



***REGULAR HISTORIC PRESERVATION COMMISSION MEETING
AGENDA***

Tuesday, September 28, 2021 5:00 PM

The Montrose Historic Preservation Commission is pleased to have residents of the community take time to attend Historic Preservation Commission Meetings. We encourage your attendance and participation. Individuals wishing to be heard during public hearing proceedings are encouraged to be prepared and will generally be limited to three minutes to allow everyone the opportunity to be heard. Additional written comments are welcome and will be received at any time.

- 1) APPROVAL OF MINUTES
 - A) Approval of minutes dated July 27, 2021
- 2) ADDITIONS AND DELETIONS
- 3) PUBLIC COMMENT
 - A) Public invited to be heard on matters not on the agenda (Limited to 3 minutes)
- 4) REPORTS/PRESENTATIONS
 - A) Update on La Raza Park Neighborhood/Tortilla Flats Historic Context Report and Survey
 - B) DART Board/Historic Preservation Commission Liaison
 - C) CLG Education Scholarships Information
- 5) ADJOURNMENT

**HISTORIC PRESERVATION COMMISSION
MINUTES OF THE REGULAR MEETING
July 27, 2021**

The regular meeting of the City of Montrose Historic Preservation Commission was held on **Tuesday, July 27, 2021**, in the City Council Chambers located at 107 S. Cascade Avenue, Montrose, Colorado. Said meeting was posted in accordance with the Sunshine Law.

PRESENT: Kenneth Huff, John Eloë, Amanda Lloyd, Danielle Godt, Ian Atha

ABSENT: Jon Horn, Michael Prouty

GUESTS: Senior Planner Amy Sharp, Planner I William Reis, Deputy City Clerk Mikayla Unruh

CALL TO ORDER

The meeting was called to order at 5:04 p.m.

ADDITIONS AND DELETIONS

There were no additions or deletions.

APPROVAL OF THE MINUTES

The Historic Preservation Commission considered the minutes of the regular meeting held on June 22, 2021. A motion was made by Amanda Lloyd, seconded by John Eloë, to approve the minutes of the June 22, 2021 regular meeting as presented. All voted yes. Motion passed.

PUBLIC COMMENT

No comments were received.

REPORTS / PRESENTATIONS

Update on La Raza Park Neighborhood/Tortilla Flats Historic Context Report and Survey

Planner I William Reis provided an update on the La Raza Park Neighborhood / Tortilla Flats Historic Context Report and Survey process, noting that the City recently held their first kick-off meeting with Logan Simpson to begin planning for the neighborhood survey process. Community Engagement Specialist Ross Valdez is working with Logan Simpson to help with outreach to residents of the La Raza Park Neighborhood for survey interviews. The first public meeting for the project will be held on September 9, 2021.

Discussion on Preservation Tax Credits

Planner I William Reis provided an explanation of the State of Colorado's Preservation Tax Credit program which allows property owners to earn tax credits for historic preservation projects.

Mr. Reis explained that there are small differences in the program between residential and commercial properties. In order to qualify for the program, rehabilitation expenditures for a commercial property must exceed \$20,000.00 while expenditures for residential properties must exceed \$5,000.00.

The amount of credit applicants may receive is calculated based on a percentage of the overall rehabilitation costs associated with a project, with a 20% federal tax credit possible for commercial projects and a 20-35% state credit available for residential and commercial properties.

To qualify for federal tax credits, properties must be listed on the National Register of Historic Places or be a contributing building within a nationally registered historic district. These credits are available for rental-residential, commercial, industrial, or agricultural properties.

Local building owners may apply for the state-level Preservation Tax Credit program prior to having their property listed on the City of Montrose's Historic Register, but must receive a local designation by the time the tax credits are issued.

ADJOURNMENT

A motion was made by Ian Atha, seconded by Danielle Godt, to adjourn the meeting at 5:34 p.m. with no further action taken. All voted yes. Motion passed.

Jon Horn, Chairperson

ATTEST:

Amanda Lloyd, Secretary

TORTILLA FLATS

Historic Context Report and Survey



L O G A N S I M P S O N

Purpose

- To prepare a historical context report and to conduct a reconnaissance-level architectural resources survey for the Tortilla Flats/La Raza Park Neighborhood.
- The completed report will serve as a planning document that identifies historic neighborhood resources and evaluates their eligibility for historic designation (federal, state, county, and local designation).

Participants & Funding

- The project was commissioned by the City of Montrose using funds provided by History Colorado through a Certified Local Government (CLG) Subgrant Program.



Contact Information

City of Montrose

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Types of Historic Designations:

- National Register of Historic Places (NRHP)
- Colorado State Register of Historic Properties (CSRHP)
- Montrose County Historic Landmark Register (MCHLR)
- City of Montrose Register of Historic Places (CMRHP)



National Register of Historic Places

- Jurisdiction: National
- Includes: 96,000 listed resources such as buildings, neighborhoods, parks, etc.
- Administered by the National Park Service in conjunction with History Colorado
- Designation does not affect the rights of private property owners
- Benefits to listing include:
 - *Recognition and documentation*
 - *Eligibility to federal tax credits for some property types*
 - *Eligibility to federal grant sources*
 - *Automatic listing on the CSRHP*



Example sign on listed building



Colorado State Register of Historic Properties

- Jurisdiction: State of Colorado
- Administered by History Colorado
- Designation does not affect the rights of private property owners
- Benefits to listing include:
 - *Recognition and documentation*
 - *Eligibility for grants from Colorado State Historical Fund*
 - *Eligibility for state tax credits related to restoration or rehabilitation*



Pea Green Community House



Montrose County Historic Landmark Register

- Jurisdiction: Montrose County
- Includes: 11 listed resources
- Administered by Montrose County (Historic Landmark Advisory Board)
- Designation does not affect the rights of private property owners
- Benefits to listing include:
 - *Recognition and documentation*



Montrose County Historic Jail



City of Montrose Register of Historic Places

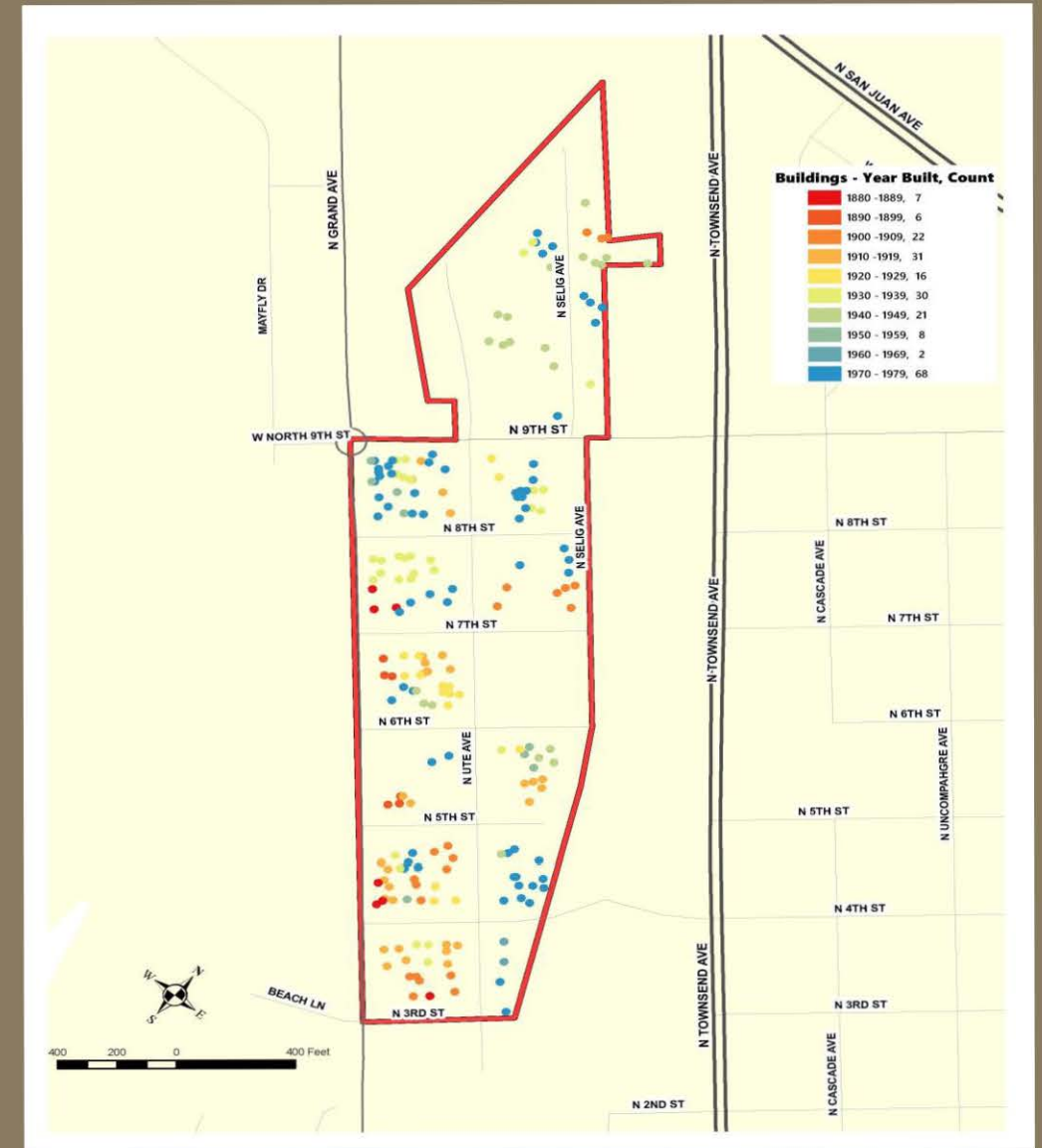
- Jurisdiction: City of Montrose
- Includes: 8 listed resources
- Administered by: City of Montrose (Montrose Historic Preservation Commission)
- Benefits to listing include:
 - *Recognition and documentation*
 - *Certified Local Government (CLG) grant sources*
 - *Additional incentives as may be developed by the Commission or the City Council*



Denver and Rio Grande Railroad Depot



Project Area



Methodology

- Two phase project
- Phase I
 - *Archival Research (August 2021)*
 - *First Public Meeting, Conduct Field Survey, Oral History Interviews (September-October 2021)*
 - *Prepare and Submit Draft of Survey Report and Site Forms (November 2021)*
 - *Submit Final Report Deliverables (December 2021-January 2022)*
 - *Revise Final Report (January-February 2022)*
 - *Final Public Meeting (March-May 2022)*
- Phase II
 - *Another grant cycle; complete survey and oral history interviews*



Examples of Neighborhood Resources:



Questions and Discussion



Our questions for you:

What should we know about your neighborhood?

How is your neighborhood different than others in Montrose?

What do you hope to achieve with this survey?

Other sources for neighborhood history?

How do you feel about the name of your neighborhood?



Your questions for us?

MONTROSE DART

STRATEGIC PLAN UPDATE 2021-2024





OVERVIEW

The Montrose Development and Revitalization Team (DART) has experienced several changes over the past years since taking on the Main Street Program role in 2017. DART brought together various community development functions to help leverage individual efforts into something greater and is continuing to work toward a city-wide approach to supporting businesses and promoting economic vitality.

The changing organizational landscape since the prior strategic plan was drafted in 2018 has witnessed the exit of the Downtown Development Authority, fading and reemergence of a Chamber of Commerce and several staffing changes. Through this change, necessary community development and business support functions have been maintained by DART. As these dynamic shifts continue to take place, the organization should carefully monitor and manage its workplan to ensure that added tasks don't overwhelm the primary directives DART has identified to be successful.

Additionally, DART has progressed to become one a strong and innovative program in Colorado Main Street. Having successfully established and grown the program, it's time to look to the future. Currently, DART is a "Certified" program and is considering applying to move up to the "Graduate" level. One pre-requisite of this move is to have an updated strategic plan in place. The following pages lay out DART's new horizons, along with the action steps needed to achieve great things, including becoming a Graduate level community.



PROCESS AND OBJECTIVES

The process involved a series of four workshops during the first half of 2021. Several of these meetings were held virtually with the final workplan facilitation occurring in person. The first session served as an introduction to the Main Street program, highlighting the Four-Point Approach, explanation of the Transformational Strategies concept, and exploration of board member roles. Two subsequent sessions, facilitated by hrQ consulting, explored the potential workplan activities. A final workshop formalized minor updates to the mission and vision while finalizing the workplan elements.

Clarity of purpose continues to be a primary issue for the program. Communicating the purpose of DART as well as dispelling the myth that the “D” represents “Downtown” is a primary issue that should be a focus into the future. Although some confusion might exist in the community, the strategic planning process and resulting tools are addressing the need for continued clarity in describing who DART is and their mission.

Exercises at the final workshop included a review of a new Vision and Mission table, which helps to break down and diagram the essential activities DART advances. The team also reviewed and confirmed the two existing Transformational Strategies and added a third to provide direction on DART’s community-wide role. Finally, the group conducted a series of prioritization exercises to help determine where on the time horizon each action item should fall. A follow-up survey was sent to members not present at the workshop to determine whether any of the priorities should be shifted. The feedback was generally consistent and reaffirmed the conclusions of the in-person workshop priorities.

Ultimately, DART has lofty aspirations to help Montrose achieve many goals to support a vital community. This plan seeks to provide a roadmap to help DART navigate the lengthy list of priorities to focus on successful implementation.



VISION AND MISSION

During the earliest discussions, the team identified that the current Vision and Mission were still relevant and on-track, however the team sought to expand the geographic scope of DART's initiatives beyond the Downtown to the community at large.

The revised Vision and Mission in paragraph form are as follows:

Vision: Where are we going?

DART supports developing Montrose as an attractive, vibrant place where people converge, businesses thrive, and values rise.

Mission: How do we get there?

DART implements the benefits of the Main Street Approach to create initiatives that provide both downtown with specific benefits and the broader community a model to use for economic development. These efforts will result in Downtown emerging as a strong business, social, and cultural center through business development activities, physical improvements, events and promotions, while setting a precedent for similar programs to be rolled out Citywide.

And despite this support, some confusion still exists in the community regarding the organization. To help demystify DART, the Vision and Mission were reframed and a diagrammatic illustration was developed to enable the organization to present a clear explanation of purpose.

As noted, the specific addition to the Vision and Mission relates to geography. DART operates under the Main Street model as a framework, extending this management platform community-wide. Because Main Street traditionally focuses on a limited downtown geography, great care needs to be placed on communicating DART's two-

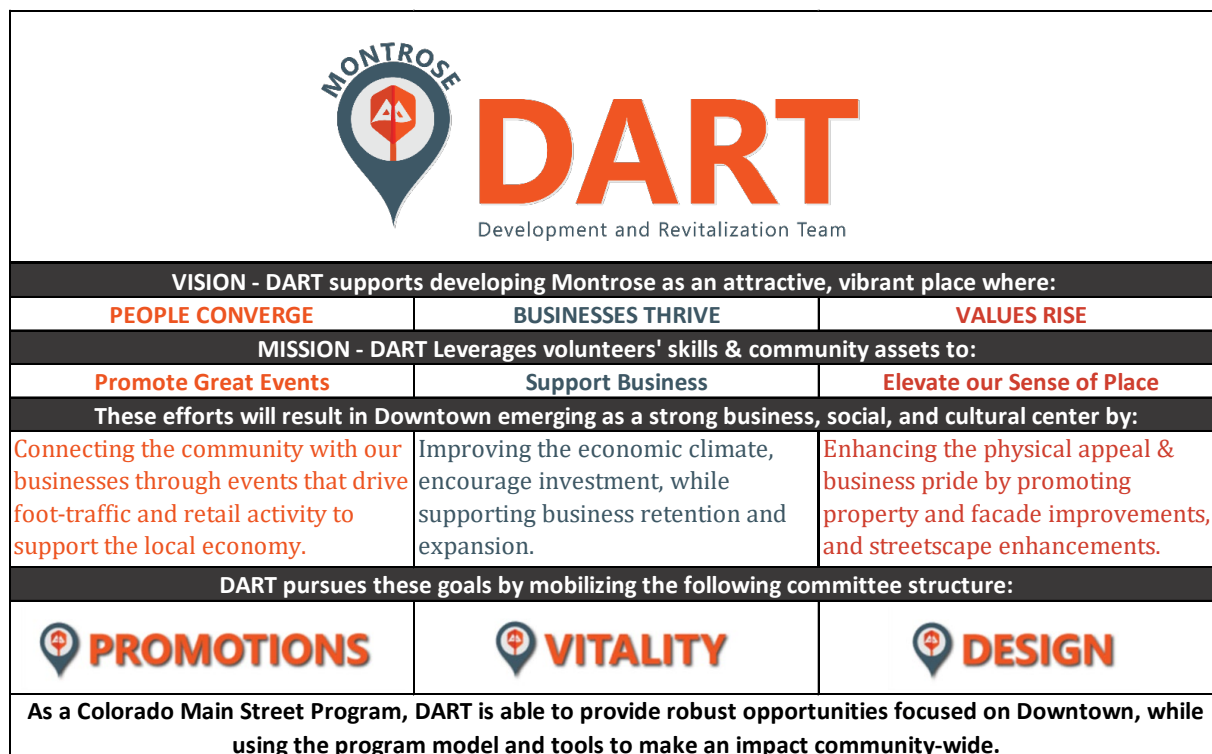
fold geography. Available resources from the State program and grants allow DART to focus more time and funding on projects within its Downtown focus area. However, additional City support provides the opportunity for programs to also extend community-wide. Due to the greater funding targeted at Downtown's smaller geographic footprint, DART's impact in Montrose's core is robust. Due to the broad geography, community-wide assistance is spread across a larger area, resulting in a more limited pool of resources to deploy.

This resulted in the addition of a statement to the Vision and Mission describing this geographic concept:

As a Colorado Main Street Program, DART is able to provide robust opportunities focused on Downtown, while using the program model and tools to make an impact community-wide.

The visual Vision and Mission Diagram below helps to illustrate the three key focus areas of the organization, connecting the components together with action items and their corresponding committee structure. This enables a board member to more communicate the job description of committees, while linking it to the overall purpose of the organization.

The board responded favorably to this visual alignment of the Vision and Mission. Some suggested that this graphic could be printed on a business card to help communication efforts.





TRANSFORMATION STRATEGIES

Transformational Strategies are a key part of the National Main Street model. They provide a linkage that cross-cuts the 4-Point Approach which guides the management of Main Street programs. The traditional 4-Point Approach established by National Main Street provided an effective means of focusing action on the four primary elements needed for a successful place-based, grassroots economic development initiative. The 4-Points are as follows:

- **Design-** The physical elements that shape experience of the place
- **Organization-** The nurturing of people and partnerships
- **Economic Vitality-** Leveraging business assistance opportunities for economic development
- **Promotions-** Telling the story of the organization and attracting foot-traffic downtown

The results of such clear job descriptions and a matching committee structure resulted in a distinct mission for members of Main Street, but enabled tunnel vision to obstruct the bigger picture in some communities. The identification of transformational strategies helps keep the major goals in mind as smaller, incremental actions are taken.

For 2021-2024, DART's Transformational Strategies continue with the two prior strategies of 12 x 12 and Bullseye History. In an effort to address the issue of community-wide support, the board added a third strategy call Development On-Target.

In reviewing the Transformation Strategies, the board expressed a desire to have several levels of explanation. To address this need to better communicate the essence of each strategy, we have built on the brand that was established in 2018, but have added a formal title and long-form description of each strategy.

These are reflected on the following two pages:



Goal: Activate Downtown 12 Hours per Day, 12 Months of the Year

The 12 x 12 initiative encompasses the desire for Montrose Downtown to become a destination for all seasons. Expanding residential development opportunities while focusing on things that can attract visitors 12 months a year are key to downtown vitality. This strategy also serves as a foundation to expand street activity beyond the 8AM-5PM and stretch the active time to 12 hours per day.

The following action items fall under this transformation strategy:

- Revitalizing Centennial Plaza
- Alley Pedestrian Improvements
- Additional Downtown Housing Opportunities



Goal: Promote the Value & Impact of Historic Preservation in Montrose

Bullseye History seeks to focus more clarity on the value that historic preservation offers the downtown district in terms of economic benefits. Montrose's initiative seeks to inform the community about the importance of preservation while highlighting the value of history.

The following action items fall under this transformational strategy:

- Encourage Adaptive Reuse of Buildings
- Advance Downtown Design Guidelines
- Highlight Façade Improvement Program Opportunities



Goal: Tailor Programs & DART Opportunities to City-Wide Rollout

The Development On-Target initiative seeks to tailor the programs and assistance that DART offers in the Downtown and place a community-wide spin to them. While state funding sources and grants are available to deploy the Main Street Approach downtown, these programs can help businesses city-wide. This strategy serves as the foundation to identify what opportunities make sense to offer more broadly, while working to scale programs to this broader geographic rollout.

The following action items fall under this transformational strategy:

- Communication Strategy for Dart Actions Outside Downtown
- Promotion of Recent Investments

Additional discussion regarding the Transformation Strategies included whether the committee structure should realign from Promotion, Design, and Vitality to have a committee tailored to each of the three strategies. However, there will still be initiatives that don't fall under a transformation strategy but still need focus. Should the board realign the committees under 12x12, Bullseye History, and Development On-Target, it should still maintain affiliation of members with the skill sets needed under the current Promotions, Design and Vitality committees. Essentially, establishing a primary and secondary committee role for members will help address both needs.



WORK PLAN

The Strategic Plan sets out a number of initiatives that are key to the transformation of Montrose's Downtown. The work plan provides action steps that articulate specific priorities for achieving each initiative, and will help keep the board on track with the next to-do item. But it does more than that—it helps tell the story to others about what's happening in Downtown Montrose and throughout the city. The board can point to items accomplished and upcoming opportunities for involvement when asked what DART accomplishes in the community. The work plan is intended to be a working document. An annual review should be conducted to ensure that priorities are reflective of the organization's goals and vision.

The priorities in the workplan were developed through the strategic planning workshops conducted with the board. Several nuances were highlighted during discussions of note include:

Montrose Bucks Program: The city's existing Montrose Bucks Program is overwhelmingly successful. The program provides individuals and businesses a means to purchase a digital credit in the form of a Montrose Bucks card that can be used at more than 80 Montrose businesses with the purpose of shopping local. Montrose Bucks are offered year-round and can be given as gifts, rewards and incentives. The city offers special promotions each fall to encourage local spending during the holiday season, such as receiving an additional \$10 for every \$50 spent on Montrose Bucks, up to \$400. Special promotions vary by year and are dependent upon allocations in the city's budget.

Discussion at the workplan meeting included opportunities to make the program more accessible for people of various incomes, exploring the potential of creating a short-term program funded by ARPA (Covid-19 Recovery Funds) to issue all residents Montrose

Bucks, and creating a “shareholder” sentiment among residents to foster a greater understanding of how shopping local can help build a stronger economy.

Empowering Business Events: The board discussed whether DART should be the primary leader running events or if it is more suited to empowering local businesses to launch their own events. The general sentiment was that DART should organize and coordinate a select few events each year while promoting local business’ events and identifying ways to provide support. As a follow up, DART should create a management policy to describe the role it will play in supporting business-initiated events. This could include steps like providing a How-To Guide for businesses on how they can capitalize on events.

Infrastructure: As the list of projects was reviewed, several topics were listed multiple times. Infrastructure and multi-modal transportation projects appeared several times and surfaced to the top of priorities. The city seeks to ensure that when street projects are pursued they are done so with the Complete Streets concept in mind, providing transportation options to vehicle users, bicyclists, and pedestrians. Multiple city departments are involved with capital infrastructure projects. To help clarify DART’s support for these types of projects, this plan consolidates those goals to provide clear direction.

Centennial Plaza: During the ranking exercise, this project did not receive a significant number of “votes.” This is largely due to the fact that as of June 2021, the project is being managed through by the city’s public works department. At this time, there are not specific action items necessary for DART to advance this project. Yet, it remains a high priority for the organization. DART should monitor and support the development of Centennial Plaza

Pocket Park: The city leases a vacant lot, adjacent to San Juan Construction, Inc. on the 400 block of West Main Street. This space is known as the “Pocket Park” and includes picnic tables, lighting, and a mural. Prior to the Covid-19 pandemic, the park was frequently used for Acoustic Tuesdays, which featured local artists/bands. DART should identify improvements for the park if the city desires to continue to utilize this space for public gatherings. Improvements could include additional murals, seating, and lighting.

Vacant Buildings: This task received significant support as a priority. There was clarifying discussion that although there are not currently an extensive number of vacant buildings, there are several key properties that remain a focus, including the Knights of Pythias building. There is also an opportunity to address underutilized upper floors for office and residential use (another high priority for DART.) A refined short-term action step has been added to explore financial tools available to address redevelopment funding gaps.

Development On Target – New Transformational Strategy: This Transformational Strategy was added near the end of the strategic planning process. The group identified

potential projects and initiatives, while providing some general direction on priorities for this strategy. The action items resulted in a few clear priorities, yet many of the strategies had broad support. DART should continue to discuss the project list under Development On Target to refine and focus their efforts.

Additional Insights and Recommendations: Identification and prioritizing projects is one element of strategic planning. During the course of discussions with the Montrose team, Ayres identified several key observations regarding specific projects.

Block 93: The Block 93 project continues to be a high priority for Montrose DART. After having developed a conceptual design and video animation for the project, there is strong interest in seeing progress.

Due to the presence of overhead electrical utilities, water and sewer in the alley, and rapidly changing construction costs, the project is very complicated. To aid in moving this initiative forward, Ayres recommends proceeding with a construction design. This effort would help to formalize an approach regarding the utilities, while also dialing the costs for the project. In the event that the project needs to be phased, this design will help DART identify which portions can be clustered into logical packages. This is important to enable DART to pursue funding options and grants.

A logical phasing point to consider is: **a)** parking lot improvements and **b)** alley enhancements. Consideration should be given to identify elements that can be implemented as a quick win, with relative ease and low investment. Construction design documents will guide these quick wins.

Windsor Downtown Development Authority is currently progressing with the completion of construction drawings on a similar project. Connecting with their local team may provide valuable insights into perils and pitfalls to avoid when pursuing complex alley enhancement projects like Block 93.

Façade Improvement: Based on the recently announced availability of a state grant for façade improvements, DART should consider allocation of staffing time and resources to this activity. While the rules for the program are still in development at the time of this writing, there likely will be additional time and effort needed to pursue and manage this opportunity. With this in mind, some of the higher ranked action items may need to shift to the mid-term timeframe to enable staff to focus on this opportunity.

DART should consider leveraging the current funds that have been budgeted to extend the state grant opportunity to possibly include additional properties. DART should also give thought to a policy regarding property owner match. Buy-in of owners is important to ensure that the projects remain a priority for these owners.

The City of Montrose established the Façade Improvement Matching Grant Program this year, with the city council allocating \$50,000 towards the program. There has been extensive interest in the program, but no business owners have taken advantage of the

funding. DART will likely need to explore a more extensive informational drive to increase awareness of this opportunity to cultivate participation.

It is unclear whether the state program will be seeking applications building-by-building, or whether communities will package a submittal with a comprehensive cluster of properties. One community, Rawlins, WY, recently wrapped up a comprehensive façade grant program, updating 30+ buildings in their downtown by leveraging CDBG and other grants. This approach could serve as a valuable case study in the event DART seeks a comprehensive strategy.

Financing and Incentives: Several of the recommended strategies identified priorities related to filling vacant buildings and incentivizing downtown residential projects. With the dissolution of the DDA, the downtown is no longer under a tax increment financing (TIF) district. During the workshop, participants mentioned that some buildings just “didn’t pencil out” when considering the costs of renovation. To help address this situation, DART could consider exploring the use of Urban Renewal to aid in utilizing a property tax TIF.

While changes to statute would require negotiating with other impacted taxing authorities, some communities are taking a more targeted approach. When considering large buildings, like the Knights of Pythias building, an urban renewal project area could be established to cover just that building. In this way, the tax increment tool is being targeted to properties that are not currently generating much tax. And without the incentive, may not generate tax well into the future. This concept of a “micro-TIF” could be a strategy to approach other taxing entities in the county who may not be generally favorable to a broader district-wide TIF.

Understanding the mechanisms available to provide expanded incentives is a key necessity for DART. Explore opportunities related to funding and incentives so that your program can better tailor the funding to meet the demand.

DART’s 2021-2024 Work Plan is laid out on the following pages. Four sections of the workplan provide DART with a means to efficiently manage and track initiatives. First, each of the three Transformation Strategies have their own workplan section. Second, a more traditional 4-Point Approach workplan serves as the gathering space for the good ideas that don’t necessarily relate to a Transformation Strategy. These are organized by, design, organization, promotion and economic vitality.

To ensure that the highest priorities of the board are achieved, protection of the workplan is an important strategy for success. To help maintain focus, the board should review the workplan bi-annually or when additional tasks crop up. Through this review, new tasks can be evaluated with the workplan priorities to determine if these fresh initiatives replace or supersede other strategies. While change and adaptation is inevitable, the board should carefully monitor priorities to maintain a trajectory for success.