must be created to see any real physical change and economic improvement in the downtown.

Many great ideas were presented in the various documents listed above. The Town now believes that the means to an actual redevelopment of the core area is to do the following:

1. complete the formation of an Urban Renewal Authority,
2. finalize the design of the core and create a 3D model of the desired vision
3. realign or extend some of the streets in the core to create a more usable grid pattern,
4. develop and adopt a form-based code (with a regulating plan/map) that defines building placement and size,
5. develop and adopt streetscape and street furniture designs that can be added as properties redevelop,
6. develop a plan and methods for protection of views and view corridors,
7. create and adopt architectural and signage standards, and
8. put together a clear package of incentives for prospective developers.

As a result of the implementation program outlined above, Dillon can expect a more vibrant downtown core with activity both day and night, economic vitality for both the Town and businesses, an increase in core area property values, an increase in the volume of local business, increases in sales tax revenues (and thereby Town coffers), and an increase in the property value of adjacent properties. An increase in business at the Marina might also be expected due to the likelihood that marina visitors will choose to extend their stay to more shopping and activity in the nearby core. And perhaps the foregoing would create an increase in overnight visitor stays and an increase in permanent residents.