

APRIL 2017 • COLORADO MUNICIPAL LEAGUE

COLORADO MUNICIPALITIES



THE FUTURE OF HISTORY

PRESERVATION IS GOOD FOR THE BOTTOM LINE (AND THE SOUL), REURBANISM, A CHAMPION OF HERITAGE, MUSEUMS OF THE FUTURE THAT CELEBRATE THE STORIES OF OUR PAST, AND MORE



AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Colorado

The Business of Engineering Colorado.

Colorado's Engineering Community

brings data to support cross-disciplinary decision-making and
contributes engineering methods to the definition and establishment of criteria
that reflects community value, while protecting public health and safety.

Engineers research, advise, design, solve problems, create opportunity, look to the future,
and #StandAsStewards for a better world.

acec-co.org

ACEC member firms represent 235 businesses statewide in the independent practice of consulting engineering.
ACEC Colorado 800 Grant St., Suite 100 Denver, CO 80203 (303) 832-2200

One of Colorado's Best Investments



PERA retirement payments
support local businesses, create
Colorado jobs, and generate
hundreds of millions of dollars
in state and local tax revenue.

Since 1931, Colorado PERA
has served our state's public
employees in ways that meet their
retirement needs—investing for
the future of our members.



www.copera.org

CML

COLORADO MUNICIPAL LEAGUE

The Voice of Colorado's Cities and Towns



CML'S MISSION:

Founded in 1923, the Colorado Municipal League is a nonprofit, nonpartisan organization providing services and resources to assist municipal officials in managing their governments and serving the cities and towns of Colorado.

EMPLOYER BENEFIT SOLUTIONS
FOR THE PUBLIC SECTOR

Public sector professionals deserve a specialist.

Local government work means stretched resources, increased demands, and a mind-boggling array of issues to tackle. Keeping watch over your employees, civic leaders, and citizens is more than a full-time job. It's a way of life for you. We know because we've been right there trouble shooting, advising, and supporting with employee benefit solutions for decades. For less worry, less work, and more expertise, consider American Fidelity for a different opinion.

Help is here.

- Strategic Voluntary Benefits
- Simplifying Technologies
- Employee Benefits, Education and Enrollment

Stephen Anthis
800-654-8489, ext. 8561
stephen.anthis@americanfidelity.com
americanfidelity.com

AMERICAN FIDELITY 
a different opinion

SB-30821-0117

American Fidelity Assurance Company



1144 Sherman Street
Denver, CO 80203-2207
(p) 303-831-6411 / 866-578-0936
(f) 303-860-8175
www.cml.org
cml@cml.org

Copyright © 2017
Colorado Municipal League
Volume 93 • Number 2

Mission

Colorado Municipalities is published to inform, educate, and advise appointed and elected municipal officials about new programs, services, trends, and information to help them perform their jobs and better serve their citizens and communities.

Articles in *Colorado Municipalities* (ISSN 0010-1664) may not be reproduced unless permission is received from the editor and the reprinted article includes credit to the author, *Colorado Municipalities*, and the Colorado Municipal League. Opinions expressed by authors and in advertisements are not necessarily those of the officers, members, or staff of the Colorado Municipal League.

Advertisements contained in the magazine do not reflect League endorsement of any product or service. Advertising rates provided on request.

Manuscripts: Original articles on subjects of interest to Colorado municipal officials accepted. Contact the editor for guidelines.

Subscription rate: \$25 an issue, \$150 a year. (Colorado residents, add sales tax: in Denver, 7.72%; all others in Regional Transportation District, 4.1%; all others in Colorado, 2.9%.)

Periodical postage paid at Denver, Colorado. Postal Information: *Colorado Municipalities* (USPS 123-140) is published bimonthly (February, April, June, August, October, and December) by the Colorado Municipal League, 1144 Sherman Street, Denver, CO 80203-2207, 303-831-6411 / 866-578-0936.

POSTMASTER: Send address changes to Leigh Russo, Colorado Municipal League, 1144 Sherman Street, Denver, CO 80203-2207; email: cml@cml.org.

CML EXECUTIVE BOARD

President William Bell, Montrose city manager
Vice President Carol Dodge, Northglenn mayor pro tem
Secretary/Treasurer David Edwards, Palisade mayor pro tem
Immediate Past President Christina Rinderle, Durango mayor
Ronald Akey, Wray mayor
Larry Atencio, Pueblo councilmember
Kim Cancelosi, Frisco councilmember
Robb Casseday, Greeley councilmember
Barbara Cleland, Aurora councilmember
Jill Gaebler, Colorado Springs council president pro tem
Alberto Garcia, Westminster mayor pro tem
Liz Hensley, Alamosa councilmember
Kathy Hodgson, Lakewood city manager
Matt LeCerf, Frederick town manager
Samantha Meiring, Firestone trustee
George Reese, Akron mayor
Patrick Rondinelli, Ouray city administrator
Dave Stone, Limon town manager
Wade Troxell, Fort Collins mayor
Kirby Wallin, Brighton councilmember
Robert "Bob" Widner, Centennial city attorney

CML STAFF

Kevin Bommer, deputy director
Dianne Criswell, legislative & policy advocate
Morgan Cullen, legislative & policy advocate
Meghan Dollar, legislative & policy advocate
Monique Grant, receptionist/administrative assistant
Kathleen Harrison, meetings & events coordinator
Sam Mamet, executive director
Mark Radtke, municipal research analyst
Leigh Russo, database & administrative coordinator
Traci Stoffel, communications & design specialist
Christine Taniguchi, communications coordinator
Lisa White, membership services manager
Allison Wright, finance & administration manager

COLORADO MUNICIPALITIES

Traci Stoffel, editor
Leigh Russo, circulation

The Colorado Municipal League is a nonprofit association organized and operated by Colorado municipalities to provide support services to member cities and towns. The League has two main objectives: 1) To represent cities and towns collectively in matters before the state and federal government; and 2) To provide a wide range of information services to help municipal officials manage their governments.

CML SECTION CHAIRS / LIAISONS

Attorneys — Robert "Bob" Widner, Centennial city attorney
Building Officials — Greg Wheeler, Thornton chief building official
Communications Policy — Rand Simpson, AuroraTV production supervisor
Court Administrators — Tamara Wolfe, Englewood court administrator
Finance Directors — Jeff Edwards, Aurora tax audit supervisor
Fire Chiefs — Doug Hall, Westminster fire chief
Human Resources Directors — Lauren Mueller, Frederick director of human resources
Information Technology — Ken Price, Littleton information services director
Librarians — Dorothy Hargrove, Englewood director of parks, recreation, and library services
Managers — William Bell, Montrose city manager
Mayors and Councilmembers — Paula Medina, La Jara mayor pro tem
Municipal Clerks — Patti Garcia, Windsor town clerk/assistant to the town manager
Municipal Energy Utilities Officials — Dan Hodges, Colorado Association of Municipal Utilities executive director
Municipal Judges — Corinne Magid, Northglenn and Golden presiding judge
Parks & Recreation — Karen Palus, Colorado Springs director of parks, recreation, and cultural services
Planning Officials — Chris Cramer, Commerce City community development director
Police Chiefs — Rick Brandt, Evans chief of police
Public Information Officers — Kelli Narde, Littleton director of communications
Public Works Directors — Bob Manwaring, Arvada director of public works
Purchasing Agents — Elizabeth Dunaway, Centennial purchasing manager

CML DISTRICT CHAIRS

District 1 — Robert Harper, Yuma mayor
District 2 — Steve Mulvihill, Berthoud mayor
District 3 — Debra Johnson, Denver clerk and recorder
District 4 — Gabby Lane, Fairplay mayor
District 5 — Dale Franklin, Burlington mayor
District 6 — Marcia Elstob, Springfield trustee
District 7/14 — Crick Carlisle, Starkville mayor
District 8 — Greg Terrell, Saguache mayor
District 9 — Edward Box III, Ignacio trustee
District 10 — Patrick Rondinelli, Ouray city administrator
District 11 — Phyllis Norris, Grand Junction mayor
District 12 — Tony Connell, Steamboat Springs councilmember
District 13 — Preston Troutman, Cañon City mayor

COLORADO MUNICIPALITIES

6

MY VIEW:
SAVING SUBURBIA: PRESERVATION IN DENVER SUBURBS

8

ON THE ISSUES:
PRESERVATION IS GOOD FOR THE BOTTOM LINE (AND THE SOUL)

9

RESEARCH:
PRESERVATION FOR A CHANGING COLORADO: THE BENEFITS OF HISTORIC PRESERVATION

12

SPOTLIGHT:
THE IMPORTANCE OF PARTICIPATING IN THE SECTION 106 REVIEW PROCESS

13

SPOTLIGHT:
STATE HISTORICAL FUND PRESERVES HISTORY — AND COMMUNITY

14

SPOTLIGHT:
RECLAIMING A GRAND HISTORY WITH THE HELP OF TAX CREDITS

15

SPOTLIGHT:
BENEFITING FROM CERTIFIED LOCAL GOVERNMENT STATUS

16

D.C. SCENE:
ReURBANISM

18

ON THE ISSUES:
A CHAMPION OF HERITAGE

20

SPOTLIGHT:
OLD WEST HERITAGE CULTURE

21

TIPS ON RUNNING A SUCCESSFUL HISTORIC PRESERVATION PROGRAM

24

MUSEUMS OF THE FUTURE THAT CELEBRATE THE STORIES OF OUR PAST
KEEPING THE PAST ALIVE

25

28

SURVEYING YOUR HISTORIC RESOURCES

30

SPOTLIGHT:
PROTECTING HISTORIC ASSETS

31

SPOTLIGHT:
SIGNPOSTS OF THE PAST POINT TO THE FUTURE

32

ON THE ISSUES:
SCENIC AND HISTORIC BYWAYS

34

PRESERVATION FROM PLANNING THROUGH CONSTRUCTION

36

A SAMPLING OF COLORADO'S HISTORIC CITY & TOWN HALLS

38

GET TO KNOW...
LAUREN TRICE, LOUISVILLE PLANNING AND BUILDING SAFETY ASSOCIATE

COLORADO MUNICIPALITIES

ABOUT SOME OF OUR CONTRIBUTORS



Robert Autobee is the senior architectural historian for SWCA Inc., based in Broomfield. He has researched and written about Colorado's history in various formats — including historic interpretive signage — over the past two decades.



Abigail Christman is a senior city planner in Landmark Preservation at the City and County of Denver, and previously worked for consulting firms, Colorado Preservation Inc., and the University of Colorado Denver. Her experience includes design review, reconnaissance and intensive-level surveys, National Register nominations, Section 106 consultation, neighborhood pattern books, preservation tax credit certification, interpretation, and public outreach. She also had served on Denver's Landmark Preservation Commission.

Christman teaches the graduate course on historic buildings in context for the University of Colorado Denver.



Dawn DiPrince is the director of El Pueblo History Museum and the director of community museums for History Colorado, overseeing eight museums across Colorado. She served as co-chair of the Governor's Ludlow Centennial Commemoration Commission and lead developer of the Children of Ludlow exhibit, which was recognized nationally by the American Alliance of Museums for Excellence in Writing. Her work in public engagement at El Pueblo History Museum has been recognized as a national model for engaged humanities by the National Humanities Alliance. DiPrince was selected in 2014 as a Creative Community Fellow for National Arts Strategies for her program that uses memory writing to create defensible neighborhoods.



Kimberli Fitzgerald, AICP, lives with her husband and three daughters in Oregon, where she serves as the historic preservation officer for the City of Salem. She holds a master's degree in city planning and historic preservation from the University of Pennsylvania and is currently working on her graduate degree in cultural resources management at Adams State University in Alamosa.



Elizabeth (Liz) Hallas, AIA, is a principal of Anderson Hallas Architects based in Golden. The firm specializes in public sector work across Colorado and the Rocky Mountain region. Its award-winning portfolio includes projects on the Colorado State Capitol, the Littleton Municipal Courthouse, Montrose City Hall,

LETTERS TO THE EDITOR

Have some thoughts about an article that you read in Colorado Municipalities?

Want to share those thoughts with your colleagues across the state?

CML welcomes thought-provoking letters to the editor!

Send your comments to Communications & Design Specialist Traci Stoffel at tstoffel@cml.org.

ADVERTISE.

Each issue of **Colorado Municipalities** reaches **5,000 municipal officials and decision makers**. Reach those who lead Colorado cities and towns for as little as \$175 per insertion. Contact Christine Taniguchi, CML communications coordinator, at 303-831-6411 or ctaniguchi@cml.org.

CML

COLORADO MUNICIPAL LEAGUE

The Voice of Colorado's Cities and Towns

and Breckenridge Community Center and Library. Hallas also serves on the board of directors for Colorado Preservation Inc., a statewide nonprofit that advocates and promotes for historic preservation.



Based in Denver, **Jim Lindberg** is senior director of the Preservation Green Lab, a department of the National Trust for

Historic Preservation. Founded in Seattle and now with additional staff in Denver, New York, and Washington, D.C., the Preservation Green Lab conducts research and promotes policy innovation to support more diverse, equitable, and resilient communities across the country.



Tom Noel, professor of history and director of public history and preservation at the University of Colorado, has authored or

co-authored 50 books on Colorado, including most recently *Denver Landmarks & Historic Districts: A Short History of Denver* and *Colorado: A Historical Atlas*, which won the Colorado Book Award for 2016's best history book. Noel appears regularly as Dr. Colorado on Channel 9's Colorado & Company morning show. Tom "Dr. Colorado" Noel hopes you will check out his books, classes, talks, and tours at dr-colorado.com.



Elizabeth O'Rear is the Colorado Tourism Office Heritage and Agritourism & Grants program manager. Focusing on industry development, she handles grant management and administration, manages the CHAMP mentor program, and supports regional development and promotion of heritage and agricultural businesses. For the past 10 years, O'Rear has been involved in the heritage and art/cultural field, working for both local and national

historic preservation agencies, and as a copywriter for print and online publications highlighting Colorado's heritage and cultural assets.



Steve W. Turner, AIA, is the executive director for History Colorado and the state historic preservation officer. His professional experience spans several decades and includes local, national, and international projects. After earning dual master's degrees in urban and regional planning and architecture from the University of Illinois, Turner worked for the United States / International Council on Monuments and Sites, the U.S. Army Corps of Engineers, the U.S. National Park Service, and as director of the History Colorado State Historical Fund.

CEBT Partnering with CML

Employee Benefit Solutions | Medical-Dental-Vision-Life

CEBT has been providing employee benefits through a nonprofit trust to public entities for over 30 years

Jim Herman • Willis of Colorado • 303-803-9105 • 800-332-1168 • Jim.Herman@willistowerswatson.com



Photo courtesy of History Colorado.

SAVING SUBURBIA PRESERVATION IN DENVER SUBURBS

DENVER NOW BOASTS 335 individually designated landmarks and 54 historic districts, making it one of the most preservation-minded cities in the United States. Suburban communities, although also facing rapid disruptive growth, are slowly awakening to the merits of saving the best of the past. Many other municipalities statewide are finding their treasures to preserve. Following are the stories of some suburban pacesetters that may inspire efforts across the state. A list of endangered places all across Colorado, as well as many preservation success stories, is also available from coloradopreservation.org.

Arvada

Arvada is a model suburb in showcasing its history, along with music concerts, plays, art, and special events, at the Arvada Center for the Arts & Humanities, the largest of the

suburban cultural centers. Along Ralston Creek, a tributary of Clear Creek, Arvada has established Gold Strike Park at the site where the Ralston Party from Georgia made the first documented discovery of gold in the Denver area in 1850, eight years ahead of the Russell find that ignited the great Colorado Gold Rush.

As a reminder of the town's agricultural beginnings, the Arvada Historical Society has restored the Arvada Pride Flour Mill as a museum. The Arvada Historical Society also champions the Crescent Grange Hall and a Main Street revitalization program. Main Street (Wadsworth Boulevard) anchors a downtown National Register Historic District that encompasses typical small-town fixtures, including a bakery, a bank, a brewpub or two, and a tavern, as well as a signature water tower looming overhead, celebrating "Olde Town Arvada."

Englewood

The house of Englewood founder Thomas Skerritt narrowly escaped the wrecking ball to be restored for adaptive reuse.

Another Englewood landmark, the Cherrelyn streetcar, is enshrined in CityCenter Englewood in facsimile. The replica includes the single horse that pulled this rickety contraption uphill from Denver to Englewood, then rested on the rear platform of the coach for the ride back downhill into Denver. Old Dobbin, old-timers claim, was a smart horse that, unlike some bus drivers today, would stop automatically when he saw passengers waiting along the South Broadway car line.

Englewood offers one of Colorado's most unusual National Register Historic Districts in the Arapahoe Acres residential subdivision, an enclave between East Bates and East

Dartmouth Avenues bounded on the west by South Marion Street and on the east by South Franklin Street. Homes built there between 1949 and 1957 provide the metro area's best examples of consistent International and Usonian style architecture. Its 124 modern homes of stone, brick, block, wood, and glass are unified by a palette of earth-toned colors and low-slung, horizontal shapes with flat roofs and clerestory windows. Architect Frank Lloyd Wright's work inspired the designers, including Eugene Sternberg, one of the most prolific and articulate of Colorado's modernists.

Golden

Golden has set the pace for suburban landmarks with 41 city-designated sites as well as three city-designated landmark districts.

After National Register Landmark designation and restoration, Golden's usually vibrant and attractive main drag, Washington Avenue, keeps downtown hopping.

Golden has converted the once neglected Clear Creek into a hiking, biking, tubing, and kayaking attraction, complete with Clear Creek History Park and its collection of historic log buildings.

Colorado's railroad past is preserved at Golden's Colorado Railroad Museum with a huge diorama, a garden railway, and restored standard and narrow-gauge trains operating on excursions around the grounds.

Golden's Washington Avenue Welcome Arch, picture to left, has been landmarked as a highlight of the town's thriving downtown historic district.

Lakewood

The Lakewood Heritage Center at 801 S. Yarrow St. off South Wadsworth has grown from a tiny museum in the old Belmar Estate calf barn to a complex of imported structures, ranging from the 1869 Ralston Crossing schoolhouse to a ranch house and the Hallack-Webber

residence. This unusual history park also showcases six transplanted 1900s structures. Unlike many museums, which focus on the rich and famous and their homes, Lakewood has carved out a special niche: ordinary life, ordinary buildings, and ordinary people of the 20th century. The relocated and restored buildings include Gil and Ethel Gomez's joint Beauty Salon and Barber Shop, the Valentine Diner, and the quaint Estes Motel.

Lakewood lost one of the most spectacular of all the metro area mansions, but May Bonfils Stanton's square-mile Belmar estate grounds have been converted to Belmar Park, wrapped around Kountze Lake. There, she introduced beautiful black-and-white imported Canadian geese that flew in regimental formations. These geese thrived and now strike most Coloradans as not so attractive or rare.

Littleton

Littleton, with its Main Street Historic District, is a pacesetter for suburban preservation. That enlightened town even had the good sense to purchase the endangered old Arapahoe County Courthouse and reincarnate it with a spectacular restoration as the new Littleton City Hall.

Littleton also greets RTD rail passengers with a handsomely restored old Denver & Rio Grande railway station. Trackside, that rhyolite station features a large mural of Littleton landmarks, both demolished and saved.

Littleton's pioneer industry, flour milling, is commemorated by the Columbine Mill. Still the tallest building in town, it has been restored and recycled for a higher and better use — a brewpub.

Westminster

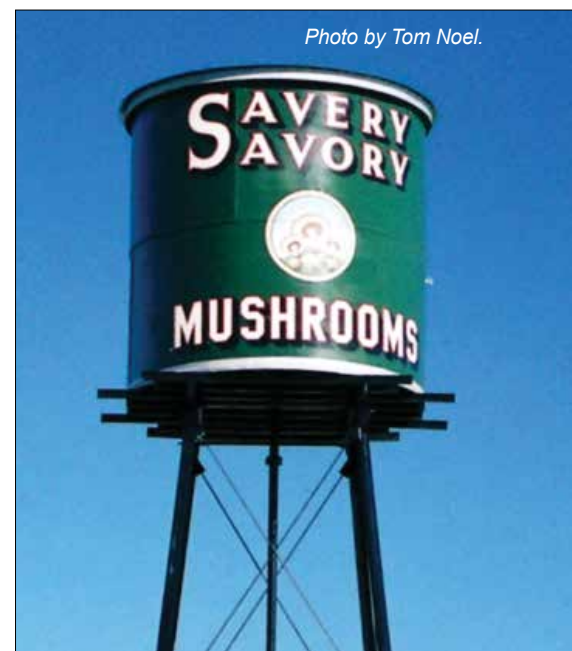
Westminster has 21 local, state, and national landmarks to celebrate, including Westminster University's red sandstone tower, which gave the community its name.

The almost-demolished Shoenberg Farm at 7231 Sheridan Boulevard supplied Denver's National Jewish Hospital.

Westminster boasts one of Colorado's funkier landmarks: the Savery Savory Mushroom Farm Water Tower at 11000 Federal Boulevard. Charles Savery came to Denver in 1909 to try mining, but soon switched to mushrooms. He started out in Denver, but because of the enormous amount of manure required, many complaints led to Savery's banishment to Adams County. There his murky, stinky, unsavory kingdom thrived, growing into 39 large buildings — the so-called caves. Savery opened branches in Los Angeles, San Francisco, and Missouri and, by the mid-1930s, produced 10,000 pounds of mushrooms a day. With Savery's death in 1960, his business also died. The restored tower is the sole remnant of a once vast agricultural empire in the suburb that has mushroomed into Colorado's ninth largest city.

Many, many other preservation efforts are emerging in many of some 50 communities in the seven-county Denver Metro Area (not to mention all 272 of Colorado's cities and towns across the state). Despite a massive number of newcomers and an equally massive building boom, Coloradans are becoming more interested in preserving at least some relics of the good old days.

Photo by Tom Noel.





Farm-to-Table dinner at Bookcliffs Art Center in Rifle. Photo courtesy of History Colorado.

PRESERVATION IS GOOD FOR THE BOTTOM LINE (AND THE SOUL)

STANDING TALL AT THE CORNER of College Avenue and Walnut Street in downtown Fort Collins, the Art Deco marvel of yesteryear — the iconic Northern Hotel — had fallen into disrepair. What was once high-end lodging for railroad passengers of the nearby Colorado & Southern and Union Pacific railroad depots had become, through neglect and a lack of visitors after the decline of the railroads and a crippling structure fire in the 1970s, a condemned and near-forgotten property by the end of the 1990s.

A piece of Fort Collins' identity was missing. So the community went to work.

Fort Collins, like so many other communities across Colorado, is nothing if not resilient. A collaboration between local, state, and national organizations helped restore the hotel to its former glory, which in turn provided a critical public benefit: affordable public housing.

The challenge in housing is pervasive in many areas of Colorado. The people of Fort Collins saw an

opportunity to address this problem in their old building in need of a new investment. It paid off.

The rehabilitation project drew funding and support from a combination of public and private sources, including a State Historical Fund grant and Federal Historic Preservation Tax Incentives. When the project was completed, people were once again sleeping under the Northern's roof. This rehabilitation was also a key element in revitalizing Fort Collins' Old Town district, which is experiencing its own rebirth.

As in Fort Collins, communities across the state are recognizing the need for creative solutions to emerging challenges, from housing to economic change, from demographic shifts to natural disasters. In each of these cases, historic preservation — the restoration and rehabilitation of our historic buildings, structures, objects, sites, and more — can play a critical role in helping communities maintain their spirit, character, and vitality.

History Colorado, partnering with Colorado Preservation Inc., has

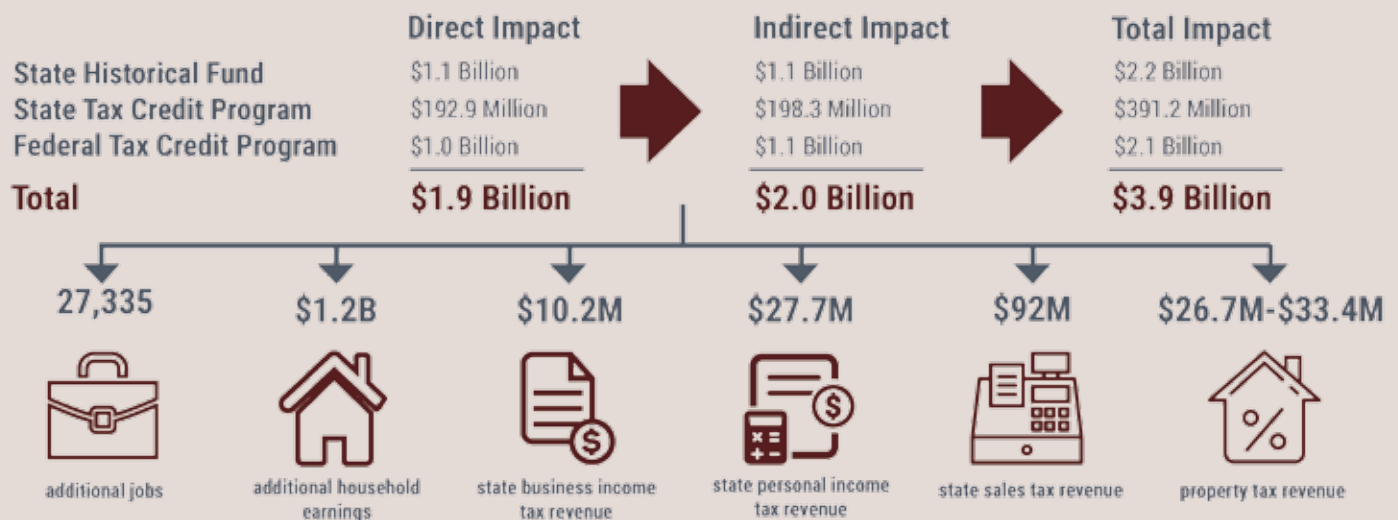
helped produce a new report on just how beneficial historic preservation can be for communities — both for the bottom line, and for the soul. If you are involved in community affairs, local business, or planning, chances are you have heard about historic preservation. But you might not have considered it as an option to address the challenges we face — both those that represent broader trends in Colorado and those that are unique to a community.

Preservation for a Changing Colorado: The Benefits of Historic Preservation 2017 Edition provides a broad but easy-to-understand survey of the impact that historic preservation has had on Colorado's character and economy. In all parts of the state, preservation programs and partnerships at the federal, state, and local levels are making a difference in rebuilding and maintaining community spirit in the face of a growing population, expanding development, changes to Colorado's economy, and environmental disaster.

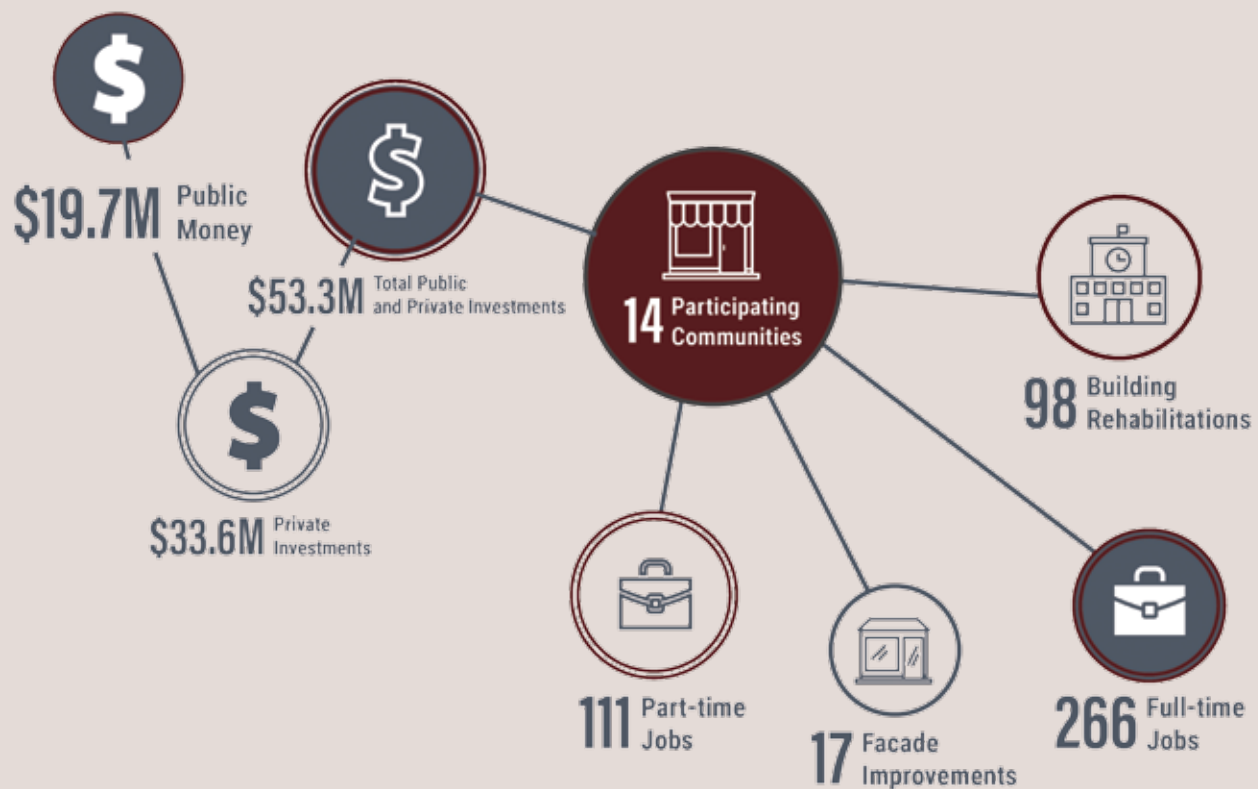
PRESERVATION FOR A CHANGING COLORADO: THE BENEFITS OF HISTORIC PRESERVATION

Infographics from the 2017 edition. Full report available at preservationbenefitscolorado.com.

Cumulative Economic Impacts of Rehabilitation Projects, 1981-2015 (\$ adjusted for inflation)



Colorado Main Street Program Economic Impacts, 2014



History Colorado has a number of impactful and important preservation programs that can assist local communities, the impact of which are measured in the report. The State Historical Fund, for example, offers preservation grants in all parts of the state, providing shot-in-the-arm investments in planning, physical work, and education projects.

The Office of Archaeology and Historic Preservation (OAHP) administers the state and federal rehabilitation tax credit programs, which provide financial incentives to both residential and commercial property owners to maintain and preserve their properties.

OAHP also works with the federal and local governments on Section 106 reviews of historic resources to ensure that federal projects do not compromise or disturb our wealth of cultural resources.

The Certified Local Government program empowers municipalities and counties to take action and responsibility for their own historic resources, ensuring that authority and control over those resources remain at the local level.

The History Colorado Preservation Planning Unit helps nominate and maintain listings to both the State Register of Historic Properties and the National Register of Historic Places, granting a special status and recognition to hundreds of properties across the state.

Collaboration is key to preservation work, and History Colorado continually partners with great organizations to maintain or save historic resources. History Colorado's preservation programs staff often works with the Colorado Department of Local Affairs (DOLA) and supports its Main Street program, which helps communities revitalize their downtown or commercial districts through preservation and other initiatives.

State Historical Fund grants have helped enable Colorado Preservation, Inc., the statewide nonprofit working to promote historic preservation, to raise awareness about at-risk properties

through its Endangered Places Program and its annual Saving Places Conference, which brings together preservationists and archaeologists from across Colorado and the nation to discuss the latest theories, techniques, and issues in the field.

But this new economic benefits report — available in its entirety at preservationbenefitscolorado.com — elegantly tells the story of preservation's positive financial and cultural impact across Colorado. History Colorado and its partners are just one part of that.

The report makes the case that preservation in Colorado has three essential characteristics. Preservation is:

- Collaborative. Teamwork and collaboration at all levels — from the local history enthusiast to the contractor, from the nonprofit to the state program — are critical to successfully preserve, restore, or rehabilitate a historic resource. We have to work together to save our history and plan for our future.
- Always changing. The economy, demographics, and the environment are undergoing significant changes. Preservation — and what it can accomplish — changes with us. The challenges Colorado currently faces are shifting, but with a little creativity and vision, we can often find solutions in the resources we already possess.
- Statewide. Each preservation project is unique, with its own set of challenges and rewards. From development along the Front Range to bustling mountain towns to rural redevelopment on the plains, preservation is playing a role in the betterment of our communities.

One of the ways the report makes the case for historic preservation is through a breakdown of the numbers — raw dollars and cents — that represent the incredible statewide economic impact of our preservation programs and initiatives. The data

itself is compelling in its scope. For example, State Historical Fund grants have had a \$1.07 billion direct economic impact between 1993 and 2015. From 2010 to 2015, the state tax credits have contributed a combined \$62 million to commercial and residential projects. These numbers represent just one part of the many programs and resources available to our communities, organizations, and individuals interested in benefiting from historic preservation. The report goes into much more detail about how those dollars create more economic activity and opportunity as they are utilized.

But it is not the overall data and numbers that make the difference. It is the stories of how and why people come together to save a historic resource — and how that resource positively impacts the lives of everyone around it. One of the report's greatest strengths is its use of these stories in illustrating how preservation can help tackle the most challenging issues we face today.

Access to affordable housing is one such issue. Rather than looking to new construction as the sole option, communities are re-evaluating their historic properties and finding solutions for the future just beneath the surface of their past. Leadville's Tabor Grand Hotel (built 1883–1885) once showcased some of the finest lodging in the West. Following the silver bust and decades of economic hardship, this resource was spared from demolition by a series of passionate investors. In 2014, a new investor rehabilitated the resource with a combination of both private funds and the Low-Income Housing Tax Credit Program, restoring life to the Tabor by creating 37 rental units and ground-floor retail space. The Tabor can now house up to 95 low-income residents.

While much of Colorado's economy has been strong in recent years, many communities have had to be creative in developing solutions to attract businesses, culture, and commerce. In Hayden, the Hayden Co-Operative

Elevator Company granary — the only extant grain elevator in Routt County — served as an agricultural hub since it was built in 1917. While it is no longer an agricultural resource, this National Register-listed building now serves as home to a coffee shop and community space, with a future as an art space, offices, and more.

To the southeast, Lamar is seeking to maintain and protect its historic downtown, which remains one of its most prominent resources and opportunities for growth. In 2016, the City of Lamar partnered with DOLA and others through the Colorado Main Street Program to produce designs and work recommendations. Having a plan is the first step to reaching a goal, and identifying and surveying your resources can help uncover the potential your community possesses.

In Cortez, a sense of community character is important to the people who live there, and the community voice — epitomized by KSJD community radio — found a home in the historic Montezuma Valley National Bank Building. Like so many other successful preservation projects, it required vision and cooperation between public and private partners. The restoration of the Montezuma Valley National Bank Building took more than \$1.1 million in grants, investments, and local fundraising efforts. Once a symbol of the region's economic vitality, the building continues to be a symbol of community and renewed hope in the future of southwestern Colorado.

Communities that value their historic character are not unique to one region. In Colorado's northeastern plains, the people of Sterling have worked to keep their historic

courthouse a part of their community landscape. This renaissance revival marvel, designed by Denver's own J.J. Hudart, has served as the seat of Logan County since 1910. While Sterling and Logan County could have given up on this building long ago or opted to build a more contemporary structure, they instead chose to reinvest in and maintain the resource that has come to symbolize the legal and administrative center of the county.

Transportation and infrastructure are hot-button topics in our state right now, and for good reason. In Denver, few locations are as iconic as the downtown Union Station — and fewer still could play such a vital role in expanding transportation options for the region. Unfortunately, for decades the station stood silent and abandoned.

The 120-year old station required a massive effort to be rehabilitated. When the area was designated the Lower Downtown Historic District, there was hope that it might one day be saved and restored. After 2004, the work began to restore Union Station as a world-class transportation hub. Part of the project's scope was to help restore the station's historical characteristics and features. The rehabilitation project was made more attractive as a preservation opportunity by the inclusion and use of \$6 million in federal tax credits and a \$200,000 grant from the State Historical Fund. Denver's downtown is now a bustling center of shopping, transportation, cuisine, entertainment, and more, and the rehabilitation of Union Station has played a big part in that.

Whenever a historic building goes

neglected or unused, a piece of its community lies dormant, a piece of its history is forgotten. But with the right combination of community spirit, appreciation for history, and willingness to work together, our places can be saved and revitalized, and provide us with great opportunities for the future. *Preservation for a Changing Colorado* contains both the hard numbers and the individual stories that make the argument for preservation in our state.

Not only should we continue to support strong preservation programs with elected officials at all levels of government, but we should also seek opportunities to become involved with preservation projects in our own communities. Every saved place, every successful project, and every community renewal begins with one person deciding to make a difference.

Do you know of an old building near you that needs a second chance? Where others might see a neglected neighborhood or downtown district, do you see possibilities for the future?

Contact the History Colorado Office of Archaeology and Historic Preservation or the State Historical Fund at 303-866-3392. Saving our places often is not a question of resources — it is a question of dedicated individuals and groups, willing to put in the work for a stronger future for their communities and their state. These efforts help us build economic opportunity and maintain the soul of the places where we spend our lives.

See what opportunities historic preservation can offer you — for today and for the future — by reading *Preservation for a Changing Colorado*.

Whenever a historic building goes neglected or unused, a piece of its community lies dormant, a piece of its history is forgotten. But with the right combination of community spirit, appreciation for history, and willingness to work together, our places can be saved and revitalized, and provide us with great opportunities for the future.

THE IMPORTANCE OF PARTICIPATING IN THE SECTION 106 REVIEW PROCESS

By Denise Grimm, AICP, Boulder County Land Use Department senior planner

WHEN THERE IS FEDERAL INVOLVEMENT IN A PROJECT (TYPICALLY SOME TYPE OF FUNDING OR permitting), the agency involved must first identify an area of potential effect, then gather information to decide which properties in the area are listed, or are eligible for listing, in the National Register of Historic Places. This process is known as Section 106 review.

Local jurisdictions are invited to participate in this process, and the sooner the municipality or county can be involved and begin providing local context, the better the long-term outcome for the project. Only a small fraction of the historically important resources in the state have been formally documented. The federal agency conducting the 106 review likely is hiring a consulting firm with little knowledge of the local community to identify historic resources. The local jurisdiction can use its knowledge of its own community to help the consultants and federal agencies identify the historic resources in the project area and provide input on what it may view as an adverse effect to a historic property. The local jurisdiction also may want to participate in agreements with the Colorado State Historic Preservation Office (SHPO) and the federal agency to identify and even implement measures to mitigate adverse effects to historic properties, as the municipality or county may have a better understanding of what alternatives are most meaningful to the citizens of their communities.

Boulder County has found it beneficial to play an active role in the process for projects within its jurisdiction. Often, the county will have no concerns when it receives notice of a project, but, on occasion, Boulder County has found that without its participation, important resources might have been missed. In some cases, the local government has been able to play an important role in mitigating adverse effects to historic resources. A couple of specific examples are a result of the 2013 floods.

As part of the formal 106 review process after the floods, Boulder County identified the Salina Store — a locally landmarked property that was originally a store, then a cafe, then the location of two homes in the historic mining community — as a historic resource. The building was severely damaged, and the county met with local preservation advocates to try to find cost-effective solutions to buying and rehabilitating the property. But given all of the financial constraints and the potential for future flood damage, the Community Development Block Grant–Disaster Recovery funding buyout program was the only logical solution for the property owner and the county. This unfortunately required the structure to be demolished. However, Boulder County was able to be a part of the memorandum of agreement reached with the various agencies involved in the project. The county volunteered to create and install an interpretive sign on the property as a means of mitigating the loss. It is the county's intent to collaborate with the area residents to create something that would be most meaningful to them.



With the Riverside property known as the Hillside Nook Cabin, Boulder County also had been looking for alternatives since 2013. Early on, staff had researched the property and provided information to the SHPO about it. The county had worked with the Natural Resource Conservation Service, which stabilized the bank in front of the cabin shortly after the flood. Again, with time, it became apparent that the buyout program was the logical outcome for the property. When the consultant on the 106 review process was looking for information on the property history, the county was able to provide documentation. Due to early discussions with the SHPO, there was already acknowledgement that it was an eligible historic property. Like the other buyout property, it was facing demolition. Boulder County again agreed that an interpretive sign was an acceptable mitigation for the loss. In this case, due to lack of direct public access to the site, Boulder County suggested that the sign be located somewhere in the neighborhood more appropriate for viewing by the public. Again, Boulder County volunteered to design and install the sign. As with the Salina project, the intent is to work with neighboring property owners so that the project is meaningful to them.

STATE HISTORICAL FUND PRESERVES HISTORY — AND COMMUNITY

By Jan McCracken, Akron Public Library director

IN 2000, THE TOWN OF AKRON BEGAN THE JOURNEY TO PRESERVE ITS LIBRARY BUILDING AND HISTORY for the benefit of present and future generations of the community. Faced with an aging foundation and drainage system, as well as plumbing, electrical and heating/cooling systems, paint, brick, and windows that all were in need of upgrading, the Town looked to the State Historical Fund for help. Akron wanted to halt further damage to its structure and bring the building up to current safety and health codes. Letters of support from the community expressed their desire for the library to remain a historical landmark in Akron, recognizing the dedication of the original Akron Library Association members who were able to procure the building for the community. Preservation and restoration of the Akron Public Library were the driving forces prevalent among the library's board of directors and the community.

Fortunately, the Town of Akron was awarded three grants, making it possible to repair, restore, and renovate visible elements to their original condition and alleviate safety and health hazards within and about the building.

The first grant, awarded in 2001, was for a structure assessment to determine the building's vital needs. Engineers and architects identified critical condition issues of the library. This grant also made it possible for the library to be listed on the Colorado Register of Historic Properties.

The second grant was awarded in 2003 for phase I of exterior restoration and interior rehabilitation. This grant allowed for an update of gutters, concrete, attic insulation, entrance door, and electrical, plumbing, heating, and cooling systems.

The third grant, awarded in 2006 for phase II of exterior restoration and interior rehabilitation, made it possible to restore original entryway wood flooring and woodwork, repair and paint plaster walls, refurbish the through-the-wall book return, create two fire escape exits from the basement, replace the existing basement entrance door, remodel the restroom to be handicap accessible, install a chairlift, repair and clean the exterior brick, monitor the site and soil for archaeological artifacts, replace non-historic light fixtures in the main library area with period lighting fixtures, bring electrical components up to date, replace entryway linoleum flooring with wood flooring, add new storm windows to match original window frames in color and design, repair leaks, remove surface mold, install safety stair treads and handrails, and repair the exterior brick and mortar.

The upgrades made it possible to bring the library up to safety and health code standards, and to preserve the history of the building and promote the preservation and usefulness of the library, assuring the citizens of Washington County that the library would always have a place in their community.

The State Historical Fund provided extensive historical preservation expertise and guidance throughout the entire project. The Town of Akron greatly appreciated the opportunity to receive funding and participate in historic preservation.



RECLAIMING A GRAND HISTORY WITH THE HELP OF TAX CREDITS

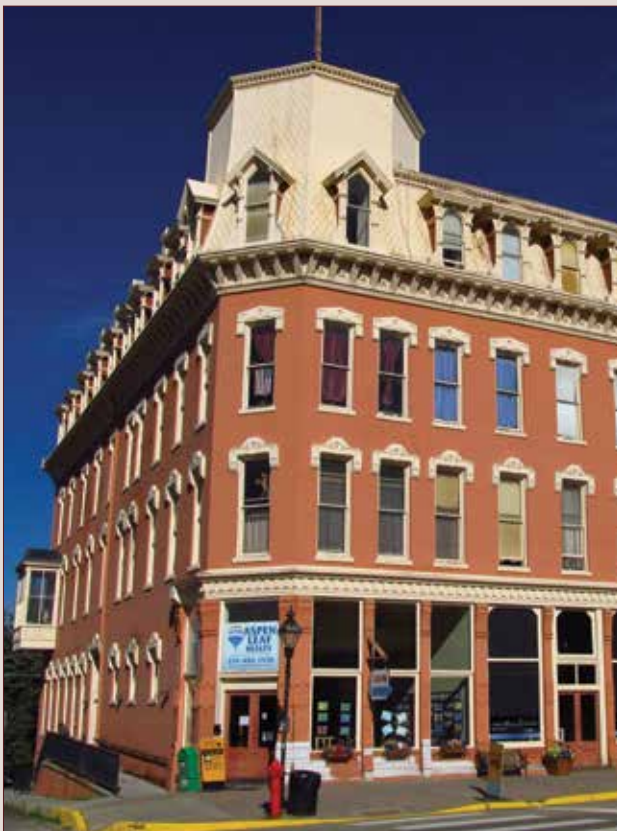
By Jonathan Raab and Joseph Saldibar, History Colorado

THROUGHOUT ITS EARLY DAYS AS BOTH A TERRITORY AND STATE, COLORADO WAS KNOWN FOR ITS rich natural resources. Coal, silver, and other natural resources were the embodiment of that wealth, and the development of towns and cities — and the historic buildings that developed within them — represented Colorado's booming economy.

The Tabor Grand Hotel in Leadville was one such building. Built in 1885, it was “grand” in size (four stories tall, 117 rooms, steam heat, a working elevator, and even a high-end restaurant) and design alike, providing a comfortable and luxurious stay for guests visiting or passing through Leadville. In a city that began as a ramshackle collection of tents and cabins, the Tabor Grand Hotel (begun by others but bankrolled to completion by Horace Tabor) symbolized Leadville during its golden age.

More than a century later, however, it had become obvious that the hotel had seen better days. Luckily, a group of investors stepped in to rehabilitate the historic building into affordable housing, sparing the majestic property from demolition. Twenty years later, another investment group undertook a \$9 million renovation of the historic hotel and committed to retaining the 37 affordable housing units. This reinvestment provided a tangible benefit to the people of Leadville, while also keeping a symbol and critical feature of its history alive and standing.

The project involved an extensive restoration process that helped the Tabor Grand Hotel recapture much of its historic character. This work included the cleaning, repainting, and sealing of 80 original wood-framed windows, providing weathertight protection without discarding the original window glass or the fourth floor's distinctive pointed-arch sashes. The massive circular radiator in what was once the hotel lobby was also carefully restored. Other work on the historic hotel included the modernization of the affordable housing apartment units and much-needed upgrades to utilities, including the installation of a contemporary heating system.



Because much of this work was preservation-focused, and because the Tabor Grand Hotel is located within the Leadville National Historic District, the project qualified for several preservation-focused programs and incentives. The project received more than \$1 million in federal tax credits through the Federal Investment Tax Credit program and \$50,000 in credits from the State Historic Preservation Tax Credit program. By keeping all 37 affordable housing units in place, the project also qualified for \$650,000 in Low-Income Housing Tax Credits. These are credits that simply would not have been available had the investors opted to go with demolition and new construction.

This much-needed work was done to help preserve the hotel — but it also provided positive, tangible benefits to the community. Instead of creating a massive waste stream from demolition, the building (and much of the original materials) were saved.

Instead of losing a piece of historic downtown Leadville, careful work and a dedication to the past kept it standing, allowing the hotel to remain a recognizable feature of Leadville, known by generations of Coloradans past and generations to come.

BENEFITING FROM CERTIFIED LOCAL GOVERNMENT STATUS

By Betsy Kellums, Greeley historic preservation specialist

THE NUMBER OF COLORADO LOCAL GOVERNMENTS ENACTING LOCAL HISTORIC PRESERVATION programs continues to increase. Certified Local Governments (CLGs), managed by the state agency History Colorado, comprise an also increasing category of local governments enacting local preservation ordinances that meet certain standards. It is through these local ordinances that privately owned properties can truly be protected with design review. CLGs also are eligible for an earmarked pool of federal grants, can participate in the state preservation tax credit program, and are offered training workshops and meetings to encourage networking among local governments.

Being a Certified Local Government (CLG) has given the City of Greeley historic preservation opportunities that would not have been possible otherwise.

Greeley has used the CLG grant program for publications, such as a guidebook to downtown Greeley architecture and history, a program brochure and for training opportunities. In 2012 and 2016, Greeley Historic Preservation Commissioners and City staff attended the National Alliance of Preservation Commissions (NAPC) Forums. In 2015, Greeley used CLG grant funds to bring preservation expert Bob Yapp to town for a day of free public educational workshops about historic preservation.

Following from the 2012 Forum in Norfolk, Va., where staff and commission members learned of an energy audit program for historic properties, the Greeley Historic Preservation Commission obtained a CLG grant to provide energy audits to 10 Greeley Historic Register properties. The audits were an incentive for property owners to learn more about their properties and how they might save energy and money while retaining historic fabric.

The City of Greeley requested bids from several energy audit companies and selected This Efficient House from Fort Collins, based on the firm's qualifications of working on historic buildings, cost, etc. Staff then created an application for owners of properties listed on the Greeley Historic Register. The audit application included owner information, information about previous audits and energy efficiency improvements if done, plans for energy efficiency improvements for the property, primary motivations for energy efficiency projects, and asking why the owner wanted the audit.

Greeley chose 10 properties, and This Efficient House conducted the audits, allowing interested commissioners and staff to attend to learn about the process. The audits included testing for air infiltration and reviewing the heating system, hot water, insulation, and energy bills.

Each report provided property-specific information with recommendations for improvements that would lead to savings, including cost of improvements and estimated savings amounts. They included suggestions for reducing hot water temperature, upgrading the water heater, adding attic and wall insulation, replacing doors or adding storm doors, upgrading heating systems, sealing air leaks, insulating crawl space, replacing refrigerators, etc. The energy audits reflect the high cost of window replacement and the importance of considering other affordable options for improving energy efficiency, such as insulating the attic and using a programmable thermostat.

Greeley has not yet followed up with property owners after the audits to see if they adopted any recommendations but would like to do so. If property owners made improvements, a future grant would then provide funds for new audits on those same properties to learn how the improvements made a difference.

For more information about historic preservation in Greeley and Greeley's energy audit project, contact the author at 970-350-9222 or betsy.kellums@greeleygov.com.



ReURBANISM

LEARNING FROM THE PAST TO CREATE MORE SUSTAINABLE CITIES OF THE FUTURE

IN COLORADO AND ACROSS the country, older and historic neighborhoods are coming alive as places to live, work, and visit. Adaptive use of existing buildings, from ornate mansions to simple warehouses, is an increasingly common practice. Environmental advocates, developers, entrepreneurs, and civic leaders alike are seeing the benefits of reinvesting in older buildings and blocks to create healthier, more resilient communities.

At the same time, many communities are grappling with challenges that are impacting downtowns and older neighborhoods. How can more affordable housing be provided? What can be done to retain and support local small businesses? How can growth and greater density be achieved without sacrificing architectural character and diversity?

With these challenges and opportunities in mind, the National Trust for Historic Preservation (NTHP) recently launched a new initiative called ReUrbanism (savingplaces.org/reurbanism#.WLndSBiZP1J). Inspired by the examples of historic urban development, ReUrbanism seeks to position historic preservation as an essential contributor to the sustainable communities of the future. The ReUrbanism initiative includes research, development of new policies

and incentives, on-the-ground demonstration projects, and communication and outreach to advocates and civic leaders.

To guide this work, the National Trust has identified *10 Principles of ReUrbanism*:

1. Cities and towns are successful only when they work for everyone. People are at the center of our work. Preservation projects can create opportunities for community residents at all income levels to live, work, and play in a diverse and thriving environment.
2. Older places provide the distinctiveness and character that engender success. Older buildings give municipalities a sense of identity, history, and authenticity — which is the most important competitive advantage they can have in today's economy.
3. Older neighborhoods are economic engines. Research shows that neighborhoods with a mix of older and newer buildings perform better along a number of social, economic, cultural, and environmental metrics than areas with only new buildings.
4. New ideas, and the New Economy, thrive in older buildings. All over America, the most innovative companies of the 21st century are choosing to make their homes in older buildings. These buildings fuel creativity by being distinctive, character rich, endlessly adaptable, and often low cost.
5. Preservation is adaptive reuse. Adaptive reuse is preservation.



Historic preservation is not just about keeping old buildings around. It is about keeping them alive, in active use, and relevant to the needs of the people who surround them.

6. Preservation is about managing change. Healthy, dynamic neighborhoods are always in the process of change. Historic preservation is about managing change: unleashing the enormous potential of older buildings to improve health, affordability, prosperity, and well-being.
7. Communities are for people, not vehicles. Reclaiming city streets and making them more amenable to pedestrian, bicycle, and transit use can help neighborhoods reacquire activity and thrive once more.
8. The greenest building is the one that is already built. It takes energy to construct a new building; it saves energy to preserve an old one. It simply does not make sense to recycle cans and newspapers and not recycle buildings.
9. There are many ways to achieve density. Areas with a mix of older and newer fabric tend to be denser than new-only neighborhoods, and they achieve that density at a human scale.
10. Every community has stories and places that matter. The places worth saving are those where communities choose to come together and that represent the local stories they treasure and wish to see preserved.

As part of the ReUrbanism initiative, the National Trust's Preservation Green Lab is conducting research to explore the connections between older buildings and sustainable development. For example, NTHP's Older, Smaller, Better study (forum.savingplaces.org/act/pgl/older-smaller-

better) tested ideas first articulated by the famed journalist and urban advocate Jane Jacobs, who once said, "Cities need old buildings so badly it is probably impossible for vigorous streets and districts to grow without them." NTHP research in municipalities across the country confirms Jacobs' theories, finding that areas characterized by older, smaller, mixed-vintage buildings and blocks have:

- a higher Walk Score®;
- more young residents and residents of diverse ages;
- greater population density;
- more nightlife and 24/7 activity;
- more small and local businesses;
- more women- and minority-owned businesses;
- more jobs per square foot; and
- more creative jobs.

The Preservation Green Lab continues to gather data on the connections between older buildings and blocks and a range of healthy community metrics for cities across the country. The new *Atlas of ReUrbanism* (forum.savingplaces.org/act/pgl/atlas) includes analysis for 50 cities so far (including Denver), with more to come in the coming year.

The findings in the atlas point to the value of older buildings, blocks, and neighborhoods. These are places where development has occurred incrementally, over many decades, resulting in a texture, richness, and distinctiveness that we call character. Blocks in high Character Score neighborhoods are lined with smaller, mixed-aged buildings, with many older structures still in use. This variety of building vintages and types provides space for a diverse and dense mix of residents and uses. Local businesses thrive in these neighborhoods, and the streets are full of activity, day and night. Older buildings with layers of history and flexible floor plans are attracting companies large and small. The ability of cities to attract and retain talented young workers is

closely tied to the presence of character-rich places.

There was a time when areas such as these were defined as blighted and even targeted for demolition through urban renewal. Data now shows that we can rewrite the formulas about what makes a successful city. Instead of fodder for the bulldozer, blocks of older, smaller buildings are in fact valuable assets that should be stewarded carefully.

Through the ReUrbanism initiative, the National Trust is working with local partners and civic leaders to explore and test new, smart city policies and incentives to conserve older buildings, encourage adaptive use, and support good new design. These may include:

- using GIS and remote technologies to more efficiently survey and document historic neighborhoods and districts;
- creating Adaptive Use Ordinances to remove zoning and building code barriers and encourage repurposing of vacant structures;
- rewriting zoning codes to reinforce and complement valued historic patterns of development;
- incentivizing activation of empty upper floors in commercial buildings to provide affordable housing;
- offering incentives for small businesses and companies that retain or move into buildings in older commercial districts; and
- encouraging retrofitting of older buildings for renewable energy through Property Assessed Clean Energy (PACE) programs and other new financing mechanisms.

Working together, preservationists, community organizations, creative developers, and civic leaders can make reuse of older and historic buildings the default option in our communities. Through conservation and renewal of these assets, we can create communities that are healthier and more sustainable for all.

A CHAMPION OF HERITAGE

HELP GROW AND STRENGTHEN YOUR REGION'S EXISTING HERITAGE AND AGRITOURISM ATTRACTIONS

AS PART OF THE COLORADO Tourism Office's (CTO's) efforts to raise awareness of and appreciation for cultural heritage and agricultural assets statewide, the CTO initiated a peer mentorship program for farms and ranches, businesses, museums, attractions, and organizations that want to improve or expand their own cultural, heritage tourism, or agritourism businesses. From this strategic initiative emerged the Cultural, Heritage, Agritourism Mentor Program (CHAMP) to stimulate the development of high-quality cultural, heritage, and agricultural tourism experiences for travelers in Colorado.

Initiated in fall 2014, CHAMP is underwritten by the CTO, and provides up to 50 hours of consulting assistance, available at no cost to each selected project. Since the implementation of CHAMP, the program has expanded statewide and served 28 projects located in Colorado's rural areas and small communities.

The application process is a simple one. Interested and qualified entities need to:

- set a goal to establish or expand a cultural, heritage, or agricultural tourism opportunity;
- complete the online project application and submit a business plan and budget (assistance is available from CHAMP administrators to help with the business plan requirement); and
- articulate mentorship area, goals related to the business/strategic plan, and one to three specific short-term deliverables.

Once all of the above steps are completed, the CHAMP coordinator screens, supports revisions, and explores a mentor match from mentor profiles. When a mentor has been selected, the CHAMP coordinator works with the project and mentor to develop a written scope of work. This document outlines the project deliverables, parties responsible, and timeline. Both project and mentor sign off on the scope of work, and then it is submitted to the CHAMP committee for approval. The CHAMP committee reviews the application and scope of work for feasibility and effectiveness of the proposed project and deliverables.

When approval is received, the mentor is in charge of driving the project forward and completing the outlined deliverables within the designated 50 hours. Projects, on average, take three to six months to complete. Upon completion of the deliverables, both the mentor and the project applicant complete online evaluation forms and submit final payment requests. Six months to a year after the project, the CHAMP coordinator will collect content for a case study. Project and mentor are required to participate in developing the case study by sharing their experience, outcomes, and ongoing benefits of the program. Case studies are then shared with legislators, CTO departments, and potential projects.

CHAMP has worked with several heritage programs. The Rio Blanco County Historical Society, San Luis Valley Historical Society, Montrose Historical Society, and History Connections of Pueblo, to name a few, have their projects and outcomes highlighted here.

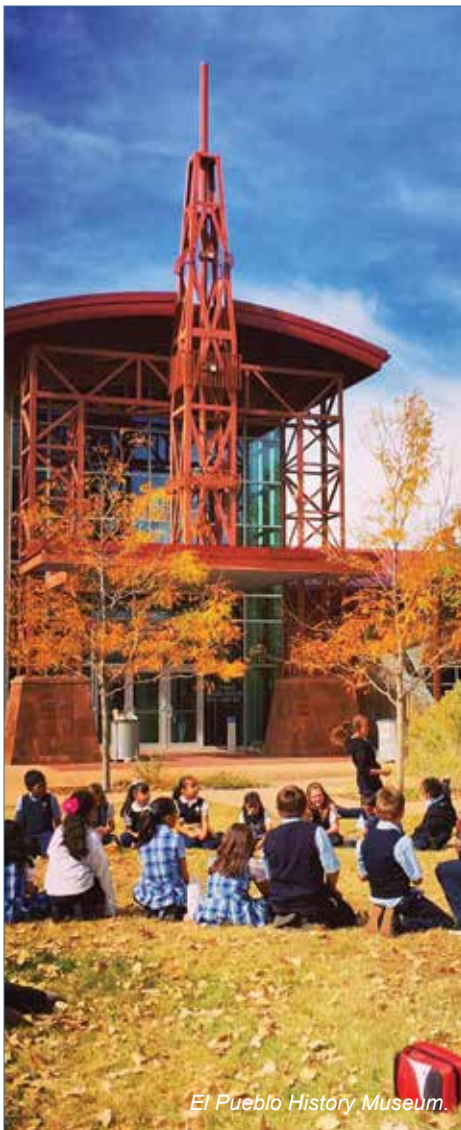
Rio Blanco County Historical Society

The Rio Blanco County Historical Society (RBCHS)/Old West Heritage Culture Center's manages the White River Museum, housed in the original U.S. Army barracks from the 1800s in historic downtown Meeker. This CHAMP project focused on creating a strategic plan to develop a heritage culture center. The project was paired with mentor Constance DeVereaux, who has 18 years of experience in the area of cultural management in the capacities of consultant, practitioner, and professor. To date their outcomes include:

- the development of a 2016–2018 strategic plan;
- creation of a mission statement;
- expansion of fundraising partners and scheduling of two heritage fundraising events for 2017;
- establishment of partnerships with 12 other local organizations; and
- designation of renovation plans for the cultural center.

RBCHS continues to utilize the strategic plan that was created during the CHAMP program. Although the CHAMP deliverables are completed, the overall project is ongoing.

"Constance showed us how to put our dreams in a format that could be executed with timelines, budget, and responsible parties, which provides a tool for us to convey our dreams to the funders and supporters," stated Ellene Meece, RBCHS president.



El Pueblo History Museum.

History Connections of Pueblo

History Connections of Pueblo is a consortium of eight history museums, two cemeteries, an archaeological society, and the Goodnight Barn restoration and preservation group. This CHAMP project focused on the development of a joint marketing plan to attract visitors to the various sites. Dave Santucci, president of Destination Consulting Services and vice president of marketing for the Chattanooga Convention and Visitors Bureau, served as mentor. To date the outcomes include:

- customized, individualized reports with very specific ideas on how to improve areas such as websites, signage, and hours of operation, as well as items they should work on as a group;

- printing and distribution of more than 30,000 bookmarks for schools and tourists (funded by Black Hills Energy);
- connection with several other Colorado Tourism Office resources;
- exploration of resources and partnership opportunities with Colorado Tourism Heritage and Colorado Preservation Inc.; and
- training on social media.

“We would recommend a CHAMP project to anyone wanting an outside view of their town and specifically their museum or site to apply for a CHAMP project grant,” said one participant.

San Luis Valley Museum Association

The San Luis Valley Museum Association is a network of 16 history museums that support saving and celebrating the history of the San Luis Valley. The focus of this CHAMP project was to develop a marketing plan to support the needs of these museums, with specific strategies to double both the attendance and the income of each museum. The association’s mentor, Judy Walden, shared her practical knowledge of rural tourism entities that are seeking to increase their profitability through tourism. To date the outcomes include:

- creation of an extensive marketing plan;
- design of a new website that has seen a 500 percent increase in sessions, 446 percent increase in users, and 85 percent increase in average session duration;
- increase in annual visitors by 47 percent;
- increase in Facebook “likes” by 62 percent; and
- establishment of a Colorado.com paid account — within a month of signing up for the paid account, there was an increase of 7 percent versus a decrease of 8 percent with the free account.

The association continues to see the benefits of its CHAMP efforts.

Montrose County Historical Society

The Montrose County Historical Society operates the Montrose Historical Museum and endeavors to preserve, display, and interpret the history and cultural legacy of Montrose County and its surrounding region. This CHAMP project focused on analyzing and reviewing past approaches to presenting and marketing the museum’s assets, making recommendations for improvement, and creating a compelling action plan to greatly increase local awareness, develop appreciation, and generate support for preserving authentic local history. Gaylene Ore, mentor, utilized her 25 years of experience as a travel, tourism, and consumer marketing specialist to drive the project forward. To date the outcomes include:

- increased visitors to the historical society from last year by 200;
- creation of a flyer to remind guests to comment on the TripAdvisor site;
- development of hands-on activities throughout the museum, including a story board in the caboose and a selfie station in the phone booth;
- creation of a Ghost Walk, with more than 45 people booked per tour on average; and
- use of YouTube to generate awareness about the society.

The society continues to see the benefits of CHAMP.

CHAMP mentors have experience in areas such as outdoor recreation, entertainment and special events, marketing, strategic planning, bringing local history to life, heritage preservation, and local food and dining experiences, among others. Farms, ranches, businesses, museums, attractions, and organizations that want to improve or expand cultural or heritage tourism or agritourism reach should visit the CHAMP program online at industry.colorado.com/champ-program for more information and a link to the application.

OLD WEST HERITAGE CULTURE CENTER: OUR STORY

By Ellene Meece, Rio Blanco County Heritage Culture Center Committee chair

AS EARLY AS 2011, THERE WAS TALK AMONG RIO BLANCO COUNTY HISTORICAL SOCIETY MEMBERS about acquiring the old mortuary next door to the White River Museum complex to expand its history influence in northwestern Colorado.

Talk is talk, but the energetic group in Meeker not only talked but, by 2012, began dreaming, then planning, then sharing their dream, and ultimately began living the reality January 2015. There were ups and downs to acquire a 3,500-square-foot building that had been a mortuary for many years, only representing death. But the site had a story, too. Originally, it served as one of the log officer's quarters for the U.S. Army during the Native American Indian Wars of the 1800s. Two of the original structures still proudly stood next to it to house artifacts and stories of Rio Blanco County's early beginnings.

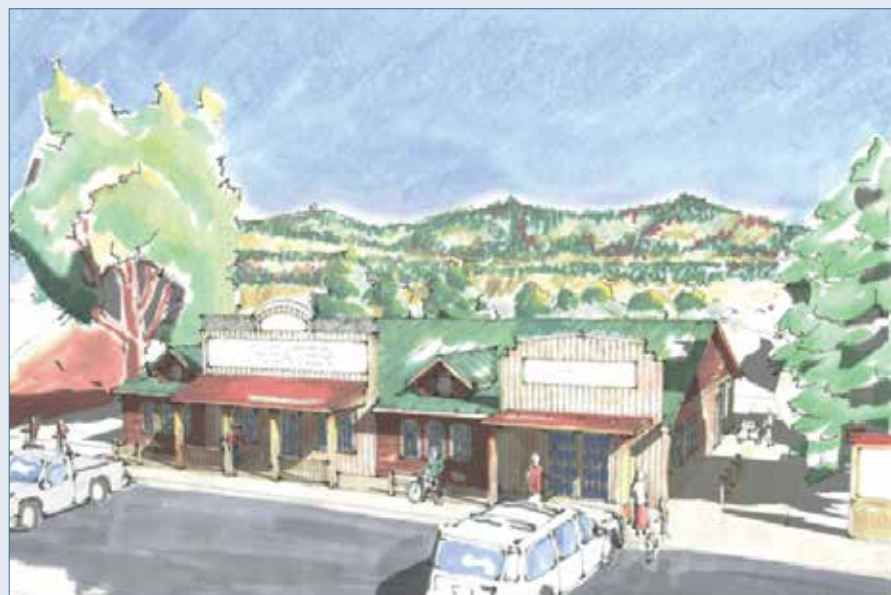
Now the questions began. Could this building be repurposed into something significant that would play an important role in telling the story of the roots surrounding it? Could it evolve into a functional hub for heritage education and tourism? Could the community embrace the vision to resurrect it and bring life and new purpose to its space?

The answers were all yes. The county commissioners, realizing how critical heritage tourism is to economic vitality, threw their chips in the ring by acquiring the building. A standing committee with Rio Blanco County Historical Society immediately was formed and a governance structure put into place. And the community got involved with creative ways to support the project.

But what is a dream without a strategy? Enter CHAMP on the scene! CHAMP is an acronym for the Colorado Tourism Office's Cultural, Heritage/Agritourism Mentor Program. Having applied for the program in 2014 in hopes the heritage center dream would come true, the committee was notified they had been accepted in April 2015. After the initial interview conversation, it was determined the program's resources could best assist them with strategic planning expertise. The enthusiastic group had a dream of renovating the building into an "Old West" mini theater and research center, becoming the hub of heritage education and tourism, and providing a multifunction space for various organizations, but how could they turn this dream into the next steps?

And so it was that Constance DeVereaux, a mentor for CHAMP, arrived in Meeker from Fort Collins and began a two-day workshop to assist in the efforts. What emerged was a 22-page strategic plan that has guided the group for the past two years. With this valuable tool in the arsenal, work began. Goals and objectives were established, and people gravitated to the areas that interested them.

The Main Street Program and historic district took top priority under the Cultural Identity Goal. The building, especially the main meeting room with its 1970s royal blue carpet, shiny brass chandelier, and vintage organ sitting in the corner, became the unlikely setting for a diverse array of functions, including the historical society's quarterly historic presentations and meetings, Meeker Arts and Culture board meetings, summer history camps, Kid's Culture



Club activities, agritourism workshops, the recreation district's annual haunted house, and the Meeker Chamber of Commerce's monthly Main Street Program meetings in conjunction with the Heritage Culture Center's meetings. Events were planned, challenges faced, and countywide collaboration exploded as people came from everywhere to "do" the plan.

Today, this ongoing project in the corner of northwestern Colorado has gained momentum. Without losing an ounce of focus, the teams have their sleeves rolled up and are executing and expanding their cultural heritage influence over the state and beyond.

TIPS ON RUNNING A SUCCESSFUL HISTORIC PRESERVATION PROGRAM

THE FEDERAL GOVERNMENT HAS passed a number of laws requiring the protection of historic resources on federal land beginning with the Antiquities Act in 1906 and the Historic Sites Act in 1935. The National Historic Preservation Act (NHPA), adopted in 1966, was the first federal law that provided protection for historic resources on private property.

The Certified Local Government (CLG) program was established in 1980. The NHPA was amended to encourage the direct participation of local governments in the identification, evaluation, registration, and preservation of historic properties within their jurisdictions and promote the integration of local preservation into local planning and decision making. Requirements for participating in the CLG program include establishing an ordinance to protect historic resources. While listing on the National Register of Historic Places did not directly result in regulation, local communities that became CLGs were required to establish regulations to protect the National Register resources within their jurisdictions.

Common Objections to Local Preservation Programs

While the NHPA has spurred the listing of almost 900,000 resources comprising 1.8 million buildings, sites, and objects across the country, significant opposition to preservation has arisen in the past 50 years. Opponents argue that designation and local preservation regulations are too harsh, causing economic hardship to historic property owners. Property owners often have no understanding of the purpose behind these design regulations. Social justice advocates argue that historic preservation can cause gentrification and displacement of already marginalized populations. Architects argue that their creativity is stifled due to overly strict design review. Developers argue that economic development and job creation are hampered by historic regulation. Even among preservationists, leaders from the National Trust for Historic Preservation argue that local historic preservation boards who use aesthetics and design review as their only basis for their historic preservation programs are

doing harm to our collective preservation movement.

Key Components of a Successful Preservation Program

What can be done to address these concerns? There are three key components to the development and maintenance of a successful historic preservation program. First, the program should reflect the vision of policy makers and provide a tangible benefit to the community. Second, the program must provide ongoing, meaningful public participation. Third, it should have an adopted historic preservation plan, with measurable goals to ensure that the program is achieving its desired outcome.

Public Need: Provide a Clear Public Benefit

What is the benefit of the preservation program to the community? What should be preserved? What places matter to the community and why? The value of these places and their history is best articulated in a community's comprehensive plan. Place can be

PUBLIC BENEFIT

Place can be sacred and provide a strong and often emotional connection to our history and ancestors.



PARTICIPATION

Ensure that all citizens feel ownership and a greater connection to their sense of history and place within their own community.



sacred and provide a strong and often emotional connection to our history and ancestors. To ensure that these places are protected, it is important that a program capture this connection in the form of a stated purpose or vision and that the benefit to the public is clear.

For example, the benefit of preservation to the American people is articulated in the NHPA in these words: “the historical and cultural foundations of the Nation should be preserved as a living part of our community life and development in order to give a sense of orientation to the American people.”

Many states have adopted preservation plans that local communities can look to for guidance as well. Colorado’s 2020 Statewide Preservation Plan, *The Power of Heritage and Place*, has a multifaceted vision that includes this statement: “More Coloradans will self-identify as preservationists through the effort to communicate how preservation relates to each individual.” Creation of a vision statement that clearly defines how historic preservation benefits your community is a critical component of a successful preservation program.

Public Participation: Allow for Meaningful Participation

Most historic preservation programs allow for a basic level of public participation, typically involving a public hearing in front of a historic design review board. What is this

interaction like for an average citizen? If this is the only opportunity the community has to interact with the program, there is no meaningful way for them to understand the potential benefits of historic preservation, or the purpose behind the program. This sets the stage for an adversarial relationship with historic property owners.

This adversarial stage often is set well before any historic design review. Traditionally, preservation has begun with an architectural survey by a historic preservation professional. The results of this survey are used to determine whether a neighborhood or individual resource has enough integrity and significance to be worthy of designation and protection. This process requires no significant community involvement. The NHPA includes a requirement for owner consent for designation of individual properties, but only requires that a majority of owners consent to a district. This means that it is feasible that a large number of owners could be designated as part of a historic district who do not wish to be.

How can this adversarial climate change? Meaningful public participation requires reaching out to those who are impacted by the program, to ensure that they have a real opportunity to provide feedback about what should be preserved and how. To ensure broad and diverse community input about how a

community’s resources should be preserved and interpreted, there must be a clear and transparent process to ensure that this input is acknowledged and given real weight, well before any designation or historic design review occurs.

To assess the health of a community’s public participation, first identify where participation is currently occurring, and assess whether or not it is appropriate and meaningful. Are community members using historic designation on their own as a tool to stop growth and redevelopment in their neighborhoods? If so, there is no need to prepare for battle, but it is a red flag, indicating that policy makers need to engage in true comprehensive neighborhood planning to address competing goals within these neighborhoods. A comprehensive plan should be a road map for policy makers and the community, defining priorities and direction for creating a healthy, vibrant community that allows for both growth and connection to the past.

This participation assessment should include an evaluation of whose stories are told and how citizens are engaged. There may be marginalized groups that have not had an opportunity to celebrate their histories, perhaps because their buildings were initially overlooked or are already gone. But technology available today opens up exciting new opportunities. It allows new and innovative ways of receiving input from citizens about significance

of place. A survey does not need to be completed by a preservation professional with a focus on just architectural significance of extant buildings. Field survey can be an opportunity in and of itself for meaningful public participation. It is possible to collect experiential data about people's experience of place. This information can then be used for education and interpretation of historic places in non-traditional ways. This democratic approach can ensure that all citizens feel ownership and a greater connection to their sense of history and place within their own community.

One of the most critical components of a successful program is trust. When you have established a process for meaningful public participation that is in alignment with the goals of the community, your program can be seen as truly responsive and a reflection of your community's goals and vision. Your program will then be on its way to becoming a trusted resource within your community, instead of just a stage for contentious and adversarial design review and regulation.

Development of a Historic Preservation Plan

Once the community has clarified its vision and identified what places matter using meaningful public participation, it is important to reach a consensus regarding how these places should be protected and preserved. This is ideally achieved through a

community-based planning process that implements the comprehensive plan through a historic preservation plan and ordinance. The historic preservation plan should include direction for development or revision of a community's preservation ordinance, including design review standards, and demolition and adaptive reuse criteria. Interpretation is also an important component. Most people are not preservation professionals, and significant places cannot just be left to "speak for themselves." Their significance requires interpretation and storytelling. If a program can offer meaningful interpretation of its historic places for residents and visitors, it is on its way to achieving its vision and benefiting the community.

Development of a historic preservation plan also can help a community address preservation challenges and concerns through meaningful public participation. This planning process should include stakeholders who care about or are impacted by the program. It is critical to complete a needs assessment as part of the plan to find out what the stakeholders need, and what issues and concerns they have. Once needs have been identified, methods can be adopted to address them through goals in the plan.

When working on goals, always keep in mind the stated purpose or vision of the preservation program to ensure that the goals and programs are achieving the outcome desired. A plan

should also include a method of measuring or assessing success. If a program is not achieving its desired outcome, adjusting the goals within the plan may be required.

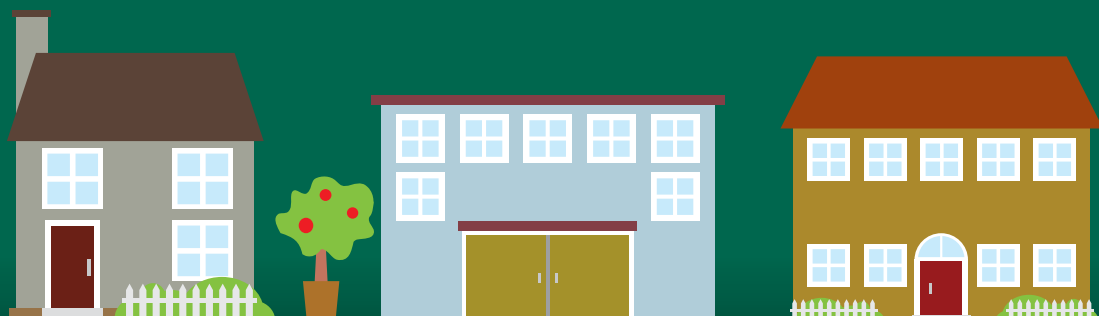
The historic preservation plan is a wonderful tool that can allow specific goals that address needs identified by stakeholders. The plan is also a good tool for public officials, who can refer to this resource to better understand the value of historic preservation in their communities. Once adopted, this plan can be used as the basis for an annual work plan for the preservation program, and it will help in the pursuit of grants and funding for specific projects to implement and achieve stated goals.

Conclusion

It is important to remember that regardless of federal legislation and national trends, historic preservation operates at a local level, one community at a time. Building a successful preservation program today can happen through an effective combination of community participation and implementation of a historic preservation plan that has a clear vision and public benefit. A preservation program can be powerful and empowering, creating meaningful connections with its history and sharing a sense of place with residents and visitors alike.

PRESERVATION PLAN

Allow specific goals to address needs identified by stakeholders.



MUSEUMS OF THE FUTURE THAT CELEBRATE THE STORIES OF OUR PAST

MANY COMMUNITIES — LARGE and small — have their own history museums. There are more historic house museums in the U.S. than there are McDonald's restaurants, according to the American Association of State and Local History. Despite their prevalence, community history museums often are relegated to a dusty and quaint past. They are mistakenly seen as relics of a romanticized moment in time when church attendance was high, Main Street was bustling, and teenagers hung out in soda shops instead of on social media.

Community history museums are important to the fabric of our communities. They help to ground our towns and cities in the stories of our civic ancestors. Local history museums recall the foundational triumphs and tragedies that inform and frame our present. These museums are the roots of our collective community genealogy, and they help us to understand where we come from. They are not dusty artifacts, but intrinsically relevant.

History Colorado has been evolving its community museums with a greater understanding of its role and obligations to the communities served. History Colorado, also known as the Colorado Historical Society, is proud to have eight community museums across the state — in addition to Denver's History Colorado Center. These state-run museums serve a diverse group of communities, such as Montrose, Platteville, Fort Garland, Leadville, Trinidad, and Pueblo.

Each museum is a unique gem and important historic site in its respective community. Yet their

special community presence has not inoculated them from the larger woes of the museum industry. Museums across the country have seen a dwindling and aging base of support. Museums and other cultural institutions have to vie for people's time in an increasingly busy world, competing against Little League soccer matches, the latest viral social media sensation, and longer work hours.

These are not insurmountable obstacles. Just because galleries and sometimes structures are historic does not mean that business practices have to be. History Colorado's community museums are meeting modern-day challenges with forward-thinking contemporary solutions. In fact, History Colorado's El Pueblo History Museum in Pueblo has been so successful that it has doubled its visitation in two short years — despite a national long-term decline in museum visitation. Following are some of the successful practices used there and throughout the network of History Colorado's community museums.

Human-Centered Design

Human-centered design uses empathy and creativity to solve problems. The process starts by understanding the needs of people and the community, then developing innovative solutions to address those needs. The *Harvard Business Review* defines human-centered design as “a hands-on approach that focuses on developing empathy for others, generating ideas quickly, testing rough ‘prototypes’ that, although incomplete or impractical, fuel rapid learning for teams and organizations.”

Designing programs and solutions from the community's perspective is a double win, as it leads to unexpected ideas that also have lots of community support. In practical terms, this is the difference between a museum exhibit that takes years to develop and thousands of dollars, and a quickly changing museum exhibit that costs very little and adapts to audience feedback.

Like many museums, History Colorado's community museums have small budgets. Human-centered design has enabled them to do more, change quickly, and keep fresh with few resources. Designing with the community in mind (or at the table) empowers a museum to take more risks, share the labor, and expand what seems possible.

For example, when a small child pulled the fire alarm during an evening lecture, the museum started to offer donation-based child care during lectures instead of discouraging people from bringing children.

Co-Authorship

Part of human-centered design is embracing co-authorship. Museums are well respected for the information that they share with visitors. According to the American Alliance of Museums, history museums are the number one most trustworthy source of information in America. Experts, curators, and scholars can assist in developing the knowledge shared through museums where they work and volunteer.

While it is important to be seen as trustworthy experts, it is equally important for history museums to recognize that their visitors are also experts.

KEEPING THE PAST ALIVE

By Caitlin Heusser, Windsor museum curator

WINDSOR IS A FUSION OF NEW AND OLD. FROM ITS HISTORIC DOWNTOWN TO ITS MORE RECENT additions in the form of residents, neighborhoods, and businesses, Windsor's proud history, traditions, and heritage are incorporated into every Windsorite's modern life.

The Town of Windsor's Culture Division shares the area's rich history by providing spaces and opportunities for the entire community to take part in history, art, music, and culture.

The Art & Heritage Center is the hub for art exhibitions and cultural programs in Windsor. The center hosts yoga classes in the gallery among the newest artwork on display, and provides students and adults with the opportunity to explore new art mediums through interactive workshops. Art happens every Monday morning. Artists are encouraged to bring their art project to the center to work and mingle with other artists.

The Boardwalk Park Museum tells the story of the struggles and triumphs of early life in Windsor. Each of the five historic buildings are a window into the past. From being a student in a one-room schoolhouse to a station master at the train depot in the late 1800s, visitors can envision themselves living in a time not so long ago, but that was vastly different for the fast-paced, technology-driven lives we lead today.

Not only does the museum bring to life the vivid history of the community, but it also helps to preserve it. The museum documents, researches, interprets, and preserves historic objects from Windsor's past.

With more than 20,000 items in its collection, the museum displays, stores, and cares for each artifact, ensuring that they are accessible not only for present-day visitors and researchers, but also for future generations. Nothing lasts forever. Everything, including artifacts, is in a constant state of deterioration. The process can be slowed with the proper display and storage of artifacts. The less time an object is exposed to harmful UV light, air pollutants, and humidity and temperature fluctuations, the longer it will last.

Within the Boardwalk Park Museum grounds, six historic buildings are being preserved and interpreted. The buildings were saved by the dedicated members of the Windsor-Severance Historical Society, beginning in 1975 with the Windsor's 1882 train depot, which now serves as the primary history museum. The Eaton House will be revitalized in 2019 and incorporated into the Boardwalk Park Museum complex to serve as an interpretive center for Windsor's water history.

The Town of Windsor Historic Preservation Commission helps to preserve historically significant buildings and locations in Windsor. By providing historic landmark designation, advising property owners on physical and financial aspects of preservation, and providing public education programs, the commission works to ensure that historic structures are accessible for future generations.

From the preservation of artifacts and buildings, to sharing the stories of Windsor's past, the Town of Windsor Culture Division provides visitors with a space to engage with history, learn about the past, and participate in the arts.



El Pueblo History Museum acknowledges that the people who walk through its doors also possess knowledge of history. It has designed programs, exhibits, and workshops that encourage visitors and community members to share their knowledge and history with the museum. As a community museum, it is important to create space and methods that empower the community to co-author our collective history. Museums have to surrender some authority (notice how “author” is the root of the word “authority”), but it also means that more people feel ownership of the museum and its programs.

For example, the Museum of Memory is a public history initiative at El Pueblo History Museum designed specifically to garner history and stories from the community and museum visitors. It has a gallery space where visitors can add memories to a map of Pueblo County, add a chip to a jar to indicate the neighborhood where they grew up, use chalk to fill in “Pueblo Is ...,” or use a vintage typewriter to share a story about a first kiss, first communion, or other firsts. This space is completely co-created by visitors, which means it is always

changing, always exciting, and encourages repeat customers.

Practical Solutions

While their missions inspire museum staff, the preservation of history is not as important to everyone else — especially when they have real-world, everyday problems to solve. Several of History Colorado’s community museums host afterschool programs that teach history in fun, hands-on ways. But families sign up for programs because they solve a child care problem. For working families, afterschool program commitment to fostering a greater understanding of history in youth is just a bonus.

The Hands-On History After School program continues to exceed expectations in numbers and fosters a happy love of history in local children. This is exactly the kind of magic that can happen when a museum’s mission intersects with the practical needs of communities.

Hands-On

We live in a world that is seemingly obsessed with technology. Thus, many museums look for technological pathways to be relevant and get noticed. A museum blog recently

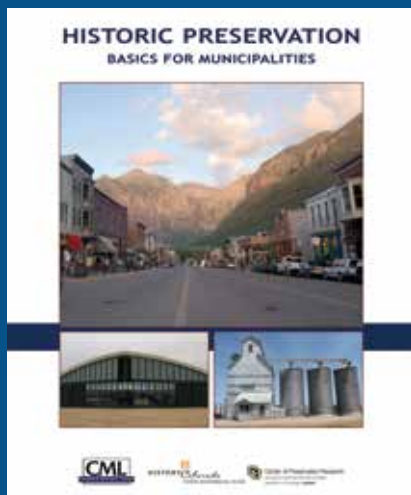
announced the secret to making 18th-century art appealing to teens. The answer involved memes and SnapChat.

Using technology to appear modern and hip can backfire because technology often can be expensive, frequently breaks, and is generally outside the skill set of a small museum staff. The good news, however, is that there is no need to meme-ify museums. The opposite is true: Audiences — including teens — are searching for different and authentic experiences. They already have easy access to virtual worlds simply by pulling out their phones. History museums can and should provide a vastly different experience, including opportunities to interact with real humans and/or get one’s hands dirty. Visitors find deeper satisfaction in cooking their own tortillas over a fire or making adobe bricks. The History Colorado teen volunteer program demonstrates that young people would rather stack firewood with their friends than post to the museum’s Instagram account. People are searching for authentic hands-on experiences, which is something history museums already know how to do.

In a nutshell, even though community museums might face funding, geographic, and staffing challenges, they have an obligation to serve their communities in meaningful and relevant ways. Museums can practice empathy, build human connections, and use whatever limited resources they might have to design prototypes and challenge preconceptions. These are modern business practices cited by experts from Stanford and the *Harvard Business Review*. But we do not need scholars to tell us that it is important to know where you come from, to be a good listener, and to be a good neighbor. Community history museums are important to their respective towns and cities, but can only do this powerful work with the people, stories, and support of their communities.



Want more information on
**historic
preservation?**



Check out the CML publication
*Historic Preservation: Basics
for Municipalities* (available
for purchase) and the video
“Take 5: Historic Preservation”
(available for free viewing)
under Issues > Historic
Preservation at
www.cml.org

Building a Better World for All of Us®



Our work begins by understanding your challenges and your goals—the big picture. Then, we step back and look at all the details to form a complete solution that provides value and meets your needs.

Architecture

Aviation

Civil Engineering

Community
Development

Construction

COLORADO MUNICIPAL LEAGUE
ENVIRONMENTAL

FundStart™

Planning

Structural Engineering

Surveying

Transportation

Water

Wastewater

Water Resources



720.540.6800
sehinc.com

Engineers | Architects | Planners | Scientists

SURVEYING YOUR HISTORIC RESOURCES

HISTORIC BUILDINGS, PARKS, bridges, and other structures are key to telling a community's story. Historic resources can tell the story of a community's establishment, growth, significant industries, ethnic groups, influential individuals, regional design trends, local architects and builders, community groups, civic improvement efforts, and much more. They provide a community's distinctive character and visual identity. Historic resources represent both an architectural legacy and a developmental history.

Surveys identify and gather data on a community's historic resources. They are an essential tool for preserving, managing, interpreting, and marketing a community's heritage. Historic resource surveys can take many forms and can be adapted to the needs of the community. Survey projects encompass planning, background research, field recording, analysis, and presentation of results. If a community is a Certified Local Government (CLG), surveys are necessary to maintain the required inventory of historic resources.

Survey projects can be divided into two general types: reconnaissance ("windshield") and intensive.

Reconnaissance surveys generally record all historic resources within an established geographic area. They usually are conducted from the public right-of-way and are an effective way to get a general idea of the type and scope of resources in an area. These surveys collect limited data about resources. The information collected

depends on need, but typically includes location, type, key features and a photograph. Reconnaissance surveys also often identify resources that should be surveyed in more depth in the future.

Intensive-level surveys are generally more selective, choosing resources to survey in depth because they represent a distinctive type or style, are associated with a historic theme, are locally significant, or are threatened. Intensive-level surveys include detailed photographs, a site plan, historical research on the development of a property, an evaluation of integrity, and a determination of the property's eligibility for local, state, or national designation. Intensive-level surveys also can be used to identify potential historic districts.

Survey projects usually are accompanied by a survey report that provides a historic context for the surveyed resources, identifying the key themes, patterns, or trends in history that shaped the development of a community's resources. Contexts include the events, social or political movements, and culture that existed at the time a property was constructed and developed, and identify what needs a building was designed to meet. A historic context often organizes the development of a community into themes. Common themes include environment, social or ethnic groups, transportation networks, technological advancements, artistic and cultural movements, political developments, commerce and industry, education, planning and development,

and entertainment and recreation. Reports also include a summary of findings, recommendations, and a table of surveyed resources. The format of the report can be adapted to the needs of the community. Examples of a range of survey types and reports can be found on the History Colorado website at www.historycolorado.org/archaeologists/survey-report-examples.

In recent years, technological advancements have made it easier to collect, manage, and share survey data. Most survey products are now in a digital format. Tablets are used to collect data, enabling the easy creation of survey databases without time-consuming data entry. Geographic information systems (GIS) are used to map survey results, visualize and analyze trends, and coordinate with other municipal departments. Web and mobile applications make it easier to share this information with the public.

The first step in planning a survey is to identify community needs and prioritize resources to be surveyed. Some surveys are organized around a single purpose while others are more general, serving multiple municipal goals.

Common reasons to conduct a survey include:

- To identify resources that contribute to a municipality's character, illustrate its historical and architectural development, and therefore deserve consideration in planning

- To identify the number and type of historic resources in a community
- To identify and research resources that have the potential to tell the story of a community's growth and development
- To identify and record resources of a specific type or historical association
- To record community histories and tie community resources to oral histories
- To document a neighborhood and identify its character-defining features
- To engage a community and/or neighborhood and strengthen civic pride
- To identify local preservation concerns and trends such as vacancy or deferred maintenance
- To identify resources eligible for local, state, or national designation
- To collect the information needed to develop heritage tourism products
- To identify resources with the potential for rehabilitation and reinvestment, especially those with the potential to take advantage of incentives such as historic preservation tax credits
- To establish priorities for future survey, conservation, restoration, and rehabilitation efforts
- To provide planners with a property database and GIS mapping of historic resources
- To inform comprehensive planning efforts

- To update previous survey information and produce digital data that can be more easily organized, managed, and shared with the community

Some questions to ask when prioritizing survey projects:

- Have intensive-level survey forms been completed for all resources within your community's designated historic districts?
- Are there historic resources that have previously been identified as having the potential for individual or district designation?
- Where are the greatest concentrations of historic resources?
- Which areas have the highest integrity? In these areas, most of the original buildings and structures remain with few modern intrusions and/or vacant lots and minimal alterations to the overall character of the district.
- Are there resource types or neighborhoods that are facing development pressures or a high rate of demolition?
- Are specific historic contexts needed as tools to help evaluate community resources?
- Do the currently designated resources represent the full range of the community's history? Do they represent historical significance as well as architectural significance? Do designated resources reflect

cultural, racial, and economic diversity?

- What is the community's capacity to conduct a survey? Manpower? Funding? Who will manage the project?
- How could a survey be organized to maximize resources? Are there local organizations that the municipality could partner with? Could resources with similar development histories be paired together to reduce the amount of research needed? Are there previous surveys or research projects that a survey could build on?
- Have residents in a particular neighborhood expressed interest in a survey? Public interest and support are key factors to consider.

Historic resource surveys are essential tools for effective stewardship of a community's history, providing municipal staff with the information they need to make informed decisions about historic buildings. Surveys help a community identify what resources are vital to its identity. Without surveys, significant resources are too often gone before a community realizes what it lost. Well-planned survey projects can inform community growth strategies, be used to direct investment, and help a community capitalize on its assets. They also provide the detailed data needed to develop nominations for designations, design guidelines, and heritage tourism products.

PROTECTING HISTORIC ASSETS

By Nancy Parker, Erie town clerk/risk coordinator

ERIE IS A COMMUNITY THAT RECOGNIZES THE IMPORTANCE OF CONSERVING AND ENHANCING ITS historic small town character, the roots from which it grew. With that in mind, the Erie Historic Preservation Advisory Board (EHPAB) felt it was important to not lose sight of the small coal mining community that began in the southwestern corner of Weld County and incorporated as the Town of Erie in 1874.

One way to accomplish this was to identify and survey selected properties that were recommended by the EHPAB. In two surveys, one in 2010 and another in 2016, there have been 36 properties surveyed, including many residences, a few commercial buildings, the cemetery, and the Lincoln School building. In between the surveys, in 2011, Erie became a Certified Local Government (CLG), which provided the opportunity for grant funding for historical projects, including historic structure surveys. Both surveys were funded in part by State Historical Fund grants, which enabled the EHPAB to hire a professional consultant to research properties, a difficult task because there are limited published histories specific to Erie.

The information from these surveys provides the Town of Erie and interested residents with a basis for historic preservation planning, including eligibility for the National Register of Historic Places and the State Register of Historic Properties. Survey reports assist with future preservation plans, provide historical knowledge about the buildings and structures in Erie, and document the current appearance and previous alterations. This information is made public by providing copies of the surveys to the public library, which in turn helps make citizens aware of the town's architectural and historical heritage.

Because historic structures are concentrated in the downtown area, the EHPAB has published a walking tour brochure, distributed at the town hall and the library. The brochure provides for a self-guided tour with historical information on houses and buildings, including the builder, and past residents and their significance to the growth and development of Erie.

The value of these surveys to the Town is evident in many ways. There is a renewed interest in the downtown area, and over the past few years, several new businesses have opened and many of the older homes are being renovated and restored. The Town currently is working with a consultant on preparing a historic master plan for Erie; full funding for this project came from a CLG sub-grant program.

If towns or cities are interested in information regarding CLG status and available grants, they should contact History Colorado for information regarding eligibility, applications, and grant cycles. History Colorado can be a partner and a resource for municipalities wishing to research and preserve their local heritage.



SIGNPOSTS OF THE PAST POINT TO THE FUTURE

By Robert Autobee, SWCA Environmental Consultants senior architectural historian

EVERYBODY LIKES A GOOD STORY. YOUR COMMUNITY IS FILLED WITH STORIES OF HOW YOUR hometown — and the people who built it — nurtured, overcame natural and man-made disasters, and left a legacy for later generations to celebrate.

Many Colorado communities, public agencies, and private groups have installed historic interpretive signs over the past two decades. The information these markers provide ranges from spare to encyclopedic. Both approaches are fine, as some stories are more involved than others.

Communities considering creating and displaying historic signage should consider a few key points before moving forward in telling the story of their past.

First, a sign explaining the historic significance of a location, or a person or event associated with that location, should be honest. Most people can spot today's boosterism through a description of the misty past. Honesty, getting the facts straight, and a little humor, if it is warranted, make for a good historic narrative.

Second, and more importantly, these signs tell the world that your community cares about its history and wants to share its heritage with whoever comes into your town. It presents a consistent message 24 hours a day about your hometown to individuals and families stopping to take a look.

Third, developing historic interpretive signage should be a collaborative process involving municipal representatives, historians and historical societies, and most of all, residents interested in their community's record.

Two recent examples in Colorado of historic interpretive signage are ready for review at the Georgetown Visitors Center in the Rocky Mountains and the Lakewood–Wadsworth Light Rail Station near the intersection of West Colfax Avenue and Wadsworth Boulevard.

In 2013, Georgetown contracted with the Colorado Department of Transportation through a State Historic Fund grant to install a historic interpretive sign describing the Eisenhower-Johnson Memorial Tunnel. Constructed between 1968 and 1979, the tunnel is Colorado's greatest engineering achievement. Almost taken for granted by drivers today, the 1.7-mile-long tunnel solved the long-standing riddle of how to transport people and machinery through the Continental Divide. With a liberal use of contemporary images, this panel at the Georgetown Visitors Center just off Interstate 70 covers nearly every aspect of the drama associated with the two tunnels. The story set before the visitor tells of highway engineers and work crews endeavoring to bore through a mountain crisscrossed with fault lines that threatened to cave in at any time. Not all conflicts involved man versus mountain. The panel also describes the fight of Janet Bonnema to seek acceptance as the first woman to work in the tunnel.

As Front Range Colorado basks in its greatest period of economic growth since the 1859 gold rush, many are concerned that the state is losing connections to its past. Colorado's fourth-largest city, Lakewood, recently installed a series of six panels at the Regional Transportation District's Lakewood–Wadsworth Light Rail Station. Funded by the 501(c)(3) West Colfax Business Improvement District, these panels tell the historic development of West Colfax Avenue, the state's best-known thoroughfare and only one block from the Lakewood–Wadsworth station. The panels capture West Colfax's development from agriculture outpost in the 19th century to a way station for 20th-century automobile tourists to its current place as a commercial strip in the midst of an economic comeback. A timeline from the 1850s to the 21st century connects each panel to the next and provides the viewer a quick reference of the important people and events along West Colfax over the past century and a half.



A community's historical interpretive signage is not meant just as an automatic tourist attraction. In many ways, these public postings of a city or town's past are just as much a reminder for local citizens on what makes their home special as it is for the visitor who took the time to stop, read, and reflect.

SCENIC AND HISTORIC BYWAYS

THERE IS NOT ONE FORMULA that defines a Colorado Byway, but when driving, cycling, or walking on one of these routes, one feels a “wow” factor that cannot be denied. Outdoor recreationists, history buffs, nature lovers, tourists, and conservationists all can recognize the work of devoted locals who share their bounty through resource stewardship. And that devotion is paid back to local businesses, nonprofits, and residents through renewed pride in their resources, community coalescence, and economic development.

For more than 25 years, the Scenic and Historic Byways Commission has implemented a program intended to provide recreational, educational, and economic benefits to Coloradans and visitors by designating, interpreting, protecting, and promoting a system of outstanding touring routes in Colorado. The Colorado Scenic and Historic Byways Program seeks to maintain and improve these state assets.

Colorado’s nationally recognized scenic and historic byways are not only major economic drivers for the state; they also provide a unique and highly effective way for state and federal agencies to build local and regional partnerships with communities to achieve common goals. Colorado’s Scenic and Historic Byways program provides a system of 26 spectacular touring routes — 2,565 miles in total — throughout the state. The 28-year-old program is widely recognized as the strongest in the nation, with 11 byways awarded the national designation of America’s Byways®, which is more than any another state can claim. Of these, the San Juan Skyway and Trail Ridge Road also are designated as

All-American Roads, the highest level awarded.

The byways are located in 48 of Colorado’s 65 counties and provide access to eight national forests and two national grasslands; eight national monuments; two national historic sites; two national heritage areas; two national wildlife refuges; two national recreation areas; 13 national recreation trails; and four national parks: Black Canyon of the Gunnison, Great Sand Dunes, Rocky Mountain National Park, and Mesa Verde, which is also a World Heritage Site. Twenty-three state parks are located on Colorado Byways, and byways connect hundreds of thousands of acres of Forest Service and Bureau of Land Management lands and state wildlife areas.

Colorado’s Scenic Byways program continues to protect and promote roadways that offer recreational, educational, and economic benefits to Coloradans and visitors. The byways unite communities and the stories of their collective past. Along their varied courses, these highways and backroads unveil myriad tales of Ute Indians, silver seekers, opportunistic settlers, ambitious entrepreneurs, and crafty engineers. They reveal the story of the Rocky Mountains and their remarkable creation.

The Colorado Byways are a catalyst for the preservation of the state’s culture, history, and nature wonder. Uniting communities under a common project, the byways continue to bring people together (both locals and travelers) and connect them to the land.

History

During 1988, a national scenic byways movement was gaining momentum. At

the first National Scenic Byways Conference in May of that year, the U.S. Forest Service (USFS) announced the establishment of the National Forest Scenic Byway Program. The San Juan Skyway in southwestern Colorado was one of the first routes the USFS designated. Remarkably, the USFS was considering another 18 roads in Colorado for scenic byways designation.

Around the same time, a Scenic Byways Task Force was established in Colorado. Representatives came from the state legislature, Colorado Department of Transportation, Colorado Department of Local Affairs, Colorado Tourism Board, Colorado Department of Natural Resources, Colorado Historical Society (now History Colorado), and the U.S. Forest Service.

The task force recommended the creation of a statewide scenic byways program with a mission to maximize opportunities afforded by scenic, historic, and cultural elements along Colorado’s road systems. The task force drafted an executive order establishing the program and submitted it along with a list of suggested commission members to the governor.

On March 16, 1989, Gov. Roy Romer issued Executive Order B 045 89 to create the Scenic and Historic Byways Commission and, on March 29, appointed the first such commission.

Structure

The current program includes a commission with diverse areas of interest.

Commissioners work with partner agencies to develop and recommend

funding sources, and to provide administrative support to sustain the byways for future generations.

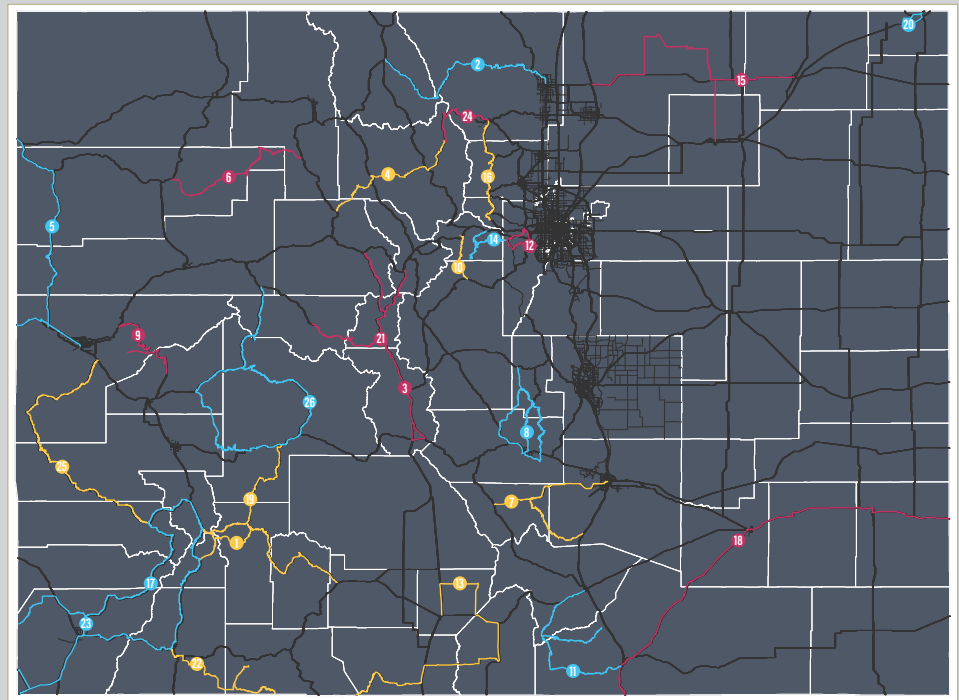
All local byway organizations have completed corridor management plans that create a long-term framework for the implementation of the local program. Each byway determines the level of effort required to be successful and support its local goals. The commission provides guidance in this decision-making process, but honors the grassroots nature of the program.

Economic Benefits

The byways make good business sense for local economic development, especially in rural communities where every new dollar brought by a traveler can make a critical difference between business success and failure. The byways provide regional linkages and access to Colorado's outstanding historic and recreation destinations while highlighting local businesses and attractions.

In 2014, 3,010,000 visitors to Colorado accessed the state's well-known scenic beauty, historic sites, and recreational areas through "touring trips," the second-highest activity after "outdoor trips" (3,220,000) among Colorado's "core 'marketable' overnight travel segments." (Marketable trips are those most subject to influence by marketing and promotion.) Two-thirds of touring travelers come from outside Colorado.

In addition to tourism revenue, the program has stimulated millions of dollars of investment in Colorado. Since 1989, Colorado has received nearly \$18 million in federal National Scenic Byways Program funding and well over \$4.5 million more in



matching funds for rural economic development and sustainable, livable communities.

A November 2016 report found that the cumulative impact of visitor spending on Colorado byways to the state economy over the period 2009–2014 is estimated at almost \$4.8 billion, or nearly \$800 million annually. In 2014 alone, more than 4,000 jobs were created due to visitor spending along the byways, less than half of them as direct effects and the rest as ripple effects of employment in the general state economy. Even though Colorado's Scenic and Historic Byways lost their funding from the National Scenic Byways Program in 2012, they continue to be a very popular tourist draw and contribute to regional and state economic development.

Funding Challenges

The primary source of funding historically has been federal byway grants. However, the 2012 Moving Ahead for Progress in the 21st Century (MAP-21) legislation restructured federal programs and reduced the financial resources available for state byways. The byways program no longer has a dedicated source of federal funding.

Federal highway funding that remains available under MAP-21 and the FAST Act (signed in 2015) is limited and difficult to access. Federal funding once paid for many byway projects in Colorado, at an average of nearly \$900,000 per year from 1992 to 2012. Without this funding, local organizations are less encouraged to maintain their capacity to apply for grants and complete many priority projects outlined in their corridor management plans.

Since 2012, only two of America's Byways in Colorado have won MAP-21 funding: an overlook on the Silver Thread Byway (awarded by CDOT's Region 3) and a recreation trailhead on the South Platte River Trail Byway (Region 4).

With less financing and increased competition, it is more important than ever for Colorado Byways to strengthen regional ties and bolster economic development by building upon their unique assets and identities. There is a need for long-term funding to ensure that the Colorado Byways program will meet the program's goals in preservation, conservation of critical open space, byways promotion and education for the public, and realizing the vision for community economic vitality and quality of life.

PRESERVATION

FROM PLANNING THROUGH CONSTRUCTION

EVERY COMMUNITY HAS ONE:

a dilapidated old building, in a prominent location, about which people lament, “Something should be done!”

Municipal governments are in a unique position to positively effect change and instill a sense of community pride for decades to come. Rehabbing an old building can be the most challenging, and the most rewarding, type of construction project. The following tips, from decades of experience in many municipalities across Colorado, aim to help minimize the challenges that a rehab project can present, and maximize the rewards for the community.

Know the Listing

The building is old, but is it historic? These are not necessarily one and the same. It is important to know if the building is “listed,” in a historic district or as an individual landmark. There are typically three types of listings, also known as designations: local, state, or federal (the National Register). The levels of requirements vary between these three levels of designation. Becoming registered or earning a designation can include funding eligibility and potential tax

credits, and may offer certain leniency regarding code requirements. It is in your best interest to understand the designation of the building.

Know the Building

If contemplating a project on an older building, it is also important to get a good understanding of the building’s current condition — from roof to foundation and from electrical to heating systems.

Commonly, one of the first steps is an assessment of the building in which preservation professionals review the conditions of the building, interior and exterior, along with the planned use of the building, and develop an historic structures assessment (HSA). This is a tool, typically in the form of a report, that can help plan for repairs, appropriate adaptive reuse, anticipate code upgrades, and typically includes cost estimates for the work.

Know Where Money is Coming From

Historic buildings, those that are officially listed/designated, may have the opportunity to be eligible for grant funding and/or tax credits. Colorado is very fortunate to currently have both the State Historic Fund and the state income tax credit programs. It is important to decide early on if these

will be a funding source for the project, and to plan a schedule around application deadlines, review periods, and contracting time frames. As with most funding sources, there are requirements to meet, and it is up to you to determine if it is worthwhile.

Know Where Money Is Going

Older buildings often are derided as “money pits.” Realistic and informed budgeting is crucial when embarking on any construction project, but even more so for work on an existing building. Having an HSA completed, as mentioned above, is a good start toward budgeting.

It is essential to plan for the unknowns and set aside a contingency budget to cover the unexpected. Typically, a minimum of 10 percent of the estimated construction costs of a project should be set aside as a contingency fund. Think of it as an emergency savings account for the project. Do not depend on the general contractor to cover these costs. Even the most experienced preservation teams do not have X-ray vision to see under slabs or inside walls. Certainly an experienced team, both design and contractors, can anticipate many common issues faced on a preservation project. However, the building owner should have a contingency fund.

Know Who Is Working on the Building

Who would hand the keys to a Ferrari to a 16-year-old? The same care and concern should be given to a historic

building. One of the tools to protect this asset, the building, is to prequalify preservation contractors.

There are two layers to this. First, consider requiring a prequalification process for the general contractor. This can occur in the request for proposal/bidding process where, in addition to the costs for the project, one should ask for resumes and experience on similar projects, inclusive of references for other municipal building owners. Take the time to call these colleagues and ask questions, such as: How did the contractors perform? Were they good to work with? Was the project completed on time and in budget? If not, why not?

The second layer of prequalification occurs at the subcontractor level. Windows, masonry, and plaster for example, have unique qualities and require an understanding of the craftsmanship involved. Hiring the wrong or an inexperienced specialty subcontractor can result in a “re-muddled” building and require extra dollars to fix the damage.

Know How the Work Is Done

The benefit of an existing building, whether it is just old or is designated as historic, is that it is ... already built. Shocking, right? Seriously, the embodied energy that has been expended is substantial and should be respected. Be sure that no re-muddling is allowed to occur!

The tool to prevent unfortunate outcomes is to require mock-ups,

typically outlined in the project specification manual. A mock-up is a test patch, or sample, by the craftsperson that allows you to review a smaller area of the end result, before the repair technique is applied to the entire building. Once approved, the mock-up then serves as the benchmark for the quality of the remainder of the work.

Know How to Protect the Building over the Long Term

The care and effort for a historic building does not end at its grand re-opening. Similar to teeth, a historic building requires regular care and maintenance. Even an extensive rehabilitation project will require periodic attention ranging from replacing HVAC filters to cleaning

gutters, from inspecting a door’s weather-stripping to checking that the lawn irrigation system is not saturating brick walls.

Anticipate maintenance needs and budget for them. It is a mistake to pay attention to a building only every 20 to 30 years. Routine maintenance, like brushing and flossing your teeth, can help prevent larger, expensive issues that can develop if left ignored.

Proper planning and budgeting for preservation projects can save headaches in the long run, and result in a more successful project. A well-planned and properly executed preservation project can resonate in community pride for decades, and generations, to come.



Interior of Breckenridge Grand Vacations Community Center and South Branch Library.

A SAMPLING OF COLORADO'S HISTORIC CITY & TOWN HALLS





OPHIR



BRIGHTON



RICO



LA JARA



PUEBLO



BUENA VISTA



SAN LUIS

GET TO KNOW ... **LAUREN A. TRICE, AICP** **LOUISVILLE ASSOCIATE PLANNER**

How did you end up in public service?

My path to public service began in fourth grade on a field trip to a local plantation house. I became a tour guide in high school and went to college to study historic preservation. Eventually, my passion for historic homes grew to downtowns, planning, placemaking, and community. After studying planning in graduate school,

I knew I needed to spend my career working with communities to keep the places that are important to them.

What do you enjoy most about your position?

I enjoy being able to share information about historic preservation and planning with a wide range of audiences. My day can include negotiating with developers on a

project that includes a historic site in the morning, giving an architectural tour to fourth graders in the afternoon, and sharing a great historic photo on social media before I go home.

What are some exciting things currently going on in Louisville?

Louisville has a unique voluntary historic preservation program funded by a local sales tax. Voters approved the sales tax in 2008 and it will sunset at the end of 2018. The sales tax will go to the voters in 2017 for an extension. Over the next few months, the historic preservation commission, city council, and staff will work on the language for the extension and share information about the Historic Preservation Fund.

The Historic Preservation Program, along with PaleoWest Archaeology, also is working on "Stories in Places: Putting Louisville's History in Context." This year-long project will explore Louisville's residential, commercial, agricultural, and mining development.



Photo by Lynday Haley.

GET TO KNOW THE CITY OF LOUISVILLE

- The City of Louisville incorporated on May 26, 1882
- Population: 20,047
- www.louisvilleco.gov



What project or undertaking are you most proud of and why?

In October 2015, the City of Louisville adopted its first Preservation Master Plan. The project involved engaging the community in historic preservation and developing a user-friendly document. The community engagement process changed the way the Louisville community viewed the Historic Preservation Program. The process inspired a fourth grade field trip, Louisville Historic Preservation Commission Farmer's Market Booth, and landmark ribbon-cutting ceremony — all before adoption of the plan. The successful community engagement efforts also inspired the creation of specific action items in the plan focused on education, outreach, and partnerships. The plan won the American Planning Association (APA) Colorado 2016 Award for Community Engagement.

Why is historic preservation important?

Historic preservation is multidimensional. Because it is important for so many reasons, it can connect to a wide range of people and their passions. Historic preservation is design, architecture, economic development, storytelling, sustainability, creative problem-solving, engineering, research, archaeology, planning, and so much more.

Historic preservation is important to me because it connects people to authentic places and powerful stories.

What is the funniest or strangest thing to happen while at work?

While researching the history of a house to be demolished, we discovered that one of the former owners made munitions for local mines on the property. Prior to the demolition, I was able to work with the Boulder County bomb squad to conduct a sweep of the property.


What website(s) and/or publication(s) do you refer to when seeking information?

I recently used the Colorado Municipal League's information on TABOR to prepare for the Historic Preservation Fund extension. I also use the wide array of information available through the APA and National Trust for Historic Preservation. My favorite way to get current case study information is through groups on LinkedIn.

What book are you currently reading? Are you enjoying it?

I just finished *The Queen of the Night* by Alexander Chee. It tells the amazing journey of an opera singer in the 19th century. It was a great story.

Lauren Trice, AICP, is an associate planner for the City of Louisville Planning and Building Safety Department. She manages the City's Historic Preservation Program and develops new strategies for community engagement. She also works on current planning projects. Lauren is the chair-elect for the American Planning Association Urban Design and Preservation Division. Prior to moving to Colorado, Lauren was an architectural historian in Washington, D.C., and received her master's of city planning/historic preservation from the University of Pennsylvania.



When you join CREDIT UNION OF COLORADO,
YOU'RE A MEMBER, NOT A NUMBER.

At Credit Union of Colorado, we have everything you could need from a financial institution for each stage of your family's life. From buying a home, to saving for college, paying bills easily online, or planning for retirement, we can help you every step of the way.

Call or stop by and begin enjoying the benefits of credit union membership at Credit Union of Colorado.



CREDIT UNION
OF
COLORADO®
A FEDERAL CREDIT UNION

Here to help®

303.832.4816 • 800.444.4816

This credit union is federally insured by the
National Credit Union Administration.



BRING COMMUNITIES TOGETHER

Engage people of all ages with fun aquatic play. **All through the wonder of water.**



World leader in aquatic play solutions with over 6,500 installations worldwide
1.866.586.7839 (USA/CA) | info@vortex-intl.com

VORTEX-INTL.COM      

meet
your
dream
team



We **maximize** asset performance,
simplify utility operation and **deliver**
peace of mind.

Asset Maintenance Program

tanks | water wells | meters | filters
network distribution | concrete water assets

Technologies & Services

ice pigging | helium leak detection | tank mixing
THM removal | biosolids management

Contact your local Water System Consultant
Billy Wing
855.526.4413 • help@utilityservice.com

Utility Service Co., Inc. • www.utilityservice.com



ADVERTISER INDEX

American Council of Engineering Companies	IFC
Association • acec-co.org	
American Fidelity	1
Benefit solutions • americanfidelity.com	
CEBT	4
Employee benefits solutions • cebt.org	
Colorado Municipal League	1, 4, 27
Association • cml.org	
Colorado PERA	IFC
Retirement services • copera.org	
Credit Union of Colorado	40
Banking • cuofco.org	
KRW Associates	41
Consulting • krw-associates.com	
SEH	27
Project services • sehinc.com	
Suez Water Advanced Solutions	41
Utilities • utilityservice.com	
US Communities	BC
Purchasing • uscommunities.org	
Vortex	40
Aquatic play solutions • vortex-intl.com	

KRW
associates LLC

providing services to the public
sector with a commitment to
efficiency and fiscal
responsibility



KRW Associates, LLC
P.O. Box 62550
Colorado Springs, CO 80962

Phone: (719) 310-8960
Email: ChiefCOS@aol.com

www.krwaassociates.com

**Something
Missing?**

Public Sector Executive Search
and Organizational Consulting

KRAMER - WILLIAMS

We're not just another **pea** in the pod.

**Cooperative purchasing
that is uniquely
U.S. Communities.**



Founded by public agencies to represent your specific business interests, U.S. Communities has remained steadfast in its commitment to safeguard your ethical, legal and financial welfare at all times. It is the U.S. Communities difference that delivers savings, efficiency and value through:

- **Supplier commitments** to pricing, economy, sales and corporate support
- Solicitation, evaluation and award process led by an **independent lead public agency**
- Dedicated field **Program Managers** focused exclusively on public agency support

Experience the unmatched value of U.S. Communities.

Register today!

Visit us at www.uscommunities.org

