

downtown **Idaho Springs**
TECHNICAL ASSISTANCE PROGRAM



May 21-22, 2012



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
Participating Stakeholders and Community Participant Observations	3-4
Report Structure and Four Point Approach	4
Executive Summary	4
Overview and Historic Context	4-5
Organization	6-8
Revenue Generation	8-12
Promotions	12-13
Economic Development	13-16
Design	16-18
Signage	18-19
Team Member Bios	19-21
Report Structure and Four Point Approach	21-22



Introduction

Welcome to the downtown assessment for the Colorado community of Idaho Springs. Colorado communities have the opportunity to apply for assistance through Downtown Colorado, Inc. (DCI) technical assistance programs, a clearinghouse for information, assistance, and services through collaborative program development with public and private entities supporting commercial district revitalization initiatives in Colorado. This program is partially supported by the United States Department of Agriculture (USDA) Rural Development, Rural Community Development Initiatives (RCDI) grant and is planned in conjunction with the Department of Local Affairs (DOLA).



Downtown Colorado, Inc. (DCI) formerly known as Colorado Community Revitalization Association (CCRA) has been working as a state wide non-profit membership association in Colorado since the early 1980s. Since 2004, DCI has partnered with communities and the Colorado Department of Local Affairs to provide downtown, commercial district, and town center assessments by harnessing the powerful partnership created by DCI member volunteers from the public and private sectors. This public-private partnership provides communities with a comprehensive, objective overview of methods to support businesses, non-profit and public service providers working on a local and regional level. DCI

prides itself in assisting communities to develop a process and training program to encourage holistic development that supports small, independent businesses, brings together civic organizations and public service providers, and to streamline communication and processes to incentivize development of the commercial district.

Downtown Colorado, Inc. facilitates downtown revitalization by assembling teams of volunteer professionals including designers, architects, marketing specialists, planners, land use consultants, and finance experts to work in communities and develop a report or training geared toward addressing commercial district initiatives. The assessment team members appreciate the invitation to learn about and assist communities. These volunteers work diligently to provide relevant and realistic input towards the betterment of your commercial district.

Participating Stakeholders

- City Council
- City Staff
- Historical Society of Idaho Springs Inc.
- Clear Creek Economic Development Corp
- Colorado Department of Transportation (CDOT)
- Property and Business Owners
- Residents
- Idaho Springs Chamber of Commerce
- Clear Creek Library District
- Clear Creek Metropolitan Recreational District
- Idaho Springs Planning Commission

Community Participant Observations

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

- Idaho Springs has researched and surveyed community, signage, land use,

greenways, parking, improvements, etc. A LOT.

- It is challenging to find parking at peak times.
- The image from I70 does not convey the depth of character of the community.
- The two sides of town are separated physically, visually, and conceptually.
- The local residents are less than engaged and informed about community initiatives.

Report Structure and Four Point Approach

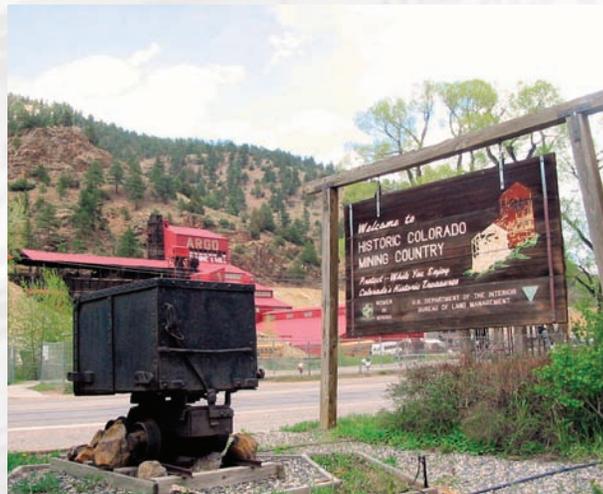
This report is structured based on a loose interpretation of the National Trust for Historic Preservation's Main Street Approach. The Colorado Main Street Program (CMSP) is designed to revitalize traditional downtown districts within the context of historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their traditional assets of unique architecture, personal service, local ownership, and a sense of community. This methodology addresses the following four areas and combines activities in these areas to develop a community's individual strategy for strengthening and redeveloping its central business district. See the appendices to gain a better understanding of the four points and the structure of this report.

Executive Summary

The City of Idaho Springs requested a Downtown Assessment from Downtown Colorado, Inc. Historic downtown Miner Street, having benefited from decades of effort at historic preservation and economic revitalization, had enjoyed economic success. However, several issues are outstanding. CDOT is ready to commence work on the eastern interchange to 241 in conjunction with I-70 improvements at the Twin Tunnels, which will redirect traffic to the frontage road through Idaho Springs. The city faces increasing pressure on

its parking supply, which is seen as a constraint to business growth in the downtown and to the growth of recreational usage in the area. There are opportunities for population expansion, and building along Soda Creek and Chicago Creek Roads has increased. The city not only has adequate water, but big developable or saleable rights, which are a big draw in Colorado. The recent economic downtown shelved efforts to develop a major hotel. At the same time, there is concern that the east side of the city has not kept pace economically with the historic Miner Street district. CDOT has been improving Colorado Boulevard, which is business route 70 and also US highway 6 and 40. The Downtown Assessment Team was asked to:

- Assess options to enhance the commercial district's connection, parking, circulation, signage, and safety;
- Identify steps for short-term, mid-term, and long-term improvements and positioning.



Overview and Historic Context

The Idaho Springs Community enjoys a rich history from its original Ute inhabitants, to George Jackson's gold strike of 1859, the Gold Rush and subsequent mining history, the development of railroads and rich Victorian architecture, the growth of auto tourism with the construction of Highways 6 and 40, and of course the Indian Hot Springs. Idaho Springs has been particularly active in preserving, celebrating and marketing its history.

The historic Miner Street district, as well as many residential areas, have benefited from preservation efforts. The Idaho Springs Historical Society is one of the most active volunteer organizations in the city, operating two museums and the visitor center, while the City maintains a preservation focus with its Historic Sites committee, the adaptive re-use of buildings such as the Grass Valley school (now City Hall) and preservation programs and design guidelines for the Miner Street historic district, which was designated to the National Register of Historic Places in 1984. It is clear that preserving history is both a deeply held community value and an economic driver. Past marketing efforts attempted to market Georgetown and Idaho Springs as a combined destination; however, more recent efforts promote the unique characteristics of each Clear Creek County town. Idaho Springs is more recently seeing burgeoning recreational tourism, with rafting on Clear Creek and mountain biking as growth areas. With the reliance on I-70 traffic and increasing recreation, there is an increasing need to manage the parking supply.

Idaho Springs has long been a tourist destination, with US highways 6 & 40 converging, with lots of restaurants and lodging facilities.

The introduction of I-70 in the 1960s had large implications for the community, changing its physical character, destroying several historic structures and cutting the downtown and west end off from Clear Creek, as well as significantly changing its economy by encouraging local businesses to target increasing highway traffic. The new orientation challenged Idaho Springs' economy because through traffic no longer saw the cute, historic community, but instead saw the back of buildings as they whizzed by-to the resort destinations to the west. With reduced exposure businesses closed, Businesses further suffered from leakage as the new access made it easier for locals to Denver for shopping. The community proactively addressed these problems by creating a downtown improvement district to enhance the historic downtown area with a mil level paid by the historic

Miner Street businesses and property owners. In the last 20 years, the city has rebounded and more stable retail and restaurant exist. Currently the city has no clothing, shoe, electronics, and bookstores.

These improvements coupled with the exposure of the interstate has resulted in a much more diverse restaurant district than would be expected in a city the size of Idaho Springs, while at the same time leading to a tendency to cater to passers-by more than destination tourists, and to a dependence on sales tax revenue by local government. I-70 also has opened up the option for residents to commute to jobs in the Denver metro area and Summit County resorts.

The creation of a dedicated fund to the Miner Street area has maintained the historic character of that area but over time these development have led to a dual character of Idaho Springs' commercial districts – with the historic west side district visible from I-70, and the service-oriented east side district, also containing most of Idaho Springs' motel lodgings, having grown up near the eastern exit at I-70. The I-70 business loop, Colorado Boulevard, has been slated for pedestrian and infrastructure improvements through CDOT and the western phase (phase one of three) has been funded and completed, resulting in a significantly improved image and pedestrian character which is still lacking along central and eastern parts of the corridor.

Participants in the Downtown Assessment identified Idaho Springs' attraction as a place to live for workers in the Denver metro area, Central City and Blackhawk, and Summit County. However, Idaho Springs' outward growth is largely constrained by topography, and its existing housing stock is described as largely unchanged from the historic period – while this serves the needs of some potential residents, it also constrains the housing supply and diversity available.

With the growth in Clear Creek County's population, Idaho Springs' role as the population center of

the county has diminished – while Idaho Springs continues to be the largest city, it now houses less than 20% of county population. Idaho Springs' population has been fairly stable since 1980, while the population of Clear Creek County has been growing, with a projected growth from 10,242 in 2010 to 14,642 by 2030. As of 2010, there were 1,717 persons and 848 households in Idaho Springs. Approximately 19% of households had children at home, and 14% of residents were 65 or older. The City estimates its population capacity at 3,000 to 3,800, and there is adequate water and wastewater treatment capacity and school capacity to meet this growth according to the 2008 Comprehensive Plan.

Organization

Organization includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program. The three principle components of organization are public and media relations, volunteer development, and fundraising.

A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. It is recommended to have a paid, full-time or part-time staff to help coordinate and support volunteers, weather this position is filled with paid staff, a volunteer (like VISTA, see below), or an intern (like the Best and Brightest program see below), it will be imperative to consider how to get some additional support to the overburdened city staff. 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.

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. For example, in some towns the chamber of commerce is strong enough to add an organizational component or department designated to focus on the downtown. Additionally, there is an option to develop some form of district to dedicate resources and focus specifically on downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization: the most successful communities accomplish their desired outcomes by developing a solid organizational component early in the process to oversee and manage their downtown revitalization efforts. If the community does not create and develop a solid organizational component to oversee and manage the process early on, despite the best intentions of all concerned, the program most likely will not accomplish the desired outcomes and risks fading away before it has a chance to succeed.

Given these realities, we cannot overemphasize the importance of placing organizational development among 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.

Observation: The public and private sectors need to identify Core Area Champions.

Recommendation: Support from both the city and private sector needs to be established to mobilize the necessary resources to identify and promote events and potential development opportunities.

Consider the following roles:

- Identify town staff that can act as a primary contact, or liaison, for the business community to work through and help with regulatory, permitting, and other issues.

- Bring together private sector champions including local business and property owners who can identify and prioritize the needs and goals of the core.

Observation: There have been a lot of community reports and assessments, but little action has been taken on previous recommendations.

Recommendation: It is time to act on recommendations from existing reports. Previous Idaho Springs reports show research and surveys of community preferences, as well as recommendations for signage, land use, greenways, parking and more. It also appears that many of the elected officials have bought into the recommendations and are supportive with moving forward; however, there has not been a great deal of movement toward implementation. It is important to determine priorities and move forward with the initiatives that the community has chosen to support.

The community assessment team has identified the top priorities as enhancing parking capacity and connecting the east and west sides visually, physically, and conceptually. As a part of this process, we suggest that you begin by reviewing and implementing recommendations from the 2009 Community Survey Report as a method to do outreach, increase beautification efforts, and develop volunteers. These recommendations came directly from your community and present good ideas for moving forward.

Observation: Stakeholders need a better understanding of the work that needs to be done to enhance the commercial district.

Recommendations:

- Re-institute the monthly community-wide stakeholder group meetings. A key component of building capacity is developing communication to better utilize resources and reduce duplication.

The stakeholder groups each have priorities and objectives and many of them are complimentary; however, it is not clear that the various stakeholders are communicating with one another.

- **Determine set venues to find information.** This can significantly enhance the ability to communicate. Consider an online venue for all information regarding events and activities in Idaho Springs. This should include all events, services for business and residents, and the latest challenges or successes that the community has encountered. Having a physical venue for news is also important, for example, posting a bulletin board on the east and west sides of town, as well as at City Hall, will help to create a sense of place and community.
- Consider developing a council orientation and training for city council candidates. With frequent turnover and change in an elected body, there is a loss of institutional knowledge and the feeling of one step forward, two steps back. Planning a regular pre-election training for city council candidates will help to alleviate any back-stepping and ensure that all new council members are able to hit the ground running.

Observation: Resources are limited, and there are very few people taking on many responsibilities.

Recommendations:

- There are several options available to communities like Idaho Springs to support a staff position dedicated to downtown revitalization efforts. Consider applying for a 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 and Westcliffe/Silver Cliff through the Western Hardrock Watershed Team (WHWT). Consider contacting these communities for guidance

on how they obtained a full-time person to work on implementing the downtown plan. IF pursuing and 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 or Lafayette.

- Often times, people do not volunteer because they are not aware of the opportunities available. 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.
- Institutionalize volunteerism in the city. 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 city 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 the city.

Observation: The image from I-70 does not convey the history and depth of character of the community.

Recommendations:

- Work with Elks and Garden Club to access volunteers to maintain improvements on the pedestrian mall. When considering the volunteer opportunities, prioritize the projects listed in the downtown assessment report. If phase one of design includes up scaling your pedestrian mall, ask for help in

this area first.

- Remember to engage the east side of town in phase one improvements. When determining how to add banners to visually connect the east and west side, it is also a good time to identify volunteers to maintain a series of flower baskets on the east side.

Revenue Generation

Observation: It is challenging to find parking at peak times.

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, the city should make parking enforcement both in lots and on street a priority. Additional revenue would be utilized to pay for the current enforcement position, thus freeing up general funds to be used for implementing other recommendations made in this report.

In the intermediate term, the city should develop a parking management plan that reduces the allowed parking time to create more turnover in spaces. The plan should include a paid parking component generating additional revenue. The new revenue may be utilized for parking lot maintenance, enforcement, and additional parking.

Observation: The community appears to be supportive of developing a consistent funding stream to support improvements to both the east and west sides of downtown..

Recommendation: Use the momentum and enthusiasm around connecting and supporting both sides of the downtown to build political will and act now.

Observation: The city needs a revenue stream to develop and grow the commercial district. Formation

of a Downtown Development Authority (DDA) could provide a tax-generated revenue stream.

Recommendation: Consider creation of a financing mechanism to fund long-term enhancements and management of the commercial district.

A Downtown Development Authority (DDA) enables businesses and property owners to work together to strengthen the central business district by generating funding from property and/or sales tax in the district that can be reinvested into projects and programs that benefit the area.

By legal definition, a DDA is a quasi-municipal corporation that is intended to halt or prevent deterioration of property values or structures in the central business districts. Funds can be generated by a DDA through a variety of options, including:

- Tax increment financing (TIF) on property
- Tax increment financing on sales
- Up to 5 mil property tax for operations

Any or all of these can be utilized with a DDA. Once created, the DDA can continue collecting TIF and the mill levy for up to 30 years before the district must be dissolved and a new DDA must be created.

Unlike an Urban Redevelopment Authority (which also captures TIF increment but does not allow for a mill levy), creation of a DDA does not require a finding of blight and is unable to exercise eminent domain. The only restriction is on where it can be placed, which by law must be in the central business district and/or the area traditionally considered as such. For Idaho Springs, that area is demonstrated in green coloring in the following map:

A downtown development authority has the power to:

- Acquire property;
- Construct and equip improvements;
- Lease and sell property; and
- Establish fees, rates and charges for the use of property

A plan of development, describing the improvements, must be approved by the City and includes, but not limited to:

- Streets;
- Parks;
- Plazas;
- Parking facilities;
- Pedestrian malls; and
- Right-of-ways

The process to create the DDA, including plan development, consensus building, ordinance creation and vote, is likely to take at least a year from start to finish. Typically, the final day of voting for the DDA is Election Day, so the creation process should start accordingly.

Once created, the DDA is governed by a Board of Directors with 5-11 members, including a City Council member. These board members are appointed by City Council and have 4-year terms.

Observation: There needs to be some type of revenue generation to activate the commercial district.

Recommendation: Immediately begin public engagement process to initiate formation of commercial district solution. The below timeline is based on initial committee formation around May-June 2013, if the actual activities take place earlier or later, adapt the timeline accordingly.

Step One: Form Stakeholder Group

Understanding volunteer challenges exist, city council may appoint a downtown/commercial district blue ribbon/steering committee (BRC) comprised of representatives from:

- City council (1-2 representatives)
- Recreation district
- School district
- Chamber
- East end business owner

- Historical district business owner

This committee will engage the community in developing a final commercial district management and development plan which will then be presented to city council.

Step Two: Problem & Solution Identification

The first monthly meeting (within one month of council action appointing the BRC or steering committee) will be organizational in nature with co-chairs being elected to manage future meetings and delegate responsibilities. Action items will include identifying current and future challenges the BRC sees in improving the commercial district whether they are physical, financial, or political. Consensus on the “problems” ensures consistent messaging during the public engagement process. The BRC will brainstorm services to be delivered by the DDA that address the issues identified.

The second BRC meeting will be organized with the goals of developing a “plan of action” to include a brief presentation summarizing the needs/problems, and the proposed DDA solution. The plan should also include effective communications tools to maximize meeting attendance and methods for data collection.

Step Three: Community Outreach & City Support

The presentation will guide discussion for the public engagement meetings which should be hosted by different businesses and may coincide with other community group meetings such as the Elks or Lions Clubs. The meetings will begin with an introduction of the BRC, its members and the task it’s been given. Then a brief presentation will overview the problems and proposed solution the BRC identified in earlier meetings. The audience will be encouraged to ask questions and make comments on the findings as well as propose alternative suggestions.

The BRC should plan for approximately six monthly public meetings, assuming the BRC is appointed

in June 2012 with its first official meeting in July. The commercial district plan should evolve over this time, incorporating public input ensuring the district and the plan are clear and well supported, and that the vision for what will be done and how monies will be spent is clear. A final presentation will be made to city council in March-April, 2013 with a commercial district recommendation supported by a “plan” document.

Upon City Council’s endorsement of the commercial district plan (e.g. forming a DDA), the last task of the BRC will be to identify a community group that will proceed in engaging that plan. Ideally some members of the BRC will stay on board and others, representing different demographic groups, will be added.

Step Four: Community Group & District Formation

The community group (Citizen’s for a Better Idaho Springs) will begin similarly to that of the BRC, organizing duties and responsibilities. One of CBIS first steps involves identifying funds for the purposes of engaging legal counsel to assist in the DDA formation process, which begins with the City’s adoption of an ordinance approving the creation of a DDA.

In addition to engaging counsel, initial efforts should include building a broad-based coalition of support beginning with businesses and influential residents. Taking into account the city’s 2009 Community Survey, this is best done with direct communication. It is important to keep record of these “gatekeepers”, particularly those who allow their names to be used in endorsement of the plan.

In conjunction with coalition building, CBIS will develop a “road show” presentation detailing the finalized plan to be shared in another round of community meetings. The purpose of these meetings is to discover opportunities and challenges in developing talking points.

In July 2013 City Council will consider drafts of

ballot language creating the DDA and considering an additional question for funding. Ballot language requesting voter approval for DDA creation must be certified to Clear Creek County by September 6, 2013.

Step Five: Campaign & Election

Upon adoption of the ballot language, promotional activities will proceed in the context of a campaign. The lengthy engagement process will have created enough support for a smooth transition to a campaign that will not need to raise and expend the funds it would have without an engagement process (i.e. the campaign expends resources primarily for promotion and not education).

The election on November 5, 2013 will be held via mail ballot – property owners, lessees and residents who are located within the proposed DDA may vote (Note: The ballots only go to individuals within the DDA area, not to the whole community.)

Step Six: Submit a Plan of Development for Approval

Upon successful creation of the DDA and a funding source, the DDA will submit a plan of development that must be approved by the city. According to C.R.S. Title 31, Article 25, Part 8, the DDA cannot issue bonds itself. Idaho Springs must issue the bonds that will be payable from the DDA's tax increment revenues.

Observation: The city has many plans in need of implementation and the additional recommendations in this report may increase the need for additional revenue.

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

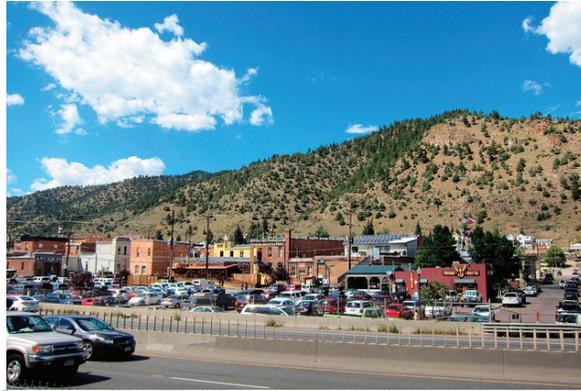
- Consider prioritization of existing financial resources to the new initiatives. It will be very important to align resources with priorities and to be ready for upcoming

opportunities. This means that re-ordering the phasing of the Colorado Boulevard project (as listed in the following pages) should be done in the short term to ensure that you are ready when the funding and support from CDOT is available. If Idaho Springs doesn't have the concept ready, it will be a missed opportunity. 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.

- Increase sales tax rate to create a pool of funds for investment into the commercial sector. A modest increase from ___ to 3.25% would generate at least an additional \$66,000 a year for strengthening the commercial district. This could be accomplished as a stand-alone measure to fund a position to work on promotions or other tasks from this report. A sunset could be placed on the additional sales tax to provide a period of time to evaluate the effectiveness of the use of the additional funding.
- If the city does not want to pursue a stand-alone increase in the sales tax, it may want to consider the increase at the time the decision is made to create a Downtown Development Authority. The City may want to increase 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
- DOLA grant funding: The City could utilize the Energy and Mineral Impact Assistance Fund to accelerate the design for Colorado Blvd. improvements (Phase 3). Using

CDOT funding as a match the design could be used to attract new business or redevelopment on Colorado Blvd. This will be a time sensitive opportunity that should be top on the list of priorities.

- Clear Creek Economic Development Corp. Revolving Loan Fund: Work with CCEDC to modify the existing façade improvements loan fund to better meet the need of the business building owners. These funds, in the form of low interest loans could be used to improve properties on the mall adjacent to the parking lot behind Miners Street.



Observation: Idaho Springs has the opportunity to capitalize even further on heritage tourism and all its assets.

Promotions

Promotion is one of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Observation: It is challenging to find parking at peak times.

Recommendations:

- Include a parking map as part of the community map online and in print form
- Add parking locations to Google Maps

Observation: Image from I-70 does not convey the history and depth of character in the community.

Recommendations: Idaho Springs has done a good job of incorporating heritage tourism through the activities of the Historical Society and the City's Historic Sites Committee, including the Society's operation of the visitor center and museums and walking tours. Idaho Springs has done a good job at presenting the community's colorful history in an honest fashion. Idaho Springs has both of the top draws for tourists in Colorado: natural scenery and a historic downtown. While acknowledging the value of assets such as heritage and recreation, Idaho Springs has often focused on pass-thru traffic on I-70. Destination tourism can be strengthened by promoting Idaho Springs as a close getaway featuring heritage, recreation, springs and a vibrant downtown.

- Include all on updated picture map (along with parking)
- Further promote Idaho Springs' history through interpretive plaques, murals and timelines portraying an honest representation of events in Idaho Springs including Native American history, mining history, labor wars, etc. This would be an ideal opportunity to involve students.
- Continue to tap into I70 Coalition to market Idaho Springs, including being a part of their signage initiative and fast-tracking the implementation of the Idaho Springs signage plan.

Observation: The east and west sides of the city are separated physically, visually, and conceptually.

Recommendations: The districts complement each other, with lodging and destination retail, restaurants and services on the east side, and the historic downtown on the west. In order to gain economies of scale in marketing and capturing tourism dollars, the district should have a united marketing and events strategy

- Use the event planning matrix and calendar: Identify a range of local priorities for events to be held over the year and use the matrix to plan a range of events.
- Most large events currently occur during June, July and August. Adding a large shoulder event during each low season (Apr/May, Oct/Nov) could boost spending and occupancy. (i.e. Oktoberfest, Music Festivals)
- Consider events that can be held on the East Side
- Include the updated map and other information in every hotel room, restaurant, gas station, and other venues in town.
- Consider an annual familiarity tour for employees, school teachers, regional economic development and tourism staff, etc. to learn about assets and other business (hospitality training). Due to the high turnover of employees, it is important to hold this annually, or even semi-annually. Perhaps it is a shoulder season event that is regularly scheduled each year and all are invited to participate in planning and attending. Topics can include customer service, appropriate employee parking, and familiarity with local attractions, history and other businesses.

Observation: The local residents are less than engaged and informed with community initiatives.

Recommendations: A community is made up of a diverse range of personalities including residents,

employees and business owners, students and seniors. Their engagement (or lack thereof) reflects on the overall social and business climate in the community. There are a number of ways of engaging residents in supporting business, getting involved as volunteers, and seeking leadership positions. These include:

- Shop local campaign: There are a variety of models including 3/50, Frist Fridays, Artwalks, local discount programs for residents, etc.
- Regular open houses or round tables with residents and local officials to seek consensus on key issues
- Regular updates and news about community programs to be shared with residents through radio and the Current, and consistently updated on the community website(s). Utilizing utility bills to send regular important messages to residents is one example.
- Holding an inclusive leadership academy annually. An example of this is the Kellogg Group that was active for a number of years in Idaho Springs. There are several partnerships that can help achieve this.
- Holding enough community focused events that draw primarily local people together as an antidote to the strong tourist focus of the commercial district.
- Holding an annual volunteer appreciation event to recognize and thank volunteers from a variety of groups. Consider other means of appreciation, such as volunteer of the month/year awards, gift cards for downtown volunteers, etc.
- Invite the community to stay engaged with planning and communications from CDOT and the county regarding the Transit Station. Topics like this are energizing to the community and transparent communication with opportunities for input are a great way to build community spirit and awareness.

Economic Development

Strengthening downtown's existing economic assets and fulfilling its broadest market potential. To become even more competitive, both sides of the downtown must reposition. With a thorough understanding of today's market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

Observation: It is challenging to find parking at peak times, creating a barrier for customers to access local businesses.

Recommendations: Parking management is an economic development strategy that is ideally revenue-neutral or generates income for the district. The economic development goal is to have clear rules that accommodate short-term and long-term customers as well as employees and residents. Parking management should support existing and prospective businesses, and should not be viewed as punitive. Methods such as courtesy tickets/parking maps for first-time offenders can be implemented with the right technologies.

- City to assign staff to focus on parking: This would be an existing or new dedicated full-time or part-time staff function focused on parking enforcement, tracking data and implementing best practices. Enforcement would be targeted at peak times (i.e. high season and weekends.) Once the management system is operating, these functions would be entirely paid for by parking revenue.
- Track revenues from parking enforcement & project revenue generated from changing timing or pricing. Dedicate revenues to parking staff & technology. Additional revenue used for parking (or transit) improvements.
- Assess different technologies and options (i.e. courtesy ticket): Technology can

streamline the efficiency of the enforcement personnel; can track violations; and can allow for courtesy tickets (first-time violators are given a warning and a parking map rather than a fine).

- Explore feasibility of transit: To help alleviate parking and circulation congestion, consider a shuttle connecting the commercial, historical, residential and recreational amenities or attractions. Transit is not a stand-alone solution but ties into a more sustainable land use pattern including addition of housing and lodging in town. In the short-term, the city should revisit past evaluation of funding, consider cost savings (reduced demand for parking and infrastructure and greater space for visitor parking) and quality of life benefits. A (possibly seasonal) trolley-type circulator, on-demand transit, and commuter connections to Denver, Summit County and Central City could be explored.

Observation: Image from I-70 does not convey the history and depth of character in the community.

Recommendation: Work with Clear Creek County Economic Development Coalition to promote Revolving Loan Fund options for business/building improvement. Idaho Springs has done an excellent job of preserving the historical buildings; there is also an opportunity to draw traffic into the city limits by improving facades and overall condition of non-historic building stock. Business owners of historical buildings on Miner Street could also use this incentive for the back of existing buildings.

Observation: Idaho Springs has the opportunity to capitalize even further on heritage tourism and all its assets

Recommendation: Encourage more diverse lodging opportunities for tourists (i.e. historic B&B's; larger hotel): Current lodging, like much of the tourist strategy, seems to target the pass-

thru visitor already on I-70, rather than attracting destination travelers (see Promotions section regarding heritage tourism strategy). The city has in the past pursued a major new hotel, but economic uncertainties made this difficult. The city can continue to encourage diversity by supporting the creation of historic B&B's as well as improvements in existing lodging. A DDA, if adopted, can play a role in drawing a larger hotel.

Observation: East and west sides are separated physically, visually and conceptually

Recommendations: While the district is too large to be a single walkable community, east side physical improvements along with coordinated marketing and business mix analysis could enhance the economic development potential of Idaho Springs' business.

- Pursue DOLA match to CDOT for design of Colorado Blvd. improvements. Raise the priority of Phase 3 (east side).
- Track data on public/private investment, jobs and volunteer efforts, to support fundraising. Data can be used for project specific grant application as well as overall management of downtown.
- Conduct a market analysis of existing businesses in the district. Data should include a list of existing business, market leakage and recommendations on types of business that could complement existing mix.
- Consider the costs/liabilities/agreements necessary to develop an even more pleasant creekside path to connect the east and west sides of town. This distance is about a mile and if design recommendations are followed to create points of interest, a public-private partnership to allow for right of way, development, and maintenance of a creek side route for walking and biking.
- Create a retention & communications plan for all businesses:
 - Email blasts, mixers (consistent)

- All things I-70 updates
- Benefits of property beautification to attract customers (consistent with a vision for the district) (Brochure)
- Create a brochure highlighting the economic benefits of historic preservation. Also, consider reviewing the Lake City Buying History Guide that shows property owners the importance of historic properties and their role in preserving history. DOLA should be able to provide the content for this.

Observation: Local residents are less than engaged or informed about community initiatives.

Recommendations: A thoughtful and consistent approach should be considered while creating methods of communication with your local residents. In looking at the goal of enhancing community participation from an Economic Development perspective, our team recommends increasing the attractiveness of the city for additional residents. A greater residential base will better support a diversity of businesses, services and volunteer efforts. Local residents are able to access the commercial district and recreation without having to drive.

- Create a benefits of residency packet:
 - School system, events for children/families, opportunities to volunteer, entrepreneurship opportunities, proximity to recreation, shopping
- Continue to explore creation of market-rate housing as well as affordable housing through a Housing Authority or collaboration with County HA – pursue the goal of more people living in town (walkable, transit-oriented community)

Observation: There does not appear to be a clear venue to find information for business/entrepreneurship.

Recommendations:

- Survey businesses for needed training and skills enhancement
 - Partner w/SBDC, CMC, OED, County EDC, DOLA Main Street
- Create ambassador program to contact businesses regularly
- Create a guide to opening a business
 - Demographic profile (action step from Vision Plan)
 - Incentives (Revolving loan, historic tax credits)
 - Building inventory
- Utilize a Point of sale survey that tracks zip codes over a period of time, to understand customers by seasons, etc.
- Work towards diversifying economy as possible including the idea of location-neutral businesses, craft and creative products, clothing, and other items currently not available.

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. Its aim 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.

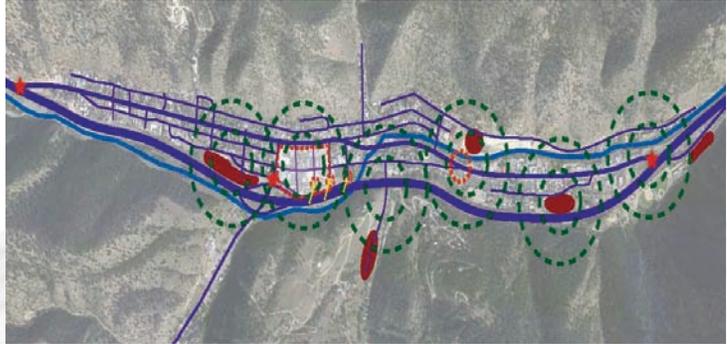
Observation: The east and west sides of the city are separated physically, visually, and conceptually. There are no sidewalks connecting the two sides of town and the business owners of the east side of Idaho Springs feel disconnected from the historic downtown.

Recommendations:

Strengthen the assets that both sides of the city

offer by connecting them with signage, landscaping and multi-modal improvements. The following steps should be taken to unify the east and west sides of the city:

- Create an east side park at the base of the



existing Idaho Springs sign with access from the south side frontage road under the existing bridge. This will provide a much needed pedestrian friendly activity on the east side of town.

- Develop new gateway monument signage at the east, west and SH-103 Interchanges to create a sense of consistency and unity between the east and west sides.
- Move the skate park into more suitable, accessible location with state of the art design and Great Outdoors Colorado (GOCO) participation.
- Install a series of pedestrian and multi-modal transportation improvements for functional connections and pedestrian and biker safety. In addition, consider bike circulation plan for entire city with short term goals of striping available lanes.
- Install pedestrian light poles, banners and banner poles with hanging baskets of flowers, along length of both main commercial districts. In addition, enhance landscaping with a consistent palette of materials selected for seasonal color; provide provisions for maintenance and irrigation.
- Build on the recommendations of the Clear Creek Greenway Plan to optimize the creek

as a city-wide amenity including greenway bike path, secondary trails, amenities, visual access, and parking.

- Develop a plan for mixed-use redevelopment of key parcels including a priority for workforce housing. Create guidelines and a framework to shape future development including incentives as appropriate to stimulate redevelopment that reinforces community goals (ie. Housing and creek- side development; riverwalk concept, and access.)
- Consider building community connections along Miner Street and Colorado Boulevard.
- Enhance landscaping with a consistent palette of materials selected for seasonal color; provide provisions for maintenance and irrigation.
- Improve Riverside Drive as a multi-modal corridor to accommodate pedestrians, bicyclists, and vehicles with additional parking along the street edge. Include river access trails and amenity nodes where space exists and cooperate with adjacent landowners such as the Arco Mine to achieve common goals.
- Restart initiative to complete the Colorado

Boulevard improvements. Consider reprioritizing east end to be sure that Idaho Springs is ready to support the east side when the money and initiative from CDOT present themselves.

Observation: It is challenging to find parking at peak times.

Recommendations:
Address the need for additional parking by adopting short-term remedies.

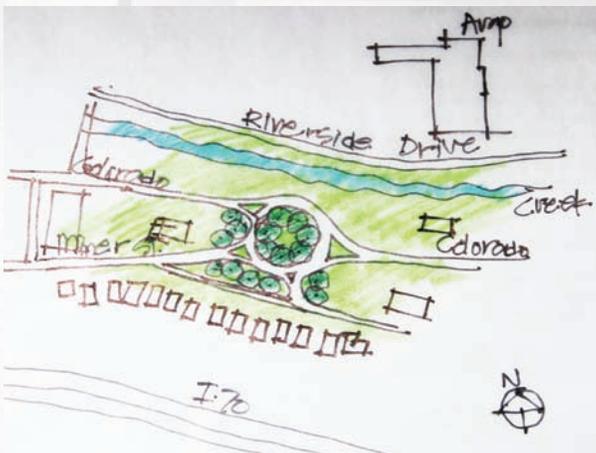


See larger scale map in appendices.

- Identify

separate parking areas to support car-pooling to ski areas, bicyclists taking day trips, and other longer term parking needs. Once the recreational parking has been established, develop parking maps and communication methods so that it is clear who should park where. The main parking lot should also be set on a 2-3 hour limit to limit its' use as a long-term/overnight lot.

- Coordinate with rafting companies and designate parking, put-in, take-out areas, and coordinate with fishing and other user groups.
- Review some suggested sites for additional parking that might be acquired and utilized. (ex: the skate park's current location and the ball field.)
- Evaluate existing street configurations for potential additional on-street spaces.
- Evaluate potential for structured parking in close proximity to downtown
- Explore adding parking in ball field area including leasing or purchase of vacant



land to the west; for example, 2 benched areas; would require relocation of a portion of bike path and south ROW fence to accommodate access.

- Consider how circulation and one-ways affect your downtown (east and west) and how signage will impact these components. Many communities are moving away from one-way couplets, and while this report does not recommend that, it is something to consider as an option in Idaho Springs downtown.

Observation: The image from I-70 and does not convey the history and depth of character of the community.



Before



After

Recommendations:

Formalize the Pedestrian Mall to portray a sense

of vibrancy that can be seen from I-70 to attract passersby. This should be accomplished by:

- Cleaning up and restoring landscaping including provision for adequate maintenance;
- Undergrounding utilities;
- Adding pedestrian furnishings, planters, enhanced lighting to west of parking lots;
- Explore Historic Preservation funds for back of building façade improvements and encourage outdoor dining where possible along the length of the mall, explore rooftop dining options; and,
- Consider a steel frame-fabric canopy structure at intersection of 15th, 16th, and 17th over Pedestrian Mall. Include Tivoli lighting, colorful banners, etc., to identify primary pedestrian entrances into retail core.

Observation: The local residents are less than engaged and informed with community initiatives.

Recommendations:

Improve community involvement by enlisting the services of locals to support the revitalization efforts.

- Have local artists design bulletin boards to post at three venues throughout the city.
- Have a competition for local students to design a website for the city to host all events and information.

Signage

A good way-finding system will help all visitors and residents in the district, including passers through from the highway, to save valuable time, reduce stress, and encourage shopping and interaction in Idaho Springs, and can reduce congestion and “circling” for parking. By applying the known information about your commercial district placement to some accepted principles for way-finding, sign requirements and unique characteristics become easily identified. The goal for signage and way-finding is to provide you with

a range of integrated sign options able to promote your identity, while meeting community needs for functionality, quality, legibility and aesthetics.

Observation: The existing signage plan has not been fully implemented and the east and west commercial districts are not properly signed. Thru traffic does not have a clear wayfinding system to follow. This creates frustration and visitors are unaware of the services that Idaho Springs provides.

Recommendations:



- Implement the existing plan for signage.
- Coordinate with county, CDOT, and other regional signage plans.

Team Member Bios

Troy Bernberg
Stifel Nicolaus

Mr. Bernberg is a 10-year veteran in municipal finance with Stifel Nicolaus. Since 2005, Mr. Bernberg has completed over \$623 million in municipal financings for various governmental borrowers. Mr. Bernberg provides a wide range of investment banking services including capital planning and structuring of tax-exempt and taxable bonds for new money projects and refundings. Mr. Bernberg's expertise includes all financing options available to issuers - general obligation bonds, enterprise/project revenue bonds, sales and use/excise tax revenue bonds and certificates of participation. Mr. Bernberg also develops private

placement/direct loan transactions on behalf of his clients.

Clay Brown

Regional Manager, Colorado Department of Local Affairs

Clay Brown has been the Regional Manager for the Department of Local Affairs (DOLA) for the central region of the state since 2002. Prior to joining DOLA, Mr. Brown spent 25 years in municipal government in Colorado municipalities. With a strong background in public works and city management, Mr. Brown provides technical and financial assistance to eight counties along the Colorado Front Range. Mr. Brown is a graduate of the University of Colorado at Boulder and lives in Evergreen, Colorado.

Katherine Correll

Executive Director, Downtown Colorado, Inc. Katherine joined Downtown Colorado, Inc. in 2006 and has served as the Executive Director since 2007. Under Katherine's direction the organization has restructured the Colorado Main Street state coordinating program for economic development through historic preservation and created the Development & Improvement District (DIDs) program to support urban renewal, downtown development authorities, and business improvement districts. Born and raised in Denver, Colorado, Katherine has worked on organizational development and program management including building viable and sustainable private, public, and non-for-profit institutions and programs. Prior to her current position, Katherine managed the American Councils' portfolio for the Republic of Moldova, focusing on building civil society initiatives, education, and public administration reforms, and managing a 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.

Marc Cittone

Main Street Specialist, Department of Local Affairs (DOLA)

Marc Cittone, AICP joined the Colorado Department of Local Affairs as a Main Street Specialist in May 2011. Prior to this position, Marc served as historic preservation planner and worked on downtown revitalization and land use planning issues for the City of Loveland, Colorado. Marc managed several rehabilitation grants for housing, commercial and heritage tourism sites; managed a downtown zoning update process; oversaw downtown market and parking assessments; and supported various land use planning projects. Marc has also worked in affordable housing and in open space outreach for the City of Boulder.

Stephanie Troller

Community Development Specialist, Department of Local Affairs (DOLA)

Stephanie Troller is a Community Development Specialist with the Community Development Office focusing on economic development and the Colorado Main Street Program. Stephanie worked for the Department of Local Affairs for three years in the Division of Housing before joining the CDO team. Stephanie came from New Mexico where she has over seven years of experience working in community and economic development, working with rural communities, business retention and recruitment, and community outreach. She holds her BA in International Business.

Michael Hussey,

Manager of Planning and Design, Nolte Vertical 5

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 xeriscape landscape guides, and has worked on a number of award winning projects – including the Colorado Springs Downtown Business Improvement District and Manitou Avenue Revitalization.

Richard Marshall

Nolte Vertical 5

Richard Marshall provides Program Management services for streetscape and urban design improvement projects in NV5's Denver Office. Dick recently managed NV5's work on the successfully completed Capital Improvements Program for the Cherry Creek North Business Improvement District, a 16 block area within the Cherry Creek neighborhood in southeast Denver.

Prior to joining NV5, Dick was a founding principal of a planning and design firm in historic Downtown Denver where he practiced for over 35 years. In addition to planning for new real estate development and urban design, Dick focused on the firm's resort planning projects in Beaver Creek, Silverthorne, and Winter Park, CO.

Dick was instrumental in the successful improvements to many pedestrian friendly streets in Downtown Denver through the implementation of Streetscape Guidelines for Denver and capital improvements in Lower Downtown. Dick received a Downtown Denver Partnership Award for his leadership of the new 14th "Ambassador Street" Initiative and for his participation on the 16th Street Mall Steering Committee and the Denver Partnership's Transportation and Development Council.

Dick received his degree in Landscape Architecture from Kansas State University. He was awarded the distinction of Fellowship in the American Society of Landscape Architecture and is a Registered Landscape Architect in Colorado.

Basil Ryer

Golden Urban Renewal Authority

Before returning to graduate school, Basil worked in the medical field. He worked in a range of settings that included assisting an orthopedic surgeon in the operating room, running the surgeon's practice, and selling medical equipment. As a sales representative, he was awarded the company's "New Frontier Award" as the top new sales rep. In 2008, Basil returned to graduate school at the University of Colorado-Denver where he completed Master's degrees in Urban Design and Landscape Architecture. While completing his degrees, Basil was a teaching assistant at both the Boulder and Denver campus. He is passionate about promoting healthy and engaged communities, reshaping our transportation systems, and encouraging ecological design. He is currently interning at Golden Urban Renewal Authority. Basil and his wife Megan recently welcomed the arrival of their first child, Trey.

Report Structure and Four Point Approach

This report is structured based on a loose interpretation of the National Trust for Historic Preservation's Main Street Approach. The Colorado Main Street Program (CMSP) is designed to revitalize traditional downtown districts within the context of historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their traditional assets of unique architecture, personal service, local ownership, and a sense of community. This methodology addresses the following four areas and combines activities in these areas to develop a community's individual strategy for strengthening and redeveloping its central business

district. See the appendices to gain a better understanding of the four points and the structure of this report. The four points are:

(1) Management & Organization – Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders. The Main Street Approach to central business district revitalization requires the effort of the entire community. The merchants, property owners, local government officials, and civic leaders must agree to support common goals for revitalization and join together in a partnership. Successful Main Street programs are usually structured as nonprofits guided by an active working board. The board generally creates four standing committees (design, organization, economic restructuring and promotion) that will develop projects and work plans for implementation. Local programs hire a paid program manager to coordinate the efforts of volunteers in implementing the program.

(2) Marketing & Promotion – Creating and marketing a positive image based on the unique attributes of the downtown. The promotion of the central business district as a single, unified commercial area – in much the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The Main Street organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events, retail promotions, image promotion and on-going public relations.

(3) Design – Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment. Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design which remain in our communities. Neglect and misguided improvements may have taken a toll on the appearance of downtown, affecting its perceived

economic potential. Rehabilitated facades and creative merchandising displays, appropriate landscaping and public improvements, and the rehabilitation of existing building spaces and the addition of appropriate new spaces are all part of downtown's long-lasting visual appeal and a well-functioning physical environment.

(4) Economic Development – Strengthening downtown's existing economic assets and fulfilling its broadest market potential. To become competitive, downtown must reposition itself. With a thorough understanding of today's market, the downtown business district can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.





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

Community: Idaho Springs

Project: Commercial District

Plan Start Date (Month/Year;
02/2013): **February-13**

Planning Months Out:

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
Promotion					
Promotions					
It is challenging to find parking at peak times.	Include a parking map as part of the community map online and in print.	Design an updated Idaho Springs Picture Map integrating business listings, historic sites, parking and recreational tourism opportunities. Map should be updated after any changes are made to parking system.	Map is designed and approved by all parties.	Idaho Springs Chamber of Commerce; Hometown Advertising	Idaho Springs Historical Society; Clear Creek Metropolitan Recreation District
		Place map online as the official Idaho Springs visitor map	Map is available online, prioritized in internet search results, and linked by Idaho Springs and Clear Creek County entities whose websites are visited by tourists.	Idaho Springs Chamber of Commerce	
		Ensure map is updated and printed annually; Distribute map to locations including visitor center, accommodations, businesses, etc.	Sufficient maps are printed and distributed.	Chamber of Commerce; Hometown Advertising	
		Ensure public parking locations and regulations (time limit) are accessible on Google maps.	All public parking locations and current regulations are accessible on Google maps.	Chamber of Commerce; City	
			An app is developed for smartphones containing parking and tourism destinations in Idaho Springs.	Chamber of Commerce	CDO

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
	Promote Idaho Springs as a getaway featuring heritage, recreation, accommodations, a hot springs and a vibrant downtown.	Initiate an interpretive plaques program: a.) identify locations for plaques; b.) identify contexts within Idaho Springs history to highlight, such as the history of Utes, Spanish exploration, mining, labor conflict, and auto tourism; and c.) create appropriate content (text and photos) based on historic surveys, existing walking tours, museum resources and other research.	Sign locations and content identified	Historical Society; City (Historic Sites Committee)	School District; Library
		Seek grant funding for design and construction of interpretive signs. Consider Clear Creek County marketing funds, State Historical Fund, and Certified Local Government grants.	Grant application(s) submitted	Historical Society; City (Historic Sites Committee)	History Colorado (CLG Program)
		Design appropriate interpretive signage, looking at examples of interpretive signage from other communities such as Victor, Arvada, etc.	Design completed and approved	Historical Society; City (Historic Sites Committee)	History Colorado (CLG Program)
		Manufacture and install interpretive signs. This may be a phased implementation depending on funding.	Signs installed	Historical Society; City (Historic Sites Committee)	History Colorado (CLG Program)
		Include digital content such as the inclusion of QR codes on interpretive signs.	QR code and related content completed	Historical Society; City (Historic Sites Committee)	School District; Library
		Work with owners of motels to enhance visitor experience. Communicate the town's goal of becoming a destination, not simply a place to stop while traveling I-70. Offer business assistance (such as a visit by a hospitality expert) to assist businesses in making simple, affordable improvements. Market available revolving loan programs.	Businesses make use of this service and make improvements.	Chamber of Commerce; Clear Creek County EDC	

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
The image from 170 does not convey the history and depth of character of the community.	The downtown (eastside and westside) should have a unified marketing strategy.	Use the event planning matrix. Identify desired goals for local events (i.e. drawing overnight visitors; uniting east and west side businesses; appealing to local residents and families).		Chamber of Commerce; City	Recreation District; Historical Society; other non-profits (Elks, etc.)
		Plan a shoulder season event, either in April/May or October/November. Design the event so that it will encourage overnight visitors as well as day-trippers from Denver. Use the event to market the community (i.e. come for the event, stay for dining, historic sites, recreation and the hot springs).	Shoulder season event planned	Chamber of Commerce; City	
		Market the new event to target audiences	Shoulder season event marketed	Chamber of Commerce; City	
		Hold the shoulder season event, evaluate its effectiveness, and begin planning for next year.	Shoulder season event held and evaluated	Chamber of Commerce; City	
		Consider adding a second shoulder season event. This event may be geared to locals, or may be a second event meant to draw out-of-town visitors during the shoulder season.		Chamber of Commerce; City	
		Host an annual familiarity tour for employees (also called hospitality training) meant to familiarize all front-line employees with area attractions, other businesses, and public parking policies. Evaluate success of event each year.	Familiarity tour held and evaluated	Chamber of Commerce	CDOT (Scenic Byways Program); Clear Creek County EDC
The east and west sides of the city are separated physically, visually, and conceptually.	There are a number of ways of engaging residents in supporting business, getting involved as volunteers, and seeking leadership positions.	Add (a) locals/family oriented event, or enhance and better market those events already held. This may also include First Fridays, Third Thursdays, or similar low-key events.	Event planned and held, or existing event enhanced	Chamber of Commerce; City; Non-Profit Groups	

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
		Hold an annual volunteer appreciation event, uniting numerous organizations who host volunteers. This should be a fun event that celebrates the contributions of volunteers and draws the community.	Volunteer appreciation event held	Chamber of Commerce; City; Non-Profit Groups	School District
		Recognize a "volunteer of the month" and volunteer(s) of the year.	Begin Volunteer of the Month feature and annual Volunteer of the Year award.	Chamber of Commerce; City; Non-Profit Groups	School District
The local residents are less than engaged and informed with community initiatives.		Develop a one-stop website for all community events and volunteer opportunities. Make the website accessible for both locals and tourists, or provide separate sites for these two audiences. Ensure the website has ongoing, sustainable management and technical support.	Website is developed and ongoing management duties are assigned	Chamber of Commerce; City	Historical Society
		Create a formalized locals (Clear Creek County residents) discount program, discount nights, etc. to draw locals to the downtown. Include the program in welcome packets for new residents, utility bills or newsletter, etc.	Discount program is created and marketed.	Chamber of Commerce	
		Explore a shop local campaign. See Appendix __, Small Town Shop Local Campaigns, for guidance. Consider the potential to boost business both on the west side and the east side.	A shop local campaign is implemented and the share of local dollars spent within the county increases.	Chamber of Commerce	
		Hold an annual leadership academy (ex: Leadership Idaho Springs, Leadership Clear Creek County, or Kellogg Group model) to inform residents about their city and county, how government, non-profit and business sectors work, and how to become informed leaders or engaged citizens.	Leadership academy is held, is well-attended (ideally more applicants than spaces), is positively evaluated, and graduates become involved in their community.	Chamber of Commerce	City; County; County EDC; Non-Profit Groups

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
Economic Restructuring					
It is challenging to find parking at peak times.	Prioritize Parking Enforcement	work with city council with this priority and allocate resources as needed	Receive revenues from Parking enforcement	City	City/Codes-Police Dept.
	Track Revenues from Parking Enforcement	once enough revenues are generated, assess different technologies/options (i.e. courtesy ticket for first timer)	Dedicate revenues for staff and technology	City	City
	Explore feasibility of transit	Identify potential options for transit (i.e. on demand circulator, commuter connection Denver/Central City)	Less congestion, better circulation in downtown	City	RTD/COG/City/County
The image from I70 and does not convey the history and depth of character of the community.	Work w. EDC on RLF for business/building improvement	Identify and understand the RLF program and incorporate in Retention/Recruitment communication plan to Business and property	More attractive facades from I70	City	EDC/Chamber
The east and west sides of the city are separated physically, visually, and conceptually.	Connect services to the businesses that need them				
	survey business for needed training	Identify partners and services that are offered	Provided service for your local business which could strengthen local economy	chamber	SBDC,CMC.OEM. CO. EDC, DOLA MS
	create ambassador program to contact business regulatory	Identify local champion/partner, then create a consistent schedule for outreach	A retention and recruitment plan to help expand the local economy	chamber	SBDC,CMC.OEM. CO. EDC, DOLA MS
	Create a guide to opening business	Work with permitting division, realtors to ID steps	a retention and recruitment plan to help expand the local economy	chamber	SBDC,CMC.OEM. CO. EDC, DOLA MS
The local residents are less than engaged and informed with community initiatives.	Show residents why they LOVE Idaho Springs	Highlight the school system, events, opportunities to volunteer, proximity to recreation, shopping, etc.	Create a benefit of residency packet	chamber/city	school district, chamber, city
		Continue to explore the creation of a Housing Authority			
Design					

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
It is challenging to find parking at peak times.	Address the need for additional parking by adopting the short-term remedies with these additions.	Extend the paving along the south side of the public parking lot adjacent to City Hall and reconfigure the parking striping to add new spaces for autos and busses. Look into opportunities to add on street parking through additional striping.	Additional public parking.	City	None
	Consider delineating trail heads and identifying parking for bicycles, hikers, and rafters.	Identify potential trailhead and raft launching locations with access to trails and Clear Creek with area for a minimum of 10 parking spaces. Develop those areas that prove to be feasible.	New public trailheads and parking.	City	Clear Creek Metropolitan Recreation District and representatives of the rafting and biking communities.
	Coordinate with rafting companies and designate parking, put-in, take-out areas, and coordinate with fishing and other user groups. (Seek compatible locations with Farmer's Market and other park uses).	Identify potential trailhead and raft launching locations with access to trails and Clear Creek with area for a minimum of 10 parking spaces. Develop those areas that prove to be feasible.	New public trailheads and parking.	City	Clear Creek Metropolitan Recreation District and representatives of the rafting and biking communities.
	Identify separate parking areas to support car-pooling to ski areas, bicyclists taking day trips, and other longer term parking needs.	Identify potential available properties for ski-area car-pooling and bicycle day trippers and other long term parking needs. Develop those areas that prove to be feasible.	New long term parking lots.	City	Clear Creek Metropolitan Recreation District and representatives of the biking community.
	Develop maps and communication methods	Publish brochures with maps that show parking lot locations and text that describes their Update as new parking lots come on line.	Brochure with public parking information.	City	Chamber of Commerce
	Review some suggested sites for additional parking that might be acquired and utilized.	Collect and review information on potential properties that might be acquired for new public parking lots and on-street areas that might be striped or re-striped to increase parking .	Report that identifies potential properties and provide site data.	City	Parking consultant
	Evaluate existing street configurations for potential additional on-street spaces.	Collect and review information on potential on-street areas that might be striped or re-striped to increase parking .	Maps of on-street areas that could be re-striped to provide new or additional parking with striping plans with new parking stall configuration.	City	Parking consultant

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
	Evaluate potential for structured parking in close proximity to Downtown	Identify potential properties and analyze the feasibility of each site and potential property acquisition and construction costs.	Report that identifies potential properties and provides site data and costs.	City	Parking consultant
	Explore adding parking in ball field area including leasing or purchase of vacant land to the west. (2 benched areas; would require relocation of a portion of bike path and south ROW fence to accommodate access. Parking could support larger events to be staged on Ball fields as part of Rec Districts Improvements	Contact property owner and discuss leasing or purchasing the 2 benched areas for event parking. If an agreement seems feasible then develop construction costs for parking, and bike trail and ROW fence relocation.	Report documenting property negotiations and construction costs.	City	Engineering consultant
The image from 170 and does not convey the history and depth of character of the community.	Consider activating the pedestrian mall by:				
	Cleaning up and restoring landscaping including provision for adequate maintenance;	Remove existing impervious surfaces in planting areas, replace with pervious surfaces, and install new landscape plantings. Install an automatic irrigation system, or develop a manual watering schedule. Assign a current Public Works employee, or create a new position and hire an individual, to maintain this and other public plantings in town.	Replace impervious materials, install new landscaping, implementation of an irrigation and maintenance program, assignment of a City staff person to maintain the downtown landscaping.	City	
	Undergrounding utilities:	Reach an agreement with Excel to underground their utilities located in the mall area	Overhead utilities located in the mall area relocated underground.	City	Excel
	Adding pedestrian furnishings, planters, enhanced lighting to west of parking lots.;	Add benches, trash receptacles and other street furniture to the mall area. Add new landscape plantings and planters to the mall area.	New street furniture and landscaping installed in the mall area.	City	Landscape Architect

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
	Explore Historic Preservation funds for back of building façade improvements and encourage outdoor dining where possible along the length of the mall, explore rooftop dining options;	Identify and apply for Historic Preservation Funds for the enhancement of the building facades along the mall. Identify possible outdoor and rooftop dining areas along the mall and encourage the restaurant owners to develop these areas.	The acquisition of Historic Preservation Funds for the enhancement of the building facades that face the Mall. The identification of potential outdoor and rooftop dining areas.	City	Restaurant owners
The image from 170 and does not convey the history and depth of character of the community.	Consider steel frame-fabric canopy structure at intersection of 15th, 16th, and 17th over Pedestrian Mall. Include Tivoli lighting, colorful banners, etc., to identify primary pedestrian entrances into retail core.	Design and construct steel frame-fabric canopies at the street/mall intersections. Include Tivoli lighting and banners.	Steel frame-fabric canopies at the street/mall intersections.	City	Architect
The east and west sides of the city are separated physically, visually, and conceptually.	Consider building community connections along Miner Street and Colorado Boulevard.	Identify locations and features for potential activity areas along Colorado and Miner that will help connect the east and west ends of the downtown corridor.	Design plans for activity areas.	City	Landscape Architect
	Create an east side park at the base of the existing Idaho Springs sign with access from the south side frontage road under the existing bridge. Develop new gateway monument signage at the East, West and SH103 Interchanges. Move the skate park into more suitable, accessible location with state of the art design and GOCO participation.	Develop design plans and construction documents for an eastside park and gateway monument signage at the three I-70 Interchanges. Move the skate park to a more central and accessible location. Obtain GOCO funds for the completion of this project.	Design plans and construction documents, and the acquisition of GOCO funds for the construction of a new skate park.	City	Landscape Architect and Engineer
	Install a series of pedestrian and multi-modal transportation improvements to provide functional connections.	Identify feasibility, locations and improvements required for potential pedestrian and multi-modal transportation improvements including trails, sidewalks, bike lanes, and trolley routes.	A multi-modal report detailing potential improvements and associated costs, and potential funding sources.	City	Urban designer and/or transportation planner
	Install pedestrian light poles, banners and banner poles with hanging baskets of flowers, along length of both main commercial districts..	Develop design plans and construction documents for pedestrian lighting and banner poles along the Colorado and Miner corridors.	Delivery of design plans and construction documents for pedestrian lighting and banner poles along the Colorado and Miner corridors.	City	

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
	Enhance landscaping with a consistent palette of materials selected for seasonal color; provide provisions for maintenance and irrigation.	Develop landscape guidelines that would include design standards, approved materials, an approved plant palette, irrigation standards, and maintenance protocol.	Delivery of a landscape guideline manual.	City	Landscape Architect
	Build on the recommendations of the Clear Creek Greenway Plan to optimize the Creek as a City Wide amenity including greenway bike path, secondary trails, amenities, visual access, and parking.	Review and prioritize the Greenway Plan recommendations. Identify any additional amenities that should be considered. Develop a phasing and implementation plan, including potential funding sources including GOCO and Transportation Enhancement grants.	Phasing and implementation plan.	City	Landscape Architect, Clear Creek Metropolitan Recreation District, and representatives of the biking community,
	· Improve Riverside Dr. as a multi-modal corridor to accommodate pedestrians, bicyclists, and vehicles with additional parking along the street edge. Include river access trails and amenity nodes where space exists and cooperate with adjacent landowners such as the Arco Mine to achieve common goals .	Develop an improvement plan for the Riverside Drive corridor that would include multi-modal features for pedestrians, bicyclists, and vehicles. Other features could include parking improvements, trail accesses, amenity nodes. Identify public/private improvement opportunities .	Delivery of a Riverside Drive Improvement Plan.	City	Landscape Architect, Engineer, Clear Creek Metropolitan Recreation District, and representatives of the biking and rafting community.
	Restart initiative to complete the Colorado Boulevard improvements. Consider reprioritizing East End.	Set meetings with CDOT managers to review the proposed improvements and phasing for Colorado. Establish a goal to get this project back on track, emphasizing its importance to the community.	A meeting schedule with CDOT.	City	Mayor, County Commission, Planning Commission
	Develop a plan to enhance safe routes for pedestrians and bicyclists..	Set meetings with CDOT and the biking community to establish opportunities for bicycle and pedestrian safe routes. Develop a plan based on the input received from these meetings.	Bicycle & Pedestrian Route Plan	City	CDOT, Biking Community, Planning Commission, and transportation planner/landscape architect.

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
The east and west sides of the city are separated physically, visually, and conceptually.	Consider bike circulation plan for entire City with short term goals of striping available lanes.	Set meetings with CDOT and the biking community to establish opportunities for bicycle routes throughout the City. Develop a plan based on the input received from these meetings with emphasis on those opportunities for striping on-street bike lanes.	Bicycle & Pedestrian Route Plan	City	CDOT, Biking Community, Planning Commission, and transportation planner/landscape architect.
The local residents are less than engaged and informed with community initiatives.	Develop a plan for mixed-use redevelopment of key parcels including a priority for workforce housing. Create guidelines and a framework to shape future development including incentives as appropriate to stimulate redevelopment that reinforces community goals (i.e.. Housing and Creek side development; River walk Concept and access..	Develop a land use plan, zoning and subdivision regulations for these key parcels.	Land Use plan for key parcels. Zoning and subdivision regulation updates that permit and encourage desired development in these areas.	City	Planning Commission, land owners, and a Planner.
There does not appear to be a clear venue to find information	Have local artists design bulletin boards or kiosks to post at three venues throughout city.	Form an Arts Commission. Arts Commission develop design criteria for information bulletin board or kiosk. Put out a call for submissions for design concepts for information bulletin boards or kiosks. Select preferred concept. Have artist complete design and construct billboards or kiosks.	Design(s) and construction of information bulleting boards or kiosks.	City	City Council, Arts Commission, artist/designer.
There is a need for an Idaho Springs events and information website.	Have a competition for local students to design a website for the city to host all events and information.	Develop criteria for an event and information website. Put out a call for local students to design the website. Select a preferred website concept. Have the winning student(s) develop the website.	An event and information website.	City	City Council, local school teacher with website experience
Organization					
Public Education & Outreach	Form community stakeholder group.	Appoint Blue Ribbon Committee (BRC). BRC holds first two meetings, establishes a plan of action (What are the problems and how do we fix them?) and develops presentation for community input.	Plan of action.	City Council/BRC	Volunteer residents and business owners.

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
Public Education & Outreach	Public understands and provides input into issues and proposed solution. City council approves BRC recommendation.	Develop presentation, communication tools (e.g. public meetings, written or electronic correspondence). Conduct meetings and consider public input to final recommendation to City Council.	Community Presentation and final commercial district recommendation	BRC	Blue ribbon/steering committee, City Council.
Public Education & Outreach	Form community group that will build community support & begin district formation procedure.	Develop road show presentation. Engage legal counsel to draft DDA creation ordinance. Establish coalition of supporters. City reviews and adopts ballot language creating DDA [and establishing funding mechanism - mill levy or tax increment.]	Road show presentation familiarizing public with final recommendation and next steps. Ordinance to create DDA, initiating TABOR election. TABOR ballot language.	City Council/BRC	Support coalition (influential residents and business owners). Legal counsel may be a special district attorney like Collins, Cockrel & Cole or a traditional bond attorney firm like Kutak Rock or Sherman & Howard.
Public Education & Outreach	Campaign to promote passage of ballot question(s).	Promote passage of ballot issues via donation-funded and/or grass root campaign reminding residents of the benefits of the project and getting out the "yes" vote.	Success on November 5, 2013.	Community Group/Campaign	Community group/campaign committee. Investment bank/election consultant may provide guidance for campaign strategy and election deadlines. Investment bankers not paid for election assistance (only for bonds underwritten).
DDA Implementation	City council appoints DDA board (5-11 members).	City council conducts search/invites Board candidates including at least one City Councilor, a met district representative, school district representative, member of the Chamber, an east and central commercial district business owners.	DDA Board of Directors.	City Council	Legal/bond counsel and volunteer community members.

Observation	Recommendation/Objective	Tasks to Reach Objectives	Deliverables	Initiator	Partners/Stakeholders/Expertise Needed
DDA Implementation	Establish funding mechanism	Depending on whether sales and/or property tax increment financing is voter-approved along with DDA creation, DDA must be placed on sale and property tax rolls to establish base for TIF. Property tax TIF may be first collected in 2015; sales tax sooner, depending on sales tax collecting entity (City or State) and time to set up collection procedure. If an operation mill levy (allowed up to 5 mills) is approved by voters rather than TIF, collection would only begin in 2015 once the DDA is on the property rolls in 2014.	Funds for annual/ongoing capital improvements and/or repayment of potential bond issue.	DDA Board of Directors.	Legal/bond counsel.
DDA Implementation	City Council approves plan of development.	Engage legal/bond counsel to assist in drafting the Plan of Development.	Plan of Development - required by statute; defines scope of commercial district improvements and the funding mechanism used.	DDA Board of Directors.	Legal/bond counsel.

Objective	Tasks to Reach Objectives	February-13	May-13	August-13	November-13	February-14	May-14	August-14	November-14	February-15	May-15	August-15	November-15	February-16
	Work with owners of motels to enhance visitor experience. Communicate the town's goal of becoming a destination, not simply a place to stop while traveling I-70. Offer business assistance (such as a visit by a hospitality expert) to assist businesses in making simple, affordable improvements. Market available revolving loan programs.													
The downtown (eastside and westside) should have a unified marketing strategy.	Use the event planning matrix. Identify desired goals for local events (i.e. drawing overnight visitors; uniting east and west side businesses; appealing to local residents and families).													
	Plan a shoulder season event, either in April/May or October/November. Design the event so that it will encourage overnight visitors as well as day-trippers from Denver. Use the event to market the community (i.e. come for the event, stay for dining, historic sites, recreation and the hot springs).													
	Market the new event to target audiences													
	Hold the shoulder season event, evaluate its effectiveness, and begin planning for next year.													
	Consider adding a second shoulder season event. This event may be geared to locals, or may be a second event meant to draw out-of-town visitors during the shoulder season.													
	Host an annual familiarity tour for employees (also called hospitality training) meant to familiarize all front-line employees with area attractions, other businesses, and public parking policies. Evaluate success of event each year.													
There are a number of ways of engaging residents in supporting business, getting involved as volunteers, and seeking leadership positions.	Add (a) locals/family oriented event, or enhance and better market those events already held. This may also include First Fridays, Third Thursdays, or similar low-key events.													
	Hold an annual volunteer appreciation event, uniting numerous organizations who host volunteers. This should be a fun event that celebrates the contributions of volunteers and draws the community.													

Objective	Tasks to Reach Objectives	February-13	May-13	August-13	November-13	February-14	May-14	August-14	November-14	February-15	May-15	August-15	November-15	February-16
Review some suggested sites for additional parking that might be acquired and utilized.	Collect and review information on potential properties that might be acquired for new public parking lots and on-street areas that might be striped or re-striped to increase parking .													
Evaluate existing street configurations for potential additional on-street spaces.	Collect and review information on potential on-street areas that might be striped or re-striped to increase parking .													
Evaluate potential for structured parking in close proximity to Downtown	Identify potential properties and analyze the feasibility of each site and potential property acquisition and construction costs.													
Explore adding parking in ball field area including leasing or purchase of vacant land to the west. (2 benched areas; would require relocation of a portion of bike path and south ROW fence to accommodate access. Parking could support larger events to be staged on Ball fields as part of Rec	Contact property owner and discuss leasing or purchasing the 2 benched areas for event parking. If an agreement seems feasible then develop construction costs for parking, and bike trail and ROW fence relocation.													
Consider activating the pedestrian mall by:														
Cleaning up and restoring landscaping including provision for adequate maintenance;	Remove existing impervious surfaces in planting areas, replace with pervious surfaces, and install new landscape plantings. Install an automatic irrigation system, or develop a manual watering schedule. Assign a current Public Works employee, or create a new position and hire an individual, to maintain this and other public plantings in town.													
Undergrounding utilities:	Reach an agreement with Excel to underground their utilities located in the mall area													
Adding pedestrian furnishings, planters, enhanced lighting to west of parking lots.;	Add benches, trash receptacles and other street furniture to the mall area. Add new landscape plantings and planters to the mall area.													
Explore Historic Preservation funds for back of building façade improvements and encourage outdoor dining where possible along the length of the mall, explore rooftop dining options;	Identify and apply for Historic Preservation Funds for the enhancement of the building facades along the mall. Identify possible outdoor and rooftop op dining areas along the mall and encourage the restaurant owners to develop these areas.													

Objective	Tasks to Reach Objectives	February-13	May-13	August-13	November-13	February-14	May-14	August-14	November-14	February-15	May-15	August-15	November-15	February-16
Consider steel frame-fabric canopy structure at intersection of 15th, 16th, and 17th over Pedestrian Mall. Include Tivoli lighting, colorful banners, etc., to identify primary pedestrian entrances into retail core.	Design and construct steel frame-fabric canopies at the street/mall intersections. Include Tivoli lighting and banners.													
Consider building community connections along Miner Street and Colorado Boulevard.	Identify locations and features for potential activity areas along Colorado and Miner that will help connect the east and west ends of the downtown corridor.													
Create an east side park at the base of the existing Idaho Springs sign with access from the south side frontage road under the existing bridge. Develop new gateway monument signage at the East, West and SH103	Develop design plans and construction documents for an eastside park and gateway monument signage at the three I-70 Interchanges. Move the skate park to a more central and accessible location. Obtain GOCO funds for the completion of this project.													
Install a series of pedestrian and multi-modal transportation improvements to provide functional connections.	Identify feasibility, locations and improvements required for potential pedestrian and multi-modal transportation improvements including trails, sidewalks, bike lanes, and trolley routes.													
Install pedestrian light poles, banners and banner poles with hanging baskets of flowers, along length of both main commercial districts.	Develop design plans and construction documents for pedestrian lighting and banner poles along the Colorado and Miner corridors.													
Enhance landscaping with a consistent palette of materials selected for seasonal color; provide provisions for maintenance and irrigation.	Develop landscape guidelines that would include design standards, approved materials, an approved plant palette, irrigation standards, and maintenance protocol.													
Build on the recommendations of the Clear Creek Greenway Plan to optimize the Creek as a City Wide amenity including greenway bike path, secondary trails, amenities, visual access, and parking.	Review and prioritize the Greenway Plan recommendations. Identify any additional amenities that should be considered. Develop a phasing and implementation plan, including potential funding sources including GOCO and Transportation Enhancement grants.													
Improve Riverside Dr. as a multi-modal corridor to accommodate pedestrians, bicyclists, and vehicles with additional parking along the street edge. Include river access trails and amenity nodes where space exists and cooperate	Develop an improvement plan for the Riverside Drive corridor that would include multi-modal features for pedestrians, bicyclists, and vehicles. Other features could include parking improvements, trail accesses, amenity nodes. Identify public/private improvement opportunities.													

Objective	Tasks to Reach Objectives	February-13	May-13	August-13	November-13	February-14	May-14	August-14	November-14	February-15	May-15	August-15	November-15	February-16
Restart initiative to complete the Colorado Boulevard improvements. Consider reprioritizing East End.	Set meetings with CDOT managers to review the proposed improvements and phasing for Colorado. Establish a goal to get this project back on track, emphasizing its importance to the community.													
Develop a plan to enhance safe routes for pedestrians and bicyclists..	Set meetings with CDOT and the biking community to establish opportunities for bicycle and pedestrian safe routes. Develop a plan based on the input received from these													
Consider bike circulation plan for entire City with short term goals of striping available lanes.	Set meetings with CDOT and the biking community to establish opportunities for bicycle routes throughout the City. Develop a plan based on the input received from these meetings with emphasis on those opportunities for striping on-street bike lanes.													
Develop a plan for mixed-use redevelopment of key parcels including a priority for workforce housing. Create guidelines and a framework to shape future development including incentives as appropriate to stimulate redevelopment that reinforces community goals (i.e.. Housing and Creek side development; River walk Concept and access..	Develop a land use plan, zoning and subdivision regulations for these key parcels.													
Have local artists design bulletin boards or kiosks to post at three venues throughout city.	Form an Arts Commission. Arts Commission develop design criteria for information bulletin board or kiosk. Put out a call for submissions for design concepts for information bulletin boards or kiosks. Select preferred concept. Have artist													
Have a competition for local students to design a website for the city to host all events and information.	Develop criteria for an event and information website. Put out a call for local students to design the website. Select a preferred website concept. Have the winning student(s) develop the website.													
Organization														
Form community stakeholder group.	Appoint Blue Ribbon Committee (BRC). BRC holds first two meetings, establishes a plan of action (What are the problems and how do we fix them?) and develops presentation for community input.													
Public understands and provides input into issues and proposed solution. City council approves BRC recommendation.	Develop presentation, communication tools (e.g. public meetings, written or electronic correspondence). Conduct meetings and consider public input to final recommendation to													



**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.



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- **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



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- 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.



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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



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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



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>



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- 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



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.



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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



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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.



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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:				

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



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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



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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



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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);



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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



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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



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- 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.



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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.



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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: _____



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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/>



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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:					



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COMMUNICATIONS STRATEGIES					
AUDIENCES	Everyone *(Bare	Website <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 	Social Media <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? 	Marketing/ Advertising <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 	Special Events <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"> "Tvisitor 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



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.

<p><u>Local government (e.g., city and county officials):</u></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 	<p><u>Business owners:</u></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 • Visit in person • Ask to leave flyers for customers
<p><u>Other local government and organizations (e.g., police departments, school district, library district, chamber of</u></p>	<p><u>Local newspapers:</u></p>



<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.



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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.

###



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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 _____



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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

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



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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.



Idaho Springs Downtown Assessment
May 22, 2012

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

Partially paid for by USDA Rural Development RCDI Funds.

Idaho Springs



Why Downtown?



Idaho Springs

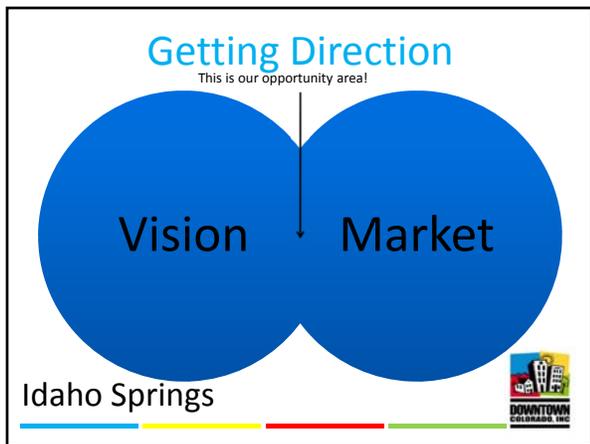


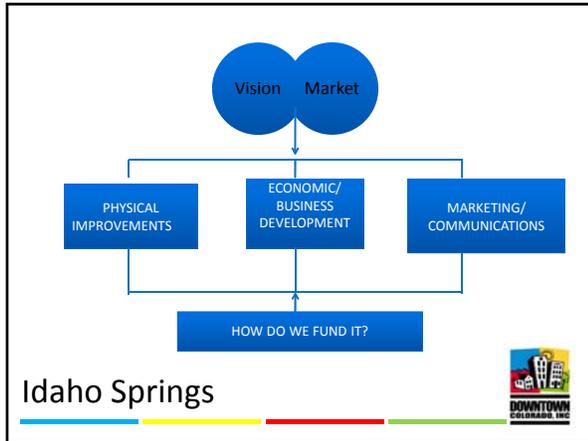


*Let your intentions inform
your actions and not the
reverse*

Idaho Springs







Idaho Springs Objectives

- Assess options to enhance commercial district parking, circulation, signage, and safety;
- Identify steps for short-term, mid-term, and long-term improvements and positioning.

Idaho Springs



Observations

- Idaho Springs has researched and surveyed community, signage, land use, greenways, parking, improvements, etc. A LOT.
- It is challenging to find parking at peak times.
- The image from I70 does not convey the depth of character of the community.
- The two sides of town are separated physically, visually, and conceptually.
- The local residents are less than engaged and informed about community initiatives.

Idaho Springs



Organization



- Resource Management
- Collaboration
- Volunteer Recruiting & Management
- Fund-raising

Idaho Springs



Move forward with recommendations!

- Idaho Springs has researched community preferences, signage, land use, greenways, parking, etc.
- There has been a lot of good planning, time to implement is here!
- Prioritize this effort to enhance commercial districts.
- Adopt a formal plan for parking management.

Idaho Springs



Enhance understanding of what needs to be done!

- Re-institute the monthly community-wide stakeholder group meetings.
- Consider developing a council orientation and training for candidates for city council.
- Regular news available at set venues.

Idaho Springs



Find more heads to put hats on!

- Consider applying for a VISTA to provide a full-time employee towards these efforts.
- Ask each stakeholder group to provide an update and written report of the latest activities, initiatives, needs, etc.
- Create a list of professional development/community service/volunteer opportunities to share with high school community service program.
- Create a list of volunteer and community engagement activities to share with residents, post at the library, coffee shop, etc.

Idaho Springs



Develop Consistent Communications

- Create one online venue for all information regarding events and activities in Idaho Springs.
- Create three community bulletin boards in the city (one in east side, west side, and one in the center) where events and notices are posted.

Idaho Springs



Marketing & Promotions



Creating and marketing a positive image based on the unique attributes of the area.



Idaho Springs



Show them the Parking!

- Include a parking map as part of the community map online and in print;
- Add parking locations to Google Maps.

Idaho Springs



History is a Destination!

- Encourage longer stays in town through integrated promotion: heritage, recreations, springs, and downtown businesses
 - Include all on updated picture map (along with parking)
- Further promote Idaho Springs ' history
 - Interpretive plaques
 - Murals and timelines
 - Honest interpretation: first gold strike, labor wars
- Continue to tap into I70 Coalition to market Idaho Springs

Idaho Springs



Strategize for Connecting to East Side

- Consider events that can be held on the East Side (i.e. Farmers' Market, other promotions)
- Add a large shoulder event during low seasons to boost spending and occupancy: i.e. Oktoberfest, Music Festivals
- Include the updated map and other info. in every hotel room, restaurant, gas station, and other venue in town.
- Consider an annual familiarity tour for employees to learn about assets and other business (hospitality training)
- Use event planning matrix to help plan events that meet local priorities

Idaho Springs



Economic Development & Restructuring

Strengthening existing economic assets and fulfilling its broadest market potential.

Idaho Springs



Transport & Parking is an Opportunity & Threat

- Prioritize parking enforcement
- Track revenues from parking enforcement
- Project revenue generated from changing timing (or pricing)
- Dedicate revenues to parking staff & technology
- Assess different technologies and options (i.e. courtesy ticket)
- Explore feasibility of transit:
 - “Trolley” or on-demand circulator
 - Commuter connection to Denver, Central City

Idaho Springs



Capitalize on Character

- Work with Clear Creek Co. EDC to promote RLF for business/building improvement
- Encourage more diverse lodging opportunities for tourists (i.e. historic B&B's; larger hotel)

Idaho Springs



Prioritize East Side Improvements

- Pursue DOLA match to CDOT for design of Colorado Blvd. improvements
- Raise the priority of Phase 3 (east side)
- Track data on public/private investment and jobs and volunteer efforts to support future fundraising efforts.
- Create a retention & communications plan for all businesses:
 - Email blasts, mixers (consistent)
 - All things I-70
 - Benefits of property beautification to attract customers (consistent with a vision for the district) (Brochure)

Idaho Springs



Show residents why they love Idaho Springs

- Create a benefit of residency packet:
 - School system, events for children/families, opportunities to volunteer, entrepreneurship opportunities, proximity to recreation, shopping options, etc.
- Continue to explore creation of Housing Authority or collaboration with County HA – pursue the goal of more people living in town (walkable, transit-oriented community)

Idaho Springs



Connect services to the businesses that need them

Observation: There does not appear to be a clear venue to find information for business/entrepreneurship

Recommendations:

- Survey businesses for needed training and skills enhancement
 - Partner w/SBDC, CMC, OED, County EDC, DOLA Main Street
- Create ambassador program to contact businesses regularly
- Create a guide to opening a business
 - Demographic profile (action step from Vision Plan)
 - Incentives (Revolving loan, historic tax credits)
 - Building inventory
- Point of sale survey (zip codes – local vs. visitor)
- Work towards diversifying economy as possible (location-neutral)

Idaho Springs



Design



Idaho Springs



Observation

The east and west sides of the city are separated physically, visually, and conceptually

Idaho Springs

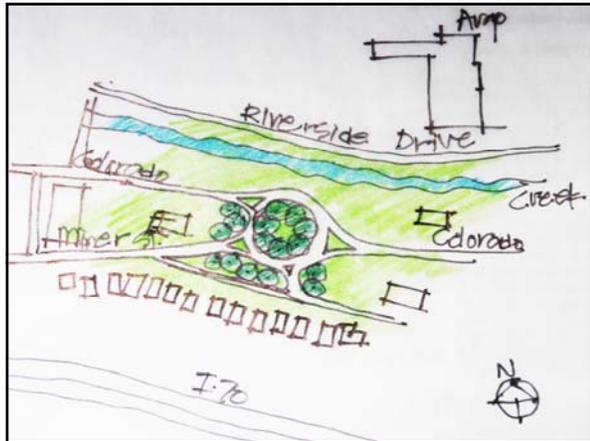


Connecting Two Sides of Town

- Creating an east side park with access from the south side frontage road under the existing bridge.
- Develop new gateway monument signage at the East, West and SH103 Interchanges.
- Move the skate park into more suitable, accessible location.
- Installing a series of pedestrian and multi-modal transportation improvements for functional connections.
- Install pedestrian light poles, banners and banner poles with hanging baskets of flowers, along length of both main commercial districts.

Idaho Springs





BIKE PATH

Idaho Springs



Connecting Two Sides of Town

- Restart initiative to complete the Colorado Boulevard improvements. Consider reprioritizing East End.
- Develop a plan to enhance safe routes for pedestrians and bicyclists.
- Consider bike circulation plan for entire City with short term goals of striping available lanes.

Idaho Springs



Observation

It is challenging to find parking at peak times.

Idaho Springs



Parking Options



- Implement your short-term parking enhancement plan to revise lay out of large public parking lot.
- Great job Bob!
- Evaluate existing street configurations for potential additional on-street spaces.
- Evaluate potential for structured parking in close proximity to Downtown

Idaho Springs



Recreational Options for Parking

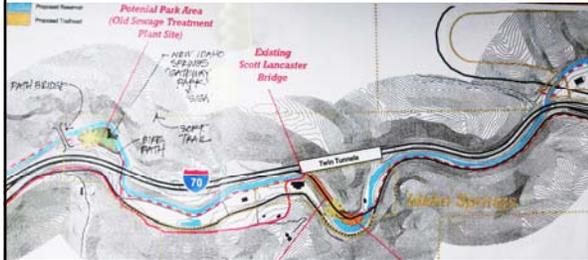
- Consider delineating trail heads and identifying parking for bicycles, hikers, and rafters.
- Coordinate with rafting companies and designate parking, put-in, take-out areas, and coordinate with fishing and other user groups.
- Seek compatible locations with Farmer's Market and other park uses.
- Identify separate parking areas to support car-pooling to ski areas, bicyclists taking day trips, and other longer term parking needs. Develop maps and communication to inform visitors and locals.

Idaho Springs



Additional Parking Options

Explore adding parking in ball field area including leasing or purchase of vacant land to the west.



Observation

Signage, Visibility, Wayfinding, & Coordination

The image from 170 and does not convey the history and depth of character of the community.

Idaho Springs



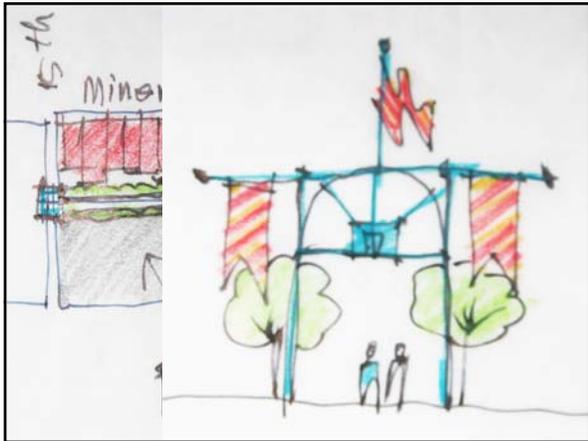


Addressing image from I70

- Combine historic preservation & revolving loan funds for back of building façade improvements.
- Encourage rooftop and pedestrian mall dining options;
- Consider canopy structure to identify primary pedestrian entrances into retail core. Include Tivoli lighting, colorful banners, etc.

Idaho Springs





Observation

The local residents are less than engaged and informed with community initiatives.

Idaho Springs



Connecting Two Sides of Town

- Develop a plan for mixed-use redevelopment of key parcels including a priority for workforce housing.
- Create guidelines and a framework to shape future development that reinforces community goals e.g. Housing and Creek side development; Riverwalk Concept and access.

Idaho Springs



Engaging Residents in Design

- Have local artists design bulletin boards to post at three venues throughout city.
- Have a competition for local students to design a website for the city to host all events and information.

Idaho Springs





Signage

- Implement the existing plan for signage.
- Coordinate with county, CDOT, and other regional signage plans.

Idaho Springs



How to get it all done?



Idaho Springs



Funding Options

Observation: It is challenging to find parking at peak times and improving parking stock costs money.

Recommendations:

- Consider parking management and enforcement as ways to create a funding stream.
- Consider creation of a financing mechanism to fund long-term enhancements and management of the commercial district. Business improvement district or downtown development authority.

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Access your resources

- Consider prioritization of existing financial resources to the new initiative
- Increase sales tax rate to create a pool of funds for investment into the commercial sector
- Alternatively, consider the increase at the time the decision is made to create a Downtown Development Authority.
- The City could utilize the DOLA Energy and Mineral Impact Assistance Fund to accelerate the design for Colorado Blvd. improvements (Phase 3).
- Work with Clear Creek Economic Development Corp. to establish a pool of funding for façade improvements.

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Public Private Partnering for Redevelopment: The Public Role

- What Role Does the Community want to Play?
 - Developer? Enabler? Partner?
- What Incentives can they Offer?
 - Tap Fee Waivers, Streamlined Plan Review
 - Acquisition of Market Information
 - Full Partner using TIF, Bonds, etc.
- How can they Manage their Liability?
 - Special Districts (DDA, URA, BID)

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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)(6), 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.

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Why a DDA?

A DDA has the power to:

- Acquire property;
- Construct and equip improvements;
- Lease and sell property; and
- Establish fees, rates and charges for the use of property

A plan of development, describing the improvements, must be approved by the City and includes, but not limited to:

- Streets;
- Parks;
- Plazas;
- Parking facilities;
- Pedestrian malls; and
- Right-of-ways

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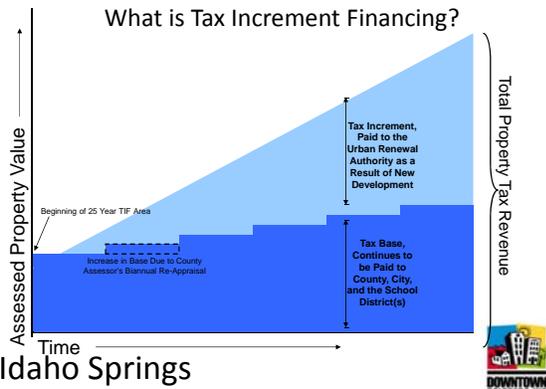
Downtown Development Authority

- Must be established in the area considered the downtown or 'central business district' and the area must be zoned as such
- Can collect the increment from both property and sales taxes
- Must be reinvested in the area from where the money is being collected
- To establish, the property owners, lessees and residents WITHIN the proposed DDA area vote

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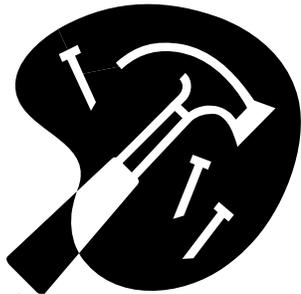
What is Tax Increment Financing?



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What else is in your tool box?



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Stakeholder Analysis

Stake holder	Interest	Support (Y/N)	Import (1-5)	Contribution	Approach
Local Gov't (Core Team)	Econ Dev, Planning,	Y	5	Communications, Funding, Zoning, Coordination	(Internal: Direct or thru Dept Heads) Formal: Presentation to City Council
Church or Non-Profit	Ability to pursue grants	Y	3	Info Distribution & Volunteers	Informal: Flyers and email Invitations
Community College	Image Building	N	4	Meeting Space and Volunteers	Formal: Proposal and Presentation
School Administration	Leadership Program	N	3	Info Distribution, Meeting Space & Volunteers	Formal: Letter, Invitation, Meeting

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Action Matrix

Time	Task	Measure of success	Initiator	Partners
1-3 M	Town Board should declare the commercial 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

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Thank you

For more information contact

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

Partially paid for by USDA Rural Development RCDI Funds.

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Proposed Reservoir
Proposed Trailhead

**Potential Park Area
(Old Sewage Treatment
Plant Site)**

**Existing
Scott Lancaster
Bridge**

NEW IDAHO
SPRINGS
"GATEWAY
PARK"
&
SIGN

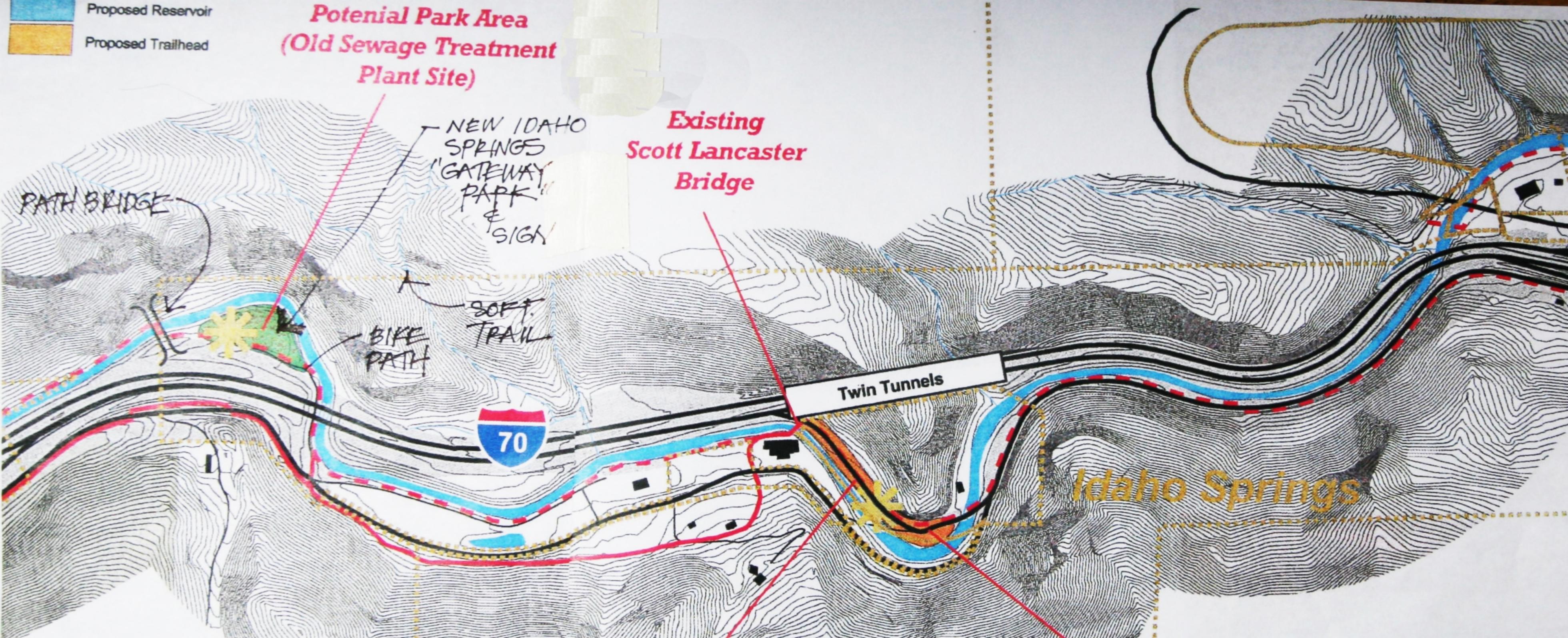
PATH BRIDGE

SOFT
TRAIL
BIKE
PATH

Twin Tunnels



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 info@downtowncoloradoinc.org / www.downtowncoloradoinc.org

Idaho Springs Agenda

Date/Time	DRAFT Agenda	Attending	Location & Logistics
May 21			
10:00 AM 11:00AM	Orientation/ - Presentation on history of town, issues, previous downtown and financing initiatives, and current state of affairs.	Town Administrator and Council Leader & Team	Provide coffee, Town Hall
11:00-12:00	Tour focus area	Town Administrator and City Council Leader & Team	
12:30 PM- 2:00 PM	Understanding Leadership Objectives: Working Lunch with Staff, Commissioners, Trustees	Town Staff-Dept Heads/Planning Commission, Town Council	Order box lunches, Town Hall
2:30 PM - 3:30 PM	Focus Group Meeting 2 (60 Min) Service Providers	Stakeholders from the County, other taxing districts, CDOT, and regional entities	
3:30 PM 4:15PM	Break/Walk Around (45 min)		
4:15-5:15	Team Review of Process so far		Provide coffee & snacks, Tommy Knockers
5:45 PM- 6:45PM	Businesses and Business Support Services (60 Min)	Chamber of Commerce, Business Owners, Commercial Property Owners	Tommy Knockers
7:00 PM- 7:45 PM	Residents and General Public (45 min)	Residents, community members at large including members of non-profit organizations unable to attend daytime meetings	Tommy Knockers
8:00 PM	Team working dinner and draft Recommendations		Dinner in venue with privacy, Tommy Knockers
May 22			
8:00 AM	Working Breakfast - Recap Issues and Recommendations – review presentation draft		Order breakfast in advance, Majestic
9:00 AM	Team writes report narrative sections		Majestic
10:00 AM	Team members create action matrix items		Majestic
12 Noon	Working Lunch Delivered – Town should provide projector. Team makes final edits to power point		Majestic
1:15 PM	Team Members compile Power Point presentations sent to Team Leader		Majestic
4:15 PM	Meet with client to review	Town Administrator	Town Hall
6:30 PM	Reception/Presentation	Invite ALL participants and town	Town Hall