



PAGOSA SPRINGS
Community Revitalization Partnership
Team Visit

June 8 and 9, 2005

Team Members:

Sophie Faust, Department of Local Affairs
Peggy Lyle, Fort Collins Downtown Business Association
Amanda Miller, Fort Collins Downtown Business Association
Barbara Silverman, CCRA, Denver

Thank you, for welcoming the CRP Team so graciously to your wonderful community!

The Department of Local Affairs (DOLA) and CCRA have teamed up for a one-year pilot program to provide one to three day downtown revitalization assistance visits to non-Main Street communities under 20,000 population on a variety of subjects. The CRP goal is to enable towns to “break through” a troublesome issue or question thereby moving forward with their downtown revitalization.

The CRP team’s mission in Pagosa Springs was to develop a strategic work plan for improving the economic viability of existing special events in Pagosa Springs as well as a strategy for developing a support network for new events. Strategies for advertising and promoting these events will be addressed if time permits.

Information gleaned about Pagosa Springs from focus groups and observations:

Why people like Pagosa Springs:

It is a small town, slower, quaint, charming, family-oriented and quiet. The people are friendly and caring. Pagosa Springs offers an escape from the corporate world. The environment – weather, springs, river and mountains- is exceptional. Pagosa offers opportunities for “safe exciting adventure”. Pagosa is relaxing and people come here to be soothed. The best message we heard is that

“People come here for the scenery and stay for the people.”

“Pagosa Springs has always been a place that attracts a certain type of individual – a person who longs for life off the beaten path; a person who is willing to endure some ruggedness in order to live in a wholesome, beautiful place and enjoy the wide-open spaces.” (San Juan Historical Society Museum pamphlet)

The four focus groups and team identified the following assets:

- An exceptional visitors center
- Willingness of players and events groups to cooperate
- Businesses are appreciative and supportive of events
- The natural environment
- Proximity to Wolf Creek
- Four corners location
- Cultural and heritage diversity
- Organic arts movement
- Opportunities for public art to be displayed

The challenges identified are:

- Event venues need updating
- Event venues are scattered.
- Event volunteers and organizers are experiencing burnout.
- Events are being organized around holidays when lodging may already be filled and businesses may also be busy.
- Need for better gateway and way finding signage. Example: create a welcome to Pagosa sign on the west side of town similar to the one on the east side. The lower line of the gateway sign on the east side isn't legible because of overgrown grass. Signage can help to define your borders. Signage for historic downtown district.
- Public transportation/shuttles for events needs to be developed to create linkages between event venues and downtown.
- Lack of communication among event planners/entities.
- Insufficient structure for event approval/facilitation/involvement/permitting.

The recommendations are divided into four categories: facilitation and communication, special events and community systems, conceptual and evaluating events, and taking advantage of your markets. These recommendations can be assumed by existing organizations or could be developed into a job description(s) for a new position.

Facilitation and Communication

Chamber of Commerce will serve as a clearinghouse for information about all events and promotions. The Chamber is not taking over the operation and coordination of the events. It is merely acting as a mechanism of communication.

Develop marketing and communication tools (email, website, event calendar) with parties (residents, businesses, Chamber, Town) involved in special events.

Serve as a liaison between entities (special events coordinators, Town, businesses).

Serve as a communication hub:

Hold quarterly meetings of representatives of the Town and all groups planning events. The meetings should include communication among special events planners to determine the impact of the events on the community; share evaluations; and serve as sounding board for event challenges, roadblocks, proposals, and advise about potential events.

Distribute information about events to businesses. A member benefit is to receive that information which in turn creates an incentive to join the Chamber.

Promote inclusiveness.

Continue to provide an improved community calendar and centralized ticketing office.

Marketing and Media Relations:

Create an E-mail list for downtown Pagosa Springs—e-mail list of events and special notices.

Create seasonal Calendar listings and provide to regional media.

Contact media with potential news angles—determine what is newsworthy for your area (merchant profiles)

Always make it easy for the media (send electronic photo). If not local—try regional/travel writers/web sites

Promote only Pagosa Springs events in the local events calendar.

Basic Event Contact Information

Name		Date 2005	Type	Location	Organizer	Contact Info
Winter Fest		February 12-13				
Fiber Fest		May 26-29				
Spanish Fiesta and River Run		June ?				
July 4th Celebrations		Week of July 4th				
	Park to Park Arts & Crafts Fair			Town Park & Centennial Park	Chamber	
	Parade				Rotary	
	Fireworks				Town	
	Live Music				Town	
	Beer Garden				Town	
	Carnival			Town Park	Town	
	Red Ryder Rodeo			Fairgrounds	Pagosa Enterprises	
Music in the Mountains		July and Aug.				
Folk Fest		September				
ColorFest		September				
Parelli Event		September				
Holiday Festivities		December				
	Parade of Lights	December				
		December				

Special Events and Community Systems

We recommend the municipality continue to foster its relationship with the Chamber and special event coordinators and be responsible for the following:

Develop guidelines and requirements to include:

I. Permits

- a. Risk management and insurance
- b. Parking/Traffic plans
- c. Map of event layout
- d. Public safety (e.g. police, EMT)
- e. Liquor permit
- f. Waste Management
- g. Traffic safety

II. Parks/Recreation

- a. Master calendar (in progress)
- b. Usage fees
- c. Venue identification
- d. City/Park staff needs

III. Structure

- a. Sales tax tracking/collection
- b. Define event scope (Festival, Event, Activity, or Programming)
- c. Transportation solutions (event related)

Conceptual – Evaluating Events

Evaluate events

- Why are we having the event?
 - Generate revenue?
 - Create ambience?
 - Entertain locals?
 - Celebrate heritage?
- Mission Statement for each event
- Who are we marketing the event to?
 - Community
 - Region
 - Tourist
 - Combination of the above
- Timing/Scheduling (e.g. holidays, regional conflicts, off-season)
- Capitalize on and include cultural, natural, music, art, historical (e.g. museum) assets
- Establish Budget
- Track expenditure of time
- Coordinate Sponsorships
- Evaluate after event
- Track data – zip codes; guest books (capitalize on return visitors)
- Utilized Economic Planning Systems Study

Increase economic viability of events:

Beverage Sells (Beer/Wine & Soda/Water)

Vendors (local and non-local)

Sponsorships (exclusivity; make it a commodity not just a donation)

Grants

Sales tax collection

Strong volunteer base to decrease burnout

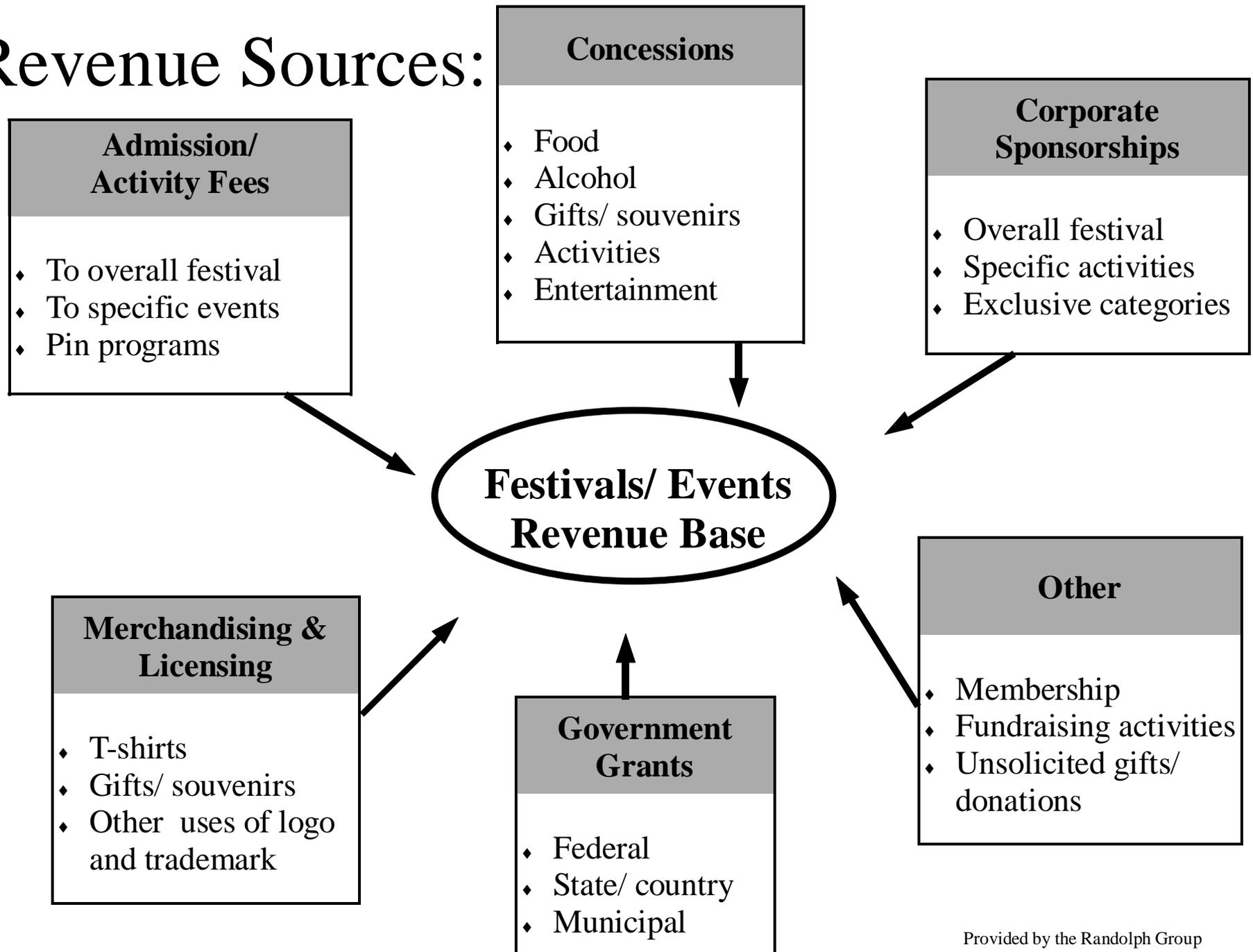
Tap into local expertise (e.g. artists and musicians, event experience, native populations, history, culture)

Reinvest in community/event equipment/event infrastructure

Evaluate your Events

Event Name	Date	Community	Regional	Tourist	Ambiance	Self Sustaining	Fund Raising	Traffic Generating	Promotes Retail	Family Friendly
Winter Fest	February									
Fiber Fest	May									
Spanish Fiesta	June									
July 4th Celebrations	July 4th week									
Music in the Mountains	July and Aug.									
Folk Fest	September									
ColorFest	September									
Parelli	September									
Parade of Lights	December									

Revenue Sources:



Provided by the Randolph Group

Non-quantifiable community development and social/cultural impacts of festivals/events are also important

Community Development Impacts

- ♦ Enhanced community spirit and civic pride
- ♦ Broader external awareness of community
- ♦ Increased volunteerism
- ♦ Possible funding for community projects

Social/Cultural Impacts

- ♦ Contributes to local cultural development
- ♦ Reinforces local cultural and heritage values
- ♦ Provides venue to encourage development of talent in the arts
- ♦ Temporary employment and volunteer opportunities provide social benefits
- ♦ Encourages multicultural cooperation

Taking Advantage of Your Market

Strengthen community involvement in local events:

1. Restaurant and retailers participate as vendors. Provide incentives to Chamber members to be vendors at events by reducing their vendor fees.
2. Develop symbiotic programming between event and local businesses (e.g. Folk soloist featured at a local restaurant during the Four Corners Folk Festival)
3. Provide goodie bags with coupons from local businesses at events to encourage weekend spending and return spending.
4. Build ownership of volunteer and service organizations. For example, Rotary promotes the Fourth of July Parade.

Program Off-Season:

A. Identify seasonal markets already coming to Pagosa Springs

- Hunters
- Parelli
- Skiers
- Weavers/wool people
- Holistic and health oriented individuals
- Music Enthusiasts
- Bikers

Hot Spring enthusiasts

B. Identify new/easily accessible markets and under-programmed times of the year:

- Fort Lewis Community College Students
- Retirees
- Residents (April – mud season; October – Halloween)

Marketing Tools:

Website:

Link Pagosa, Four Corners, and Colorado websites

Consolidate information in regards to events

Update website. When calendar of events is done, submit it to www.colorado.com.

Taking Advantage of Your Market cont.

Develop Pagosa Springs brochure (**critical tourism marketing tool**):

All inclusive/Non Commercial (don't have to buy to be listed)

Published Annually

Brochure includes:

- Map with key town facilities and attractions (museum, hot springs, downtown district, and lakes)
- Listing of businesses under key categories (restaurants, clothing, shoes, hardware)
- Small history of Pagosa Springs
- Calendar of major festivals and events

Publish annually an events calendar in addition to a community calendar

Event Ideas:

Fundraiser for local emergency providers:

Hero's Day (i.e. to honor fire, police, EMT...); superman games

Healing/Holistic Fair – The Springs is the Title Sponsor and market to Native populations as well as tourists

Current organizations thinking of expanding/adding events

Car Show

Antiques

Pagosa Peg LegDays Festival (community event with culture and history built into the event)

Increase recreational offerings

Increase usage of the pond

Gold Treasure Hunt (community event with culture and history built into the event)

Mud Fest

RESOURCES

(Information, Technical assistance, Funding)

American Institute of Architects (AIA), publications, architects, etc.
American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
Colorado Brownfields Association – Environmental assessments and grants
Colorado Community Revitalization Association (CCRA), technical assistance, Colorado Main Street program
Colorado Historical Society (historic surveys, preservation, tax credits, etc.)
Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
Downtown Idea Exchange/Downtown Promotion Reporter publications
Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
US Department of Housing & Urban Development (Housing development, HUD Economic Development Initiative grants, etc.)
Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
International Downtown Association (IDA)
League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
Main Street 101 Training
Market Analysis (many good private consultants).
Downtown Market Analysis Toolbox (a Do-It-Yourself tool) www.uwex.edu/ces/cced/dma
National Main Street Center (National Town Meeting on Main Street-Baltimore; publications on Organization, Design, Promotions, & Economic Restructuring)
National Trust for Historic Preservation (small grants, *Preservation* magazine)
State Historical Fund (grants for surveys and historic preservation)
TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
Traditional Building magazine
Urban Land Institute (ULI)

Pagosa Springs Team Bios

Sophie Faust, Community Developer, Colorado Department of Local Affairs

303-866-4918, sophie.faust@state.co.us

Sophie has worked for the Department of Local Affairs (DOLA) for the past seven years. DOLA aims to strengthen Colorado's communities by focusing on improving communities' physical conditions, building partnerships, and augmenting local leadership and governing capacities through training, technical assistance and financial support to local leaders and their staffs. Sophie has the opportunity to help build the capacity of Colorado's communities through DOLA's partnerships with CCRA and the Colorado Rural Development Council. Sophie is a native of Southeastern Colorado. She's had the opportunity to garner experience from other life opportunities with her work with child labor issues in India and sexual assault prevention in Seattle. She has a Bachelor's Degree in Sociology from North Central College, Naperville, Illinois.

Peggy Lyle, Event and Entertainment Coordinator, Fort Collins Downtown Business Association

970-419-4386, peggy@downtownfortcollins.com

Peggy has been with the Downtown Business Association (DBA) for over four years as head of entertainment, food vendors, volunteers, graphic design, and media relations. Peggy received her BA in Mass Communications/Journalism from New Mexico State University and worked in related and non-profit fields for the over twelve years. She co-founded The Rhythm Company, an entertainment group, and currently manages the company. She has focused on working in tandem with numerous community/city organizations and has established multiple organizational systems to the DBA office. Peggy has fifteen years of experience managing people/staffs; has lead people in classes, workshops and lectures over the past twenty years, and has acted as talent agent for five entertainment troupes. She has had working relationships with organizations including Girl Scouts USA, The Jumpin' JiveCats, National Leadership Program and Generaciones; work that created a strong background in diversity, entertainment, non-profit concerns/constraints, mentoring, and effective target market assessment.

Amanda Miller, Membership Administrator and Event Coordinator, Fort Collins Downtown Business Association

970-419-4382, Amanda@downtownfortcollins.com

Amanda graduated from Colorado State University (CSU) with a degree in Natural Resource Recreation and Tourism with a concentration in Commercial Tourism. She held a variety of recreation and tourism based positions throughout the Colorado community with the American Red Cross, YMCA of the Rockies, Camp Chief Ouray, CSU Harsthorn Health Center and CSU Challenge High Ropes Course. Amanda worked as an intern for the Downtown Business Association (DBA) and in February of 2003 accepted a full time position. Her current responsibilities include working with over 165 members business on membership recruitment, retention, and benefit packages. She is also responsible for the coordination of event logistics including permits, sponsorships, waste management, rentals, security, etc. Amanda also works on general marketing for the downtown community through a variety of media and facilitates the relationship with a contracted marketing firm. The Department of Recreation and Tourism at CSU now offers an Event Planning course and has invited Amanda to present on a variety of topics related to Event Tourism.

Barbara Silverman, Executive Director, Colorado Community Revitalization Association
303-282-0625, barb@ccraonline.org

Barbara Silverman is the executive director of Colorado Community Revitalization Association (CCRA). Established in 1982, CCRA is a nonprofit, membership organization dedicated to building better communities through cultural and historic preservation; economic vitality; sustainability; quality; and respect for community identity. CCRA works with downtown development authorities, urban renewal authorities, business improvement districts and other downtown organizations throughout the state and administers the Colorado Main Street program. Barbara has over 25 years experience in the nonprofit and public sectors creating and directing a wide variety of programs including downtown revitalization and Main Street programs, economic and community development, housing, and land conservation. Barbara worked with the Trust for Public Land in New York and Minnesota, and started TPL's 12-state regional office in Minneapolis. In addition to Colorado, she has worked with state Main Street programs in Minnesota and New Mexico.

AGENDA

Community Revitalization Partnership's PAGOSA SPRINGS SPECIAL EVENTS EVALUATION

***Pagosa Springs Visitor's Center**

**Unless otherwise noted*

June 8 & 9, 2005

DAY ONE – JUNE 8, 2005

12:00 – 2:00 pm Downtown Business Walking Tour/Information and Issue Identification

Lunch at Victoria's Parlor

2:00 – 3:00 pm Focus Group #1 – CVC Socio/Cultural Group

3:15 – 4:15 pm Focus Group #2 – Lodger's Association

4:30 – 5:30 pm Focus Group #3 – Current Special Event Coordinators

Town Hall Council Chambers

DAY TWO – JUNE 9, 2005

8:00 am – 9:00 am Focus Group #4 – Chamber of Commerce

9:00 – 12:00 pm Team work time

12:00 – 1:30 pm Lunch

1:30 – 5:00 pm Team work time

5:00 – 6:00 pm Dry Run

6:00 – 8:00 pm Formal Presentation and Q & A (w/Hors d'oeuvres)

Community Center/Multipurpose Room