



TOWN OF TIBURON

DOWNTOWN

VIBRANCY PROJECT

Committee Report of Findings and Proposed Plan

May 18, 2011 Draft

INTRODUCTION

Those who reside on or visit the Tiburon Peninsula cannot help but be taken by the beauty of its unique geography, the charm of its downtown, the great sense of community it possesses and its overall livability. But Tiburon also has its challenges, especially in this economy, with maintaining local businesses, which limits the potential of the downtown and other commercial areas to serve the needs of the community.

Recognizing this problem and also seeking to improve the quality of life for residents, the Town Council appointed Vice Mayor Jim Fraser and Councilmember Dick Collins in early 2010 to serve as a Downtown Committee. Their mission, for which the Council provided a modest budget, was to investigate ways in which local property and business owners, merchants, restaurateurs, local patrons and the Town could work together in a collaborative effort to revitalize Tiburon's downtown and other commercial areas for the benefit of local businesses and our residents. The concept was to involve all interested community members in the effort, and was borne of the notion that any real success could only be had if all those with economic and invested interests played their part in mutual cooperation and participation to increase the viability and liveliness of downtown.

THE PROCESS

The Committee started the process by meeting with key members of the business community in one-on-one informal meetings to develop an understanding where things stood from their perspective.

Following that, the Town brought on a downtown specialist to help formulate and inform the process as it moves forward. The consultant was charged with meeting one-on-one with some twenty-two members of the business community without any Town staff or Council member present. This structure was meant to elicit feedback that some might otherwise be reluctant to provide directly in a less anonymous format. Comments from these meetings were summarized without any specific attributions by the consultant as to their source. It should be noted that the consultant who assisted the Town through this step encountered health problems and had to leave the project.

The third step was a general meeting convened by the Committee, along with the Town Manager Peggy Curran, Director of Community Development Scott Anderson and a second Town consultant, Barbara Maloney of BMS Design Group, with members of the business community together in an open session. Some 60 merchants, property owners and others who rely upon the health of the Town's business climate for their livelihood met in Town Hall on the morning of February 10, 2011 to share their thoughts about how the downtown could be improved for residents and visitors alike.

In the fourth step of the process, the Town advertised a town-wide community meeting, which was held at St. Hilary's Tarantino Hall on the evening of March 10, 2011. It was attended by approximately 50 people. After hearing from the Town's consultant on comments and suggestions received to date, as well as a summary of issues and opportunities, the attendees broke into six groups. They were charged with identifying what they wanted more of, and less of, in the Town's business districts, and were generally encouraged to think creatively about how to solve problems or seize opportunities. The groups energetically tackled the assignment.

A summary of the input received by the Town during all the steps of this process is attached to this report as Exhibit A.

OVERVIEW OF FINDINGS

During this process a wide variety of concepts emerged. Some contradicted others, some were creative and visionary, some utilitarian, some realistic and others perhaps unrealistic or out of the control of any of those involved. The meetings evidenced a wide-ranging commitment to improving the downtown by both residents and business interests. There was a consensus that the town has many assets that make it a desirable place to live and an attractive destination for visitors, but also a belief that the downtown could and should be enhanced to increase its attractiveness and functionality.

Commentators expressed the opinion that many aspects of downtown work well. The Friday Nights on Main series is very popular and heavily attended. Other special events, such as the Wine Festival, Art Festival and the Antique Car Show are considered successful for both residents and visitors. Some businesses are considered to be excellent; other received poorer marks from commentators. The Town's beautiful water-front setting is a great, if underutilized, asset.

Overall, though, the problems of downtown were all too apparent to participants in the process. Perceived parking deficiencies, the inconsistent quality of many stores and restaurants, lack of clear directional signage, lack of amenities such as public restrooms, minimal water access, minimal visibility to potential visitors, Ark Row's somewhat hidden and perhaps not well known location, the layout of entrances and exits to many of the downtown's parking areas, lack of regional advertising and marketing, lack of bicycle parking, lack of particular retail niches or critical mass to make downtown a desirable shopping destination; all these things and more were identified as factors depressing the vitality of the downtown.

THE PROPOSED PLAN

What follows is the Downtown Committee's attempt to cull from these information and brainstorming sessions those concepts that seemed to resonate the most, and appear to be the most feasible or achievable within the three time frames established for the project: the short term (within the next year or two), medium term (within the next three to five years) and the longer term (beyond five years). The plan was developed by the Committee, staff and the Town's consultant, whose expertise was particularly valuable in identifying opportunities and potential solutions. It strives to identify the most pressing of the concerns and opportunities discussed that also appear to lend themselves to feasible improvements.

The plan is intended to be a flexible road map to be implemented as the strategies and funding to tackle them are conceived and available over the coming years. Many of the shorter term objectives are in clearer focus right now than the longer term ones, and thus are discussed in greater depth below. The Committee believes the goal of increasing the vibrancy of the downtown will require engagement, refinement, tenacity and a commitment by the Town Council and the community over many years to reach its full potential. It is also clear that the mutual cooperation and participation of all the parties that make the downtown click, the Chamber of Commerce, property owners, merchants, hoteliers, restaurateurs, patrons and of course the Town, will be necessary to truly fulfill the promise of these concepts and recommendations.

Finally, it is expected there will be carry over and follow-through from one year and one accomplishment to the next. For instance, the parking study discussed below is a short term objective, but implementation of its recommendations, which are not known at this point, would become part of the plan as they are developed and approved.

SHORT TERM GOALS (1-2 YEARS)

PARKING AND CIRCULATION IMPROVEMENTS

The perception that the downtown lacks adequate, convenient and reasonably priced parking was repeatedly raised during this process notwithstanding that there exists an ample supply of public and private parking within the downtown area, and that the rates in the private parking lots along Tiburon Boulevard, at Point Tiburon and at the terminus of Main Street are lower than those found in many nearby cities and towns. Some opined that the free but time-limited street parking is insufficient and does not work well and because it is "gamed" by downtown workers to provide all day free parking. The two hour limit inhibits locals and visitors to downtown from lingering and may serve, for instance, to discourage people from shopping after dining. Many think the private lots are hard to find, not easily accessed and may be too expensive, deterring would-be shoppers, diners and theater-goers. Additional parking concerns related to the inconvenience of many parking locations throughout the downtown and the lack of directional signage to assist visitors in finding parking. Combined, these perceived problems with parking, whether or not they are rooted in fact, have resulted in the widespread notion that the downtown has inadequate parking, and that notion has become a serious disincentive for visitors to our downtown.

The Town's consultant has concluded that there is actually ample public and private parking in the downtown area. There are literally hundreds of spaces within a few blocks of downtown, but many of them sit unused during all but peak event times. It is also a reality that parking several blocks away from pedestrian destinations is a sufficient deterrent for many such that they will bypass the destination regardless of its appeal. By contrast, the free street parking spaces near Main Street are almost always occupied, although not necessarily by residents or those whose use of the spaces would be helpful to businesses.

The Town and community need to develop a better understanding of downtown public and private parking resources, parking access and traffic circulation from an operational and customer service point of view, and get some professional guidance on how they might be better addressed and managed. It is important to stress that no one should expect parking lot owners, or any local business, to subsidize other businesses or residents through lower-than-market rates. Any new approaches that result from a better understanding of how to optimize parking assets must reflect this basic tenet.

Recommendations:

• **Parking and Circulation Analysis.** A parking and circulation analysis should be commissioned to evaluate traffic (car, pedestrian and bicycle) and parking patterns, occupancy and current policies. It should provide suggestions and recommendations for improved parking management for the Town's street parking as well as for the private downtown lots. The Downtown Committee recommends that the Town budget sufficient funds in the next fiscal year to undertake a parking and circulation analysis and, where possible and appropriate, implement its findings. The Town should work with the private parking owners to engage their cooperation in the effort.

Scope of Study: Analysis of the following elements:

- Parking: --Existing supply, location and occupancy
--Recommendations for street and private parking
- Circulation: --Analysis of vehicular, pedestrian and bicycle patterns
--Recommendations, including transit options if realistic
- Area studies: --Mar West to Shoreline Park, Main Street and Ark Row closures, and various access options or other improvements
--Tiburon Boulevard roundabout feasibility at Beach and Mar West
--Roadway reconfiguration options (roadway, medians and sidewalks) (optional)

• **Resident Parking Program.** The Town should work with the private parking lot owners to explore the creation of a resident-serving parking program to be funded by users, merchants, restaurateurs and possibly the Town for the benefit of the community and overall health of the downtown. Such a program would be based on the advice of the parking firm recommended above. The goal would be to find a mutually beneficial arrangement that provides expanded parking options to encourage local patronage of the downtown at the same or better return for the parking lot owners.

- **Bicycle Parking.** Analysis of bicycle safety and parking options, including how best to provide bicycle parking so that riders can enjoy the downtown knowing their bicycle is secure.

MARKETING AND COMMUNICATIONS

Many commentators opined that the Town's assets simply are not visible to potential visitors, and that there is no organized, effective and consistent manner in which Tiburon is marketed

to the outside world. The Town's businesses and downtown as a whole have very little presence on the web, and similarly little visibility in San Francisco despite the fact that 25% of the city's huge annual visitorship heads north as part of their stay. The companion issues of marketing and communication, sometimes called branding, were raised repeatedly as being at the heart of

what is needed to attract more visitors, many it is hoped via ferry, to help attract and sustain the kinds of businesses in downtown that would be an asset for local merchants and residents – the ultimate goal of the revitalization effort.

The Town's consultant, along with a pro bono marketing expert who volunteered his time to meet with the Committee, helped to frame a keener understanding of this opportunity to increase the Town's visitorship and generally raise its profile as a Bay Area valued destination with its own unique personality. These discussions, coupled with the input from the downtown process, led the Committee to conclude this particular area needs a special focus of its own to be successfully addressed.

Recommendations:

- **Marketing and Communications Task Force.** The Committee proposes the Town Council appoint a Marketing and Communication (M&C) Task Force, to be Co-Chaired by Councilmen Dick Collins and Jim Fraser. Our community has a wealth of residents with personal and professional experience who might be willing to donate their time and skills for this purpose on a time-limited, ad hoc and focused basis. In addition to marketing professionals that might be culled from our citizenry, the Task Force should include representatives from the business community.

Task Force Mission: The M&C Task Force would develop the branding message and the communication strategy (to be presented to the Town Council for review and approval) enabling the Town of Tiburon to increase its visibility and presence within all of the key communication channels, e.g., the internet, the San Francisco Visitor's Bureau, San Francisco Hotels, and within the north bay region. The objective would be to employ Tiburon's unique history, heritage, water orientation, beauty and assets so that the marketing effort authentically reflects the Town and its culture and values. It should prepare a recommendation for both the branding message and how it would be transmitted to its intended audiences. A proposal for the charter for this task force is attached as Exhibit B.

Task Force Appointment: The Town should solicit applications from all interested residents and business owners and appoint between 10-12 residents, business owners

and merchants, plus the co-chairs. The Task Force would be intended to sunset within one year or at the completion of its mission.

- **Intern or Staff Support.** Because the Task Force is to have a focused, short-term push to accomplish its objectives rather than be a standing committee, the Town should provide sufficient funds to engage a modestly-paid, part-time intern or consultant to assist it in developing its recommendations. Funding sources, both private and public for implementation of Task Force's recommendations would be considered only after those proposals have been evaluated by the Town Council. This person may also be able to provide support for the Downtown Committee in pursuit of its other objectives.

SIGNAGE

Many participants in the process criticized the Town's signage as not being adequate and sufficiently visitor-friendly. Tiburon can be a hard place to navigate; the long trip down the peninsula can be confusing, and visitors to the downtown sometimes miss Ark Row altogether or cannot easily locate other critical amenities such as parking or restrooms. Signage is linked to marketing and branding in that a good sign program incorporates the "feel" or "identity" that the marketing program seeks to promote. Successful signage, through the skillful repetition of color, shape or graphic images can convey a great deal of information in a concise, efficient and attractive manner.

Recommendations:

- **Information Station.** An attractive and functional information station should be designed and located prominently in the downtown. This will help orient visitors to local amenities and attractions, as well aid basic navigation to specific destinations.
- **Way-Finding Signage.** Building upon the work of the M&C Task Force, the Town should engage the services of a firm that specializes in way-finding signage, including signage to ensure that visitors can find the downtown, the Cove shopping area and critical facilities such as parking and restrooms. Funds should be included in the upcoming fiscal year for the professional design work as well as the fabrication and installation of a new signage system for the peninsula.
- **Downtown Gateway Sign.** As part of the signage program, a "Downtown Tiburon" sign should be installed at an appropriate location, perhaps near the Mar West Street/Tiburon Boulevard intersection, to welcome visitors and residents to downtown Tiburon. The Downtown Committee would take the lead in developing the sign concept and seek approval for it from the Town Council.

RESTROOMS

Participants in the downtown process pointed out the general lack of pleasant public restroom facilities in downtown Tiburon. The restrooms located between the ferry docks and Sam's Anchor Café are functional but in need of a facelift and would benefit from higher profile signage. There is no convenient restroom serving Shoreline Park.

Recommendations:

• **Downtown Restroom Upgrade.** The restrooms near Sam's Anchor Café should be upgraded (reviewed for a series of possible improvements as needed and repainted). Funding should be included in the upcoming fiscal year budget, and shared with the other entities that benefit from and currently pay for the ongoing maintenance of the restrooms.

• **Donahue Building Restroom.** The Town should prepare information for Council consideration regarding the viability of adding a unisex restroom in the vicinity of the Donahue Building (the Railroad-Ferry Depot Museum) to serve visitors to the museum and users of Shoreline Park. Viability hinges on several factors including the historical nature of

the Donahue Building, view impacts, neighbor concerns, siting, feasibility and cost. Funds should be included in the upcoming fiscal year budget for this project but with the recognition that they would only be spent upon a determination by the Town Council that the restroom was feasible, desirable and affordable.

LANDSCAPING AND HARDSCAPE IMPROVEMENTS

Many commentators opined that the Downtown would be improved by more street trees, flowers, planters, benches and other natural and man-made accoutrements and attractions to create a leafier, warmer, more enjoyable experience in the downtown. While such additions can indeed be an improvement, they must be done in a cohesive and tasteful manner and also in a way that does not create a cluttered appearance or ongoing maintenance problems.

Recommendation:

• **Beautification Plan.** Town staff should work with the downtown consultant to develop an overall plan for small landscape and hardscape improvements including their type, material, location and so forth. The Downtown Committee would be responsible for overseeing this effort.

MAIN STREET CLOSURES

Numerous participants expressed a desire to see Main Street closed off to traffic either permanently or more frequently for special events. Others thought it should be made a one-way (westbound) street all or part of the time.

Closing off Main Street on a permanent basis does not appear to be a realistic proposition at this time, although the circulation study suggested above might shed additional light on this important question and recurring idea. In the past this proposal has been opposed by residents of Corinthian Island as it alters egress from their homes. Short of making any longer-range decisions about the advisability and feasibility of permanent alterations to the street's access and use, more frequent temporary closures of Main Street for special events or outdoor dining for lunch or dinner under specified circumstances may be both desirable and feasible now.

Recommendation:

- **Temporary Main Street Closures.** The Committee recommends further discussions with the affected parties to determine if more closures, on an experimental basis, are desirable. The circulation issues associated with the complete, partial or more frequent intermittent closure of Main Street should be evaluated as part of the Parking and Circulation study called for above.

FARMERS MARKET

Some commentators thought a farmers market would contribute to the vitality of the downtown and draw more locals to it.

Recommendation:

- **Consider Farmers Market.** After the Town's new downtown grocer, Woodlands Market, has had a chance to stabilize and develop its base of customers (at least one year from now), consider whether the Town should seek the addition of a farmers market, preferably on private property, in the downtown.

MEDIUM TERM GOALS (3-5 YEARS)

PATHWAY IMPROVEMENTS

The Town's consultant identified potential opportunities to strengthen the connections and pathways between locations within the downtown. In particular, she thought it might be possible to extend the multi-use path from its current terminus at Mar West Street into downtown and through to Main Street. She also identified possible pedestrian connections between Tiburon Boulevard and Ark Row between existing buildings and through the parking lot that currently divides them.

Recommendations:

- **Multi-Use Path Extension.** Based on input from the circulation study recommended under short-term goals, investigate whether Tiburon Boulevard could be re-striped or otherwise made to accommodate an extension of the Multi-Use Path. If feasible, implement the plan and link it to other bicycle improvements such as bike parking and signage.
- **Pedestrian Connections.** Work with the various owners of the downtown parking lots to see if there are opportunities to create pedestrian pathways that might pass through the sites to strengthen the connections across and throughout the downtown, especially to Ark Row. Possibilities include alternative paving techniques or other street furniture to delineate pathways.

- **Ark Row Sidewalk Improvement.** Determine the financial feasibility of delineating the sidewalk on Ark Row with a brick or other treatment to strengthen its visual connection to Main Street.
- **Median Beautification.** Work with the Beautify Tiburon Boulevard Committee to raise funds to remove concrete and plant the medians from Strawberry Drive to Cecilia Way as a means of making the Cove shopping area more attractive and enhancing the overall experience of coming to Tiburon.

STRENGTHENED WATER CONNECTION

As many commentators pointed out, downtown Tiburon has a magnificent bayside setting and yet few actual connections to the water for nautical access other than the public ferry system. Finding ways to increase access and connections and to improve the use of boats and other water vehicles for visitors might enhance the overall attractiveness and use of downtown as a bay area destination venue. More frequent ferry and water taxi services, and a

location for private boating docking have the potential to increase visitorship, but are also dependent on a sufficient stream of customers to make those services financially viable.

Recommendations:

- **Water Transportation.** As the downtown becomes more successful, explore partnerships with existing or possibly additional ferry and water taxi services to increase service. Look for opportunities with promotional packages with local restaurants and shops that might deliver San Francisco visitors or residents to Tiburon via ferry service.
- **Moorings.** The Corinthian Yacht Club serves the downtown Tiburon area with moorings, but availability is tightly limited. Work with the applicable bay regulatory entities to explore possibilities for additional boat slips or moorings in the downtown area, particularly in conjunction with the CYC and with others who control docks or areas along the waterfront where docking might be available or feasible.

REDEVELOPMENT OPPORTUNITIES

Redevelopment of some key properties in the downtown would substantially improve both the economic vitality and the pedestrian attractiveness and use of the area. In particular, properties that are set substantially back from Tiburon Boulevard and separated from sidewalks by parking areas, a typically suburban and car-centric arrangement, could be redeveloped to place parking in the rear. This is consistent with the goals of the Town's General Plan and would enliven the streetscape along the Boulevard. Opportunities also exist to rebuild some deteriorated properties with appropriate intensification of their uses.

Recommendations:

- **New Morning Café site.** Encourage the replacement of the New Morning Café/ Paradise Café building with a new building; incorporate open air and sidewalk or outside dining where feasible.

- **Salt and Pepper site.** Encourage the replacement of the former Rooney's Restaurant (currently Salt and Pepper Restaurant) building with a new building; incorporate open air and sidewalk or outside dining where feasible.

DOWNTOWN HOUSING

Housing can be an important contributor to vibrancy to the downtown. It is one of the few places in Town where density and zoning permit mixed uses and where properties are large enough to allow for some affordable housing in the mix (which is good for downtown and addresses the Town's housing obligations). More residents living in the downtown will increase the demands for ferry services, which in turn make that service more viable. Residents tend to shop and eat nearby when that is an option, which in turn helps local businesses and reduces greenhouse gases because of lessened vehicular travel.

Recommendations:

- **Mixed Use Opportunities.** The Town should work with downtown landowners to find opportunities for, and encourage appropriate redevelopment of, larger properties in a manner that includes housing on upper levels or on rear portions of lots.
- **Shark's Deli.** Work with the property owner to encourage a mixed use project for the Shark's Deli site that builds to the Tiburon Boulevard streetfront and incorporates parking off Juanita Lane with retail uses on the ground level.

LONG TERM GOALS (5 YEARS AND BEYOND)

LONGER-TERM REDEVELOPMENT OPPORTUNITIES

Some current uses in the downtown tie up key property in ways that do not enhance the vitality of the downtown in any way. In particular, several sites have large bank buildings that could potentially be re-purposed or rebuilt for uses that would better serve the community, while at the same time retaining the bank and financial services in more efficient space. There are also potential infill opportunities that could serve to close gaps in the pedestrian experience (such as walking by dead zones such as parking lots). Moving parking to the rear of buildings is a goal previously identified in the General Plan and that was reinforced by the Town's consultant as the right path to follow to invigorate the downtown and make it attractive as a pedestrian experience with active street-fronting uses.

Recommendations:

- **Main Street Frontage Improvement.** Work with the property owners to explore the feasibility of creating building sites or other attractions along the Main Street frontage of the parking lots. Work toward a circulation pattern that will effectively bring Ark Row and Main Street closer together. It would be important to retain existing entrances to parking lots but consider alternative exiting patterns to facilitate a better flow of traffic (this concept should be analyzed as part of the circulation study recommended by this report).

- **Bank Site Redevelopment.** Work with the property owners and lease-holders to explore the redevelopment or reuse of existing bank buildings in the downtown.
- **Creative Re-Use of Buildings.** Work with the property owners to explore the viability and desirability of alternative uses for downtown properties that currently accommodate uses that are not dependent upon a downtown location.
- **Additional Hotels.** Consider options to encourage the addition of more hotel rooms in the downtown.

ROADWAY RECONFIGURATION

The Town’s consultant noted that the width of Tiburon Boulevard serves to reduce its attractiveness to pedestrians. This is exacerbated by the many parking areas along the street front, further detracting from its appeal.

Recommendations:

- **Tiburon Boulevard Reconfiguration.** Consider a reconfiguration of Tiburon Boulevard between Beach Road and Main Street to improve the pedestrian experience and consolidate parking in a manner that minimizes its placement between pedestrians and shops.
- **Roundabout at Beach Road.** Evaluate the safety aspects, traffic flow enhancement, engineering and cost feasibility of establishing a traffic circle at Beach Road and Tiburon Boulevard to improve the vehicular and pedestrian experience and to unify the four corners of this important “crossroads” intersection into a more cohesive aesthetic and functional whole.
- **Mar West Street/Tiburon Boulevard Downtown Gateway.** Consider ways, in addition to a “welcome to downtown” sign to improve this intersection for pedestrian safety, beauty and function and maximize it as an inviting transition to downtown Tiburon. Consider whether a traffic circle or other traffic calming approaches would be appropriate at this location to enhance its important location.

SUMMARY OF RECOMMENDATIONS

CATEGORY	SHORT TERM (1-2 YEARS)	MEDIUM TERM (3-5 YEARS)	LONG TERM (5+ YEARS)
<i>PARKING AND CIRCULATION</i>	<ul style="list-style-type: none"> • Parking and circulation study • Resident parking program • Bicycle parking 	<ul style="list-style-type: none"> • Implementation of parking recommendations • Multi-use path extension • Pedestrian connections • Ark row sidewalk improvement • Water transit improvements • Moorings and docks 	<ul style="list-style-type: none"> • Continue implementation as needed

Summary continued on next page:

Summary of recommendations continued:

CATEGORY	SHORT TERM 1-2 YEARS	MEDIUM TERM 3-5 YEARS	LONG TERM 5+ YEARS
<i>MARKETING AND COMMUNICATIONS</i>	<ul style="list-style-type: none"> • Marketing and communications task force • Information station • Way-finding signage • Downtown gateway sign 	<ul style="list-style-type: none"> • Continue implementation of Task Force recommendations 	<ul style="list-style-type: none"> • Maintain continuing marketing presence
<i>PUBLIC AMENITIES</i>	<ul style="list-style-type: none"> • Downtown restroom upgrade • Donahue vicinity restroom • Beautification plan 	<ul style="list-style-type: none"> • Continue implementation as needed • Median beautification 	<ul style="list-style-type: none"> • Continue implementation as needed • Mar West Gateway treatment
<i>ACTIVITIES AND EVENTS</i>	<ul style="list-style-type: none"> • Main Street closures • Farmers market 	<ul style="list-style-type: none"> • Continue finding and implementing opportunities 	<ul style="list-style-type: none"> • Continue finding and implementing opportunities
<i>LAND USE AND DEVELOPMENT</i>		<ul style="list-style-type: none"> • New Morning Café building • Salt and Pepper site • Mixed use opportunities • Shark's Deli site 	<ul style="list-style-type: none"> • Main Street frontage improvements • Bank site redevelopment • Tib Blvd reconfiguration • Roundabout at Beach Road • Creative re-use of buildings • Additional hotels

CONCLUSION

This report is a draft, meant to capture ideas from the downtown vibrancy project and elicit a dialogue about how best to make feasible concepts come to life. After public comment and other feedback is received, the intent is to re-fashion this draft into a report the Downtown Committee hopes will serve as a guide for future actions by both the Town and the downtown business interests to make the downtown a more vibrant, economically healthy place for the benefit of all concerned.

*Submitted by: Jim Fraser, Vice Mayor and Downtown Committee Member
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 Peggy Curran, Town Manager
 Scott Anderson, Director of Community Development
 Barbara Maloney, BMS Design Group*

*Exhibit A: Summary of Input from Downtown Process
 Exhibit B: Proposal for Marketing and Communications Task Force*