



City of Trinidad, Colorado
1878

CITY OF TRINIDAD
TRINIDAD, COLORADO

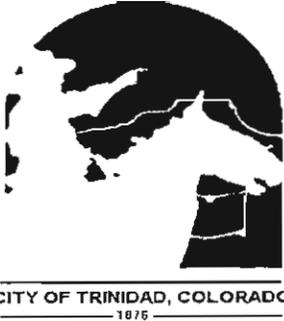
S P E C I A L M E E T I N G

There will be a Special Meeting of the City Council of
the City of Trinidad, Colorado, on Monday, July 1, 2013,
at 1:30 p.m. in the
Council Chambers at City Hall

The following item is on file for consideration of City Council:

- 1) Discussion and action on Resolution supporting Letter of Intent for the Colorado Department of Local Affairs Main Street Program

Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting Audra Garrett, City Clerk, 135 N. Animas Street, Phone (719) 846-9843, or FAX (719) 846-4140. At least a 48 hour advance notice prior to the scheduled meeting would be appreciated so that arrangements can be made to locate the requested auxiliary aid(s).



COUNCIL COMMUNICATION

CITY COUNCIL MEETING: July 1, 2013-Special Meeting
PREPARED BY: Tara Marshal, Tom Acre
DEPT. HEAD SIGNATURE: 
OF ATTACHMENTS: 7

SUBJECT: City of Trinidad letter of intent to the Department of Local Affairs Colorado Main Street Program as a Candidate Community.

PRESENTERS: Tom Acre, Tara Marshall, and Louis Fineberg

RECOMMENDED CITY COUNCIL ACTION: Action on Resolution supporting Letter of Intent to enter the Colorado Main Street Program in 2013.

SUMMARY STATEMENT: At the June 25, 2013 City Council Work Session, several City Council Members requested staff provide information regarding entering into the Main Street Program. Trinidad was recently designated a Creative District and the City of Trinidad completed a downtown assessment last fall, with one of the recommendations from the assessment being the City of Trinidad consider entering into the Main Street Program in 2014.

The City of Trinidad, businesses, including downtown businesses, others in the historical district and the community has the desire to continue to revitalize our downtown area. We see this as one of a number of factors to enhancing the economic vitality of Trinidad. The Colorado Main Street Program is another tool communities such as our across the county can and do use to assist in their efforts to revitalize downtown districts.

Staff has had several discussions with DOLA regarding the Main Street Program and with the efforts that begun with the Downtown Assessment last fall, along with the work staff and the community put forth to become a Creative District, we have made a substantial effort toward putting things in place as an entry level "Candidate Community" in Colorado's three-phased Main Street Program. If we are accepted we would start out a Candidate Community that would last for 3-years. The next phase would be for Trinidad to move to the "Main Street Community" followed by the final phase of being named a "Main Street Graduate Community".

Program Benefits

Participation in the Colorado Main Street Program has the potential in keeping the good momentum going as a result of the community effort on the Downtown Assessment and the Creative Industries. Additionally, the benefits of participating in the Main Street program

include access to technical assistance from DOLA and assistance in four areas (economic restructuring, design, organization, and promotion) of the “Main Street Approach”. On a national level the Main Street Program has spurred over \$49 billion in reinvestment, generated \$27 locally for every public dollar invested | the program, led the a net gain of 94,176 businesses, 417,919 new jobs, and 214,263 building rehabilitations in the three decades the program has been in place in over 2,000 communities.

Program Requirements and Costs

Once we are accepted into the Main Street Program as a “Candidate Community”, the City of Trinidad would be required to sign a Memorandum of Agreement with DOLA and pay an annual membership of \$1,000 to Downtown Colorado Inc. (DCI) and attend at least three trainings offered by DOLA, and begin organizing the Four Main Street Committees in the Main Street Approach listed above.

As we move from being a “Candidate Community” to the “Main Street Community” level and have the basic infrastructure in place for a sustainable Main Street Program we will need to complete annual work plans, develop a multi-year strategic plan, sponsor events and/or campaigns, have a fund raising program in place, allocate funding for a full-time professional Main Street manager, and maintain funding for the Main Street Program. Additional requirements will need to be met to move from the “Main Street Community” level to the “Main Street Graduate Community” in addition to the above.

EXPENDITURE REQUIRED: Year 1 through Year 3 –“Candidate Level” Estimated potential need at \$15,000 to \$30,000 per year depending on how much overlap and/or leverage could be gained with the Creative District and other planning related efforts and number of participants.

Subsequent years as a “Main Street Community” or “Graduate Level” Estimated at \$45,000 to \$100,000 per year per information from typical Main Street Programs. Also, could be leveraged with Creative Industry and other planning and development efforts.

SOURCE OF FUNDS: Unknown at this time. Funding could through membership in the Main Street Program, grants, other fund raising efforts and proceeds from an Urban Renewal Authority. Other funding sources could leverage current planning, development and tourism activities, as some activities could be tied together. Continued Main Street Program requires fund raising as a component of the program, which could include going to the local businesses and/or seeking other grants. If Capital investment is needed, Capital Improvement Project Funds could be utilized. The Main Street Program could also be included with the continuation of being a Creative District, development and administration of an Urban Renewal Authority and/or combined with the Chamber of Commerce to leverage use of City Funds over an extended period.

POLICY ISSUE: Entrance and continued future participation in the Main Street Program and associated required funding.

ALTERNATIVE: Apply next year on or before July 1, 2014

BACKGROUND INFORMATION: Staff is providing the following additional information regarding the Main Street Program:

- Outline of Main Street Program
- Overview of Main Street Program
- Colorado Main Street Program FAQs
- Local Main Street Funding and Budget Information Sheet
- Main Street Participation Benefits Check List
- Trinidad Letter of Intent for the Main Street Program



CITY OF TRINIDAD, COLORADO

RESOLUTION NO.

A RESOLUTION OF THE CITY OF TRINIDAD, COLORADO, SUPPORTING APPLICATION TO THE COLORADO DEPARTMENT OF LOCAL AFFAIRS – MAIN STREET PROGRAM - TO BECOME A CANDIDATE COMMUNITY IN THE MAIN STREET PROGRAM

WHEREAS, the National Trust for Historic Preservation launched the Main Street Program in 1977 and since that time the Main Street approach has been used in 44 states and more than 1,600 communities; and

WHEREAS, the City of Trinidad hosted a Downtown Assessment in October, 2012, and that Downtown Assessment recommended the City of Trinidad become a Main Street Community; and

WHEREAS, in June, 2013, the City of Trinidad was designated a Colorado Creative District by the Colorado Office of Economic Development and International Trade Creative Industries program; and

WHEREAS, Trinidad embraces the four established principles of the Colorado Main Street Program, which principles are organization of partnerships and assets, the creation of a positive community image, establishment of a safe and inviting downtown corridor and diversification of the City's economic base; and

WHEREAS, the City of Trinidad feels very strongly that it should become a Main Street Community and will commit to the revitalization of our downtown district through the context of historic preservation, community self reliance, local ownership and a sense of community.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TRINIDAD, COLORADO, that:

The City Council of the City of Trinidad supports application to the Department of Local Affairs Main Street Program for the purpose of becoming a Candidate Community and will commit to the revitalization of the Corazon de Trinidad National Historic and Colorado Creative District through the principles of the Colorado Main Street Program.

APPROVED and ADOPTED this 2nd day of July, 2013.

BERNADETTE BACA GONZALEZ,
MAYOR

ATTEST:

AUDRA GARRETT, CITY CLERK

Main Street

Colorado Main Street Program



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

The Colorado Main Street program provides technical assistance and services in the four areas of the Main Street Approach™ (economic restructuring, design, organization and promotion) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria.

Downtown Colorado, Inc. (DCI) served as the Colorado Main Street statewide coordinator from 2000 to 2010. In 2011, DCI transitioned the administrative responsibilities of the program to the Department of Local Affairs (DOLA). DCI continues to provide education and technical assistance to the Colorado Main Street communities through a public-private partnership.

All communities interested in applying for the Colorado Main Street program should contact Christy Culp at DOLA at 303.866.2369 or christy.culp@state.co.us. Or visit [DOLA's Colorado Main Street](#) web page for more program details.

Colorado Main Street History

Colorado was selected by the National Main Street Center for a state pilot Main Street project in 1980 to 1983. Delta, Durango, Grand Junction, Manitou Springs and Sterling were Colorado's Main Street communities in the initial program. The Colorado Department of Local Affairs (DOLA) administered this three year pilot program. Although the Main Street approach to downtown revitalization proved very successful in Colorado, the state discontinued the program after completing the three-year pilot project. In 2000, DCI restarted the Colorado Main Street program with a grant from the State Historical Fund of The Colorado Historical Society.

Downtown Colorado, Inc. served as the official statewide coordinator of the Colorado Main Street Program for 10 years from 2000 to 2010. In 2011, DCI transitioned the administrative duties of the Main Street Program to the Department of Local Affairs and now concentrates focus on providing educational and technical assistance training to the Main Street communities. DCI continues to utilize the Main Street Four-Point Approach as a framework for providing educational and technical assistance training.

Colorado Main Streets

The following communities have participated in the Colorado Main Street program: Arvada (2002); Berthoud (2003); Brush (2001); Granby (2008); Greeley** (2001); Lake City (2005); Lamar (2009) Lyons* (2010); Monte Vista** (2006); Rifle (2009); and Steamboat Springs (2006).

*Denotes candidate community

**Denotes community that is not a current Main Street.

Main Street Four-Point Approach

As DCI served as the Colorado Main Street coordinator for 10 years, our organization relies on the time-tested Main Street Four-Point Approach® as a framework for providing both technical assistance and educational workshops. The Main Street methodology addresses the below four areas and combines activities in these

areas to develop a community's individual, comprehensive strategy for strengthening and redeveloping its central business district.

The four points are:

1) Organization: Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders. The Main Street approach to central business district revitalization requires the effort of the entire community. The merchants, property owners, local government officials, and civic leaders must agree to support common goals for revitalization and join together in a partnership. Successful Main Street programs are usually structured as nonprofits guided by an active working board. The board will create four standing committees (design, organization, economic restructuring and promotion) that will develop projects and work plans for implementation. Local programs hire a paid program manager to coordinate the efforts of volunteers in implementing the program.

2) Promotion: Creating and marketing a positive image based on the unique attributes of the downtown. The promotions of the central business district as a single, unified commercial area – in the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The Main Street organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events, retail promotions, image promotion and on-going public relations.

3) Design: Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment. Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design that remain in our communities. Neglect and misguided improvements may have taken a toll on the appearance of downtown, affecting its perceived economic potential. Renovated facades and creative merchandising displays, appropriate landscaping and public improvements are all part of downtown's long-lasting visual appeal and a well-functioning physical environment.

4) Economic Restructuring: Strengthening downtown's existing economic assets and fulfilling its broadest market potential. In the twentieth century the retail environment changed profoundly. To become competitive, downtown must reposition itself. With a thorough understanding of today's market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

Colorado Main Street Program:

Overview of Colorado Main Street:

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

The Colorado Main Street Program provides resources, training and technical services in the four areas of the Main Street Approach, (economic restructuring, design, organization, and promotion) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria. Main Street's Eight Guiding Principles provide a comprehensive approach to district and downtown revitalization.

The Colorado Department of Local Affairs (DOLA) manages the Colorado Main Street Program, which is funded by a grant from the State Historical Fund. The Department of Local Affairs requires all candidates to submit a Letter of Intent to apply. The DOLA Main Street Advisory Board will review all letters of intent. DOLA is happy to work with communities interested in preparing for Main Street candidacy to ensure a strong letter of intent is completed.

National Main Street History

Concerned about continuing threats to Main Streets' commercial architecture and aware of the need to stimulate economic activity in small-city downtowns, the National Trust for Historic Preservation launched a community demonstration project (1977-1980) that resulted in the creation of the Main Street Four Point Approach and establishment of the National Main Street Center in Washington, D.C. Nationally, the Main Street Program has proven to be incredibly successful, making it one of the most powerful economic development tools in the nation. Today, the Main Street approach has been implemented in 44 states and more than 1,600 communities.

Colorado Main Street History

Colorado was selected by the National Main Street Center for a state pilot Main Street project that ran from 1982-1985. Delta, Durango, Grand Junction, Manitou Springs, and Sterling were Colorado's Main Street communities in the initial program. The Colorado Department of Local Affairs administered this three-year pilot program. Although the Main Street approach to downtown revitalization proved very successful in Colorado, the state discontinued the program after completing the three-year pilot project. Between 2000 and 2010, Downtown Colorado Inc. administered the Colorado Main Street program with a grant from the State Historical Fund.

Because of the emphasis on historic preservation and the impact the program has had in revitalizing Colorado's downtowns, the State Historical Fund continues to generously support the Colorado Main Street Program through funding high-quality architectural technical assistance. In 2011, the administration of the program reverted back to the Department of Local Affairs with a grant from the State Historical Fund. Training and educational services are being provided to Main Street Communities in part by Downtown Colorado Inc

Join the Main Street Program

Colorado Main Street communities are identified in three tiers, beginning with Candidate Community and moving on to Main Street Community and eventually Main Street Graduate Community as local programs progress and achieve greater levels of self-sufficiency and success. In order to become a Main Street Candidate, communities must submit a Letter of Intent. DOLA is happy to help communities in capacity-building and organization prior to submitting a Letter of Intent in order to assure that the community is ready.

Criteria for Participation in the Main Street Program

The tiered program is designed to build capacity as communities mature and move through the program, by providing technical assistance, education, and training to help communities meet the goals established by the local program. Below are some examples of what is expected of Main Street Communities as they progress in their revitalization of downtown.

Candidate Community: *This is the entry level; Trinidad would likely be at this level for a three (3) year period following acceptance into the program.*

During this period the Candidate community should establish and build the organization's structure, leadership, and resources. This phase usually lasts up to 3 years during which time communities are working towards establishing a lasting local Main Street program. Criteria to become a candidate include:

- Active public/private participation in downtown revitalization
 - *Both the Creative District & Community Roundtable qualify for this criteria.*
- Main Street 101 Training for all board and committee members
 - *Main Street 101 was done in Council Chamber on October 2, 2012.*
- Have an assessment or downtown plan with implementation steps
 - *Downtown Assessment done on October 1-2, 2012*
- Have a dedicated point of contact for training and communications
 - *This program works in tandem with Creative District, same contacts would apply.*
- Complete an annual work plan
 - *Downtown Assessment formulates the initial work plan.*
- Have a "steering committee" and are working toward forming a board and committees
 - *This program works in tandem with Creative District, same team would apply.*
- Are working on developing historic building inventories and partnering with History Colorado
 - *This is being done in planning department.*
- Have begun to collect data regarding your downtown (real estate inventory, cost per sq. foot, market data, etc.)
 - *This is being done already for Creative District requirements.*
- Complete a Letter of Intent to become a Main Street Candidate
 - *Letter is complete and ready for submission Monday. just need Resolution.*

Main Street Community:

At this stage, the community has the basic infrastructure in place to run an effective Main Street program. Designated Main Street programs:

- Have an organizational structure including an active board and committees, incorporation (as appropriate) and by-laws
- Complete annual work planning each year
- Consistent use of or develop a logo/brand
- Hold or sponsor promotional events and/or campaigns
- Have a fund raising program for downtown projects
- Adopt a multi-year strategic plan (this could include a Resource Team Report)
- Allocate funding for a professional Main Street manager (half-time for communities under 5,000 people, or full-time for communities over 5,000 people)
- Maintain adequate funding for the local Main Street program
- Work toward National Accreditation Standards (see Appendix)
- Work toward becoming (or are) Certified Local Governments (CLGs) through History Colorado
- Demonstrate community awareness of the Main Street program
- Able to refer or provide assistance to small businesses

Main Street Graduate Community:

Once a community's program has matured and is established, it may move to the final tier. Graduate Programs:

- Are Certified Local Governments (CLGs) through History Colorado
- Maintain secure, diversified funds for staff and program
- Enjoy a strong business mix in downtown
- Demonstrate a strong historic preservation ethic
- Meet all of the National Accreditation Standards (see Appendix)
- Have a multi-year strategic plan (this could include a Resource Team Report)
- Complete annual work planning each year
- Are well versed about Main Street practices
- Provide assistance to Candidates as a mentor or trainer

Submitting a Letter of Intent to Become a Main Street Candidate

Letters of Intent for Candidacy are accepted once a year and will be due by July 1, 2013. Please contact DOLA staff if your community is considering applying to the program for candidacy. Staff may work with your community to help explore the program, decide if it is right for your community, then complete the Letter of Intent Form and include the requested attachments.



Colorado Main Street

Colorado Main Street Program Frequently Asked Questions

What is the Colorado Main Street Program?

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

The Main Street methodology addresses the following four areas and combines activities in these areas to develop a community's individual strategy for strengthening and redeveloping its central business district. The four-point approach includes:

1. *Organization* – Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders.
2. *Promotion* – Creating and marketing a positive image based on the unique attributes of the downtown.
3. *Design* – Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment.
4. *Economic Restructuring* – Strengthening existing economic assets downtown and fulfilling its broadest market potential.

The Main Street methodology also includes eight guiding principles to provide a comprehensive approach toward district and downtown revitalization.

How is the Main Street Program funded?

The Main Street Program is partially funded by a grant provided by History Colorado, State Historical Fund. DOLA provides additional staffing and operational support.

What are the benefits of being a Colorado Main Street Program?

The Colorado Main Street program provides technical assistance and services in the four areas of the Main Street Approach® (economic restructuring, design, organization and promotion) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria.

Benefits of this program include:

- On-site training and technical assistance targeted to community goals
- Access to a national network of historic preservation and economic development professionals
- Access to Historic Preservation Architectural Services
- Use of the Main Street name
- Manager and Volunteer Workshops
- Free registration to identified Downtown Colorado Inc trainings and conference

Who administers the Colorado Main Street Program?

The Department of Local Affairs (DOLA) manages the Colorado Main Street Program. [Christy Culp](#) is the State-Wide Main Street Coordinator and [Marc Cittone](#) is the Main Street Specialist.

How does my community become a Main Street Community?

Colorado has a three-tiered Main Street Program. The first step in the process is to become a Main Street Candidate, the second is a Main Street Community and the third is a Main Street Graduate. All communities interested in becoming a Main Street Community must first submit a Letter of Intent. Letters of intent are accepted quarterly on or before the 15th of February, May, August and November, to be reviewed by our Advisory Board. Communities are notified within 45 days as whether they have been accepted into the Candidate program. This initial communication gives us the information we need to accept you into the Candidate Program, the first step in becoming a Colorado Main Street Community.

What is required of Candidate Communities?

Candidate communities must sign a Memorandum of Agreement between the local government, the Department of Local Affairs and Downtown Colorado Inc (DCI). Candidates pay a \$1000 annual membership to DCI, which gives them one free registration to each of the Downtown Institutes and the Annual Conference. Candidates must attend at least three trainings offered by DOLA, complete reporting requirements, begin organizing the Four Main Street Committees (one committee for each of the elements of the four-point approach) and should participate in a downtown assessment to begin coordinating stakeholders, if this has not already been done. In return, DOLA staff:

- supervises all communications between the community, DOLA, DCI, and the National Main Street Center, as they relate to the local Main Street Candidate Program
- conducts one on-site training session in the community for development of a vision, mission statement, goals, and objectives
- provides advice and technical assistance as requested by the community, within the scope of available resources and expertise
- facilitates and promotes ongoing press coverage of the Colorado Main Street Program and its individual local programs
- provides access to resource materials, including audio-visual and published materials relating to downtown revitalization.

At the end of the Candidate period, an official Main Street Application must be submitted to DOLA.

How long do we remain a Candidate?

Although a specific term is not required, most communities spend about 3 (three) years at the Candidate level. This gives them enough time to engage stakeholders, find a permanent home for the Main Street Program and begin fundraising for the effort. Candidates will be reviewed annually by the Advisory Board.

What information is needed in the Letter of Intent?

The Letter of Intent form can be accessed at www.dola.colorado.gov/MainStreet. The following components need to be addressed:

- Local government contact person information
- Local government resolution declaring support of Letter of Intent
- Community population and other relevant demographic information
- Budgeted resources the community is willing to dedicate to downtown, including staff time as well as financial resources

- Previous economic and community development initiatives
- Initial program goals and community expectations
- Existing historic preservation initiatives (if any)
- Commercial district characteristics including estimated percentage of historic building stock
- Information on downtown organization or group that works exclusively for betterment of downtown (if any)

What happens after we submit the Letter of Intent?

An Advisory Board, made up of Main Street stakeholders, reviews Letters of Intent. This Board makes recommendations to staff. Final acceptance into the Candidate Program is determined by DOLA's Executive Director. After a community is accepted as a Candidate Community, they must sign the Memorandum of Agreement and remit the \$1000 Candidate membership fee to DCI.

What is required of Main Street Communities?

Main Street Communities must sign a Memorandum of Agreement between the local government, the Main Street Program, the Department of Local Affairs and Downtown Colorado Inc (DCI). Main Streets pay a \$1000 annual membership to DCI, which gives them one free registration to each of the four Downtown Institutes and the Annual Conference. Main Streets must have paid staff, either full or part-time (depending on the size of the community), must attend at least three trainings offered by DOLA, complete reporting requirements, establish the Four Main Street Committees and participate in a Main Street Resource Team to assist in the development of committee workplans, goals and objectives. Communities must maintain a membership to the National Trust for Historic Preservation.

In return, DOLA staff:

- supervises all communications between the community, DOLA, DCI, and the National Main Street Center, as they relate to the local Main Street Program. This includes collecting and reporting to the National Main Street Center the information provided by the Local Programs;
- conducts the annual accreditation of Local Programs;
- conducts training sessions for new board members and program managers, and one on-site training session in the community for development of a vision, mission statement, goals, objectives and the annual work plan;
- provides advice, technical assistance, architectural schematic design assistance and on-site visits to the local program manager and community on a continuing basis, as requested by the community, within the scope of available resources and expertise;
- facilitates and promotes ongoing press coverage of the Colorado Main Street Program and its individual local programs; and
- provides access to resource materials, including audio-visual and published materials relating to downtown revitalization.

What information is needed in the Main Street Application?

The Main Street Application is currently under review. New requirements will be published soon.

What happens after I submit the Main Street Application?

An Advisory Board, made up of Main Street stakeholders, reviews Main Street Applications. This Board makes recommendations to staff. Final acceptance into the Main Street Program is determined by DOLA's Executive Director. After a community is accepted as a Main Street Community, they must sign the Memorandum of Agreement and remit the \$1000 Community membership fee to DCI.

What is required of Main Street Graduates?

Main Street Graduates must sign a Memorandum of Agreement between the local government, the Main Street Program, the Department of Local Affairs and Downtown Colorado Inc (DCI). Graduates pay a \$750 annual membership to DCI, which gives them one free registration to each of the four Downtown Institutes and the Annual Conference. Graduates must have paid staff, either full or part-time depending on the size of the community, must attend at least three trainings offered by DOLA, complete reporting requirements and continue working with the Four Main Street Committees. Managers from Main Street Graduate Communities are encouraged to provide training and technical assistance to newly formed Main Street Programs or Candidates. DOLA:

- supervises all communications between the community, DOLA, DCI, and the National Main Street Center, as they relate to the local Main Street Program. This includes collecting and reporting to the National Main Street Center the information provided by the Local Programs;
- conducts the annual accreditation of Local Programs;
- conducts training sessions for new board members and program managers, and one on-site training session in the community for development of a vision, mission statement, goals, objectives and the annual work plan;
- provides advice, technical assistance, architectural schematic design assistance and on-site visits to the local program manager and community on a continuing basis, as requested by the community, within the scope of available resources and expertise;
- facilitates and promotes ongoing press coverage of the Colorado Main Street Program and its individual local programs; and
- provides access to resource materials, including audio-visual and published materials relating to downtown revitalization.

How can I contact the DOLA Main Street staff?

Christy Culp, Main Street Coordinator
303-866-2369
christy.culp@state.co.us

Marc Cittone, Main Street Specialist
303-866-6421
marc.cittone@state.co.us

How can I find out more about the Main Street Model?

Information on the Main Street Model can be found at the National Trust for Historic Preservation's Main Street Center site: www.mainstreet.org or on the DOLA Main Street site: www.dola.colorado.gov/MainStreet.

How many Main Street Communities are there?

Currently in Colorado there are seven Main Street Communities (Arvada, Berthoud, Brush, Granby, Lake City, Lamar and Steamboat Springs) and two Candidates (Lyons and Rifle). Lake City and Steamboat Springs are Graduate Communities. Nationally, over 2,000 programs in 39 states have benefited from the Main Street Approach.

Is the Main Street Program an effective tool for downtown revitalization?

Main Street is a national movement that has spanned three decades and taken root in more than 2,000 communities - a movement that has spurred \$49 billion in reinvestment in traditional commercial districts, generated an average of \$27 locally for each public dollar invested, led to a net gain of 94,176 new businesses, 417,919 new jobs, and 214,263 building rehabilitations, galvanized thousands of volunteers, and changed the way governments, planners, and developers view preservation.

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Local Program Budgets and Funding

Main Street program budgets vary according to the size of the commercial district, as well as local priorities and resources for revitalization. Additionally, regional variations in salaries also affect a local Main Street program's budget. Depending on the district's size, the program's budget can range from \$45,000 to \$100,000 annually.

The following chart illustrates the typical sources of income and expenses for a local Main Street program.

Expenses	Income
Director's salary	City funding
Support staff's salary	Earned Income
Rent/Utilities	Membership
Office supplies	Fund raising
Insurance	Corporate sponsors
Equipment	
PR materials	
Professional development	
Promotion Committee activities	
Design Committee activities	
E.R. Committee activities	

Local Main Street programs raise their own funds for projects and operations. Sources of funding include the public sector (city, county, etc.) and private sources, such as business and property owners, residents, small corporate or foundation grants for projects, and earned income (from promotional/fund-raising events or contracts to provide services).

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Colorado Main Street

Benefits of Participation in the Colorado Main Street Program: Services provided by the Department of Local Affairs

Service	Description	Candidate	Main Street	Graduate
General Technical Assistance Services				
Main Street Program Liaison	DOLA acts as liaison and facilitates communication between the community, other Colorado Main Streets, Downtown Colorado, Inc., and the National Trust For Historic Preservation Main Street Center.	✓	✓	✓
On-call technical assistance	Provide over the phone or via internet advice and technical assistance as requested by the community, within the scope of available resources and expertise.	✓	✓	✓
Capacity Building	Assist the local program in capacity building efforts, including assisting the program to work with their local governments and other partners. Assistance may include additional meetings with DOLA regional or Main Street staff, foundations, other state agencies or established Main Street Communities or the sharing of best practices.	✓	✓	✓
Fundraising Capacity	Assist the local program in developing fundraising capacity to diversify local budgets. Assistance may include additional meetings with DOLA regional or Main Street staff, foundations, other state agencies or established Main Street Communities, or the sharing of written best practices.	✓	✓	✓
Heritage Tourism Content	As resources permit, develop heritage tourism content for placement on state and local websites.	✓	✓	✓
On-Site Technical Assistance Visits				
Resource Team Visit	For new Main Street programs, conduct a multi-disciplinary technical assistance visit and produce a report meant to serve as a strategic plan for the <i>beginning year(s) of the program</i> .		✓	
Candidate Assessment	Conduct an on-site annual review of the Candidate's progress towards becoming a Main Street Community	✓		
End-of-Year Assessment	Conduct an on-site annual review of the program's work in the four points and in meeting the national Main Street accreditation criteria.		✓	✓
Preservation Architect	Access to services of a preservation architect, for façade schematics, assessments, training and in-fill design work.	✓	✓	✓

Training				
Start-Up Visit	On-site visit for development of vision, mission statement, goals, objectives, committee start up and organizational development; includes Main Street 101 training. Conducted at the end of the first year in the Candidate program.	✓		
On-Site Training	Conduct on-site training sessions in the community. This could include training for one of the four committees, a facilitated board retreat, or a visioning session to identify goals, objectives and workplans for the organization. This training could also be combined with a training with the historic preservation architect.		✓	✓
Board/ Manager Orientation	Conduct orientation for new board members and new program managers, either on-site, via webinar, or in Denver.		✓	✓
Quarterly Managers' Meetings	Hold four quarterly meetings addressing the four points of design, economic restructuring, organization, and promotions for local managers.	✓	✓	✓
Identify Partnerships & Resources				
Facilitate Connection to Resources	Connect local programs with partner services and resources from non-profits, other state agencies, federal agencies, private foundations and for-profit businesses.	✓	✓	✓
Communications				
Colorado Main Street Newsletter	Quarterly newsletter providing Main Street updates, timely tips for local programs, calendars of events, and more.	✓	✓	✓
Publicity	Facilitate and promote ongoing press coverage of the Colorado Main Street Program and its individual local programs.	✓	✓	✓
Sharing Success	Post success stories and testimonials on the DOLA website and share links to the National Trust Main Street Center and other state coordinating programs.	✓	✓	✓
Social Media	Maintain the Colorado Main Street Facebook page to promote the activities of local programs	✓	✓	✓
Other Services				
Resource Materials	Provide access to resource materials on downtown revitalization and specifically organization, design, promotion and economic restructuring.	✓	✓	✓
Quarterly report review	Review quarterly reports, compile reinvestment statistics, and provide guidance and advice.	✓	✓	✓
Bench-marking	Establish benchmarks with the Candidate Program to ensure a successful application	✓	✓	✓
		<p>The above services are provided in part through a generous grant from History Colorado, the State Historic Fund.</p>		

Please complete the following questions, using as much space as you need. Feel free to attach supporting documents.

1. Local government contact information:

Name: Louis Fineberg / Tara Marshall

Position: Planning Director / City Management Intern

Phone number: (719) 846-9843 ext. 130 / (719) 846-9843 ext. 131

Email: louis.fineberg@trinidad.co.gov / tara.marshall@trinidad.co.gov

Address: 135 N. Animas Street, Trinidad, CO 81082

2. Is the local government resolution declaring support of Letter of Intent attached?

No. The resolution will be presented to the City Council on Tuesday, July 2nd, 2013. A copy of the City Council meeting agenda is attached as 'Exhibit 1: City Council Agenda'.

3. Demographics:

Community Population: The 2010 Census places Trinidad's population at 9,096 persons.

Median Income: In 2000, the median income for a household in the City was \$36,681, and the median income for a family was \$33,992.

Unemployment Rate (county): As of April 2013, the unemployment rate for the City of Trinidad was 9.6%.

4. Resources:

What are the budgeted resources the community is willing to dedicate to downtown?

Please include staff time as well as financial resources, and explain this resource allocation.

See 'Exhibit 2: El Corazon de Trinidad National Historic and Colorado Creative District Main Street Budget' and 'Exhibit 3: Grant Funding Matrix'.

5. Economic Development Initiatives:

What have been previous economic and community development initiatives?

- Designation as a Colorado Creative District by the Office of Economic Development and International Trade.
- Kid Friendly Family Healthy Byway Initiative.
- Trinidad Community Foundation Community Roundtable
- Stronger Economies Together (SET) Initiative.
- Rural Philanthropy Days.
- Enterprise Zone Designation.
- Southern Rockies Heritage Commission Initiatives.
- Shop Local Campaign

What were their successes?

The City and its partners have succeeded in producing some excellent planning documents; however the community has yet to advance any of these plans. Through Main Street and Colorado Creative District, the City is looking for a framework with which to help implement the Community Assessment and other plans.

Are any still being actively worked on?

Yes, each one of these community development initiatives is currently in process.

Please attach any assessments completed which are still relevant.

See 'Exhibit 4: Downtown Assessment'.

6. Program Goals:

What are the initial program goals and community expectations?

The City of Trinidad is hoping to utilize the Main Street Program as a platform for making the Corazon de Trinidad both economically viable and self-sustaining. The City feels that the Main Street Program can help to accomplish these goals by providing the developmental framework that will 1) facilitate the coordination of the planning and implementation efforts of the many organizations, institutions, community groups, businesses and residents of the Corazon de Trinidad Historic District, 2) facilitate the economic restructuring of the Corazon de Trinidad as a Colorado Creative District and 3) enhance the City's current marketing efforts for the Corazon de Trinidad.

Additionally, the City is looking to maintain the forward momentum that it has achieved through Creative District designation and the development of the Trinidad Community Assessment (See Exhibit 5: Trinidad Community Assessment.)

How were these identified?

These goals were collectively identified through the Creative District designation process as well as through the process of developing the Trinidad Community Assessment, attached as 'Exhibit 5: Trinidad Community Assessment'.

7. Historic Preservation:

Does the community have a historic preservation ordinance or commission?

Yes. The City of Trinidad currently has a historic preservation ordinance that was adopted in 2011. Additionally, the City is currently in the process of creating a Design Review Board that will review all development proposals within the Corazon de Trinidad.

Is the community a Certified Local Government (CLG) through History Colorado?

Yes, the City is currently a CLG.

Has the community completed a historical survey of the downtown area? If so, what were its findings?

Yes. The City completed a survey of all historic structures in the downtown in July of 2003. In addition, the City completed a brick street study in 1999 that provides a plan for restoring the historic brick streets of the Corazon de Trinidad. The historic structure survey is nine volumes and is not currently digitized. The historic brick street study is attached as 'Exhibit 6: Trinidad Brick Street Study'.

What individual landmarks or historic districts, if any, have been designated in the community?

The City's downtown is designated as the Corazon de Trinidad National Historic District. Please refer to 'Exhibit 7: Corazon de Trinidad National Historic District Map'.

What are the existing historic preservation initiatives? What is the status and success of these initiatives?

The City is currently working on several historic preservation projects within the Corazon de Trinidad National Historic District including the restoration of the Old Stone Waterworks Building and the Hughes Lumber Company Building. Additionally, the City is working to restore its historic brick streets with capital improvement funds as well as funding through CDOT and DOLA (see 'Exhibit 3: Grant Funding District'). The City is also discussing the implementation of a preservation tax incentives package as well as development policies that include the waiving of permit fees and the provision of utility upgrades for preservation efforts in the Corazon de Trinidad.

8. Commercial District Characteristics:

What are the commercial district characteristics?

The Corazon de Trinidad developed between the late nineteenth and early twentieth centuries and features an amazing mix of Italian Renaissance, Victorian, Spanish Revival, Neo-Classical Revival and Richardsonian Romanesque architectural styles. Over the past several decades, the District has suffered from significant disinvestment as evidenced by the high commercial and residential vacancy rate.

Please discuss business mix, ownership patterns, streetscape/ traffic and pedestrian circulation, building condition, vacancies, and estimated percentage of downtown buildings that are historic?

The District has a mix of retail, service and other business, however at least 40% of the buildings are vacant at street level with a much higher vacancy rate for upper levels. The buildings in the District are in varying states of repair with some recently renovated and others crumbling. Most of the buildings in the District are historic. See 'Exhibit 8: Building Vacancy Map' for the locational distribution of vacant buildings in the District.

Please attach, or detail progress or plans towards completing:

A) A building inventory showing the square footage, current use and average rents of the buildings in your Main Street;

The City has completed an historic building survey and is in the process of digitizing all nine (9) volumes. The City does not currently have data detailing current use and average rent information for the District but is working toward compiling this data.

B) A business inventory listing all the business on your Main Street and pertinent information include their business type, contact information, etc.

See 'Exhibit 9: Chamber of Commerce Business Inventory'.

What is the total assessed property value in the district?

See 'Exhibit 10: Demographic and Financial Information' .

Does your current zoning code restrict business activity or the creation of residential units?

No.

9. Market

Please discuss the market for goods and services provided by your downtown.

See 'Exhibit 9: Chamber of Commerce Business Inventory' .

Who are the downtown's current and target customers?

Although locals comprise the largest segment of the consumer market, most businesses in Trinidad depend on tourist visitation and dollars for their continued success.

What are the downtown's major competitors?

Wal-Mart and Pueblo.

Please attach, or summarize, the findings of any market studies, customer intercept surveys, or related documents.

The City was not able to locate any of these documents but is willing to pursue the development of same.

If available, what is the total sales tax revenue in the district?

The City currently does not track sales tax data specifically for the District, but sales tax for the City as a whole was \$4,893,305 for 2012. The City is currently working on a method for isolating sales tax data for the District alone. Please refer to 'Exhibit 10: Demographic and Financial Information' .

10. Organizational Capacity 1:

Please provide information on downtown organizations or groups in your community that work primarily for the betterment of downtown. What is their relationship to the local government? How long have they been active in the community? What are some of their recent initiatives and successes?

- Trinidad & Las Animas County Chamber of Commerce

The Chamber of Commerce has been active in the community for more than 100 years and maintains a close relationship with both the City of Trinidad and Las Animas County. Recently, the Chamber organized the annual business awards dinner, held the 3rd annual Armed Forces Day Parade and organized the 34th Santa Fe Trail Days. The Chamber's most recent initiative is a comprehensive Shop Local Campaign.

- Trinidad Community Foundation

The Trinidad Community Foundation has been active in the community for almost 10 years and focuses on five basic principles, education, health & wellness, recreation, historic preservation and communication. In the past year, they organized the Community Roundtable. This group of more than eighty residents, business owners, elected officials and volunteers has met and are in the process of completing a community strategic plan.

- Trinidad & Las Animas County Economic Development (TLACED)

TLACED has been in operation for 15 years in Trinidad and Las Animas County. This organization has newly reorganized the Board of Directors, including members from Trinidad City Council and staff, and is the process of finalizing their strategic plan for the upcoming year. Traditionally, this group has worked toward developing plans directed at business sustainability.

- Corazon de Trinidad Creative District

Newly designated as a fully certified Colorado Creative District this organization is overseeing several new and ongoing arts and cultural initiatives. The district is housed in the City of Trinidad as a sub-committee of the City's Arts & Cultural Advisory Commission. In the past year they have launched an art in public places program, initiated monthly art treks and worked to organize efforts of dozens of local art and culture non-profit organizations.

- Southern Colorado Repertory Theatre

This organization is celebrating their 10th season of professional theatre in Trinidad. Recently in 2012, they relocated to a historic building in the downtown district and

opened the Famous Performing Arts Center. This organization works closely with the Chamber of Commerce and local business community to host meetings of downtown merchants. They participate in Art Treks, museum and gallery openings and provide space for belly dance and art studios.

11. Organizational Capacity 2:

Please provide information on organizations that are likely partners or supporters of the downtown revitalization effort.

- Las Animas County, the Board of County Commissioners
- Trinidad Historical Society
- Trinidad Community Foundation
- Trinidad & Las Animas County Chamber of Commerce
- Trinidad & Las Animas County Economic Development
- Southern Colorado Repertory Theatre
- Southern Colorado Economic Development District
- Trinidad School District
- Trinidad Arts and Culture Advisory Commission
- City of Trinidad Tourism Board
- Colorado Welcome Center
- Local Business Owners
- Commercial Property Owners
- Private Investors