

Georgetown

Community Assessment



October 7-8, 2013



Committed to the future of rural communities.



Colorado

Office of Economic
Development and
International
Trade

BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO
DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO
THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION

Report Components

Introduction	3
Executive Summary	3
Background Information and Historic Context	3-4
Focus Group Observations	4
Assessment Team Recommendations	5
Management	5-8
Marketing & Promotion	8-
Economic Development & Restructuring	10-12
Design	12-14
Funding Mechanisms	15
Team Member Bios	16-17
Appendices and Action Matrix	

Team Members

The Georgetown assessment team appreciates the invitation to get to know the town and to assist the community to maximize its considerable assets. The volunteers worked diligently, pre- and post-visit to provide relevant and realistic input towards the betterment of your commercial district.

Steve Art, Economic Development and Urban Renewal Manager, City of Wheat Ridge

Katherine Correll, Executive Director, Downtown Colorado, Inc.

Bailey Haines, Graphic Designer, DHM Design

Michael Hussey, Manager of Planning and Landscape Architecture, Nolte Vertical Five

Shay Ives, Community Revitalization Specialist, Colorado Department of Local Affairs

Will Kerns, Principal Consultant, Open Plan Consultants, LLC

Nathan Owens, APA- CO Volunteer

Beth A. Parish, John J. Sullivan Endowed Chair for Free Enterprise, Regis University

Jamie Shapiro, OSM/VISTA, Downtown Colorado, Inc.

Tim Stroh, Main Street Architect, Colorado Department of Local Affairs

Stephanie Troller, Main Street Coordinator, Colorado Department of Local Affairs

Isabel Waldman, Membership and Outreach Coordinator, Downtown Colorado, Inc.

Introduction

Welcome to the downtown assessment for the Colorado community of Georgetown. Downtown Colorado, Inc. (DCI) is proud to offer assessments for all member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado have the opportunity to apply for assistance through DCI in a downtown assessment process partially sponsored by the USDA Rural Development Rural Community Development Initiative (RCDI) and is completed in collaboration and sponsorship with the Department of Local Affairs (DOLA) Main Street Program, and the Office of Economic Development and International Trade (OEDIT).

The DCI downtown assessment gathers community leaders and stakeholders to develop a structure and process for the community to support local businesses and maintain a vibrant commercial district. The process results in a road map to guide community leaders in providing services and training to help local businesses thrive and stimulate a healthy downtown.

DCI works with member volunteers to assemble a team of professional consultants experienced in their discipline, including designers and architects, marketing and branding specialists, land use and urban planners, redevelopment and real estate specialists, economic developers, and finance experts, to work in communities over the course of two days to contribute to this final report. The assessment team members value the invitation to learn about and assist your community, and worked diligently to provide relevant and realistic input toward the betterment of your community.

Executive Summary

In the summer of 2013, Georgetown requested a downtown assessment from Downtown Colorado, Inc. (DCI) for October 7-8, 2013. The purpose of an assessment visit is for a team of consultants who specialize in downtown and community revitalization to identify community issues and opportunities, as well as to provide tools, insights and direction to help the host community achieve its community revitalization goals.

Prior to this visit, the Town of Georgetown identified key stakeholders for focus groups and provided extensive background information about the history and status of Georgetown's downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation on the community history and current issues as well as a tour of the town. Afterward, the team conducted focus groups with elected officials, town staff, community organizations, community stakeholders, and interested citizens. The focus groups allowed the team to hear directly from stakeholders about the issues facing the downtown and the community as a whole. It also provided a chance for team members to ask the community about the perceptions, strengths, weaknesses, and opportunities related to downtown Georgetown.

On the second day of the assessment, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings, followed by a question-and-answer session, open to the community-at-large. The following report provides a brief history of the community, an overview of the downtown assessment process, a list of observations gathered from the community, and provides recommendations for short and long-term implementation.

Background Information and Historical Context

The Town of Georgetown is located along Interstate 70, West of Denver and Idaho Springs and East of the Eisenhower Tunnel. Georgetown is in Clear Creek Valley in the Central Colorado Rocky Mountains and is the county seat of Clear Creek County. The town has a population of 1,088 (according to 2000 census data). Georgetown is the only municipality in Colorado that still operates under a charter from the Territory of Colorado.

Georgetown was established in 1859 and incorporated in 1863. Silver was discovered in the area in 1864 and the town became one of the state's first silver mining boomtowns.¹ After US Congress began large scale silver purchases in 1878, the Colorado Silver Boom, centered in Leadville and Georgetown, began in earnest. At that time, Georgetown rivaled Leadville as the silver mining capitol of Colorado.¹

After the collapse of the silver mining industry and a period of economic difficulty, the Georgetown economy began to revive as the Colorado outdoor tourism industry took hold in the 1950s and beyond. In 1976, the Henderson molybdenum mine opened just west of Empire in Clear Creek County, providing a new economic force for the region. The mine now has profits of over a billion dollars annually and is the largest economic driver for Clear Creek County, though the Georgetown Loop Railroad creates the strongest economic impact on Georgetown.² Because of Georgetown's Loop Railroad, fantastic outdoor recreation, beautiful historic architecture and rich history, the town draws many day visitors from the Front Range. Due to Georgetown's location along I-70, between Denver and the hiking and ski resorts of Summit County, the most visited rest stop in the state (with about 400,000 visitors a year) is located at the entrance to Georgetown. Georgetown benefits from a beautiful location, access to a major interstate, a strong community, and a rich history.

¹Croft's Grip-Sack Guide of Colorado, George A. Croft, 1881

²Town of Georgetown Website: <http://www.town.georgetown.co.us/HistoryOfGeorgetown.htm>

³Historical Geography of the Georgetown, Colorado, Silver Mining Area, James Biggins, 1973



Focus Group Observations

The following observations were made in the four focus groups held on the first day of the downtown assessment.

- Georgetown has great assets! The lake, historic district, Loop Railroad, mountains, and big horn sheep.
- Georgetown is a great community that celebrates Colorado's history.
- There is a desire to get visitors and locals downtown to support local businesses year-round.
- The offseason is a major challenge for downtown merchants.

Assessment Team Recommendations

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into four main topic areas that are vital to revitalizing downtowns. These four topic areas include:

Management: Primarily focused on resource management, including human resources, partnerships, and finances.

- Priorities: Developing a clear and cohesive community vision for the community to rally behind and adding another staff member through the VISTA, Best and Brightest program.

Marketing and Promotions: Primarily focused on branding and messaging, communication, and events.

- **Priorities:** Creation of a unified Marketing Taskforce to bring together the promotions efforts, Tourism Board, Economic Development, and individual private entities marketing and branding initiatives and materials, with input from all stakeholders. Spend more time, money, and focus in getting the people already visiting Georgetown into your downtown. Give the consumer a unified message of Georgetown on the internet, in brochures and in other materials.

Economic Development and Restructuring: Primarily looks at opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.

- **Priorities:** Creation of a business attraction plan, a package of incentives, a list of resources and a clear communication process for working with existing and new business. Create a package of opportunities that highlights an inventory of underutilized space and vacant properties.

Physical Improvements and Design: Primarily looks at beautification, infrastructure, parking, and connectivity.

- **Priorities:** Considering a traffic and parking survey to identify solutions to traffic flow and parking, implementation of a unified and user friendly wayfinding signage initiative, especially between 1-70 and downtown, creation of a bicycle and pedestrian connection from downtown to the lake and increased opportunities for outdoor recreation.

The observations gathered from the community have been categorized into one of these four topic areas. Recommendations specific to the Town of Georgetown follow each observation.

Management

The first section of this report focuses on the topic area of Management, which includes collaboration efforts, volunteer recruitment and management, fundraising, and development of operational strategies. Management involves getting everyone working toward the same goal, and assembling the appropriate human and financial resources to implement a downtown revitalization and restoration program. The three principal components of management are:

1. Public and media relations
2. Volunteer development
3. Fundraising

Management Structures: A governing board and standing committees make up the fundamental organizational structure of a volunteer-driven program. Volunteers are best coordinated and supported by a paid, full-time or part-time program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. While a paid downtown coordinator may not currently be feasible, it is something to strive for in the future.

In addition to a volunteer-driven program, numerous successful management structures exist throughout the country and are driven largely by local circumstances. In some towns, for example, the chamber of commerce is strong enough to add an organizational component designated to focus on the downtown. Other towns may develop some form of special district or not-for-profit to dedicate resources and focus on downtown or community wide depending on circumstances.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again: the most successful communities accomplish their desired outcomes by developing a solid management component early in the process to oversee

and manage their downtown revitalization efforts. If the community does not develop a solid management component to oversee and manage the process early, the program most likely will not accomplish the desired outcomes.

Given these realities, we cannot overemphasize the importance of placing organizational development amongst the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework of this understanding and the assumption that this is the foundation of all community revitalization efforts.

Observation: There is not one clear community vision. Without focused community objectives that all stakeholders are invested in, there is no unifying plan to bring together the various groups and their initiatives.

Recommendations:

- Pull together as a community and be partners in a task force. Develop a task force of community stakeholders to guide the community visioning and strategy development process. Remember that this task force should bring together stakeholders to identify common goals so that the groups can identify who is best placed to implement each part of the strategy. Over time, this will reduce the number of meetings you have and free up resources by delegating responsibilities. Be sure to have clear selection criteria and a defined process for input to task force meetings. Post all information online.
- Develop collaboration and partnership between businesses. Regular monthly (off season) or quarterly meetings of businesses, non-profits, the Town, EDC, etc. will allow for greater partnership on marketing. Identifying all discounts or sales will allow businesses to turn one discount into a package that the customer cannot pass up.
- Businesses, organizations, and

citizens should be active leaders in the community. The private groups in town have a responsibility to participate in the community, to hold regular business hours, to cross-promote, and to celebrate the community with support for community initiatives.

- While tourists may be the bread and butter, Georgetown cannot survive without the locals. The more locals are engaged, the easier it will be to engage tourists. Locals are the best marketing tool; the more your locals gather and celebrate, the more other people will want to join the party. Consider how to engage locals; encourage them to shop locally with the 3/50 project, or distributing \$2 bills for locals to show their impact on small downtown businesses. For more information on the 3/50 project, visit www.the350project.net.

Observation: There are several organizations, websites, and promotional materials about Georgetown, none of which have the same message. Sufficient staff are not present to act as organizational facilitators between agencies and to work on the creation of a cohesive message.

Recommendations: Consider options for additional human resources to help with implementation. Town staff has a lot on their plate, the Clear Creek Economic Development Corporation has one staff member, Tourism Board has one staff member, and many of the small organizations have one staff member, yet they have to pay for office, website, insurance, and administrative functions. Bringing organizations together could help, but adding staff is also a way to get more done.

- Office of Surface Mining VISTA Program is one full-time volunteer for three years at \$8,000 per year and could be supported by the mine. Applications for this program generally take place in the spring and the OSM/VISTA could start in August.
- Best & Brightest program through DOLA and

University of Colorado at Denver can provide a full time employee to assist with town management and can include a downtown component. These are students working toward their Master's in Public Administration who work full time and study on the weekend. It is a great way to train a future town administrator.



- Ambassador program for downtown to be used into conjunction with the visitor center and railroad. Businesses should gather a unified program of collaborative discounts and specials to create a package that volunteers, railroad concessioners, train operators, or the visitor center staff can better explain to visitors why it is to their benefit to go downtown today. A champion or champions may be needed to begin this process.
- Host familiarity tours (or a local employee's party) each spring to educate employees about what is available in downtown. Use this as a celebration and as a chance to educate everyone about the stores, products, and specials. A champion or champions may be needed to begin this process.
- Outline the roles and processes for the community to be a part of decision-making and activation of resources. Within a community, it is important to put into place a process and structure to ensure that even when personalities and people change, the partnerships and roles can remain stable. Processes also limit the ability of small groups, regardless of power, to monopolize resources.
- Communication processes and methods could be diversified and used more effectively. Clarifying communication and processes will require having things in writing and online. Meetings should be

announced in advance, agendas and minutes posted online and used to create quarterly reports to be shared with the media.

- Support the Garden Club and other volunteer groups to engage in implementing the vision

as much as possible. These groups are key to developing a sense of community ownership and they should be celebrated and formalized as a key partner in the community.

- Wherever possible, clarify the role of each of the historic preservation groups and identify where they can collaborate, if they can consolidate to save expenses, and how they can have one point of contact for preservation information in Georgetown.

Focusing efforts and dollars on one target and developing a clear message will create a stronger rate of return.

- Encourage a merged strategy for the Tourism Board and Economic Development Council (EDC). Each of these county-wide entities has a focus on tourism and bringing people to town. The Tourism Board could implement one arm of the EDC strategy and allow each of these one person organizations to integrate to conserve resources and expand capacity, if you are able to house these organizations in one location. The Tourism Board could implement one leg of the EDC strategy and be tied into larger initiatives that would support both missions, e.g. attracting a hotel.
- Utilize the State Internet Portal Authority (SIPA) grants. SIPA is a resource available to all Colorado local governments to develop a more uniform and meaningful website. Use this resource to develop a free community website and consolidate all the websites into

one site, for everybody who wants to put information on it. There are also grants up to \$6,500 available to governments to enhance website services. If each municipality and the county apply for a grant now, Clear Creek and all communities could streamline the web presence to highlight all events, business opportunities, why to move here, etc. for each community and the whole county. For more information on SIPA, and applying for their grants, visit: <http://www.colorado.gov/SIPA>.

Marketing & Promotions

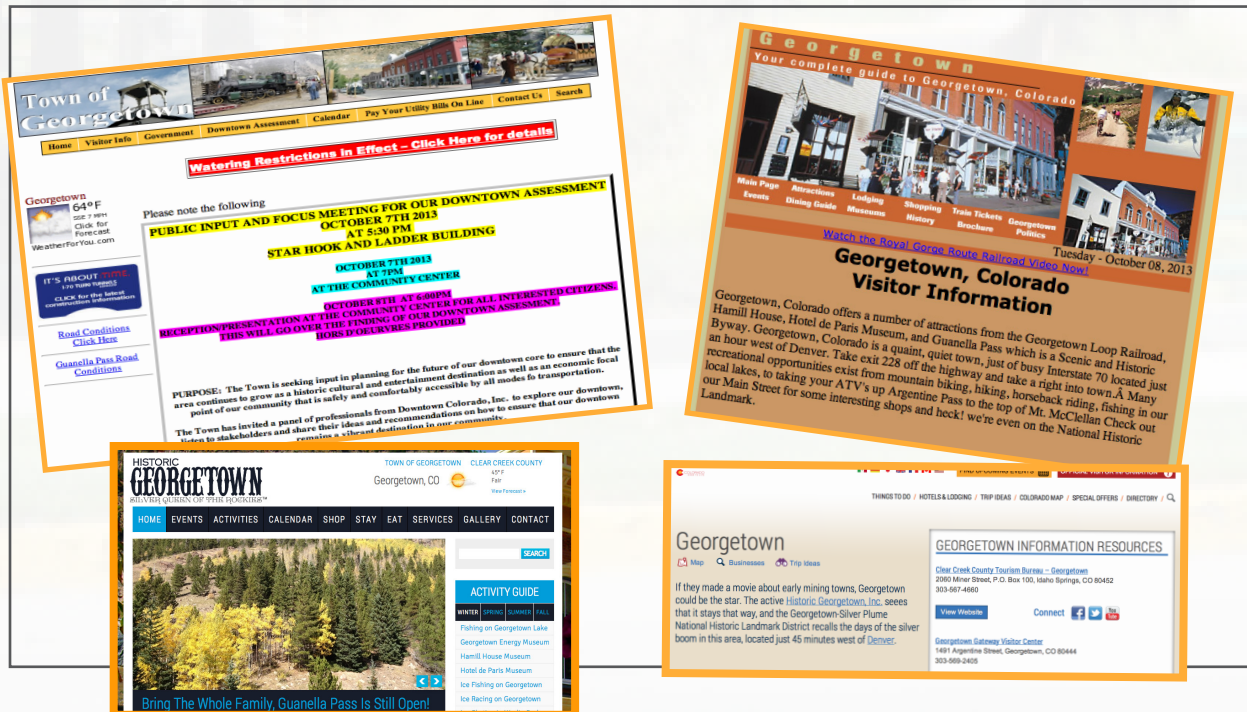
Marketing and promotions assist in building a vital downtown by creating and delivering a positive image of the commercial district. A clearly identified image encourages consumers and investors to live, work, shop, play, and invest in the commercial district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy creates a positive image. This image can then be reinforced through advertising, retail promotional activities, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence and encourage commercial activity and investment

in the area.

Observation: Throughout multiple interviews and conversations, we observed that there were many different entities working to promote Georgetown; these entities included the promotions committee, historic preservation organizations, local businesses, the county-wide tourism department, local government, and others. The lack of a coordinated promotional effort has led to a lack of clarity regarding a target market, town benefit, brand, voice, and promotional efforts.

Recommendations:

- Expand the existing Promotion Commission to form a "Promotions Stakeholder Taskforce" with diverse business representation, members of the preservation community, the Georgetown Loop Railroad, Clear Creek County Tourism Bureau, City government, and John Tomay Memorial Library representatives to work toward the same goals.
- The taskforce should consider the following steps. Resources from DCI can be used to help facilitate the movement from step to step, including running focus groups and facilitating sessions to solidify target, benefit, and brand.



STEP 1: Summarize all current promotions to further understand the current promotions activities. Consider the attached Strategic Promotional Matrix (provided by DCI) that replaces an events only matrix, for all events, social media, billboards, advertising, promotions, etc. related to bringing people to Georgetown. Indicate results and impact. The Strategic Promotions Matrix can be used to identify opportunity times as well as what promotions are effective for local business and Georgetown development.

Observation: There is no clear target market. Community members that participated in this Downtown Assessment mentioned different target markets that included: heritage tourists, baby boomers, Texans, young Front Range families, international tourists, and locals. From what was observed, the community expresses a desire to attract mostly young families or baby boomers; however this may not reflect the entire community's intentions.

Recommendations:

STEP 2: Utilize the Promotions Stakeholder Taskforce to determine the demographic that Georgetown would like to attract to town. Utilize existing data to compliment surveys from business owners and the historic preservation community to determine the target market.

- Learn about this target market so the Taskforce can begin to develop promotions that specifically attract the targeted market to Georgetown.

Observation: There is no single agreed upon benefit for tourists to visit Georgetown. We heard many great reasons why visitors may want to visit Georgetown including: rich history, mining, heritage tourism, shopping, devils gate trestle, railroad, big horn

sheep, and outdoor recreation. Other important reasons to visit Georgetown could include weddings, reunions, small conference groups or corporate retreats.

Recommendation:

STEP 3: Use the Taskforce to host focus groups to ask current residents, business owners, the preservation community, and tourists why people should visit Georgetown. Define one unified message that answers the question: "Why come to Georgetown?"

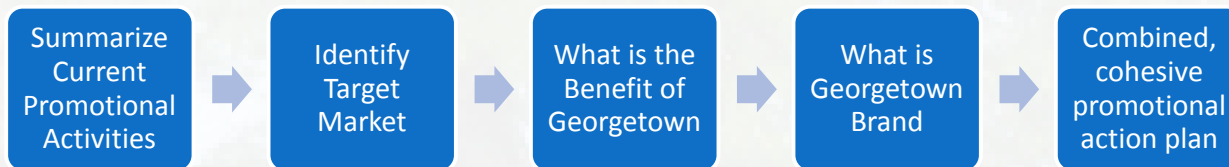
Observation: There is no one consistent brand image or personality for Georgetown. We didn't see a consistent logo, colors, tag line, image, benefit, and personality within the town's signs, brochures, websites, etc. It is important for people to know Georgetown as something, like K-Mart is known for something and Audi is known for something; this is a brand. In addition, area employees are not knowledgeable about area events and services and do not serve as good ambassadors to the town.

Recommendations:

STEP 4: Utilize the Taskforce to develop a unifying Georgetown brand that can be used for all promotions. The brand should include: a designated logo, colors, tag line, image, benefit, and personality. Host focus groups to help define the brand and once it is defined, ensure that all key players know the established brand.

- Educate area employees to serve as town ambassadors. Host events quarterly/yearly (whatever seems to work best for the town) to educate key area employees who work in area hotels, gas stations, visitor centers, restaurants, etc. as to what is going on in the community such as events,





new businesses, existing business services, etc.

Observation: There are multiple voices to the consumer including five websites, two visitor centers, four brochures, and information from the Clear Creek County Tourism Bureau.

Recommendations:

STEP 5: Develop one unified voice with one unified message. This includes utilizing the established brand for Georgetown to develop one website and one piece of collateral that represents Georgetown as a whole. Use the State Internet Portal Authority (SIPA), mentioned above, as a resource. See: <http://www.colorado.gov/SIPA>

- During the focus groups, the library indicated that they were equipped to host one unified calendar. If the task force decides the library is the best host, work with the Library to establish THE town calendar; the calendar must be found on the one unified Georgetown website. Be sure that all community members know that the Library hosts the main calendar and that all events are added to it.
- Once the brand is established, be sure that the Clear Creek County Tourism Bureau understands the Georgetown brand and continues to have access to the logo, color pallet, messaging and branding materials. All collateral material must continue to

be shared with the Tourism Bureau, and a link to the unified Georgetown website should be found on their website. Strong communication between Georgetown and the Clear Creek County Tourism Bureau regarding marketing campaigns will present a more unified regional brand.

Observation: With the lack of a defined target market, benefit, brand, one voice, and multiple promotions across Georgetown, there is a need for a Promotion Action Plan.

Recommendations:

STEP 6: Using the target market information established by the Taskforce, develop a promotional objective. For example, convince a specified number of the target market to visit Georgetown for one day to shop, visit museums, tour, eat, and recreate. This can be accomplished following the Promotion Action Plan, to be established by the Taskforce.

- Develop a Promotion Action Plan for the next 12 months based on the established target market, brand, and what has worked in the past. This plan may include events, social medial, advertising, collateral, and other promotions.
- Ensure that all stakeholders know about the Promotion Action Plan. Consider another event to educate area employees to serve as town ambassadors.

Observation: The town is not capturing short-term visitors such as train patrons or people who stop in at the visitor's center by the highway.

Recommendations:

- Capture visitors who come to ride the



Strategic Events Matrix

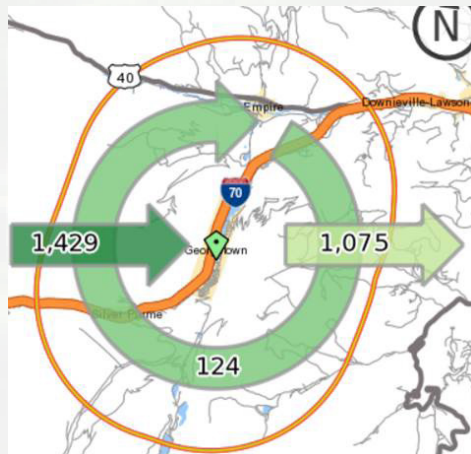
Event	Kid	Young Families	Partner-ships	Retail Support	Teen	Down-town	Fund-raising	Music	Food	Who runs it?
Fourth of July	X	X								
Christmas Market				X		X			X	
Hot Rod Hill Climb										
Big Horn Sheep Festival										
Big Horn Sheep Festival										

Strategic Events Calendar

Event	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Fourth of July							X					
Christmas Market												X
Hot Rod Hill Climb									X			
Big Horn Sheep Festival											X	
Big Horn Sheep Festival												

Georgetown Loop Railroad. According to data from the Georgetown Loop Railroad owner, about 60,000 people a year board the train in Georgetown. These visitors are already near downtown Georgetown and attracting 50 percent of them is an easy way to get more visitors downtown. Use kiosks and targeted brochures that cover the specific benefits of visiting Georgetown, or ambassadors from local businesses, to focus on getting the train patrons to visit downtown Georgetown.

- Create sample itineraries with possible activities for a Georgetown visitor. The itineraries should cover as little time as an hour, and as much as a few days. The itineraries must be both simple and seasonal, only highlighting businesses and attractions that are open and accessible. The itineraries may entice visitors to stay longer and enjoy all that Georgetown has to offer. Distribute these itineraries widely throughout the community and consider placing them online.



Number of Commuters from outside of Georgetown

Georgetown Worker Flows/Commuting		
	2011	
	Count	Share
Living in the Selection Area	1,199	100.0%
Living and Employed in the Selection Area	124	10.3%
Living in the Selection Area but Employed Outside	1,075	89.7%
Employed in the Selection Area	1,553	100.0%
Employed and Living in the Selection Area	124	8.0%
Employed in the Selection Area but Living Outside	1,429	92.0%

Source: U.S. Census Bureau, OnTheMap Application

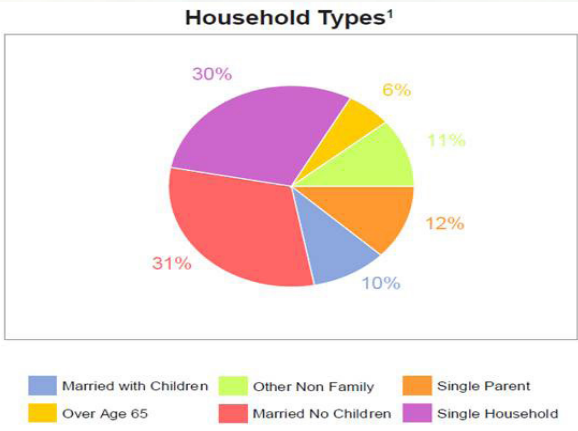
Economic Development & Restructuring

The focus of economic restructuring is to assist in efforts to recruit, retain and expand business opportunities and investment. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance as well as the benefits of choosing to locate their business in Georgetown. This includes any opportunities that may exist to capitalize on promotional activities. It also works to build strong relationships between downtown businesses, residents, and users.

Observation: There is a need to create a business attraction plan. However, prior to that, the community must decide what the target development priorities will be.

Recommendations: There appears to be two demographic targets the town could pursue: young families or baby boomers. It will be important to make a decision prior to creating an attraction plan. Note that the town can continue to attract a continuum of demographics, but for purposes of economic development, a target market should be established.

- Use the target industry and hotel reports the Clear Creek Economic Development Corporation (CCEDC) have commissioned, as well as, other demographic data to help inform the town's choices on



which development strategy is best for Georgetown.

- Consider creating incentives that support the town's development priorities. Once that data is made available, it will inform the town on which incentives could be created to consistently support that strategy. These incentives could include the rebate of new or additional sales tax revenues, rebate of use-tax revenues, reduction of fees for water taps or sewer connections or other incentives to encourage development.
- Make sure zoning supports the town's development priorities by identifying sites that could support specific zoning as identified by the town using accurate data metrics.
- Focus on creating strong relationships between lodging providers, museums, historic groups, and existing businesses. This will assist when you have a potential new business as well as communicate about events which create a critical mass for the downtown.
- Make sure the town's attraction plan is upfront about the seasonality of the economy. It's important to educate possible businesses about the slow months.
- Tap into the real estate and development community to help market and compliment your targeted development efforts. This partnership can be mutually beneficial as most realtors and developers have data about the market. Additionally they are already working towards the same goal.
- Consider using existing facilities and new venues to attract smaller corporate events and weddings to the area. With existing business that could provide catering or lodging services for the events. Market to Denver event planners. Create a brochure/ list of all lodging available and the largest meeting spaces in the community.

Observation: The best business attraction plan is a strong retention program. Nearly 80 percent

of all new jobs come from existing businesses. If the town wants a vital economy and if a business is considering opening in Georgetown, it is likely they will talk with other business and residents. It's important that what they hear is positive. The most effective message will come from existing successful business owners. Make sure your existing business receive consistent communication about the services that are available to them.

Recommendations:

- Make sure the businesses in both the historic core as well as the Gateway area are aware of the existing resources. The Clear Creek Economic Development Corporation (CCEDC) has several resources available. Consider a partnership with various organizations including the Small Business Development Center (SBDC) and county workforce on business retention visits where they can both explain what services they have which will help give business a competitive edge.
- Make sure the information about existing services and incentives is made available on Georgetown's consolidated website.
- Consider creating a guiding document that helps prioritize which business to visit and when that should occur. For example, you don't want to visit the restaurants during lunch and dinner.
- Collect contact information for all the decision makers within the businesses. Make sure to keep and update information as needed.
- During the retention visit, listen to what the businesses need and make sure to follow up on whatever you can do to help them become more successful.

Observation: The development and permitting process can be difficult for new and existing businesses to navigate.

Recommendations: Create a community

advisory committee or hire an outside consultant to review the town's process. If there is not a clear process or there are conflicting codes, there is potential for a prospective business or developer to find another community to locate. This would equate to a lost opportunity to create a more vibrant community.

- An outside consultant can make recommendations that would be challenging for residents to make. They can also see the process with a fresh perspective as well as bring in best practices from other communities.
- If you can't afford an outside consultant, form a group of community members with representation from the historic preservation community, businesses (both old and new), and town staff.
- The direction of the process should be to discover how to improve the process and to create a more transparent and efficient experience for the business. The information should also include permitting timelines, form(s), and contact information.
- Make sure the process takes into account the needs in the historic district and the Gateway area and any new potential development areas. The intent should be to preserve the history while attracting new business vitality which in turn will continue to support an historic preservation ethic in Georgetown.
- Once the process has been streamlined, make sure the information is shared both electronically and in print. Most perspective business and developers look online for information about your town while making a decision on where to locate.
- Make sure the process is implemented and communicated consistently to all new and existing business.
- Implement a full review of barriers to new business development or expansions.
- Conduct focus group "run through" with existing developers to identify critical road blocks to the new and refined process.

- If development is truly desired by the Selectmen, then some tough decisions need to be addressed so that development can occur more easily in the town. Policy will need to be created to support a worthwhile project that will benefit the general fund and the community and counter any possible opposition.

Observation: If the town's desire is to attract younger families, the town will need to look at the existing housing options, work with the charter school and larger school system, and look at other civic infrastructure.

Recommendations: Housing and schools greatly affect a family's decision on where to move. It is important to have housing options at multiple price points for different income levels. Families are also concerned with school options. These are long term goals that will need action soon in order to prepare.

- Conduct a housing market analysis. There are several consultants and the cost to conduct a survey is about \$5,000. The report should contain information about the existing housing inventory, income levels of the families, and what the market can support.
- Once this information is in hand, the town will be able to adopt the proper housing development strategy. The housing strategy should include the correct mix of affordable and market rate housing which will work in Georgetown.
- At the same time, the town will need to work with the local charter school. Although it will be hard to project what enrollment numbers could be in 5 to 15 years, it's important to involve them in the process and create a solid partnership early on.

Observation: To help support business year round and assist with more hotel/motel overnight stays, consider creating a new shop or visit Georgetown event to help counter the slow winter months. Make sure to communicate

consistent business hours during the event and make sure all business know about it. Include all businesses in Georgetown.

Recommendations:

- Make sure to communicate consistent business hours during the event and make sure all businesses are included in the planning stages. Businesses can use this as a hospitality training as well.
- Cluster restaurants together for a “Taste of Georgetown” week. Market the idea to locals and along the Front Range. Make sure to coordinate with bars and other business owners. You can look to Denver’s 5280 week for examples of how an event like this is orchestrated.
- Work with the Loveland Ski area. There is a market of Front Range winter sports enthusiasts that could be enticed to stay in Georgetown for après-ski. Work on getting transportation from Georgetown hotels to the ski area, as well as working with Georgetown restaurants and bars to stay open later or determine some way to provide meals/beverages for skiers returning from the slopes.

Observation: There are some underutilized properties in Georgetown that could have a positive economic impact.

Recommendations: Consider using empty store fronts or underutilized community space as a shared co-op space for business incubation.

- Consider marketing the spaces available to artist and creatives. High tech companies with employees looking for quality of life could also be a possible niche for primary jobs in Georgetown.
- List all vacant and available property on Office of Economic Development and International Trade’s (OEDIT) Colorado website: <http://www.advancecolorado.com/site-selection/sites-and-buildings>. This site is used by the state to market all available

spaces nationally and internationally.

- Engage local and nearby realtors to help market the catalyst sites.
- Once you have a consolidated website, add available property to assist with marketing.

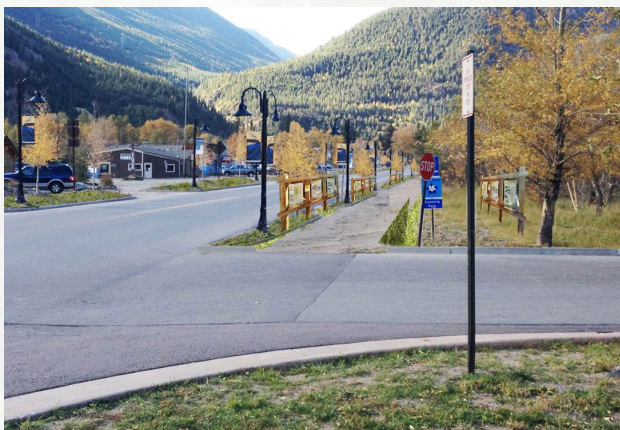
Physical Improvements & Design

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. The aim of this topic area is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite improvements in the downtown in order to improve the experience of visiting downtown for residents and visitors. At the forefront of the design effort is the restoration of historic buildings, which helps establish the backdrop of a downtown’s sense of place.

Observation: Traffic flow and parking can be problematic when there is an event in Georgetown, especially if it involves the downtown.

Recommendations:

- Complete a thorough traffic circulation and parking study. This traffic circulation study would include traffic counts for both typical daily and weekend uses, and during a major event. The report would look at potential alternate routes that could be temporarily signed during events. The report would then recommend an implementation plan that identifies a preferred alternate route (or routes) and then improvements that would be required (such as grading, paving, storm water, etc.). One possible route might be using Main Street as a second north-south route. If this route were used as an alternative it would require some improvements such as widening between 10th and 11th Streets, replacing the bridge



east of Griffith Street, and realigning the connection to Main Street. Any of the alternative routes would likely require some improvements.

- The parking study would include an inventory of existing public parking locations and number of spaces. An analysis would be completed to determine how many additional spaces are needed, where additional lots (both permanent and temporary) might be located, and if transportation would need to be provided from the lot(s) to downtown. Locations for tour and event busses should be considered and included in the parking study. Opportunities for shared parking (such as with churches and schools) would also be identified.
- Prioritize and implement the recommendations of the Traffic Circulation and Parking Study.
- Research and identify potential grant and low interest loan opportunities to help pay for the planning and implementation of the traffic circulation and parking recommendations.

Observation: It appears there is a lack of public parking in the historic downtown area.

Recommendation: In addition to parking supply, consider management and

enforcement as ways to serve customers, employees and residents while creating a funding stream. In the short term, during events, parking can be used as an additional employment/revenue source by creating valet and paid parking options. Any new revenue may be utilized for parking lot maintenance, enforcement, and additional parking. Create relationships with private parking lot owners that would benefit both parties allowing public parking.

Observation: Locating downtown from I-70 should be straightforward and visually appealing.

Recommendations:

- Adjust the height of traffic signs that are not in conformance with accepted standards.
- Expand and improve wayfinding signage so that visitors stopping from I-70 can easily locate downtown.
- Continue streetscape improvements (landscaping, streetlights, and sidewalk) along the west side of Argentine Street, and extend them to the east side, to strengthen the visual connection between the roundabout/gateway area and the historic downtown.
- New enhancements might include interpretive panels along the sidewalk that tell the history of Georgetown.
- Create “gateway” signage for the downtown that is closer to and visible from the roundabout. This could be a new monument sign or a relocation of the

existing Georgetown archway sign (if permissible).

Observation: There is no bicycle/pedestrian connection from the gateway area (including the roundabout, visitor’s





center, and Georgetown Lake) to the historic downtown.

Recommendation: Develop a bicycle/ pedestrian pathway along the west side of Rose Street (avoiding the traffic on Argentine). Along the north section this would require a new sidewalk (minimum 6 feet wide, preferably 8 to 12 feet wide) that should be located between the street and Clear Creek. The south end already has an existing sidewalk that could be used. This existing walk may need to be improved to enhance the width and to meet Americans with Disabilities Act (ADA) standards. Eventually the Town may also want to consider paving Rose Street.

Observation: Georgetown Lake is a strong marketing tool that is not fully utilized.

Recommendations:

- Complete the loop trail and connect it to the Rose Street bicycle/pedestrian way.
- Use the trail for cross country skiing during the winter.
- Develop a variety of active uses and attractions that could be seen from I-70 to draw visitors, such as festivals, carnivals, active sports, and kite flying.
- Consider zoning the Barry Trust property as an outdoor amphitheater/event center. Initiate and encourage multi-day events at the event center and Georgetown Lake that will encourage people to be more than just “day trippers.”

Observation: The community needs more opportunities and facilities for active play that will attract younger visitors and families.

Recommendations:

- Develop a sledding hill – preferably close to the historic downtown. One potential site might be on the land following the creek, between the power station and the Rutherford Trail.
- Develop a “bouldering” course adjacent to the Georgetown Loop Trail along the east side of the lake where there are large boulders that could be readily used.

Wayfinding Sign Family



- Make bikes, paddleboats, and kites available for rent.
- Construct a large chalk board or drawing space for people, especially children, to create temporary art or leave public messages.
- Initiate a chalk sidewalk art festival/competition week/weekend.
- Initiate a local history themed scavenger hunt centered in and around the downtown.
- Create a historical walking tour centered in and around the downtown.
- Construct a life sized checker/chess board in the downtown, perhaps in Strousse Park, in the space between the library and the Community Center, or in a new downtown pocket park.
- Consider encouraging street art sculptures that will attract children and encourage play, or double as street furniture (such as benches, bicycle racks, water fountains, etc.).

Observation: Wayfinding signage could be improved to attract more visitors that are passing through.

Recommendations:

- Conduct a wayfinding signage study to determine what types of signs are needed and where they should be located. Work with CDOT to include “arrow” signs at the exit points on the roundabout for downtown, Georgetown Lake, and I-70.
- Develop wayfinding signage standards including the creation of a “family” of signs.
- Wayfinding signs should be consistent in style, including: materials, letter fonts, colors, and should incorporate a standard Georgetown logo.

Observation: Downtown walkability could be improved to encourage visitors to stay longer.

Recommendations:

- For increased accessibility, review the

possibility of installing pedestrian ramps at downtown pedestrian crossings to meet ADA requirements.

- Delineate downtown pedestrian crosswalks.
- Replace or repair broken and uneven sidewalks that create a tripping hazard.
- Construct sidewalks in the downtown where none exist.

Observation: Lastly, many of the observations and recommendations made in this report independently supported those made in the 2000 Comprehensive Plan and the Gateway Plan.

Recommendation: There is not a need to complete more conceptual or comprehensive plans. Use the 2000 Comprehensive Plan and the Gateway Plan as guides for preliminary design, final design, and construction documents to make future improvements for Georgetown and its infrastructure.

Funding Mechanisms

Potential sources of funds that the staff of the Town of Georgetown should investigate and discuss with the town board and the public include the following:

Options for Revenue Enhancements

- Town Fees: These fees may already be in place but should be reviewed for consistency of application and appropriateness
- Vendor Fees
- Business License Fees
- Increased Events
- Utilization of under-utilized public space as a catalyst sites.

Research Personnel Enhancement Options

- OSM/Vista Program is one full-time volunteer for three years at \$8,000 per year and could be supported by the mine.
- Best & Brightest program through DOLA and University of Colorado at Denver can

provide a full time employee to assist with town management and can include a downtown component.

- Ambassador program for downtown to be used into conjunction with the visitor center and railroad.
- Familiarity Tours (Local Employees Party) each spring to educate gateway employees about what is available in downtown.
- Direct Town Assistance: Funds direct from the Town for the downtown development.
- In the next two to three starts, start a dialogue to review possibilities for the creation of a Downtown Development Authority or Business Improvement District.
- Investigate the bonding capability of the current sales tax revenue, without increasing rate or scope of current tax.

Relationship Development

- Continue to nurture the working relationship with CDOT and the I-70 Coalition.
- Work with the Clear Creek Economic Development Corporation and the Tourism Bureau to improve and develop a strategy that delineates roles, responsibilities, and tactics for county-wide economic development and marketing.
- Create a community task force to bring stakeholders together to identify a vision and strategy.

Grant Funding Opportunities

- Heritage Tourism Office/Colorado Tourism Office Grants.
- Investigate Live Well Colorado, Colorado Health Foundation and Colorado Rural Health Center Grow Programs for opportunities related to healthy living and lifestyles.
- Community Development Block Grant may be a possibility for funding the infrastructure improvements, affordable housing and economic development.
- Review options for Great Outdoors Colorado (GOCO) and Safe Routes to Schools grants

for connecting assets and green space.

- Work closely with Scenic Byways to identify funding and partnership options.

Business Development and Redevelopment

Identify and promote options for business loans, rebates and grants for existing and start-up businesses. These options may include other partners besides the Town of Georgetown; this may include:

- Clear Creek Economic Development Corporation and the Northwest Colorado Council of Governments.
- Governor's Office of Economic Development and International Trade (OEDIT) and the Colorado Tourism Office (CTO) and State Internet Portal Authority (SIPA).
- EPA Brownfield's Program.
- USDA Rural Development (RD) Energy Programs.
- Investigate the uses and eligibility requirements for the Governor's Energy Office Qualified Energy Conservation Bonds.
- Small Business Administration and Economic Development Administration.
- Downtown Colorado, Inc.

Grocery Store Funding

A new fund, the Colorado Fresh Food Financing Fund (CO4F) was started to help expand and retain grocery stores in areas where fresh and healthy food is lacking.

- By financing grocery stores and other forms of healthy food retail, the fund aims to improve healthy food access for all Coloradoans."
- "The fund was initially seeded with money from the Colorado Health Foundation and is anticipated to leverage \$20 million in investment. It can support building new stores, upgrades to existing stores, keeping existing stores open, as well as innovative fresh food business concepts."
- The Colorado Housing and Finance Authority (CHFA) services the loans and Progressive Urban Management Associates (P.U.M.A.)

provides outreach and technical assistance. If you know of a grocer who could benefit from this fund please refer them or contact Erica Heller at CO4F@pumaworldhq.com or 303-628-5592. Tim Dolan with the Colorado Housing and Finance Authority can be reached at tdolan@chfainfo.com or 303.297.7318.

- More information on the fund including fact sheets and a short pre-application form can be found at: <http://www.chfainfo.com/co4f>

Observation: Members of the business community are often unaware of the available resources. And for those resources available, it appears there are a limited number of individuals who are performing the tasks.

Recommendations:

- Investigate the creation of programs that offer incentives that do not put the existing revenues in jeopardy. These programs may include, but are not limited to, an Enhanced Sales Tax Incentive Program (ESTIP), Use Tax Rebate and Abatement Program, and formation of an Urban Renewal Area (Shadow Ranch) to implement a TIF district for primary job creation.
- Create an outreach program via a web portal and personal visitation that promote economic development incentives available.
- There are options available to communities like Georgetown to support a staff position dedicated to downtown revitalization efforts. Consider applying for an OSM/VISTA to provide a full-time employee focused towards these efforts. Implementing this cost-effective process has been accomplished recently by other mining towns such as Victor through the Western Hardrock Watershed Team (WHWT). Consider contacting DCI and Victor for guidance on how they obtained a full-time person to work on implementing the downtown plan. If pursuing an internship, the Best and Brightest program offered by DOLA and the University of Colorado

offers a two year option that has worked in communities like Lyons and Lafayette.

- Encourage volunteers to work with all stakeholder groups to identify professional development, community service, and volunteer tasks from the downtown plan. Distribute a list with job descriptions to share with community service organizations and programs in area high schools. Use the SIPA grant to create a clearinghouse of professional development and job opportunities.
- Institutionalize volunteerism in town, and encourage professional volunteers. Ask each stakeholder group to provide an update and written report of the latest activities, initiatives, and needs. This can be done semi-annually and posted on an online volunteer opportunity board. This will enable the Town to build a stronger volunteer ethic that can support initiatives, provide professional development, and create a stronger community spirit.
- Provide print versions of volunteer opportunities. Create a list of volunteer and community engagement activities to share with residents, post at the library, coffee shops, and other locations throughout town.

Observation: The Town needs a revenue stream to support infrastructure improvements. Options like the formation of a Downtown Development Authority (DDA) could provide a tax-generated revenue stream and the balloted sales tax increase. The creation of an Urban Renewal Project area could provide Tax Increment Financing (TIF) options for specific areas.

Recommendation: Use the momentum and enthusiasm around connecting the Gateway to the downtown to build political will. Consider if there are dedicated funding streams that might support these efforts.

Observation: The Town has many plans in

need of implementation and the additional recommendations in this report may increase the need for additional revenue.

Recommendations: To strengthen the commercial sector, adequate resources need to be earmarked for the various investment needs.

- Consider prioritization of existing financial resources to the new vision and priorities. It will be very important to align resources with priorities and to be ready for upcoming opportunities. Through community visioning and prioritization, it may be possible to reallocate resources. There may be alternative new ways to fund existing services, freeing up current funding to be used in strengthening the commercial sector. The community input may reveal that some services and practices may in fact not be needed by the community. These funds can then be re-allocated.
- Encourage the passage of a sales tax rate increase. An increase 1.5 percent would generate an estimated \$206,000 in the first full year (2014). The ballot language should provide for improvements to streets and roads as well as promotion and marketing of events.
- If the increase in the sales tax is not approved this year, consider starting a dialogue around the creation of other funding options, like a Downtown Development Authority (DDA). The Town could consider increasing the sales tax at the same time as the DDA is created in order for the DDA to capture the entire increment of revenue increase. The sales tax increase timed with the creation of the DDA may capitalize the DDA much faster than without the increase, if this is an option the town wants to consider.
- DOLA grant funding: The Town could utilize the Energy and Mineral Impact Assistance Fund to accelerate the design and implementation for downtown improvements and signage.

- Clear Creek Economic Development Corporation Revolving Loan Fund: Work with CCEDC to modify the existing façade improvements loan fund to better meet the need of the business building owners and fit with the existing design guidelines. These funds, in the form of low interest loans could be used to improve properties in the downtown and to consider improvements to housing options.

Participating Stakeholders

- Business and Property Owners
- Clear Creek County Library District
- Clear Creek Economic Development Corporation
- Clear Creek County Metropolitan Recreation District
- Georgetown Community Center
- Georgetown Loop Railroad
- Georgetown Trust
- Promotion Commission
- Town of Georgetown
- Clear Creek County Tourism Bureau

Team Member Bios

Steve Art

Economic Development and Urban Renewal Manager, City of Wheat Ridge

Steve is the Economic Development and Urban Renewal Manager for the City of Wheat Ridge. Prior to accepting the position in Wheat Ridge, Steve was the Economic and Redevelopment Manager for the City of Lincoln, California located approximately 25 miles east of Sacramento. Art, age 51, is a California native born in Southern California and spent the last 10-years in Lincoln. Prior to his position in Lincoln, Art was the General Manager of MicroGrow Greenhouse Systems a manufacturer of control devices for large growers. Art was also the Executive Director for the Murrieta Chamber of Commerce and began his professional career in marketing for hospital systems. In 1993, Art was selected as the Citizen of the Year for the City of Temecula, California.

Art holds a Master's in Business Administration from the University of Phoenix and a Bachelor's Degree in Communications from Cal State Fullerton. Art is unmarried and has made his new home in Wheat Ridge. He looks forward to working on the retention and expansion of the existing business base; promote Wheat Ridge as the premiere city to open business and to create programs and policies that enhance the viability of the community.

Katherine Correll

Executive Director, Downtown Colorado, Inc. Katherine Correll has experience spanning the fields of community outreach to advance downtown and community development, not-for-profit administration, project development and management, local government planning, marketing, financial and economic development services, and education. Katherine joined Downtown Colorado, Inc. as the Director of Communications and Operations in 2006; in

2007 she became the Executive Director.

Born and raised in Denver, Colorado, Katherine has worked with development initiatives in Denver, New York, Chicago, and the Former Soviet Union. Her focus on strategic planning and organizational development and management includes building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine served as the American Councils for International Education Country Director for the Republic of Moldova, where she managed the national American Councils' portfolio focusing on building civil society initiatives, education, and public administration reforms. She was also responsible for management and growth of the American Language Center, language and professional training school. Katherine received her Master's Degree in Public Administration from Rutgers University and her Bachelor's Degree in Politics with a Minor in Urban Studies from New York University.

Bailey Haines

Graphic Designer, DHM Design

Bailey's unique perspective and ability to empathize with target audiences make her a valuable asset to any marketing or communications project. Skilled in both hand-rendering and computer graphics, she is able to develop creative and practical solutions to visual challenges. She has a BA from Colorado College and is completing a Master's in Graphic Design from Academy of Art University.

Michael Hussey

Manager of Planning and Landscape Architecture, Nolte Vertical Five

Michael Hussey is the manager of planning and landscape architecture for the Colorado Springs office of Nolte Associates, Inc. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and

downtown streetscape improvement projects including Billings, Montana (downtown), Raton, New Mexico (downtown Master Plan), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (downtown), Broomfield (US 287), and Fountain (US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous DCI/CCRA workshops and conference programs, and has served as a team member on several Community Revitalization Program (CRP) visits. Michael is also the co-author of "Grow Native," one of the earliest Colorado xeriscaping landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District and Manitou Avenue Revitalization.

Will Kerns

Principal Consultant, Open Plan Consultants, LLC

Will Kerns, AICP, worked at the Jefferson County, Colorado Division of Transportation and Engineering as a Transportation Planner for over 11 years before founding Open Plan. Will is a visionary planner and spent time in his previous position crafting groundbreaking plans such as the Jefferson County Bicycle and Pedestrian Plan, Conifer Walkability Plan, Countywide Transportation Plan, and South Golden Road Corridor Study. Will also helped to shape the RTD West Corridor EIS, US-36 EIS, I-70 PEIS, and many more.

Shay Ives

Community Revitalization Specialist,
Department of Local Affairs

Shay Ives is a Community Revitalization Specialist with the Community Development Office. She has four years of experience working on land use planning projects across the country including historic preservation studies,

comprehensive land use plans, development codes, design standards and guidelines, and affordable/fair housing analyses. Shay has a Bachelor's in Environmental Design from the University of Colorado Boulder and a Master's in Urban and Regional Planning from the University of Colorado Denver.

Beth A. Parish

John J. Sullivan Endowed Chair for Free Enterprise, Regis University

Originally working 60 hours a week in multi-national corporate marketing, Beth now teaches graduate and undergraduate marketing, business, entrepreneurship, and social enterprise classes at Regis University. She was named the Program Chair for the John J. Sullivan Endowed Chair for Free Enterprise where she helped the community, businesses, students, non-profits, and faculty explore how to use Free Enterprise solutions to address Social Needs. Beth has handled marketing and research consulting projects for start-up and not for profit organizations. Beth serves as the President of the Board of Directors of Rocky Mountain Microfinance Institute, a Colorado based micro lender committed to helping low-income individuals achieve self-sufficiency through business ownership. Beth also serves as Secretary to the board of YouthBiz, a nonprofit organization devoted to advancing the social and economic prosperity of young people through a focus on entrepreneurship. Beth earned a BA from Dartmouth College, an MBA from Duke University, and her Doctorate from Argosy University.

Tim Stroh

Main Street Architect, Department of Local Affairs

Tim Stroh, AIA, is a Main Street Architect with the Community Development Office focusing on design and the Colorado Main Street Program. He has over 14 years of experience working on historic preservation projects throughout rural Colorado. His background

includes providing practical education about design, preservation techniques, incentives and benefits, and guideline standards. Tim received his Bachelor's in Environmental Design and Masters of Architecture from Montana State University in Bozeman, Montana. He is a registered architect in Colorado and Montana as well as an active member with the Colorado chapter of the American Institute of Architects.

Stephanie Troller

Main Street Coordinator, Department of Local Affairs

Stephanie Troller is the Colorado Main Street Coordinator and focuses on economic development. Stephanie has been with the Department of Local Affairs for four years and has over 10 years' experience in community and economic development. Her experience includes business retention and recruitment, planning and implementation, housing, project management, and working with rural communities. Stephanie holds her Bachelor's degree in International Business from New Mexico State University and is currently working to become a Certified Economic Developer (CEcD).

Emerging Leader Team Support

Nathan Owens

APA-CO Volunteer

Nathan Owens holds a Master's degree in Urban and Regional Planning from University of Colorado Denver and a Bachelor's degree in English from Ohio University. He is passionate about sustainability and urbanism, but is intrigued by a variety of subjects that relate to society and the environment. Nathan recently finished a one-year internship with the City of Boulder's Comprehensive Planning department and is now on the hunt for a full time position in planning. He also makes a mean homemade pizza.

Jamie Shapiro

OSM/VISTA, Downtown Colorado, Inc.

Jamie grew up in Boulder, Colorado and attended Colorado College where he majored in Comparative Literature and minored in The Redevelopment of Urban Brownfields. During college he spent a semester studying urban design in Copenhagen, Denmark and undertook an independent research project on Denver brownfields. After college, he spent a year working in a community mental health center in Atlanta, Georgia. He has also worked as a camp counselor, on a conservation crew in Southwest Colorado and for four seasons at Eldora Ski Resort. Jamie brings to DCI a love of Colorado and a passion for writing, good design and healthy communities.

Isabel Waldman

Membership and Outreach Coordinator, Downtown Colorado, Inc.

Isabel Waldman is a graduate of the University of Oregon where she received a bachelor's degree in International Studies with a concentration in Environmental Studies and a minor in Planning, Public Policy, and Management. Her field of study gave her the opportunity to study community development and resource planning in Chile and Bolivia. While in Chile she completed a thesis focusing on the environmental and social impacts of the forest industry on indigenous Mapuche communities. Isabel grew up in Southwest Colorado and joined Downtown Colorado, Inc. in 2012 as the Technical Assistance and Community Report Coordinator through the AmeriCorps VISTA program and the Western Hardrock Watershed Team; in August 2013 she became the Membership and Outreach Coordinator.



1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Dear Community Leader:

Thank you for your interest in revitalizing the downtown, the heart of your community. The board and staff of Downtown Colorado, Inc. (DCI) would like to commend you on your initiative to focus your resources and planning efforts towards the enhancement of the living room of your community. Throughout the appendices you will find tools to assist you in implementing the recommendations listed in this report. We suggest that you hold a community meeting and use the attached tools to facilitate moving forward.

- **Action Matrix:** breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- **Shop Local Campaign Development and Shop Local Matrix**
- **Menu of Technical Assistance:** The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- **Stakeholders Analysis:** This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- **Volunteers by Stakeholder Group:** allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill:** allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- **Potential Partners:** For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- **Strategic Event Planning Matrix:** allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar:** reviews all events on a timeline to ensure a well-rounded calendar.
- **Downtown Organization Board Responsibilities and Job Descriptions:** Highlights the responsibilities of a board of directors and the officers that serve the organization.
- **Downtown Manager Job Description:** Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Manager Evaluation:** allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **Employing an Intern or VISTA for downtown**
- **Organizational Succession Planning:** Encourages consistency in leadership through transition.
- **5 Steps for Improved Communications**
- **Sample Press Release**
- **Communication Strategy Matrix:** Identifies the various modes of communication and the tools to make contact.
- **Communication Planning Form:** For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- **Example Online Marketing Timeline**
- **List of Resources:** A list of organizations and which services they might provide.

Please do not feel overwhelmed by this list. The materials are easy to use and include instructions. However, if you would like for DCI to assist you in facilitating meetings to complete the work indicated in these tools, please feel free to contact us.

Thanks,
Katherine Correll

Observation	Recommendation	Objective	Tasks to Reach Objectives	Deliverables	Initiators/Partners/Stakeholders/Expertise Needed
Familytury Tours (Local Employees Party) each spring to educate gateway employees about what is available in downtown. Use this as a celebration and chance to educate everyone about the stores, products, and specials.			Consider a referral program where employees receive some benefit from recommending a downtown business e.g. Create referral notepads (like doctors prescriptions) signed by the person referring. Then slips from referring entities are entered into monthly lottery.	Referral system is created to track referrals from business to business.	Promotions committee partners with businesses.
There is a need for additional resources and funds to support the downtown business area.	Create consistent pool of funds to support these initiatives.	Keep downtown area alive through existing and new businesses.	Review the Organization and Revenue and Funding section of this report with DOLA Regional Manager to create strategy for identifying funds for this initiative.	Time line for strategy implementation created and posted online.	Police Judge and Town Administrator with DOLA Regional Manager.
	Consider how to assess support for upcoming sales tax increase.	Increase funding available to community and economic development projects.	Create some material to share with the community highlighting what the funds will be used for (pick projects from this report and other municipal needs).	One page flyers that encourage support for the increase	Police Judge and Town Administrator with Promotions committee.
There are multiple entities working toward promotions.	Expand Promotions Commission to form a Promotions Stakeholder Taskforce.	Get all entities working towards spreading the same or very similar promotional message.	Promotions Follow the following steps as outlined below: 1. Summarize Current Promotional Activities 2. Identify Target Market 3. Identify Benefit 4. Develop Promotional Action Plan	An organized Promotions Stakeholder Taskforce	Promotions Commission with expanded business presence, Clear Creek County Tourism Bureau, Preservation Community, Georgetown Loop Railroad, City Government, JTML Library
There are multiple entities working toward promotions.	Step 1: Summarize all current promotions.	Understand the current promotions activities.	Fill in the Strategic Promotions Matrix for all events, social media, billboards, advertising, and other promotions - indicating results and impact.	Strategic Promotions Matrix	Promotions Stakeholder Taskforce with help from any community event coordinators.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Small Towns Shop Local Campaigns

Many communities in Colorado are looking to create a buy local campaign, especially for small towns. Shop local is more than a slogan or a flyer that you begin posting around town. It is a campaign to help businesses develop a larger and more loyal customer base, enhance knowledge of local products and services, change behavior and understanding of the community, and engage the community in supporting the community.

Shop Local Objectives

- Support local and independent businesses by developing a local customer base;
- Create a broader understanding of locally grown products and services;
- Assist in changing the behavior and understanding of local businesses and citizens;
- Bring community stakeholders together to foster a greater sense of place and community.

Steps to Successful Shop Local Program

It is important to adapt all recommendations to fit the needs and unique characteristics of your town.

Step 1: Engage your stakeholders

Reach out to all businesses, business support organizations (nonprofits, chambers, downtown business associations, local library, etc.), as well as to the local government, county government, and economic development groups. Bring in 5-10 key representatives to start the process. Invite them to a simple discussion to assess what to highlight and how to approach the new campaign.

Step 2: Conduct an audit of goods and services available downtown.

All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other daily needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Conducting a survey or simply asking local businesses to provide a list of "Did you know we have?" can enable you to highlight each store online or through local outlets to inform the community of local goods and services. This will also help you to develop collateral materials including online and printed directories.

Step 3: Determine the best slogan to fit your community's character.

Anyone can say "Shop Local," but how do you remind consumers to shop local in *your* community? Commonly used slogans include Buy Local First and Live Local but many cities have more success creating customized logos and slogans. Remember that you are trying to engage your locals so a slogan that doesn't resonate with your hometown character won't be nearly as effective.. Determine which best suits your town or create your own unique slogan. Some Colorado examples are:

- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush!

Step 4: Develop targeted collateral materials.

Resources are often tight in a small community, but a few targeted materials can go a long way.

- **Print window stickers for your local businesses to display.** This is a quick and easy way to grab the attention of downtown passersby and connect your local businesses.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

- **Design a printed directory for your downtown and distribute it.** It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver's Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall. Use this content to develop an online directory as well.
- **Build loyalty through local currency, coupon books, and gift certificate programs.** Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale has held a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses. Local currency programs include Lake City DIRT Dollars and Brush Chamber Bucks.

Step 5: Educate consumers on shopping local.

Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this.

Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else's school.

Step 6: Spread the word.

- **Reach out to your local media.** In smaller communities especially, the local media has as much interest in supporting buy local campaigns as any other local business. Draft a press release with details and contact the local media directly to ask if you can provide further information.
- **Develop a social media campaign.** Use your community website as well as Facebook, Twitter, and other social media sites to engage the community.
- **Present at local events and meetings.** Have an exhibitor table at any local events to talk to residents directly. Remember those stakeholders you engaged in step 1? Ask if you can have a few minutes to present to their organizations.

Step 7: Assess and analyze!

Once you begin the campaign, you want to be able to point to the success of it, or be able to identify areas that need adjustment or need to be strengthened. The best way to do that is to ask questions of your community, both residents and businesses, most often through a survey or similar questionnaire. You can find examples of surveys almost anywhere, from local community colleges to small business development centers, or even the Office of Economic Development and International Trade. And if you don't have the manpower to conduct the survey or gather the results, students in marketing or business classes may be available at little or not cost. Below are a few questions to get you started:

Businesses:

- Did you actively participate in the shop local campaign? (In what capacity? Sticker in window? Coordinated store hours?)
- Did you notice an impact from the shop local campaign? Higher sales? New customers?
- Did you gather point of sale information (e.g., zip codes) to show



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

- Which aspects of the shop local campaign do you feel helped you most?
- Is there anything you would do differently?

Residents (Consumers)

- Were you aware of the Shop Local campaign?
- How did you learn of the Shop Local campaign?
- Did the Shop Local campaign influence your behavior? Did you buy more from local businesses? Did you visit businesses you don't normally shop in?
- Have you seen the list of goods and services available downtown? Were you surprised to see anything on this list?

When you are trying to make the most of your scarce resources, a shop local campaign can help your small town. We highly recommend tracking of volunteer hours and activities through this process. If you have more examples, stories, surveys or ideas, we'd love to hear them at events@downtowncoloradoinc.org.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

Downtown Colorado, Inc. (DCI) offers a series of targeted technical assistance, referral, and on-site services to local governments, non-profit organizations, community groups, and others working on downtown revitalization. Services are tailored to meet the needs of each request and range from consultant referral, phone consultation, and coordination of panel discussions for public awareness, renderings of improvements to building and streetscape façades, facilitation of local discussions by focus groups, strategic planning with creation of implementation steps, and detailed training. DCI utilizes both staff and consultant volunteers to guide communities through the downtown revitalization process so that the community better understands the process to save time and money, as well as to better achieve the community's objectives.

MENU OF TECHNICAL ASSISTANCE

ORGANIZATION

- Getting Started: Getting people organized, focused and enthused
- Fundraising for downtown organizations
- Board development and facilitation of board retreat
- Main Street program feasibility – Are we ready? Will we benefit? What do we need?
- Volunteer recruitment, training, retention and reward
- Work plan development
- Visioning and creating a mission statement
- Building effective public and private partnerships
- Determining the best district management organization e.g. business improvement district, downtown development authority, etc.
- Communications planning – who do we need to contact, how, and when

PROMOTION

- Marketing and Branding Review
- Developing marketing and branding strategies
- Review and critique of current event promotions
- Special event development
- Development of appropriate promotions strategies
- Hospitality Training for Hotel and Restaurant Staff
- Strategic Event Planning

DESIGN

- Design and Historic preservation assessment
- Providing local design assistance
- State and National historic designation process
- Certified Local Government
- Streetscape plan review
- Do we need a plan? What type (i.e. design, market-based, etc.)?
- Infill construction
- Parking and traffic strategies
- Creating a façade improvement program
- Creating design guidelines
- Merchandising and window displays
- Conducting a windshield survey and inventory of historic properties

ECONOMIC RESTRUCTURING

- Understanding the market analysis process and its applications
- Understanding how to develop a marketing plan for downtown
- Business development strategies
- Creating market niche strategies
- Business mix and clusters analysis
- Funding mechanisms for downtown revitalization – alphabet soup
- Project feasibility – right project at the right site?
- Creating economic incentive



1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Stake Holder Analysis

Steps:

1. List desired downtown participants across in the left hand column
2. List what their interest might be in the success of downtown in the "Stake or Interest" column. Record if the stakeholder is supportive, how important are they to the success of the project or organization, what you would like to have them contribute, what would be the best approach to contact them, and who should make the contact.
3. Develop a plan for communicating with each stakeholder and execute.

[illegible]



1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Identify Potential Volunteers by Stakeholder Groups

Steps:

4. List desired downtown participants across the top of the matrix.
5. List potential individuals or organizations to recruit to fill those participant needs in the left-hand column.
6. Recruit accordingly!

[illegible]

DOWNTOWN
COLORADO, INC.

Potential Project Partners

Steps:

1. List downtown's annual projects in the left-hand column.
2. List potential organizational partners across the top of the matrix.
3. Check any groups that might have a shared interest or mission in accomplishing each project.
4. Recruit accordingly!

Stakeholder groups →

[illegible]



**DOWNTOWN
COLORADO, INC.**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Sample Strategic Event Planning Matrix

Steps:

1. Gather downtown focus group and brainstorm and prioritize objectives for events downtown.
2. List all events that impact downtown (or the town) in the left hand column and objectives along the top row.
3. Review each event and the objectives that are being met, then consider how to incorporate other objectives into current and new events to increase quality and make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives.
4. Remember to revisit each year as a part of evaluation, determine if there are objectives have changed, and make improvements each year.

Objective► Event▼	Community	Kid friendly	Fund Raising	Traffic Generating	Promotes Retail	Restaurant	Downtown Component	Green Initiatives	Historic Accentuated	Lead Org	Partner Orgs	Demographic Reached
Outdoor Market	X			X			X					
Concert at Park	X	X										
July 4th Parade	X	X		X			X					
Christmas Event	X	X										
Halloween	X	X		X								
Concerts in the Business districts												
\$5.00 Thursdays												
Movie Night-dinner												
First Friday Art Walk												
Pub crawl/bonfire												
Soap box derby or big wheel race												
Festival												
Home tour												
Ghost tour or haunted house												

Primary Demographic Groups 1.Local 2.Surrounding Area 3.Regional 4.Larger area



**DOWNTOWN
COLORADO, INC**
1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Sample Strategic Event Planning Calendar

Steps:

1. It is important for downtown to be a gathering place and a habit for all of your locals.
2. Assess the current calendar of events identify any large gaps in the calendar. When thinking of new events, think strategically about what you want to achieve and how to make it happen. Don't just create or keep holding events if they aren't working toward objectives.
3. List all events that impact downtown (or the town) in the left hand column and objectives along the top row.
4. Review each event and the objectives that are being met, then consider how to incorporate other objectives into current and new events to make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives.
5. Remember to revisit each year as a part of evaluation, determine if there are objectives have changed, and make improvements each year.

[illegible]



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Basic Responsibilities of Nonprofit Boards¹

1. Determine the organization's mission and purposes
2. Select the executive staff through an appropriate process
3. Provide ongoing support and guidance for the executive; review his/her performance
4. Ensure effective organizational planning
5. Ensure adequate resources
6. Manage resources effectively (the buck stops with them, ultimately)
7. Determine and monitor the organization's programs and services
8. Enhance the organization's public image
9. Serve as a court of appeal
10. Assess its own performance

Responsibilities of a Board Member

Board members usually have specific responsibilities that are unique to the organization they serve, but every board shares a set of general responsibilities that board members should be prepared to assume when they serve.

Attendance: Board members agree to attend board meetings, the annual board retreat, and participate in some committee or volunteer work.
LIST EVENTS HERE

Term: Directors are (generally) elected for three-year terms. A Director should be on the Board at least one year prior to running for office.

Mission: Directors agree to define the mission and participate in strategic planning to review the organization's purposes, priorities, financial standing, and goals. Directors publicly support and are emissaries for the organization and its programs, events, or activities.

Executive Director: Directors must be prepared to approve the selection, compensation, and if necessary, dismissal of the chief executive, and to assure regular evaluation of the executive's performance.

Finances: Directors must assure financial responsibility by:

- Approving the annual budget and overseeing adherence to it.
- Contracting for an independent audit.
- Controlling the investment policies and management of capital or reserve funds.

Development: Actively participate in fundraising, development and/or membership campaigns including:

- Participating in the process of securing sponsorships for programs and events each year;
- Identifying and soliciting support to achieve the organization's annual fundraising goals; and
- Actively participating in cultivating membership or investors when necessary.

Individual Board Member Support of the organization: All board members must be members/investors of the organization. An annual contribution is expected from each board member in the form of membership, sponsorship or programmatic support to the organization during each fiscal year to demonstrate the board's support of the organization to constituents and funding sources.

Ways in which a board member may contribute to the organization:

- Pay annual dues;
- Sponsor or bring in sponsorship(s) for annual events, identify participants for awards programs, etc.;
- Sponsor new member(s)/investor(s);
- Conduct training, workshops or other informational meetings;
- Chair a standing board committee;

¹ "Ten Basic Responsibilities of Nonprofit Boards," published by the National Center for Nonprofit Boards, Washington, DC 20036.
<http://www.ncnb.org>



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

- Attend board meetings as regularly as possible;
- Sponsor a publication;
- Provide a service to the organization such as donating frequent flyer miles, designing the website or data base, providing printing and/or design services or volunteering to help staff the conference;

EVERY BIT HELPS!

Planning oversight and support: Directors agree to oversee and evaluate strategic organizational plans and support management in carrying out those plans.

Board effectiveness: Directors must evaluate how well the board is performing and maintain an effective organization, procedures and recruitment.

Growing pains: As an organization evolves from startup to growth toward maturity, the responsibilities and character of its board of directors will evolve as well. Challenges that may come with growth include:

- Weaning directors away from involvement in operations and management.
- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

Board Officer Job Descriptions²

Basic Board Member Job Description

1. Regularly attends board meetings and important related meetings.
2. Makes serious commitment to attend at least 1-2 events per year.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about board and committee matters, prepares well for meetings, and reviews and comments on minutes and reports.
5. Gets to know other board and committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the board's annual evaluation and planning efforts.

Board President Job Description

1. Serves as a member of the Board
2. Serves as a partner with the Executive Director in achieving the organization's mission
3. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
4. Presides over meetings of the Board after developing the agenda with the Executive Director.
5. Encourages Board's role in strategic planning
6. Appoints the chairpersons of committees, in consultation with other Board members.
7. Discusses issues confronting the organization with the Executive Director.
8. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
9. Reviews with the Executive Director any issues of concern to the Board.
10. Monitors financial planning and financial reports.
11. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members.
12. Evaluates annually the performance of the organization in achieving its mission.
13. Performs other responsibilities assigned by the Board.

² The following descriptions were adapted from materials from BoardSource



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Board Vice-President Job Description

This position is typically (but not always) successor to the President position. In addition to the Board Member responsibilities, this position:

1. Serves as a member of the Board
2. Performs President responsibilities when the President cannot be available (see President Job Description)
3. Reports to the Board's President on assigned tasks
4. Works closely with the President and other staff
5. Participates closely with the President to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

Board Secretary Job Description

1. Serves as a member of the Board
2. Maintains records of the board and ensures effective management of organization's records.
3. Manages minutes of board meetings.
4. Ensures minutes are distributed to members shortly after each meeting
5. Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings.

Board Treasurer Job Description

1. Serves as a member of the Board
2. Manages finances of the organization
3. Administrates fiscal matters of the organization
4. Provides annual budget to the board for members' approval
5. Ensures development and board review of financial policies and procedures

Committee Chair Job Description

When using the Main Street Approach, there should be four committees, one for each of the Four Points: Organization, Economic Restructuring, Promotions, and Design. In the initial stages, sometimes the board will fill the role of the Organization Committee. Each committee should develop their own mission statement and work plan on an annual basis.

1. Serves as a member of the Board
2. Sets tone for the committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of committee's operations.
5. Reports to the Board's President.
6. Reports to the full Board on committee's decisions/recommendations.
7. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
8. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
9. Initiates and leads the committee's annual evaluation.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Executive Director Job Description

Work Objectives

The Downtown executive director coordinates activities within a downtown revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. He/she is responsible for the development, conduct, execution and documentation of the Downtown program. The executive director is the principal on-site staff person responsible for coordinating all program activities and volunteers, as well as representing the community regionally and nationally as appropriate. In addition, the executive director should help guide the organization as its objectives evolve.

Full Range of Duties to be Performed

The executive director should carry out the following tasks:

- Coordinate the activity of the Downtown program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Downtown program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the coordinating Downtown program, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Downtown program's board of directors, downtown economic development strategies that are based on historic preservation and utilize the community's human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Downtown program's board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown's assets and to foster an understanding of the Downtown program's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; and provide advice and guidance on necessary financial mechanisms for physical improvements.
- Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
- Advise downtown merchants' organizations and/or chamber of commerce retail committees on The Downtown program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- Help build strong and productive relationships with appropriate public agencies at the local and state levels.
- Utilizing the Downtown program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
- Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.
- Resource Management Responsibilities



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Executive Director Job Description (Con't)

- The executive director supervises any necessary temporary or permanent employees, as well as professional consultants.

He/she participates in personnel and project evaluations. The executive director maintains local Main Street program records and reports, establishes technical resource files and libraries, and prepares regular reports for the Town Council and board of directors. The executive director monitors the annual program budget and maintains financial records.

Job Knowledge and Skills Required

The executive director should have education and/or experience in one or more of the following areas: commercial district management, economics, finance, public relations, planning, business administration, public administration, retailing, volunteer or non-profit administration, architecture, historic preservation, and/or small business development. The executive director must be sensitive to design and preservation issues and must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent written and verbal communication skills are essential. Supervisory skills are desirable.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Director Annual Evaluation

Suggested Evaluation Procedure:

1. Executive Committee finalizes list of major areas of responsibility (Section I) with staff input
2. Committee obtains input on all sections from all board members
3. Committee compiles input and develops an aggregate evaluation
4. Committee presents evaluation to staff verbally and in writing
5. Staff and board president sign this form after the verbal and written review.

Name:

Title:

I. Performance in major areas of responsibility

	Does not meet	Meets	Exceeds	Far Exceeds
Project/Event Management				
Donor/Member Relations				
Support to the Board of Directors				
Support to the Committees				
Public Relations/Outreach				
Other:				
Other:				
Other:				
Other:				

II. Comments about Staff Performance

III. Identify staff's greatest contributions to MAIN STREET during the past year.

IV. Identify any areas of performance which need improvement:

V. SIGNATURES: I have reviewed this document and have discussed the contents with the Main Street executive committee. My signature means that I have been advised of my performance evaluation and does not necessarily imply that I agree with this evaluation.

Employee

Date

President

Date



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Name:

Title:

- I. ONGOING RESPONSIBILITIES: *summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:*
- II. 2010 SPECIAL ACTIVITIES: *List 4 - 6 specific or measurable outcomes, results, and products to be achieved based on priority areas of work for staff:*
- III. 2009 EMPLOYEE DEVELOPMENT OBJECTIVES: *List 1-2 skill-building activities:*

IV. Signatures

Employee

Date

Supervisor

Date



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

AmeriCorps VISTA

Many small Colorado communities do not have the budget to create a position for a full-time employee dedicated to downtown. These communities have been able to incorporate an AmeriCorps VISTA to coordinate downtown needs. The purpose of the AmeriCorps VISTA program is to provide full-time volunteers (VISTAs) to support projects at nonprofit, grassroots organizations, and local government agencies that operate programs to alleviate poverty. VISTAs work to improve organizational infrastructure, expand community partnerships, secure long-term resources, train program participants, and develop other activities that help build long-term sustainability for overcoming poverty. Victor, Silver Cliff and Westcliffe have all utilized the VISTA program to hire additional staff to be responsible for downtown revitalization through the Western Hardrock Watershed Team. (Note: Communities may also apply directly to the AmeriCorps VISTA program.)

Downtown revitalization groups and organizations can utilize the VISTA program for a variety of projects. If you are considering applying for an AmeriCorps VISTA through the Western Hardrock Watershed Team or another VISTA service organization, it is important to first formulate the project plan and outline to meet the mission of VISTA. Consider including items specific to alleviating poverty in your community:

- Developing a business attraction plan, market analysis, and business cluster study
- Applying for grants to improve the appearance of downtown and the upkeep of historic buildings to attract potential businesses, and make downtown a pleasant place for residents and visitors to shop
- Working with volunteer committees to develop events and festivals that bring tourism to the community

The Western Hardrock Watershed Team

Requirements for communities to qualify for AmeriCorps VISTA through the Western Hardrock Watershed Team include:

- Demonstrate the capacity for effective supervision and support for an OSM/VISTA member.
- Develop a project work plan that reflects the Hardrock Team's **Core Goals** (1. Build local capacity supporting environmental stewardship; 2. Promote environmental stewardship activities in rural communities; 3. Engage economic redevelopment around environmental stewardship; 4. Enhance outreach and education around environmental stewardship; 5. Promote professional development for OSM/VISTA members)
- Sign a memorandum of agreement.
- Be able and willing to pay a yearly administrative fee to support the volunteer position.
- Be able and willing to pay the fringe cost of hosting an OSM/VISTA Volunteer (travel, office, mailing, printing, etc).³

Applying Directly to AmeriCorps

Interested organizations may also apply directly to AmeriCorps (www.americorps.gov). To apply for an AmeriCorps VISTA member, the potential sponsor must contact the Corporation State Office to discuss application requirements and procedures. Colorado's corporate state office can be reached at 303.390.2212 (Locate contact information for other state offices at <http://www.americorps.gov/about/contact/stateoffices.asp>). The state office will provide technical assistance during your application process. The length of the application process varies, but the average time from the initial contact to a final decision is 3 to 5 months.⁴

Applying for AmeriCorps VISTA requires a two-step process:

³ <http://www.hardrockteam.org/>

⁴ http://www.americorps.gov/for_organizations/apply/vista.asp



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Step 1: Submit AmeriCorps VISTA Concept Paper: Organizations submit an AmeriCorps VISTA concept paper to the corporation state office. This is the preliminary screening tool to determine if the project will be a good fit.

Step 2: Submit AmeriCorps VISTA Project Application If the concept paper is approved, the organization submits an AmeriCorps VISTA project application. The application is completed online and the project must be based on the initial concept paper.

The VISTA Sponsor application requires:

- **A Community Need Statement:** This details the specific need the project will address.
- **Goal Statement:** This will describe the impact the project will have on the need provided. This will be the goal for the entire three years of VISTA sponsorship.
- **Milestones:** What will the project accomplish in a 12-month period? This will include a tentative schedule of when milestones should be accomplished and how milestones will be evaluated and measured.
- **Budget:** The application will provide a budget template which must be completed.

AmeriCorps VISTA Sponsorship Requirements

The organization must:

- Be a public sector organization or a private organization designated as nonprofit by the IRS;
- Have resources available for VISTAs to perform their tasks (i.e., space, consumable supplies, telephone, on-the job transportation reimbursement) and be able to provide emergency cash advances when needed;
- Have the capacity and commitment to recruit, orient, train, supervise and otherwise support the VISTA;
- Have the capacity to involve the beneficiary community in order to achieve project self-sufficiency after the VISTA term;
- Sign a memorandum of agreement that outlines the legal responsibilities of both parties.

The project must:

- Address the needs of low-income communities;
- Lead to building organizational and/or community capacity to continue the efforts of the antipoverty project once VISTA resources are withdrawn;
- Describe in measurable terms the anticipated self-sufficiency results at the conclusion of the project, including results to the sustainability of the project activities;
- Clearly state how VISTAs will be trained, supervised, and supported to ensure the achievement of program goals and objectives;
- Be internally consistent. The problem statement which demonstrates need, the project plan, the assignment, and all other components must be related logically to each other;
- Ensure that VISTA and community resources are sufficient to achieve project goals;
- Involve beneficiaries in project development and implementation throughout the life of the project as an advisory group;
- Have the management and technical capability to implement the project successfully;
- Have an appropriate number of requested members for project goals. The skills and qualifications described in the application must be appropriate for the assignment(s);



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Best and Brightest⁵

The Best and the Brightest Internship Program places students who are pursuing a Masters in Public Administration or Political Science from the University of Colorado Denver in administrative roles in small and/or rural governmental jurisdictions. Objectives of the program include:

- Providing a cost-effective way to help support the increasing administrative needs of small and/or rural governments;
- Offering students a unique opportunity to complete their graduate degree while gaining practical work experience;
- Cultivating potential local government managers;
- Providing an opportunity for Colorado Department of Local Affairs (DOLA) to help meet the administrative support needs of small and/or rural jurisdictions in a cost effective manner.

What is needed to gain a Best and Brightest Intern?

- Applicant jurisdictions must submit a description of the jurisdiction and needs.
- In the application, jurisdictions must develop a work plan and job description for the intern. Students have the understanding that responsibilities can range from public works to preparing the annual budget.
 - Work plan should describe any potential special projects and daily duties.
- Jurisdictions must also provide a plan for mentoring the intern during the entire internship.
 - This plan will list the staff person responsible as the primary mentor and how the intern will be mentored.
 - Mentor opportunities should also include attending commission or council meetings and attending workshops and conferences.
- Towns and counties must match DOLA's award with \$17,500 per year to go toward the student's annual salary and benefits package.

To determine your eligibility, please contact your DOLA Field Manager.

⁵ The Cathy Shipley "BEST and the BRIGHTEST" Internship Program Overview



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Internships

If there is staff to supervise, a project-based internship can be a great way to do research on downtown buildings and development opportunities, determine retail leakages and rental rates to develop a market analysis, work on renderings for downtown facades and improvements, and develop marketing plans for social media, event promotions, and many more.

Tips for Planning an Internship

Before developing an internship program, you must first determine your community needs and a plan for executing the program which benefits both your organization and the prospective interns.

1. **Who will supervise the intern?** Your downtown intern may know about downtown development practices, or they may be completely new to the topic. Regardless, it is important for a staff (city or town employee, nonprofit director, main street manager, etc.) to be responsible for the intern. Remember, your intern is a reflection of your organization and any communication they have with the community-at-large will reflect on you!
2. **What needs does your downtown have that are feasible for an intern?** Through a technical assistance visit, downtown assessment, or other downtown planning process, the needs and priorities of your community have been established. Evaluate the needs of downtown and determine what can be feasibly accomplished by an intern during a 3- to 6-month period of time.
3. **How will you promote the internship opportunities?** Be sure to post the internship on job boards for local colleges and universities, the DCI website Job Board, and other resources in your community and throughout the state.

Sample Internship Job Descriptions:

The following are sample internship descriptions that can be adapted to fit the needs of your organization and downtown.

Sample Internship Description: Economic Restructuring/Development Intern

Organization: _____

Job Type: Internship

Degree/Major Preferred: Business, Management, Economics, Accounting, Statistics, Planning, Economic/Community Development, Public Affairs or Administration, Political Science

Location: _____

Job Description: The intern will follow the Economic Restructuring model of the Main Street Four Point Approach, learning about the recruitment of new businesses and economic uses, and conversion of underused space into more economically productive property.

Projects may be determined by the intern, or supervising organization, but may include studies of:

- Downtown rental rates
- Measuring retail leakages, sales gaps, analyze trends and census data, and determining market feasibility for potential businesses
- Research on for niche industries in similar communities to determine which types of businesses may work well downtown
- Fundraising and grant-writing
- Business inventory analysis
- Business cluster analysis
- Planning for business incubators



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

- Creating plans for development which include research on potential grants, and analyzing sponsorship opportunities to improve downtown

Skills and Abilities: The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and Power Point. He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

Benefits: The Economic Restructuring/Development intern will have the opportunity to personally contribute to the revitalization of downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.

Sample Internship Description: Urban Design/Architecture/Planning Internship

Organization: _____

Job Type: Internship

Degree/Major Preferred: Planning, Landscape Architecture, Interior Architecture, Urban Design, Sustainability Planning, Public Affairs or Administration, Historic Preservation

Location: _____

Job Description: The intern will follow the Design model of the Main Street Four Point Approach, working on the enhancement of the physical aspects of the downtown district through the rehabilitation of historic buildings, streetscaping projects, and support of planning personnel.

Projects may be determined by the intern, or supervising organization, but may include studies of:

- Research on historic downtown properties, including tax credits for rehabilitation, development of stories to tell the history of downtown, etc.
- Sketching potential building or façade rehabilitation
- Developing renderings for future public facilities and downtown structures
- Illustrating design guidelines
- Working with city planners or local designers to develop way-finding strategy

Skills and Abilities: The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and Power Point; He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

Benefits: The Urban Design/Architecture/Planning intern will have the opportunity to personally contribute to the beautification and revitalization of downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Sample Internship Description: Events and Promotions Intern

Organization: _____

Job Type: Internship

Degree/Major Preferred: Marketing, Mass Communications, Public Relations, Business, English, Tourism and Hospitality, Historic Preservation

Location: _____

Job Description: The intern will follow the Promotion model of the Main Street Four Point Approach, working on the cultivation of a positive image of downtown through marketing its characteristics toward residents, investors, and visitors. The intern will work with staff and promotions committee in coordinating, promoting, and executing downtown special events and marketing for the downtown district.

Projects may be determined by the intern, or supervising organization, but may include:

- Recruiting and coordinating event volunteers
- Plan, coordinate and make logistical arrangements for events
- Attend event planning meetings
- Investigate and solicit event sponsorships
- Promote downtown area and special events through social media, traditional media, and grassroots efforts
- Devise and implement marketing or social media plan
- Design/develop marketing materials
- Develop and market a "Shop Local" campaign or event to encourage residents to visit downtown or local businesses

Skills and Abilities: The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and Power Point; He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

Benefits: The Events and Promotions intern will have the opportunity to personally contribute to the marketing and promotions of the downtown district, and events held downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Sample Internship Agreement

This Internship agreement (the "Agreement") will confirm the terms and conditions of your Internship with _____ (Organization Name) located at _____ (address)

Please review this Agreement carefully, sign it and return it to the your supervisor by _____, 2012. This is a legal binding document.

1) I accept the internship, which has been awarded to me by _____ (Organization Name) and understand the following:

(a) The internship period will begin on _____, 2012 and go through _____, 2012;

(b) Upon successful completion of my internship, _____ (Organization Name) will pay me a stipend of \$_____ (If applicable). Successful completion of my internship is defined as:

- Successful completion of X hours/week during entire stated intern period
- Successful completion of _____ (list duties here)
- Successful completion of _____ (list any additional duties here)
- Participation in monthly progress reviews
- Successful completion of final review and exit interview;

(c) DCI accepts no responsibility for costs arising from accidents and/or illness incurred during my internship.

(2) I undertake the following obligations with respect to the internship program:

(a) To observe all applicable policies of the Organization as laid down in the Policy & Procedure Manual and Organization By-Laws;

(b) To always represent _____ (Organization Name) in a professional manner and to refrain from any conduct that would adversely reflect on the organization;

(c) To keep confidential any and all unpublished information made known to me by the accepting office or department during the course of my internship that I know has not been made public;

(e) To provide immediate written notice of planned absences or in case of circumstances that might prevent me from completing the internship.

(f) To complete the internship exit interview at the end of my internship.

Intern Signature: _____

Date: _____



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Sample Internship Learning Objectives

What specifically would you like to gain from this internship? We want to help you to maximize your internship with _____ (Organization Name) to ensure it is a rewarding learning experience. It is important that you communicate with us what you hope to gain from this internship so that we can strive to incorporate these goals if it is at all possible. Please think about the goals you would like to attain through this internship and be prepared to discuss them one week from start date. Consider the following general objectives: skill development, broader knowledge, career awareness, and personal development.

Please list below what you hope to achieve and/or take away from this internship. Please be as specific as possible so that we can do our best to help you meet your stated objectives.

1.)

2.)

3.)

Resources for VISTA and Interns to Access

- The DCI Online Resource Library (available to DCI members only)
- Standards for the treatment of historic properties: <http://www.nps.gov/hps/tps/standguide/>
- Main Street Solution Center (Must be a member of the National Trust for Historic Preservation to access):
<http://www.preservationnation.org/main-street/resources/>
- A step-by-step guide to a market analysis: <http://fyi.uwex.edu/downtown-market-analysis/>



**DOWNTOWN
COLORADO, INC.**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Succession Planning Matrix

Steps:

1. Planning and consistency for organizational leadership is important to success. Once a board and committees are formed, it is a good idea to start planning for the future.
2. Complete the below chart but don't forget to include important volunteers, key business leaders, or representatives from the Town who serve on your board.
3. Remember to revisit each year as a part of your annual retreat.

Leadership Position	Name	Time remaining in term	Who will replace them?	Is the successor confirmed?	Necessary next steps to ensure a smooth transition
President/Chair					
Vice President/Chair					
Secretary					
Treasurer					
Design Committee Chair					
Organization Committee Chair					
E.R. Committee Chair					
Promo. Committee Chair					
Significant Business 1.					
Significant Business 2.					
Other:					
Other:					



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

COMMUNICATIONS STRATEGIES					
	Website	Social Media	Marketing/ Advertising	Special Events	
Everyone *(Bare	<ul style="list-style-type: none"> Create one website for communities/downtown to market. Consider something clever. Websites are among today's most important tools for communicating 	<ul style="list-style-type: none"> Linked to website as a way to drive traffic to website, communicate up-to-date information Get youth involved in using these mediums to market the communities? 	<ul style="list-style-type: none"> Create well established identity and package for branding Engage the communities in the role out of a joint marketing campaign 	<ul style="list-style-type: none"> Concentrate on year-round activation with emphasis on shoulder seasons 	
Community Members	<ul style="list-style-type: none"> Community events calendar Community news and projects Community resources Community business listings Newsletter opt-in 	<ul style="list-style-type: none"> Facebook 	<ul style="list-style-type: none"> Shop Local campaign Standard window posters, in restaurant table tents or placemats, etc. Bill stuffers to promote community events and business Community member discount cards 	<ul style="list-style-type: none"> Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses. Conduct an analysis of events, develop strategic initiatives Event planning matrix – meet goals for audience, year-round activation 	
Day-cation Visitors	<ul style="list-style-type: none"> What do they need to plan a trip for a day? Package experiences/ build an itinerary Maps (of businesses, historical trails & walks, recreational amenities, etc.) 	<ul style="list-style-type: none"> "Twisitor Center" – visitors can send in questions about the community via Twitter and get responses 	<ul style="list-style-type: none"> Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor's Center? 	<ul style="list-style-type: none"> Event series released in advance with cooperative ideas Unique experiences at camps for day visitors Bring people to town for the day or evening 	
Destination Visitors	<ul style="list-style-type: none"> Vacation planner Lodging resources in the region Links to other visitor sites 	<ul style="list-style-type: none"> Flickr (gorgeous pictures of the town or view) 	<ul style="list-style-type: none"> Targeted viral marketing for key interest groups Visitor Info Packet 		
Business Owners/ Investors/ Entrepreneurs	<ul style="list-style-type: none"> Data about communities to encourage new business development Package "doing business" information 	<ul style="list-style-type: none"> Training to diversity with online businesses Social media training for businesses, link them to main website 	<ul style="list-style-type: none"> Market free business training & support (i.e. merchandising, basic customer service and hospitality training) Focus on consistent weekend hours Business Plan Contest Package "doing business" information for print 	<ul style="list-style-type: none"> Signature event as business development strategy 	
Orgs (Govt, Chamber, Non-Profits, etc.)	<ul style="list-style-type: none"> Common place to post info about projects, community news 	<ul style="list-style-type: none"> All use same tools (one go to place for community to find latest news) 	<ul style="list-style-type: none"> Create and market similar business incentive policies between the two communities 	<ul style="list-style-type: none"> Monthly informal meetings to share info w/ & get input from businesses Business planning/entrepreneurs training by SBDC 	

AUDENCES

5 Steps to Successfully Plan for Your Community Meetings

Perhaps the most important component necessary for a community meeting to be successful is civic engagement. There is no one best way to get your community involved, or even one best way to communicate to the entire population, as this will vary by community. However, below are some best practices to keep in mind for communicating with your local organizations, business owners, property owners, and residents.

1. Be clear about your message. Be sure you understand the purpose of your meeting as community members are bound to have questions. You also want to communicate what kind of participation is needed and why it is to their benefit to have their voices heard by participating in the focus groups or discussions. Emphasize that problems cannot be solved if they are not first identified, and strengths cannot be maximized if you do not know what they are. It is important for the **facilitator or follow up** team to hear *all* community voices to determine the best action steps for revitalizing your downtown.

2. Identify your stakeholder organizations. Make a list of all organizations and people who have an investment in your community so that you are certain not to overlook anyone. Remember the chamber of commerce, visitor and convention bureau, local businesses, large employers, non-profits, hospital, school district, real estate offices, banks, fire district, library district, town staff, county staff, all elected officials, arts groups, community colleges, and volunteer associations (e.g., 4H, Masons, and Lions Club).

3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.

- Personal invite/letter
- Press release
- Flyer
- Website page or posting
- 30-60 second verbal presentation that volunteers can make in person

4. Spread the word. Your community is composed of many organizations and individuals. The most successful community meetings include participation from a variety of community representatives. Not all of the public can be reached via the same medium. Consider the following options when reaching out to encourage greater community participation.

<u>Local government (e.g., city and county officials):</u> <ul style="list-style-type: none"> • Email or mail a letter detailing the process and inviting participation • Follow-up phone calls to reiterate invite • Send a press release • Create a flyer to be posted 	<u>Business owners:</u> <ul style="list-style-type: none"> • Email or mail a letter detailing the process and inviting participation • Follow-up phone calls to reiterate invite • Send a press release • Create a flyer to be posted • Visit in person • Ask to leave flyers for customers
<u>Other local government and organizations (e.g., police departments, school district, library district, chamber of</u>	<u>Local newspapers:</u>

<p>commerce, convention & visitors' bureau, volunteer associations, business associations, seniors groups and hospitals):</p> <ul style="list-style-type: none"> • Email or mail a letter detailing the process and inviting participation • Follow-up phone calls to reiterate invite • Send a press release • Create a flyer to be posted both for employees and for visitors • Send a flyer home to parents through the schools 	<ul style="list-style-type: none"> • Send a press release • Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event • Contact the calendar editor to have it published in the calendar online and in print • Place an announcement in the paper
<p><u>Local radio:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact station producer to ask if they will interview a community spokesperson about the upcoming event <ul style="list-style-type: none"> ○ Be sure to provide the station producer with a list of questions to ask interviewee ○ Be sure to provide the interviewee with the same list of questions AND the answers • Ask the radio station to post information on its website 	<p><u>Local television:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event <ul style="list-style-type: none"> ○ Be sure to provide the station producer with a list of questions to ask interviewee ○ Be sure to provide the interviewee with the same list of questions AND the answers • Ask the TV station to post information on its website
<p><u>Online:</u></p> <ul style="list-style-type: none"> • Post the information on your city's website • Ask county officials to post the information on their website • Ask local organizations to post the information on their website • Post the information on social media sites your community uses, e.g., Facebook, Twitter 	<p><u>Flyers:</u></p> <ul style="list-style-type: none"> • Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)

5. Plan your agenda carefully. Give careful consideration to when it will be most convenient for community stakeholders to attend meetings. You want to encourage maximum participation in the process. For example, if you have a large commuter population, be sure to hold a focus group in the evening; if you have a large business-owner population, hold a focus group after business hours.



1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: **NAME, TITLE**

CITY

PHONE, EMAIL

CITY NAME to Participate in Community Revitalization Partnership Technical Assistance Visit with Department of Local Affairs and Downtown Colorado, Inc. *Community Members Encouraged to Participate in Focus Groups on DATE*

CITY NAME – **Month XX, 2009** – The **City/Town** of **Name** is pleased to announce the upcoming Community Revitalization Partnership (CRP) visit in conjunction with the Department of Local Affairs (DOLA) and Downtown Colorado, Inc. (DCI) on **Month X-X, 2009**. Local organization representatives, business owners, property owners, and residents are encouraged to participate in focus groups on **Month X, 2009**.

The CRP program is designed to provide downtown revitalization and economic development technical assistance to Colorado communities with a population of 20,000 or less and is coordinated by DOLA and DCI, a nonprofit membership organization committed to building better communities by providing assistance to Colorado downtowns, commercial districts and town centers, as well as the coordinator of the Colorado Main Street program.

Since 2005 DOLA and DCI have teamed up to offer technical assistance visits to communities involved in downtown revitalization. Focusing on current conditions in the downtown, a team of **three to five** professionals spends two days evaluating the community and facilitating focus groups to provide valuable information about the strengths and opportunities of the downtown, as well as creating the foundation from which a work plan can be developed.

Through the CRP program, a technical assistance visit, valued at more than \$19,000, is provided to accepted applicant communities for only \$3,000 plus travel expenses, after DOLA's reimbursement. A majority of the team volunteers their services and the remainder provides services at a highly discounted cost.

The CRP team's schedule includes a detailed tour of the community and a full day of focus groups with local government representatives, local organization representatives, business owners, property owners, and residents. The two-day visit will conclude with a presentation to the public providing an assessment of the community as well as action steps. A detailed hard-copy action matrix is provided to city officials following the CRP visit.

All local organization representatives, business owners, property owners, and residents interested in participating are asked to contact **Name** at **Phone** or **email** by **date** to learn more details about the focus group times.

For further details on how the DOLA/DCI CRP program works, please visit the website at www.downtowncoloradoinc.org.

###



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Today's Date: _____ Organization/Contact: _____

Email: _____ Phone # _____

Event Title/Topic to promote & Description: _____

_____ Date (s) Needed: _____

Goals & Objectives

What are the goals of the community engagement event? (Specific goal of communication activity:)

- | | |
|--|---|
| ___ Raise awareness about an issue/program | ___ Encourage Attendance at an Event |
| ___ Recruit Volunteers | ___ Publicize News |
| ___ Recognize Someone/Announce an Award | ___ Correct Misinformation/Misperceptions |
| ___ Other (attach additional information) | |

Target Audience:

- | | |
|--|--|
| <input type="checkbox"/> General public | <input type="checkbox"/> County Government |
| <input type="checkbox"/> Youth | <input type="checkbox"/> Local Government |
| <input type="checkbox"/> Special Interest: students | <input type="checkbox"/> Community partners/agencies |
| <input type="checkbox"/> Veterans | <input type="checkbox"/> Neighboring Communities |
| <input type="checkbox"/> Retirees | <input type="checkbox"/> Educational institutions |
| <input type="checkbox"/> Local Non-Profits, Churches, Associations | <input type="checkbox"/> Developers |
| <input type="checkbox"/> Business Owners | <input type="checkbox"/> Media |
| <input type="checkbox"/> Property Owners | <input type="checkbox"/> Boards & Commissions |
| <input type="checkbox"/> Downtown Employees | <input type="checkbox"/> Other |

Geographic:

- | | |
|--|---|
| <input type="checkbox"/> Downtown | <input type="checkbox"/> Mountain Communities |
| <input type="checkbox"/> All of Town | <input type="checkbox"/> Front Range |
| <input type="checkbox"/> Neighboring Communities | <input type="checkbox"/> All Colorado |
| <input type="checkbox"/> All County | <input type="checkbox"/> Neighboring State |

Message to communicate:

- Talking point 1 _____
- Talking point 2 _____
- Talking point 3 _____



1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Desired result

_____ # of attendees to the event _____ Story in the media _____ Internal communication _____ Fundraising

Outreach to Consider:

Face to Face Community Engagement

- ☐ Public meeting (town hall, public hearing)
- ☐ Presence at Community Event (Boulder Creek Hometown Fair)
- ☐ Presentations to local service organizations or non profits(HAS, Rotary, Kiwanis, Sierra Club, etc)
- ☐ Resolution/Proclamation (November is adoption awareness month)
- ☐ Live streaming video of meeting
- ☐ Other

Media Options to be used

Traditional Media (to be coordinated with our PIO Barb Halpin and Dan Rowland)

- ☐ Press release (longer communication which would lead to a story in the newspaper, TV or radio news)
- ☐ Public Service Announcement (short announcement to be read or promoted, usually event driven, which is for public interest or safety)
- ☐ Editorial board with newspaper
- ☐ Newspaper feature article
- ☐ Live or taped radio announcement (KGNU)

Social Media (coordinated by Dan Rowland)

- ☐ Website (internal/ external)
- ☐ Blogs
- ☐ Facebook/Twitter/Youtube
- ☐ LinkedIn

Handouts and other collateral to be used

- Inserts/FAQ/ to be posted on your website or have inserted in the newspaper
- Flyers
- Direct mail piece (goes to a specific person)
- Annual Report
- Calendar
- Article in Boulder County News

Internal communications

- ☐ Organizational
- ☐ Town-wide
- ☐ Department Internal Site (SharePoint)
- ☐ All County
- ☐ Employee Meetings, Picnics
- ☐ Employee Recognition Events

Distribution:

- ☐ Downtown Director
- ☐ Board of Directors
- ☐ Town Government
- ☐ All town
- ☐ Sponsors



1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

EXAMPLE: Weekly Goals to Jumpstart Social Media Marketing in Your Downtown

Week 1--

- Make Facebook page for "Downtown _____", upload your logo or profile picture, invite community stakeholders to like and share the page
- Add link to town/downtown website to "Like Downtown_____ on Facebook"
- Spend 15-30 minutes each day on your Facebook page:
 - o Do you have a lot of community photos from past events, promotions, etc? Upload 2-3 archived photos each day. Doing this daily will make your page appear on news feeds frequently.
 - o Reply to any comments or inquiries.
 - o "Like" the organizations and businesses in the downtown business district, create a schedule for promotion:

Week 1	
Downtown Business Name	Day of Promo
____ Restaurant	Monday
____ Store	Wednesday
____ Salon	Friday
Week 2	
____ Restaurant or Store	Monday
____ Service	Wednesday
____ Service Organization	Friday

Week 2--

- Continue to post old photos each week, post 2-3 at a time throughout week
- Ask business owners to post about their business, photos, and events
- Create your Twitter Account and Hootsuite account (www.hootsuite.com) to schedule posts in advance)
- Follow downtown businesses, local, regional and state-wide news outlets, tourism groups, neighboring towns, etc.
 - o Schedule posts throughout the week for upcoming events, linking to business websites.
 - o Every Friday list any events or specials for weekend travelers

Week 3—

- Continue Facebook and Twitter posts
- Search for area businesses on Google Places, Yelp, or any other consumer review website
- Post links to these reviews on Facebook, ask fans to review their favorite local restaurant




1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)


- American Institute of Architects (AIA), publications, architects, etc.
- American Society of Landscape Architects (ASLA), *Landscape Architecture* magazine)
- Colorado Brownfield Foundation – Environmental assessments and grants
- Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
- Downtown Colorado, Inc., technical assistance, Colorado Main Street program
- Downtown Institute from Downtown Colorado, Inc. (quarterly training focused on the Main Street Four Point Approach) Colorado Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
- Historical Society (historic surveys, preservation, tax credits, etc.)
- Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
- *Downtown Idea Exchange/Downtown Promotion Reporter* publications
- US Department of Housing & Urban Development (Housing development, HUD, Economic Development Initiative grants, etc.)
- Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
- International Downtown Association (IDA)
- League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
- Market Analysis Foundation (many good private consultants)
- National Main Street Center (National Town Meeting; publications on Organization, Design, Promotions, & Economic Restructuring)
- National Trust for Historic Preservation (small grants, *Preservation* magazine)
- RUPRI Center for Rural Entrepreneurship www.rupri.org Support practice-driven research and evaluation and facilitate shared learning among practitioners, researchers and policy makers.
- State Historical Fund (grants for surveys and historic preservation)
- TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
- *Traditional Building* magazine
- Urban Land Institute (ULI)

Often the best resource is another downtown. Downtown Colorado, Inc. is happy to facilitate a visit, call, or presentation with another community

Visit: Littleton (gateways, maintenance of civic functions downtown, facade loans, signage, maintenance & cleanliness, etc.); Loveland (historic theater, public art, compact similar-size downtown); Lamar (authentic prairie downtown, new businesses serving emerging Hispanic markets, newly formed URA, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, utilizing former railroad property, consolidation of organizations, and newly formed DDA, etc.); Grand Junction (wayfinding signage, parking solutions, theater(s), public art, DDA, etc.); Longmont (wayfinding signage, streetscaping, etc.); Greeley (building restorations, civic uses, design guidelines); Durango (heritage tourism, design guidelines, riverfront uses); Arvada (design guidelines, special events, streetscape, etc.), Lake City (volunteer recruitment and management, grant writing, cross organization collaboration, heritage tourism and marking historic district as an asset), Steamboat Springs (downtown organization representing businesses to city, resort oriented chamber, and "The Mountain", innovative events, etc.)





Downtown Colorado, Inc.



Georgetown Downtown Assessment

October 7-8, 2013


Downtown Colorado, Inc.



BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS,
COMMERCIAL DISTRICTS & TOWN CENTERS IN COLORADO THROUGH EDUCATION,
ADVOCACY, INFORMATION & COLLABORATION

<u>Membership</u>	<u>Education</u>	<u>Tech Assistance</u>
Advocacy & Information Current Events Legislation Referrals Research Job Announcements	20 Events: Annual Conference Issue Forums Downtown Institute	Downtown Assessments, Facilitated & Panel Discussions, Community Activation, and more




Why Downtown?



Successful Multi-Sector Collaboration

Financing	Volunteers	Partners	Marketing	Events	Collateral Material	Retention & Attraction	Streamlined Processes	Market Analysis	Streetscape & Signage	Planning & Zoning	Historic Preservation
ORGANIZATION			PROMOTION		ECONOMIC DEVELOPMENT			DESIGN			
Community Engagement											

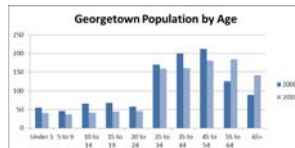
Getting Direction

This is our opportunity area!

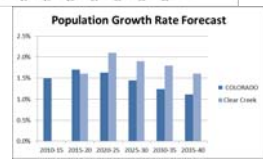





Georgetown Population by Age

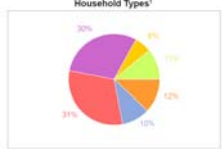




Population Growth Rate Forecast

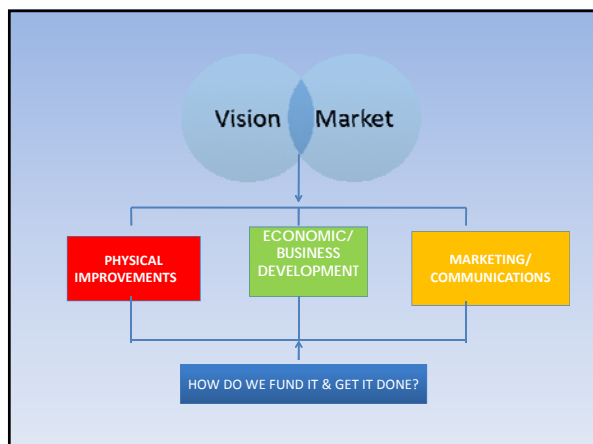


Demographics

Household Types¹





***Let your intentions inform
your actions and not the
reverse.***

Georgetown



Team Members

Steve Art, City of Wheat Ridge
Katherine Correll, Downtown Colorado, Inc.
Bailey Haines, DHM Design
Mike Hussey, NV5
Shay Ives, Department of Local Affairs
Will Kerns, Open Plan Consultants
Nathan Owens, APA-CO
Beth Parish, Regis University
Jamie Shapiro, Downtown Colorado, Inc.
Tim Stroh, Department of Local Affairs
Stephanie Troller, Department of Local Affairs
Isabel Waldman, Downtown Colorado, Inc.

Georgetown



Thank you participants!

- Business and Property Owners
- Clear Creek County Library District
- Clear Creek Economic Development Corp.
- Clear Creek County Metropolitan Recreation District
- Georgetown Community Center
- Georgetown Loop Railroad
- Georgetown Trust
- Promotion Commission
- Town of Georgetown
- Clear Creek County Tourism Bureau

Georgetown



Focus Group Observations

- Georgetown has great assets! The lake, the historic district, Loop railroad, the mountains, big horn sheep
- Georgetown is a great community that celebrates Colorado's history
- There is a desire to get visitors and locals downtown year-round
- The offseason is a major challenge for downtown merchants.

Georgetown



Resource Management
Collaboration
Volunteer Recruiting &
Management
Fundraising

Organization

Observation: There is not one clear community vision.



Recommendations:

- Develop a stakeholder taskforce
- Develop collaboration and partnerships between businesses
- Engage locals first
- Develop clear process for communication and input

Organization

Breaking Through Silos Can Be Daunting



Stakeholder Analysis

Stakeholder	Interest	Contribution
Town Promotions	Revenues, Health & Safety	Communications, Funding, Policy & Procedure
Tourism Board	Visitors	
EDC	Eco Devo, Jobs	Info Distribution & Volunteers
Library	Education, Visitors	Meeting Space and Volunteers
Visitor Centers	Visitors	400,000 visitors
Railroad	Visitors, other business success	Marketing downtown business & entities 107,400
Historic Preservation	Historic Preservation, Heritage Tourism	Info Distribution, Meeting Space & Volunteers

Georgetown

Finding Solutions through Multi-Sector Partnerships

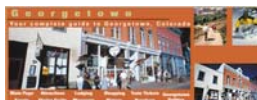


Observation: There are a lot of organizations, websites, and materials about Georgetown

Recommendations:

- Utilize the State Internet Portal Authority to consolidate all Georgetown websites.
- Consider how to combine strategies for the CCEDC and Tourism Board country-wide strategies.
- Clarify the role of each historic preservation group, collaborate when possible and consolidate resources.

Georgetown Vacations



Organization

Build Cooperation Rather Than Competition



Building Blocks of Community Development

Georgetown

COMMUNICATIONS STRATEGIES				
Function	Website	Social Media	Marketing/ Advertising	Special Events
	<ul style="list-style-type: none"> • Among today's most important tools for communicating. 	<ul style="list-style-type: none"> • Unique to website as a way to drive traffic to website, communicate up-to-date information. • Can reach thousands living these markets to market the destination. 	<ul style="list-style-type: none"> • Develop a well-established identity and package. • Engage community in the roll out of a joint marketing campaign. 	<ul style="list-style-type: none"> • Concentrate on year-round activities with emphasis on shoulder seasons.
Individual Community Members	<ul style="list-style-type: none"> • Community events calendar • Community news and projects • Community resources • Community business listings • Newsletter sign up 	<ul style="list-style-type: none"> • Facebook - Allow for fun, contemporary and communal online gathering. • Nextdoor - Link participants neighbor based on location. • Blogging provides discussion of community events. 	<ul style="list-style-type: none"> • Shop local campaign • Restaurant welcome posters, or restaurant table tents or placemats, etc. • B&B offers to promote community events and businesses. • Community member discount cards 	<ul style="list-style-type: none"> • Create special events look book of stakeholders. • Conduct an analysis of events, develop strategic initiatives. • Event planning meeting - meet goals for audience, year-round activation
Destination Visitors and Second Home Owners	<ul style="list-style-type: none"> • Vacation planner • Listing resources in the region • Links to other visitor sites • Information about how to move to programs to maintain vitality in the community. 	<ul style="list-style-type: none"> • Flickr (personal pictures of the area) • Instagram (Photo pictures, about experience in town) 	<ul style="list-style-type: none"> • Targeted viral marketing for key internet groups. • Visitor info packet 	
Business Owners/ Investors/ Entrepreneurs	<ul style="list-style-type: none"> • Data collect communities to encourage new business development • Package "doing business" information • Consider advertising business on logo placement 	<ul style="list-style-type: none"> • LinkedIn provides professional networking venue • Training to request online business opportunities • Social media training to link businesses for networks • Consider logo placement and business 	<ul style="list-style-type: none"> • Market free business training & support opportunities (e.g. merchandising, basic customer service & hospitality training) • Focus on consistent weekend focus • Business Plan Contest • Package "business-friendly" information • Logo placement or sponsorship opportunities 	<ul style="list-style-type: none"> • Signature event as business development strategy • Program part of the event • Logo placement on sponsorship opportunities
Civic Organizations (Government, Chamber, Non-Profits, etc.)	<ul style="list-style-type: none"> • Communicate to past info about projects, community news • Clearinghouse of job descriptions and volunteer opportunities 	<ul style="list-style-type: none"> • Write some tools close go to place for community to find ideas • Consider shared advertisement and programming with resource meeting tools 	<ul style="list-style-type: none"> • Create and market similar business incentive policies • Consider collaborative marketing campaigns 	<ul style="list-style-type: none"> • Hold monthly informal meeting to share info with and get input from businesses • Business planning/entrepreneur training for 1800 • Engage in cooperatively plan events

Focus Human Resources on Priorities

- OSM/Vista Program is one full-time volunteer for three years.
- Best & Brightest program can provide a full time employee to assist with town administration.
- Ambassador program for downtown to be used in conjunction with the visitor center and railroad.
- Familiarity Tours (Local Employees Party) each spring to educate gateway employees about what is available in downtown.

Georgetown



Funding Follows Objectives

- Consider prioritization of existing financial resources to the new vision and priorities.
- Encourage the passage of a sales tax rate increase for improvements to streets and roads as well as promotion and marketing of events.
- An increase 1.5% would generate an estimated \$206,000 in the first full year (2014).
- Other funding options might be creating a Downtown Development Authority (DDA) or Business Improvement District (BID).

Georgetown



Marketing & Promotions

Observations:

- Target Market
- Benefit
- Brand
- One Voice
- Promotions



Recommendation: Form a Promotion Stakeholder Taskforce



Georgetown



Target Market

Observation: There is no clear target market

Participants identified desired targets:

- Baby boomers
- Young front range families
- Texans
- International
- Heritage tourists
- Locals



Georgetown



Target Market



Recommendations:

- Short term:
 - Use Kiosks, targeted brochures, and ambassadors to convince 50% of the 60,000 train riders to visit Georgetown for shopping, museums, touring, and dining
- Long Term as Part of Task Force:
 - Pick a target market that is community wide (either young families on the front range or baby boomers)

Georgetown

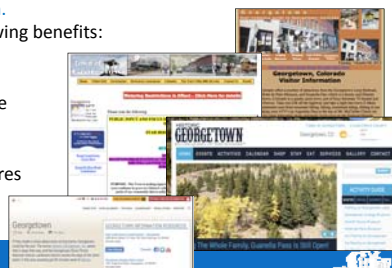


Benefit

Observation: There is no agreement on the benefit for tourists visiting Georgetown.

We heard the following benefits:

- History
- Mining
- Devils Gate Trestle
- Big Horn Sheep
- Railroad
- Outdoor adventures
- Shopping



Georgetown



Benefit

Recommendations:

- Long Term as Part of Task Force:
 - Define why people should visit Georgetown



Georgetown



Brand

Observation: There is no one consistent brand.

- Logo
- Color
- Image
- Benefit
- Personality
- Area employees are not knowledgeable about town events, happenings, and what is available



Georgetown



Brand

Recommendations:

- Short Term:
 - Hold quarterly event to inform area employees town events and amenities
- Long Term as Part of Task Force:
 - Develop a unifying Georgetown brand.



Georgetown



One Voice

Observation: There are multiple voices to the consumer.

- 5 Websites
- 2 Visitor Centers
- 4 Brochures
- Clear Creek County Promotions
- Library Website



Georgetown



One Voice



Recommendations:

- Short Term:
 - One brochure/collateral piece that highlights what to do in Georgetown in terms of shopping, museums, touring, recreation, and eating
- Long Term as Part of Task Force:
 - One unified voice with one unified message

Georgetown



Promotion Ideas

Observation: There are multiple entities promoting different objectives.

- Promotions Committee – visit Georgetown
- Historic Georgetown – the museum
- Loop Railroad – ride the train
- Clear Creek County – visit the county



Georgetown



Promotion Ideas

Recommendations:

- Short Term:
 - Targeted promotions that bring train riders to town (business ambassador, brochures with call to action, kiosk)
 - Seasonal guide for how to spend time here (itineraries)
- Long Term as Part of Task Force:
 - Gather promotional stakeholders together and capture all events and promotions executed in and planned for 2013.

Georgetown



Comprehensive Recommendation

Form a Promotion Stakeholder Taskforce

Build on the amazing work done by the Promotions Committee to leverage the knowledge and resources of a diverse group of stakeholders.

Members may include:

- Promotions Committee with diverse business representation
- Director Clear Creek Tourism Bureau
- Members of Preservation Community
- City Government
- Georgetown Loop Rail Road
- JTML Library Representative

Georgetown



Comprehensive Recommendation

Promotion Stakeholder Taskforce:

Objective: Convince the defined target market to visit Georgetown, Colorado for 1 day to spend their dollars shopping, touring, and eating.

Potential Tactics Could Include:

- Expanding events to bring traffic downtown to spend their dollars
- Using social media to attract target
- Creating collateral material to bring train visitors into town
- Advertising to convince target of benefit of Georgetown

Georgetown



Comprehensive Recommendation

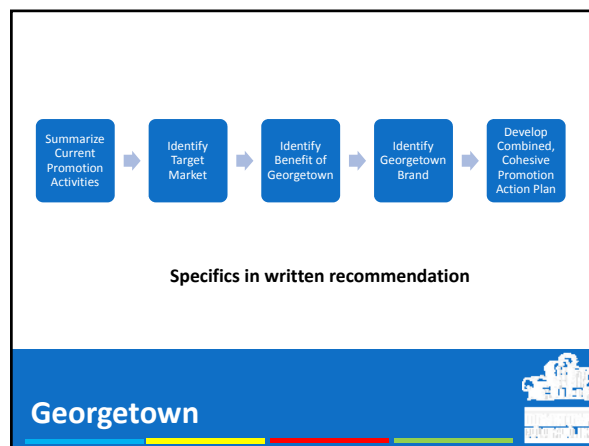
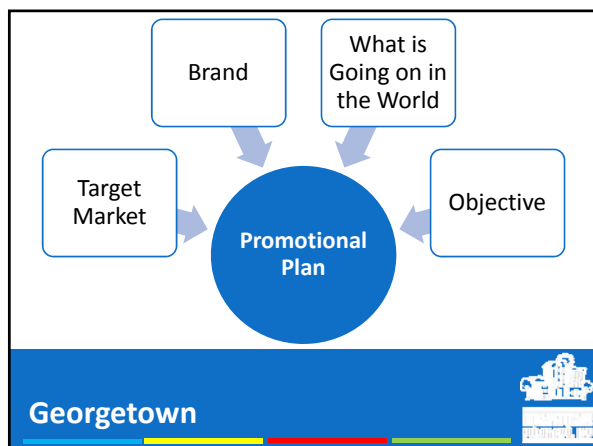
Other Promotional Entities:

Clear Creek Tourism Bureau Objective: Convince a defined target market to visit Clear Creek County, that build on and compliments the efforts of Georgetown Promotional Stakeholder Taskforce.

Individual Business and Preservation Objectives: Convince a defined target to utilize their services, shop in their store, etc. The efforts build on and compliment the Georgetown Promotional Stakeholder Taskforce.

Georgetown





Strategic Event Objectives

Event	Kid	Young Families	Partnerships	Retail Support	Teen	Downtown	Fundraising	Music	Food	Who runs it?
Fourth of July	X	X								
Christmas Market				X		X			X	
Hot Rod Hill Climb										
Big Horn Sheep Festival										

Georgetown

Seasonal Event Calendar

Event	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Fourth of July							X					
Christmas Market												X
Hot Rod Hill Climb								X				
Big Horn Sheep Festival										X		

Georgetown



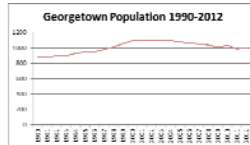
Recruit, retain and expand opportunities for investment.

- Create and identify incentives for business attraction and expansion (like Shadow Mountain Ranch) creating primary employment
- Identify key development areas for primary employment
- Create a strategy for attracting job growth utilizing existing job centers using CCEDC plan
- Work with county CCEDC on promoting and developing funds available for Georgetown business

Economic Restructuring

Georgetown, Colorado Profile

-1990s Georgetown experienced steady growth.
 -Since 2000, Georgetown's population has been fairly flat to declining.
 -Since 2000 Creek County's population has been flat to slightly declining as well. (State Demography Office)



	Population			Annual Ave Growth Rate		
	Georgetown	Clear Creek	Colorado	Georgetown	Clear Creek	Colorado
1990	891	7,619	3,294,473			
1995	945	8,684	3,811,074	1.2%	2.7%	3.0%
2000	1,095	9,361	4,338,801	3.0%	1.5%	2.6%
2005	1,080	9,392	4,662,534	-0.3%	0.1%	1.4%
2010	1,036	9,108	5,049,717	-0.8%	-0.6%	1.6%
2011	989	8,965	5,118,526	-4.5%	-1.6%	1.4%
2012	1,000	8,987	5,188,683	1.1%	0.2%	1.4%

Economic Restructuring

Population Forecast

	COLORADO	Clear Creek
2010	5,049,717	9,108
2015	5,438,077	9,115
2020	5,915,922	9,877
2025	6,413,554	10,979
2030	6,888,181	12,074
2035	7,329,018	13,184
2040	7,749,477	14,293

Source: State Demography Office

Population Growth Rate Forecast



Economic Restructuring



Streamline internal processes for development

- Implement a full review of barriers to new business development.
- Conduct focus groups with existing developers to identify key roadblocks.

Economic Restructuring

Jobs and Economy

The largest share of jobs exists in mining, educational services, accommodations and food services



2012 Share of Jobs by Industry	Clear Creek	Georgetown
Sector Name		
Agriculture	0.0%	0.0%
Mining	22.6%	0.0%
Utilities	0.8%	2.1%
Construction	2.6%	0.8%
Manufacturing	0.7%	0.0%
Wholesale Trade	1.2%	0.7%
Retail Trade	6.4%	6.9%
Transportation & Warehousing	1.6%	6.0%
Information	0.9%	0.0%
Finance and Insurance	0.6%	0.8%
Real Estate and Rental and Leasing	0.9%	0.1%
Professional and Technical Services	3.3%	1.3%
Management of Companies	0.1%	0.2%
Administrative and Waste Services	1.3%	0.8%
Educational Services	22.6%	0.0%
Health Care and Social Assistance	1.7%	0.4%
Arts, Entertainment, and Recreation	10.3%	33.4%
Accommodation and Food Services	20.3%	9.4%
Other Services	2.8%	0.0%
Government	21.8%	37.1%

Economic Restructuring

Georgetown Worker Flow plus 3 mile radius.

Only 10% of the Georgetown residents (including a 3 mile radius) both live and work in Georgetown. Of those who hold jobs in Georgetown, only 8% live in Georgetown.

Georgetown Worker Flows/Commuting

	Count	Share
Living in the Selection Area	1,199	100.0%
Living and Employed in the Selection Area	124	10.3%
Living in the Selection Area but Employed Outside	1,075	89.7%
Employed in the Selection Area	1,553	100.0%
Employed and Living in the Selection Area	124	8.0%
Employed in the Selection Area but Living Outside	1,429	92.0%

Source: U.S. Census Bureau, OnTheMap Application

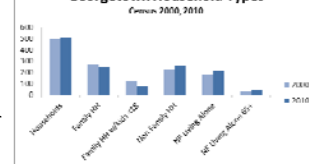


Economic Restructuring

Households

Between 2000 and 2010 household growth was flat. The fastest growth in household types were non family households living alone (non-family households are those living with someone they are not related to—a room-mate or living alone). Families with children under 18 fell from 121 to 83 which can also explain the declines in recent population.

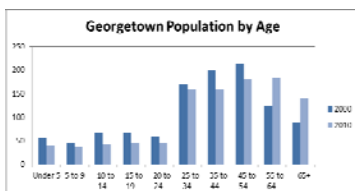
Georgetown Household Types



Economic Restructuring

Population By Age

Georgetown's population by age is shown in the chart below for both 2000 and 2010. Notice the decline for most age groups, especially the 35-44 and the increase in the 55-64 and 65+ year old age group. This does not necessarily mean that people age 55+ are migrating to Georgetown; it also can show the aging of the resident population.



Economic Restructuring

Develop a Housing Survey and Needs Assessment

- Focus on areas of deficiency in the community
- Identify housing needs for younger family needs (housing and community services)



Economic Restructuring

Create brand events for off-season tourism

- Expand the Christmas Market to include the entire month
- Develop a marketing plan to attract Loveland skiers to lodging opportunities in Georgetown
- Create weekend events for February – May utilizing volunteer organizations to coordinate
- Develop a restaurant week during the off-season



Economic Restructuring

Utilize existing under-utilized space

- Identify non-profit or Town owned spaces for catalyst projects.



Economic Restructuring



Design

Enhancing the unique functional and visual quality of downtown by addressing all design elements that create an appealing environment



Design

Observation: Traffic flow and parking can be problematic when there is an event downtown.

Recommendations:

- Create a Traffic Circulation and Parking Study to identify alternate routes and potential parking lot locations.
- A Parking Inventory would count parking locations, identify parking sharing opportunities, also consider overflow options for events and busses.

Design

Observation: Locating and being in downtown should be straightforward and appealing visually for multi-modal traffic.

Recommendations:

- Argentine: Enhance visual cues and connectivity on Argentine, continue improvements into downtown.



Design

Future enhancement of Argentine Street



Design

Observation: There is no bicycle/pedestrian connection from the lake/visitors center to downtown.

Recommendation:

- Develop a pedestrian way along Rose St. to the downtown, along Clear Creek.

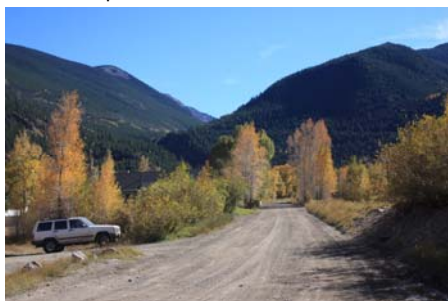
Observation: Georgetown Lake is a strong marketing tool.

Recommendation:

- Complete the lake loop trail and connect to the Rose St. Corridor. Use trail for cross-country skiing in winter.

Design

Rose Street – Proposed Trail



Design

Observation: Georgetown Lake including the Barry Trust Property could be a stronger marketing tool.

Recommendations:

- Develop a series of active uses and attractions in sight of the Highway such as: festivals, carnivals, active sports, and kite-flying.
- Zone the Barry Trust Property as an event center and encourage multi-day events.
- Complete the lake loop trail and connect to the Rose St. Corridor. Use trail for cross-country skiing in winter.

Design



Georgetown



Observation: The community needs more opportunities for active play.

Recommendations:

- Develop a sledding hill, one potential site could be on the land following the creek between the power station and the Rutherford Trail.
- Develop a bouldering course on the Lake Loop trail, utilizing existing boulders.
- Make bikes, kites, paddleboards available for rent.

Design

Potential Sledding Hill location



Design

Recommendations (continued):

- A large chalkboard or drawing space for people to create or leave a message.
- A learning history trivia scavenger hunt and walking tour.
- A life sized checker board.
- Some street art that encourages play.



Design

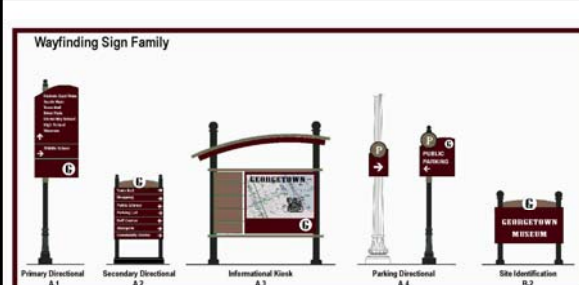
Observation: Locating and being in downtown should be straightforward and visually appealing for multi-modal traffic.

Recommendations:

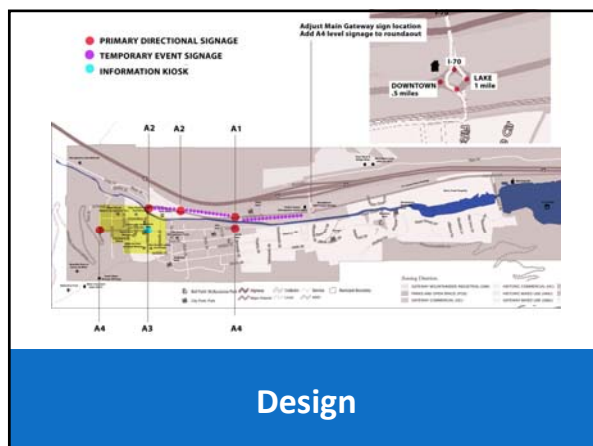
- Locate additional wayfinding signage.
- Adjust existing stop sign height. Many signs are too low and need to be raised.



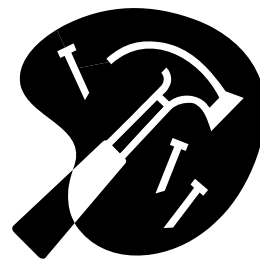
Design



Design



What else is in your tool box?



Georgetown



Organizational Models for Downtown					
	Business Improvement District (BID)	Downtown Development Authority (DDA)	Urban Renewal Authority(URA)	Community Development Corp. (CDC)	Colorado Main Street
Background/Summary	Quasi-municipal organization is a subdivision of the state. All property assessed in a BID must be commercial. Boundary may or may not be contiguous.	Quasi-municipal corporation which is intended to halt or prevent deterioration of property values or structures in Central Business District.	Established to eliminate blighted areas for development or redevelopment by purchasing, rehabilitating and selling land for development.	Non-profit community organization with public/private orientation. Usually 501(C)(3)	Volunteer driven model with paid staff usually housed in a non-profit. Can be housed in another organization or be a 501(C)(3), 501(C) (4), or 501 (c) (4)
Focus	Management, Marketing, Advocacy, Economic Development. (Can issue bonds for capital improvements.)	Real Estate Development, Infrastructure, Operations.	Real Estate Development, Rehab Financing, Infrastructure.	Oriented to advance real estate and business development. Provides planning and project development services.	Uses Four Point Approach: Organization, Promotion, Economic Restructuring, and Design.
Pros/Cons	Very flexible entity that can finance improvements and provide services. Can issue bonds.	Ability to finance improvements and provide services; can generate mill levy and TIF increment. Needs approval from other county entities to collect increment.	Can generate sales and/or tax increment to finance future development. Increment needs approval from county entities; can be controversial.	Facilitator and problem solver for otherwise challenging projects. There is no financing built in. Requires staff and volunteer focus on contributions, grants, fees and earned income.	Serves as a champion and umbrella for everything that impacts the commercial district: enhances and data collection and reporting for all stakeholder groups. Relies heavily on volunteers. There is no financing built in.

Action Matrix

Time	Task	Measure of success	Initiator	Partners
1-3 M	Declare the downtown core a priority.	Adopt a mission statement for improving the commercial district.	Town Board	Businesses, Residents, School,
3-6 M	Form Downtown committee to begin implementing priorities set by visioning committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Business association or champion	Visioning Committee

Georgetown



What's Next?

- Post the presentation online.
- Each person and group should consider what they would like to be involved with.
- Plan a community meeting one month from now to review the presentation and outline projects that people want to be a part of.
- Everyone here should come and bring one person.
- Own your community!!!

Georgetown



Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625
www.downtowncoloradoinc.org

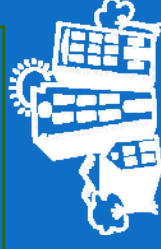
Georgetown



Stakeholder Analysis

Stakeholder	Interest	Contribution
Town Promotions	Revenues, Health & Safety	Communications, Funding, Policy & Procedure
Tourism Board	Visitors	
EDC	Eco Devo, Jobs	Info Distribution & Volunteers
Library	Education, Visitors	Meeting Space and Volunteers
Visitor Centers	Visitors	400,000 visitors
Railroad	Visitors, other business success	Marketing downtown business & entities 107,400
Historic Preservation	Historic Preservation, Heritage Tourism	Info Distribution, Meeting Space & Volunteers

Georgetown



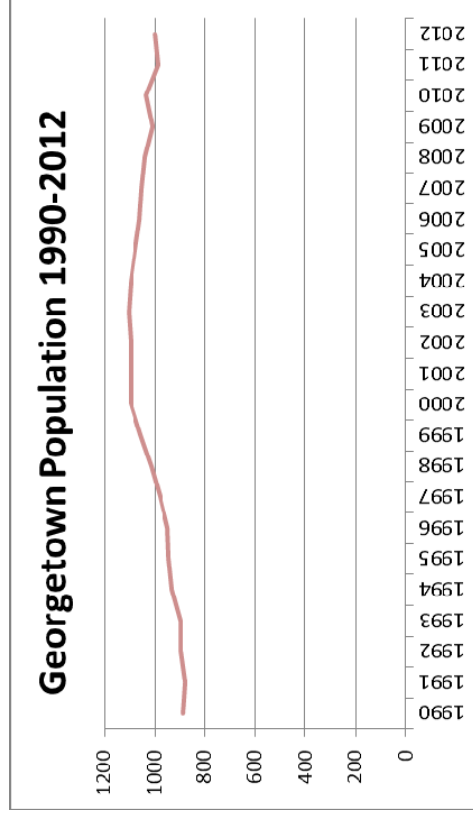
DOWNTOWN
COLORADO, INC

Georgetown, Colorado Profile

-1990s Georgetown experienced steady growth.

-Since 2000, Georgetown's population has been fairly flat to declining.

-Since 2000 Creek County's population has been flat to slightly declining as well. (State Demography Office)

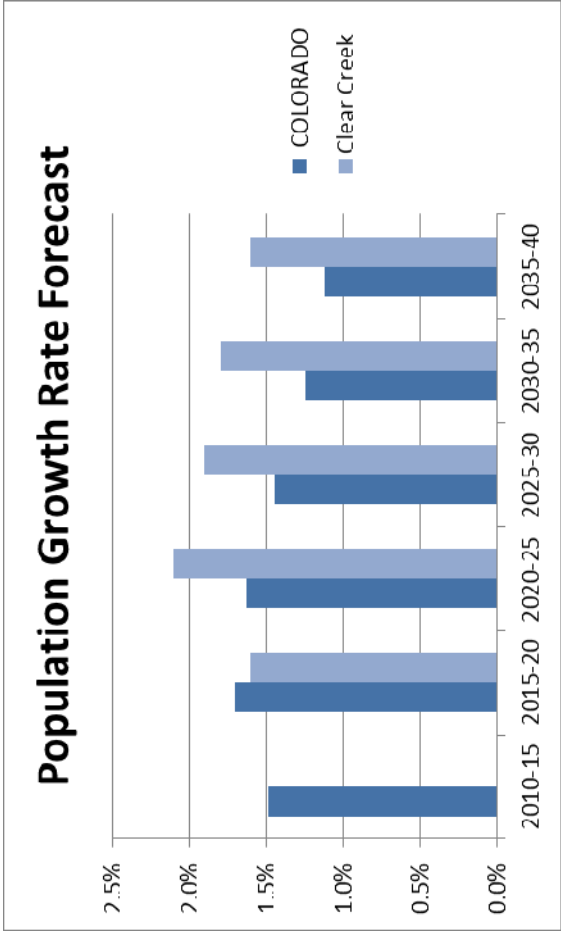


	Population			Annual Ave Growth Rate		
	Georgetown	Clear Creek	Colorado	Georgetown	Clear Creek	Colorado
1990	891	7,619	3,294,473			
1995	945	8,684	3,811,074	1.2%	2.7%	3.0%
2000	1,095	9,361	4,338,801	3.0%	1.5%	2.6%
2005	1,080	9,392	4,662,534	-0.3%	0.1%	1.4%
2010	1,036	9,108	5,049,717	-0.8%	-0.6%	1.6%
2011	989	8,965	5,118,526	-4.5%	-1.6%	1.4%
2012	1,000	8,987	5,188,683	1.1%	0.2%	1.4%

Economic Restructuring

Population Forecast		
	COLORADO	Clear Creek
2010	5,049,717	9,108
2015	5,438,077	9,115
2020	5,915,922	9,877
2025	6,413,554	10,979
2030	6,888,181	12,074
2035	7,329,018	13,184
2040	7,749,477	14,293

Source: State Demography Office



Economic Restructuring

Jobs and Economy

The largest share of jobs exists in mining, educational services, accommodations and food services



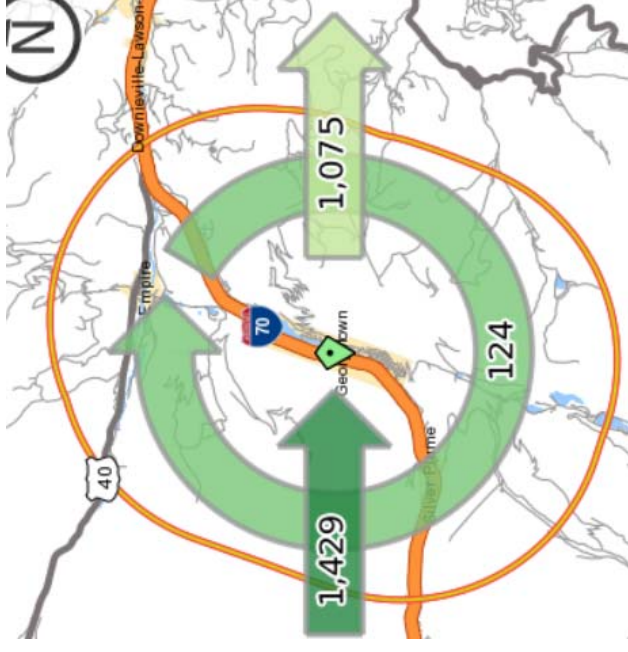
2012 Share of Jobs by Industry		
Sector Name	Clear Creek	Georgetown
Agriculture	0.0%	0.0%
Mining	22.6%	0.0%
Utilities	0.8%	2.1%
Construction	2.6%	0.8%
Manufacturing	0.7%	0.0%
Wholesale Trade	1.2%	0.7%
Retail Trade	6.4%	6.9%
Transportation & Warehousing	1.6%	6.0%
Information	0.9%	0.0%
Finance and Insurance	0.6%	0.8%
Real Estate and Rental and Leasing	0.9%	0.1%
Professional and Technical Services	3.3%	1.3%
Management of Companies	0.1%	0.2%
Administrative and Waste Services	1.3%	0.8%
Educational Services	22.6%	0.0%
Health Care and Social Assistance	1.7%	0.4%
Arts, Entertainment, and Recreation	10.3%	33.4%
Accommodation and Food Services	20.3%	9.4%
Other Services	2.8%	0.0%
Government	21.8%	37.1%

Economic Restructuring

Georgetown Worker Flow plus 3 mile radius.

Only 10% of the Georgetown residents (including a 3 mile radius) both live and work in Georgetown. Of those who hold jobs in Georgetown, only 8% live in Georgetown.

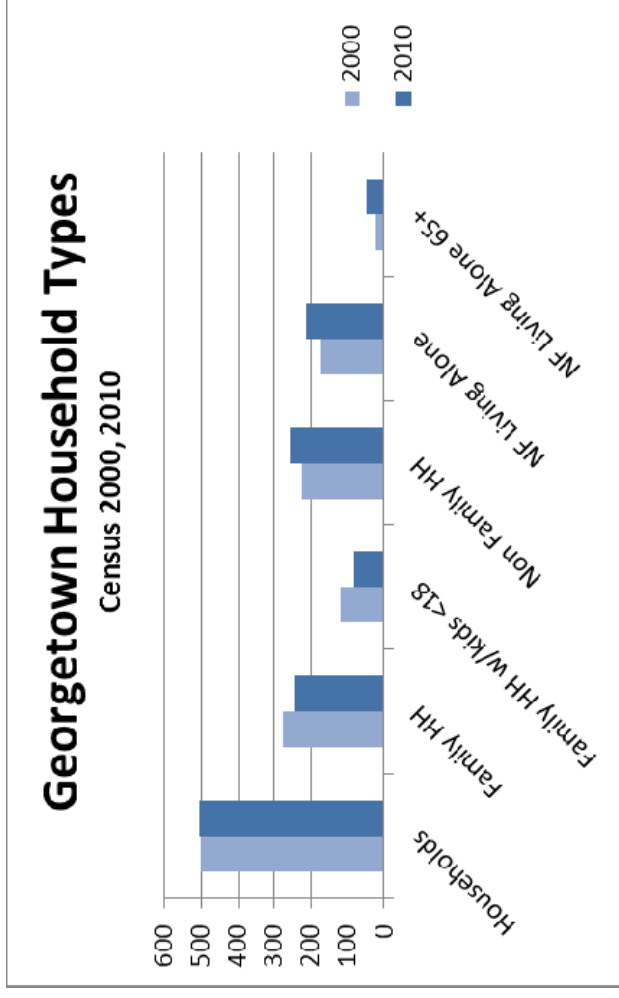
Georgetown Worker Flows/Commuting		
	2011	
	Count	Share
Living in the Selection Area	1,199	100.0%
Living and Employed in the Selection Area	124	10.3%
Living in the Selection Area but Employed Outside	1,075	89.7%
Employed in the Selection Area	1,553	100.0%
Employed and Living in the Selection Area	124	8.0%
Employed in the Selection Area but Living Outside	1,429	92.0%
Source: U.S. Census Bureau, OnTheMap Application		



Economic Restructuring

Households

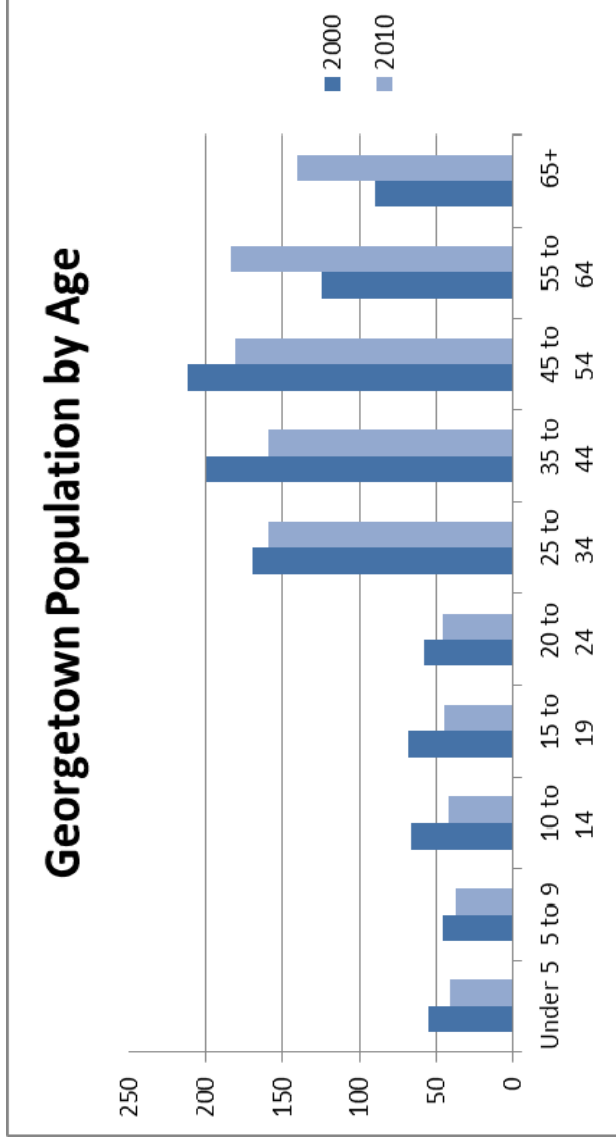
Between 2000 and 2010 household growth was flat. The fastest growth in household types were non family households living alone (non-family households are those living with someone they are not related to—a room-mate or living alone). Families with children under 18 fell from 121 to 83 which can also explain the declines in recent population.



Economic Restructuring

Population By Age

Georgetown's population by age is shown in the chart below for both 2000 and 2010. Notice the decline for most age groups, especially the 35-44 and the increase in the 55-64 and 65+ year old age group. This does not necessarily mean that people age 55+ are migrating to Georgetown; it also can show the aging of the resident population.



Economic Restructuring

Potential Sledding Hill location



Design

Wayfinding Sign Family



Primary Directional
A.1



Secondary Directional
A.2



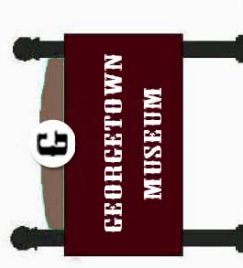
Informational Kiosk
A.3



Parking Directional
A.4



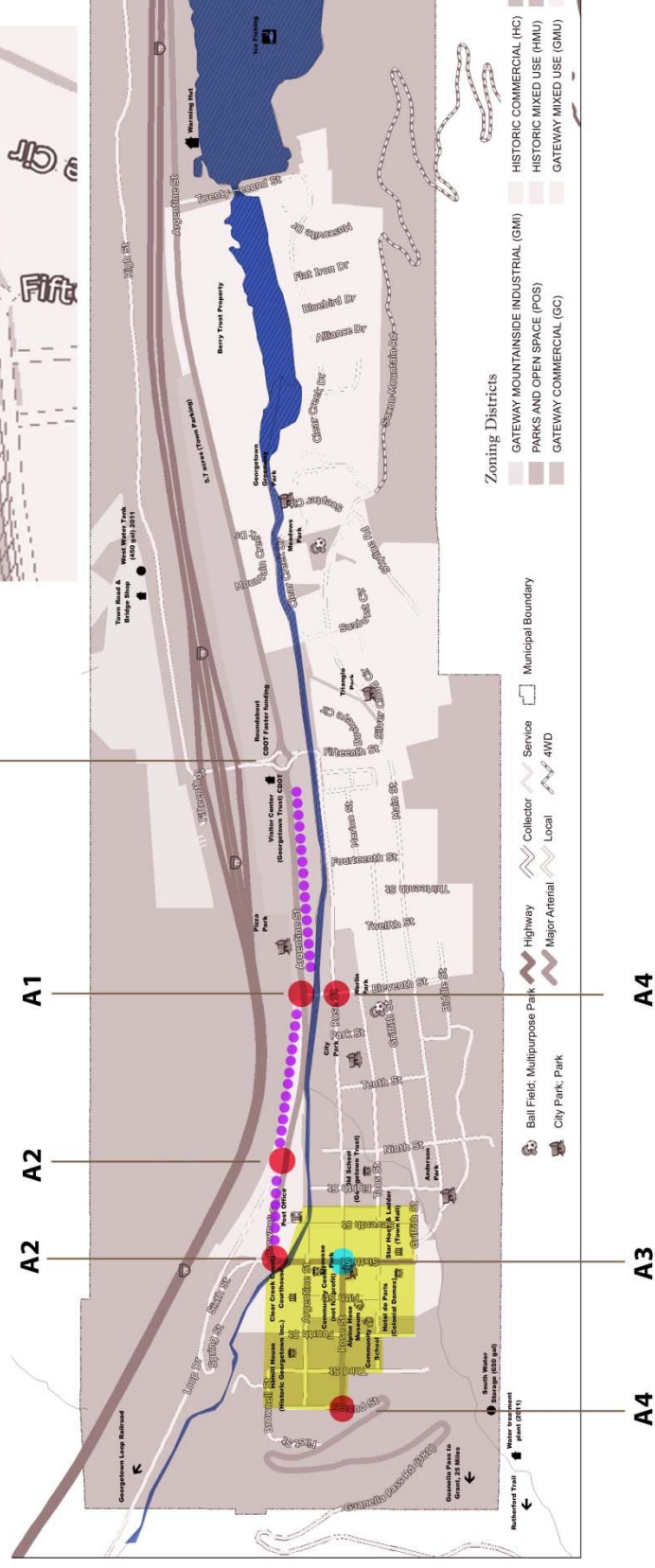
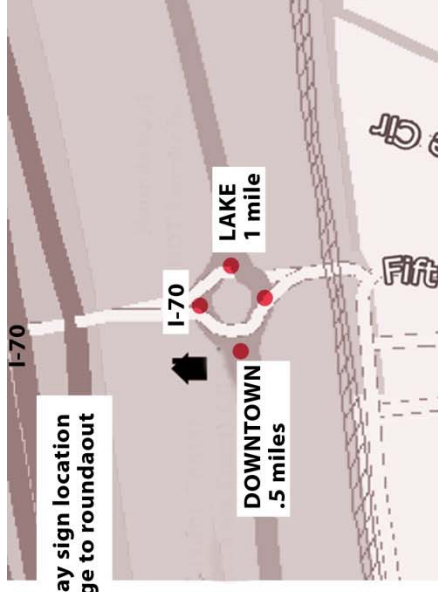
Site Identification
B.2



Design

- PRIMARY DIRECTIONAL SIGNAGE
- TEMPORARY EVENT SIGNAGE
- INFORMATION KIOSK

Adjust Main Gateway sign location
Add A4 level signage to roundabout



Design